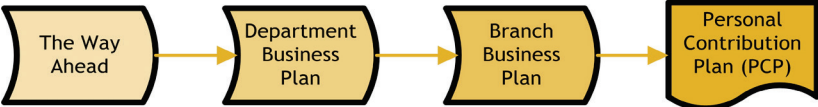


Corporate Outcome (Goal)	Branch Outcome	2014 Projects	2015/2016 Initiatives	Performance Measures	Target	2013 Performance	2012 Performance
Improving Edmonton's Livability: The Way We Live							
Edmontonians are connected to the city in which they live, work and play <i>(Goal 1: Edmonton is a vibrant, connected, engaged and welcoming city &amp; Goal 5: Edmonton is an attractive city)</i>	Citizens understand the value and the benefits of enforcement programs, services and partnerships and keeping their communities clean	<ul style="list-style-type: none"><li>• Develop Community Behavioural Change Framework</li><li>• Enhanced Bylaw Enforcement Service Delivery Model</li><li>• Develop and implement Nuisance Abatement Program</li><li>• Develop and implement Expanded Responsible Pet Ownership Program</li></ul>	<ul style="list-style-type: none"><li>• Implement Community Behavioural Change Framework</li></ul>	# of citizen-initiated complaints per thousand citizens	Increase	66.0	62.4
				% of citizens indicating they are informed of bylaws	80%	80%	80% (2011)
Edmontonians use facilities and services that promote healthy living <i>(Goal 2: Edmonton celebrates life!, Goal 3: Edmonton is a caring, inclusive and affordable community &amp; Goal 6: Edmonton is a sustainable city)</i>	Programs aid in ensuring citizen enjoyment and personal health benefits	<ul style="list-style-type: none"><li>• Develop a Wildlife Management Strategy</li><li>• Assist in developing the Dogs in Public Spaces Program</li></ul>	<ul style="list-style-type: none"><li>• Implement Wildlife Management Strategy</li><li>• Develop alternative Mosquito Control Program</li></ul>	Ratio of mosquitoes within control region vs. outside the control region	1:5	Measure being redeveloped to increase accuracy	
	Programs and services promote voluntary compliance	<ul style="list-style-type: none"><li>• Develop Community Positioning Framework</li><li>• Develop Strategic Partnership Framework</li><li>• Implement Pet Licensing Web Portal</li><li>• Develop Animal Care &amp; Control Centre Volunteer Program</li><li>• Establish Pet Rescue Network</li><li>• Develop Recruitment and Retention Strategy for Sponsors (includes leveraging)</li><li>• Manage Joint Venture Educational Events (i.e. Pet Expo)</li><li>• Develop Multicultural Community Relations Strategy</li></ul>	<ul style="list-style-type: none"><li>• Implement Community Positioning Framework</li><li>• Implement Strategic Partnership Framework</li></ul>	% compliance to Community Standards bylaws	90%	91%	94%
	Program partners and citizens understand and are engaged in improving the community			% change in number of volunteers	Increase	-8%	5%
				Dollars leveraged	Increase	1 : 1.21	1 : 1.41
Edmonton is a safe city <i>(Goal 4: Edmonton is a safe city)</i>	Bylaw enforcement services are responsive to community needs	<ul style="list-style-type: none"><li>• Develop Leading Improvement and Growth Framework</li><li>• Ensure Community Relations Programs support Corporate revenue streams for business licensing, pet licensing and parking enforcement</li><li>• Enhance Bylaw Enforcement Data Management System</li><li>• Develop and implement Homeless Encampments on Parkland Strategy</li><li>• Support a movement towards a Provincial Combative Sports Commission</li></ul>	<ul style="list-style-type: none"><li>• Implement Leading Improvement and Growth Framework</li><li>• Review of Nuisance Licence Category</li><li>• Community Standards Bylaw Fine Review</li><li>• Redesign Parking Enforcement Service Delivery to align with Corporate Integrated Parking Management Strategy</li></ul>	# of bylaw complaints received	Decrease	57,430	52,842
				Ratio of officer initiated complaints to citizen initiated complaints	1 : 1.3	1 : 1.46	1 : 1.42
				% of adoptable pets rescued/ returned	95%	99%	96%
	Bylaw enforcement services support and maintain a safe city			% change in pets licensed	10%	3%	2%
				% change in litter	-15%	2%	-9%
	Bylaw enforcement services support and maintain a clean city			% change in graffiti vandalism locations	-10%	-10%	-19%
				Ensure Edmonton's Financial Stability: The Way We Finance			
The city has well managed and sustainable assets and services	Enforcement services support licensing compliance and other revenue generating programs	<ul style="list-style-type: none"><li>• Community Standards 2014 Budget Strategy (pet licensing, business licensing and parking enforcement fine revenue increase)</li></ul>		Variance from budgeted revenue	\$435,000	\$435,000	\$531,000
Transforming Edmonton Through Organizational Excellence							
Diverse, engaged and innovative employees involved in service delivery contribute to achieving the City’s vision, goals and outcomes	The Branch retains engaged employees	<ul style="list-style-type: none"><li>• Develop Branch Employee Engagement and Culture Improvement Strategies</li><li>• Execute Branch Cultural Action Plans</li></ul>	<ul style="list-style-type: none"><li>• Support Corporate Continuous Improvement Program</li></ul>	Employee Engagement Survey	85%	Not Surveyed in 2013	67%
	All staff pursue leadership and performance excellence	<ul style="list-style-type: none"><li>• Develop enhanced staff training programs</li><li>• Develop leadership development plan</li></ul>	<ul style="list-style-type: none"><li>• Implement enhanced staff training programs</li><li>• Implement leadership development plan</li></ul>	% of employees responding favourable to “I receive enough training to do my job effectively.”	80%	Not Surveyed in 2013	66%
The City of Edmonton delivers valued, quality, cost effective services to its citizens	Branch is well managed	<ul style="list-style-type: none"><li>• Develop Intra-branch and Cross Department Relationship Model (Integration Framework)</li><li>• Develop internal partner feedback process</li></ul>	<ul style="list-style-type: none"><li>• Implement internal partner feedback process</li><li>• Implement Intra-branch and Cross Department Relationship Model (Integration Framework)</li></ul>	Operating budget expenditure variance	±\$200,000	(\$484,000)	\$501,000

# Community Standards - Business Plan 2014 - 2016



Branch Vision	Branch Mission	Branch Values
Caring, well-informed citizens and communities committed to keeping neighbourhoods and green spaces healthy, clean and safe.	Community Standards enhances Edmonton’s neighbourhood livability by ensuring compliance to community legislation and by working to achieve a safe and clean city through public awareness, partnerships and volunteerism.	<p>We believe in:</p> <ol style="list-style-type: none"><li>1. A fair, measured and effective approach to enforcement</li><li>2. Citizen-centric services</li><li>3. Collaborative program development</li><li>4. Transparent and innovative processes</li><li>5. Making a positive improvement to communities</li></ol>

Strategic Priority Areas
<ol style="list-style-type: none"><li>1. Community Behavioural Change - Community Standards programs encompass a broad range of activities and approaches which focus on transforming the outlook of individuals and communities</li><li>2. Improvement and Growth - Continuous improvement and growth help to guide our business strategies</li><li>3. Positioning in the Community - Citizen-centric services that value community involvement and achieve well-crafted and innovative solutions</li><li>4. Strategic Partnerships - Strategic partnerships that shape and inform compliance efforts</li></ol>

*The strategic direction presented in this business plan promises challenging initiatives, well-delivered programs and outstanding results. Central to staying the course is the hard work, dedication and commitment of our staff. Those efforts contribute to achieving our Branch mission and Council’s vision. Service excellence coupled with a fair and effective approach to enforcement contributes to a safe and vibrant city... "Working together towards a better community!"*



David Aitken, Manager  
Community Standards Branch

Community Standards			
“Working together towards a better community”			
Complaints and Investigations	Animal Care and Pest Management	Community Standards Peace Officer Section	Community Relations
Property Standards & Weed Control Program	Animal Health & Care Services	Peace Officer Services	Bylaw & Legislation Education/Awareness
City Wide Parking Services	Pet Licensing	Responsible Pet Ownership	Capital City Clean Up Program
Snow Enforcement Program	Lost & Found Pet Services / Humane & Rescue Support Services	Animal Care & Control Peace Officers	Bylaw & Community Emerging Issues
Business Licence Enforcement	Mosquito Control Program	Park Rangers & River Valley Stewardship	Volunteer & Partnership Management
Public Safety Compliance Team	Integrated Pest Management / Pest Identification & Lab Services	Load Safety Enforcement Program	Community Events & School Programs
Adult Entertainment Licence Enforcement			Combative Sport Administration

