

EXECUTIVE SUMMARY

BYLAW AND PROVINCIAL ACT ENFORCEMENT

OCTOBER 2018 | PROGRAM AND SERVICE REVIEW

Edmonton

WHAT IS PROGRAM & SERVICE REVIEW?

Program and Service Review (PSR) is composed of an internal team dedicated to evaluating the services offered by the City of Edmonton. The objective is to help City Council achieve its strategic goals and determine how our organization can improve the services that matter to Edmontonians, providing the best value-added for citizen tax dollars.

SUMMARY OF SERVICE AREA

The Bylaw and Provincial Act Enforcement area enhances a liveable city by building relationships with and between citizens to create caring communities that are safe, healthy, vibrant, and inclusive. This is accomplished by identifying standards, educating the public, and upholding compliance with the standards through enforcement activities.

Bylaw and Provincial Act Enforcement External Service

Bylaw and Provincial Act Enforcement provides effective enforcement of relevant municipal bylaws, provincial statutes, and federal regulations. The business areas work to resolve concerns such as untidy properties, machine and construction noise, pet and business licence compliance, infill development, weed control, sidewalk snow removal and parking. In addition to issuing offence notices and warnings, enforcement officers are also tasked with public education so that citizens know their rights and responsibilities in helping to make Edmonton a safe and livable city.

Multiple service areas within the City of Edmonton are responsible for delivering the Bylaw and Provincial Act Enforcement service:

Edmonton Transit Safety and Security | Animal Control | Park Rangers | Complaints and Investigation | Community Standards Peace Officers | Development Services | Lot Grading | Safety Codes Permits and Inspections

Who is impacted? Everyone

Enforcement services protect the safety of citizens, regulate operations of business owners, and encourage positive neighbourhood relationships.

RESEARCH METHODOLOGY

Each Program and Service Review (PSR) typically begins with a review and a challenge panel including: community, academia, industry and peer subject matter experts who help provide focus to the analysis, challenge the recommendations, and provide guidance. *Please note: each service area has a tailored approach for engagement and analysis.*

ENGAGEMENT

INTERNAL

Employee interview and surveying. Attending operational meetings and ride-alongs.

ANALYSIS

Review of key documents and information (e.g., business plans, key performance indicators, process flowcharts). High level analysis (e.g., finance, human resources).

EXTERNAL

Interviews and structured discussions with other municipalities and private contractors.

Benchmarking with other municipalities.

IMPORTANT INFORMATION & TERMINOLOGY

Animal Licensing and Control Bylaw 13145

Makes owners responsible for their pet's actions; helps return lost pets to their owners and ensures pets are a positive addition to the community.

Enforcement Officers

City of Edmonton employees who help ensure that communities are safe and secure places for citizens to live, work and raise families. They perform a number of duties from managing offences to public education.

Zoning Bylaw 12800

Contains rules and regulations for the development of land in Edmonton (i.e., what can be built and where in the city).

Bylaw

Set of rules and regulations created to address municipal issues and promote safety and wellness in the community.

Pet Licence

A unique ID that identifies who the pet belongs to. It has the owner's name and address information that help if the pet gets lost, or displaced in an emergency.

Provincial Act

Written laws that are set at the provincial level and aim to ensure the health and safety of citizens.

RECOMMENDATIONS WHY & IMPACT

SERVICE & RECOMMENDATION	WHY	IMPACT
<p>1 Bylaw and Provincial Act Enforcement <i>Develop and implement training standard for all enforcement officers within the service area</i></p>	<p>Current State (What we found): The training requirements for business areas involved in bylaw and act enforcement are determined by management and vary across branches and departments.</p> <p>Skilled staff within services areas act as in-house support to other staff members through training and coaching; however, these arrangements are informal within the business areas and inconsistent.</p> <p>Not having a standardized training approach can impact officer safety, performance, and interactions with citizens.</p> <p>Future State (What we will do):</p> <ul style="list-style-type: none"> - Develop and implement baseline training in all areas. - Ensure consistency in training opportunities. - Monitor completion of mandatory training. 	<p>Impact: Creating a standard level of training will ensure all enforcement officers have the right knowledge and skills to do their jobs effectively.</p> <p>Officer safety and performance should improve, resulting in safer and more livable communities for Edmontonians.</p> <p>Citizens can expect a consistent level of service from officers who undergo standard training.</p>
<p>2 Bylaw and Provincial Act Enforcement <i>Optimize officer deployment model based on assigned geographic areas</i></p>	<p>Current State (What we found): Enforcement officers generally start their day with administrative work in the office and to collect equipment before going into the field.</p> <p>Driving time between the office and deployment areas is unproductive and impacts the total number of investigations performed in a day.</p> <p>Future State (What we will do): Provide officers with the ability to start their shifts using mobile office locations closer to their deployment areas and/or access all required information using a secured City network.</p>	<p>Impact: Reducing or eliminating driving time between the office and deployment area will allow officers to conduct more site visits and respond to more citizen requests per shift.</p> <ul style="list-style-type: none"> - Total investigations conducted will increase; response times for citizen inquiries will decrease.
<p>3 Bylaw and Provincial Act Enforcement <i>Assign work based on complexity and officer designation levels</i></p>	<p>Current State (What we found): The Community Standards and Neighbourhoods Branch employs Municipal Enforcement Officers whose primary role is to enforce the Business Licence Bylaw.</p> <ul style="list-style-type: none"> - Municipal Enforcement Officers are designated level I or II. - Officers with the level II designation <i>should</i> deal with more complex assignments due to the broad range of regulations (municipal, provincial, and federal) that fall under their scope of responsibility. <p>The majority of the work for the officers involved in Business Licence Bylaw is important but not highly complex</p> <ul style="list-style-type: none"> - 85-90% of the role involves following up on delinquent business licences, and most of these investigations conclude with no bylaw infraction. <p>Previous summer employment programs offered through the</p>	<p>Impact: High complexity work with significant impact to the community will become the priority for level II officers.</p> <p>Cost savings will be realized by replacing level II officers with level I officers and student ambassadors to enforce the Business Licence Bylaw.</p> <p>Business Licensing Student Ambassadors will gain the opportunity to participate in low-risk enforcement activities and have a better understanding of the</p>

	<p>City had post-secondary students visit businesses in person to promote and educate on business licences, as well as check for compliance. These student ambassadors were successful in high-traffic, low-risk locations.</p> <p>Future State (What we will do): Municipal Enforcement Officer Is and student ambassadors will manage Business Licence Bylaw work. Complex work (big community impact or high-risk investigations) will be reserved for Municipal Enforcement Officer IIs.</p>	<p>profession.</p>
<p>4 Bylaw and Provincial Act Enforcement <i>Develop a business case to merge dispatch units across multiple business areas into a single system</i></p>	<p>Current State (What we found): Currently, the dispatch processes between enforcement areas are not integrated.</p> <ul style="list-style-type: none"> - Each area dispatch has its own location, schedule, protocol, and system. - Some dispatch systems are more advanced and reliable than others. <p>Future State (What we will do): Develop a business case for the consolidation of multiple dispatch systems across business areas to a single fully-integrated system.</p>	<p>Impact: Dispatch consolidation will improve the ability to receive, process and respond to citizen complaints.</p> <p>Officer safety will improve with a centralized dispatch service that can provide timely and accurate updates on officer location, investigation activities, incident information, etc.</p>
<p>5 Bylaw and Provincial Act Enforcement <i>Consolidate Peace Officers to align classification with provincial standards</i></p>	<p>Current State (What we found): The Government of Alberta grants the City of Edmonton authority to employ Peace Officers through the Alberta Peace Officer Act.</p> <ul style="list-style-type: none"> - Peace Officers within Alberta are designated as Community Peace Officer I or II. <p>The City has multiple types of Peace Officers with varying classifications, wages, training requirements, and scope of responsibility as set by the province.</p> <p>Future State (What we will do): Classify City of Edmonton Peace Officers as either standard Peace Officer I or Peace Officer II to align with provincial standards.</p>	<p>Impact: Consolidating Peace Officers within a branch will allow more flexibility in scheduling, deployment, and cover-off, including less overtime expenses.</p> <p>More opportunities to backfill position vacancies internally for efficient recruitment while offering diversity in scope of work for Officers.</p>
<p>6 Bylaw and Provincial Act Enforcement <i>Develop a shared understanding of Zoning Bylaw components: role of enforcement, operational procedures and performance measures</i></p>	<p>Current State (What we found): The rules and regulations for land development in Edmonton are captured under Zoning Bylaw 12800. It is a complex living document frequently updated by City Council.</p> <p>Multiple stakeholders and staff identified a desire to clarify Zoning Bylaw enforcement role and procedures.</p> <p>Lack of clarity surrounding enforcement expectations and work tracking has led to increased turnover rate in the area. In turn, limited resources result in a backlog of citizen complaints on the Zoning Bylaw.</p> <p>Future State (What we will do):</p> <ul style="list-style-type: none"> - Define roles and responsibilities as they relate to Zoning Bylaw enforcement. - Explain how compliance of Zoning Bylaw helps achieve City goals. - Identify operational activities, procedures and performance expectations. 	<p>Impact: Bringing transparency to performance measurement processes will allow staff to understand role expectations and desired outcomes.</p> <p>Staff will feel empowered to make decisions, track and measure results, and achieve desired outcomes. Turnover rate will decrease in the business area.</p> <p>Citizens will benefit from a standardized approach to Zoning Bylaw enforcement through consistent processes and service delivery.</p>
<p>7 Animal Control <i>Enforce zero tolerance for dogs without a licence in off-leash areas</i></p>	<p>Current State (What we found): The City ensures dog owners have access to well-designed, high quality off-leash areas within Edmonton. In order to continue to maintain the service, it is necessary that all off-leash park users are compliant with Animal Licensing and Control Bylaw licensing requirements.</p> <p>Future State (What we will do): Apply zero tolerance enforcement for unlicensed dogs in off-leash parks.</p> <p>Increase Animal Control Officer presence in off-leash areas and enforce bylaw infractions consistently.</p> <p>Use Off Leash Ambassador volunteers to help spread the zero-tolerance message and educate the public on licencing.</p>	<p>Impact: Dog licensing fees directly contribute to design, operation and maintenance activities performed by the City (user-pay model).</p> <p>Enforcing Animal Licensing and Control Bylaw regulations helps ensure Edmonton's public places are safe and enjoyable for users.</p> <p>Zero-tolerance and public education initiatives will increase voluntary pet licence compliance, adding to revenue from these fees.</p>

