

Enforcement Operational Review

Committee of Council
Robert Higgs
Enforcement and By-Law Services,
Legislative Services
April 24, 2024



The Process:

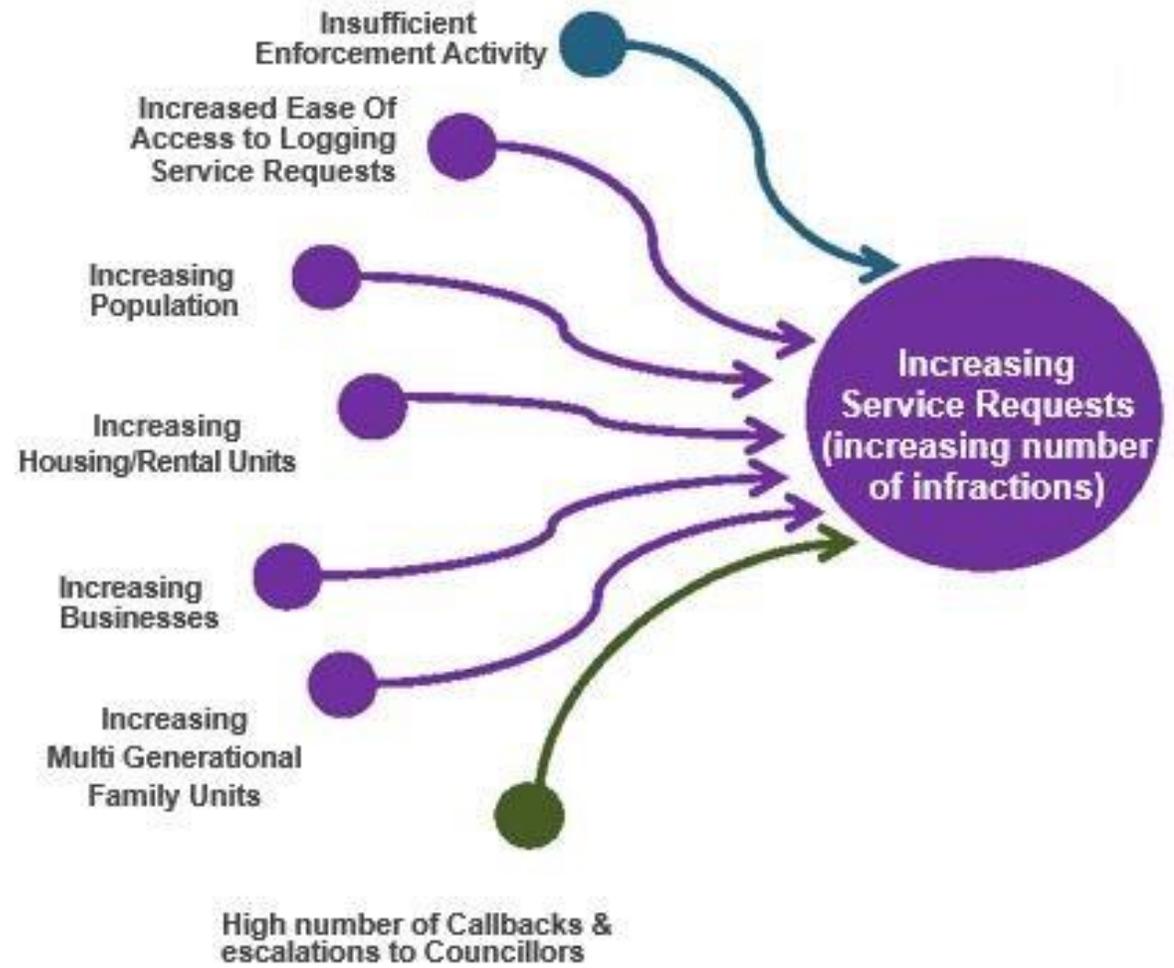
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Enforcement Review Final Report

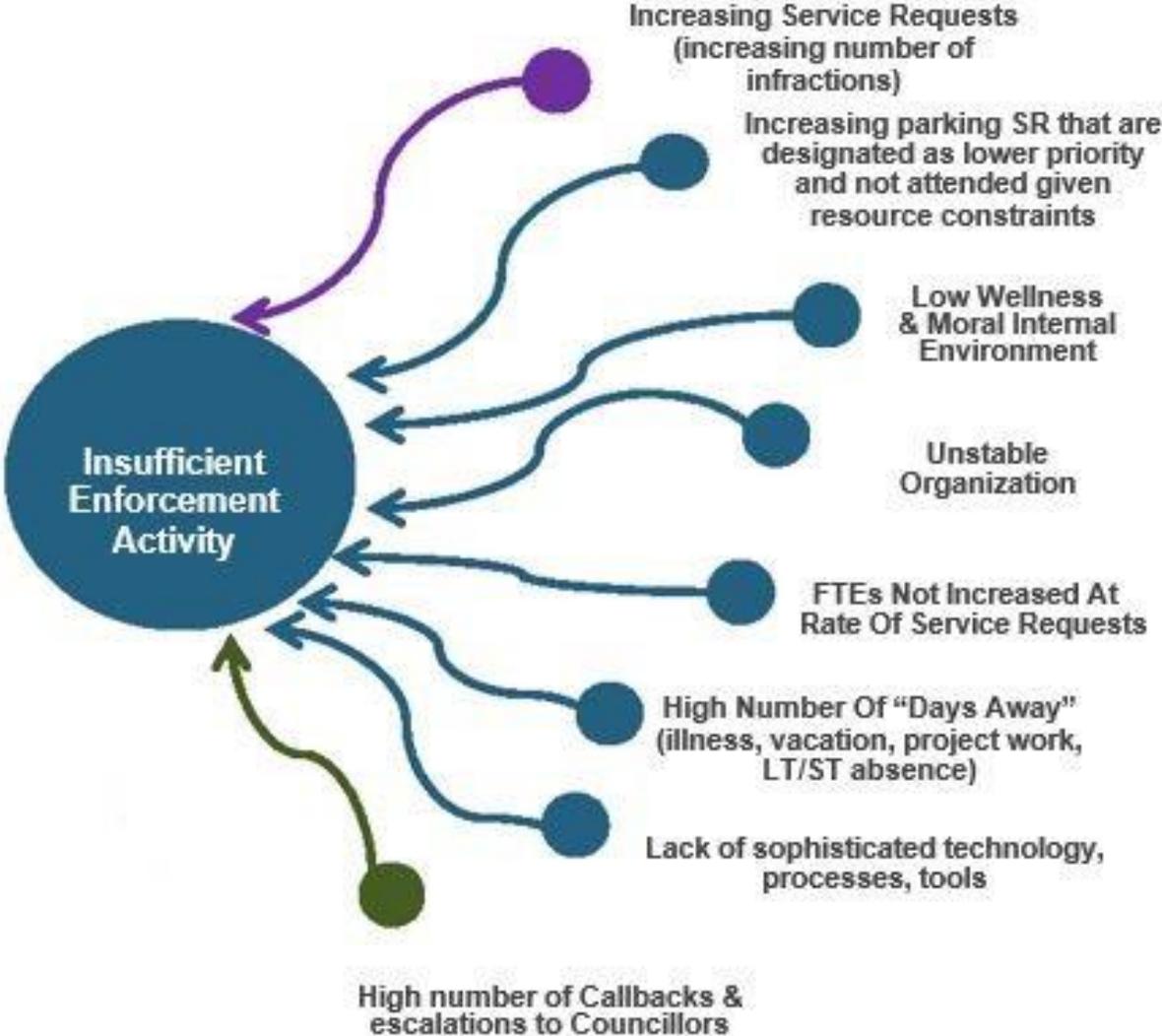
March 22, 2024

- Work began in January 2024, and concluded in March 2024.
- Review included a thorough examination of service request trends, 311 and enforcement data, customer complaints, and end-to-end business processes.
- Stakeholder engagement was achieved through interviews, web surveys, and focus groups with officers, supervisors, management, commissioners, business partners, and Councillors.
- The key focus areas of the review were:
 - mapping service levels,
 - resource allocation, and
 - business processes.

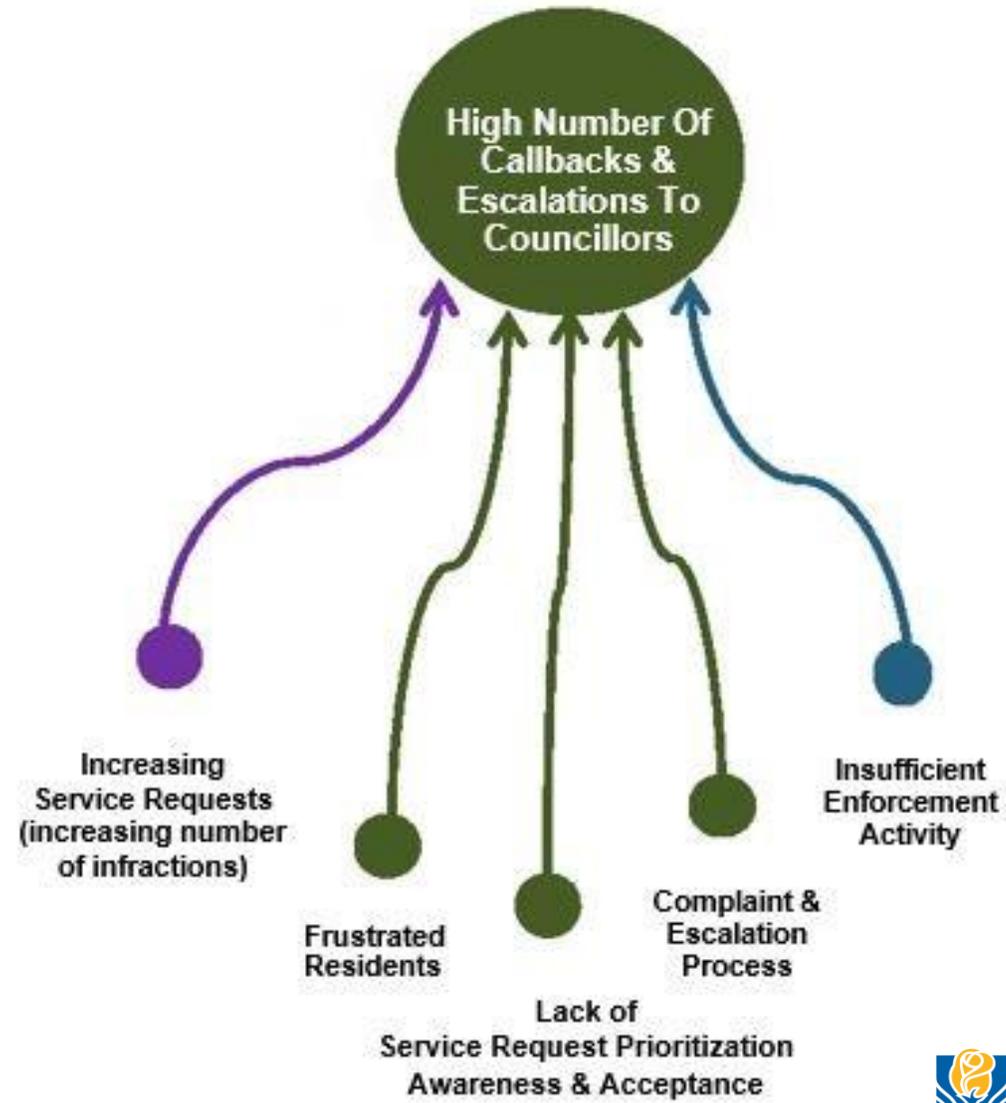
Situational Dynamics



Situational Dynamics

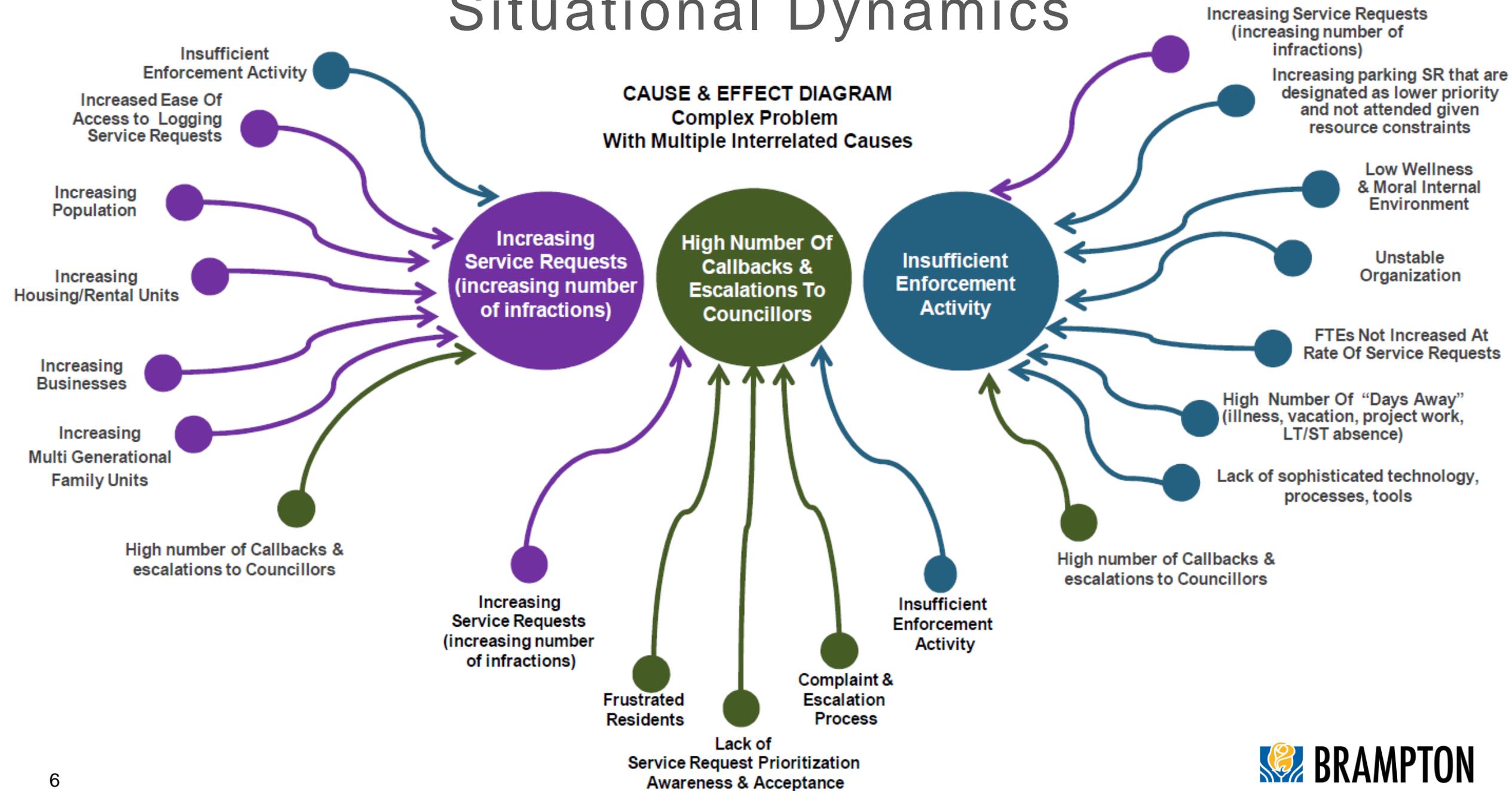


Situational Dynamics



Situational Dynamics

CAUSE & EFFECT DIAGRAM
Complex Problem
With Multiple Interrelated Causes



An overview of the findings and analysis shows that:

- The challenge facing the Enforcement Division and the City is complex and multifaceted
- There is no quick fix to the issues facing the Enforcement Division. A multi-prong approach is required to make a significant and sustainable impact
- Staff morale is an issue that must be addressed. Creating a more supportive environment is a first step to improving the division's culture
- An increase in staffing (FTEs) is immediately required to stabilize the organization and to bring relief to the current high pressure/demand. An increase in FTEs is also required in order to implement some of the recommendations in this report. However, increasing FTEs alone, over the long term, will not address the root cause affecting current customer issues
- Attention to improved internal operating practices and improved supporting technology must be addressed
- Improved communication, both internal and external, is essential for success

Path Forward



Path Forward

Based on the findings of this review, there are 3 **drivers** required to move the Enforcement Division to a high-**functioning** organization:

- Technology Advancements
- Practices
- Culture



What has been done, and what will be done:



- Placement of Commissioner and Director
- Creation of core committees:
 - Enforcement and Service Deliver Committees
 - Revitalization of the 311 Working Group
 - Vehicle Users Group
 - Uniform Standards Committee
- Recommendations can be reviewed in the Review itself
- Non-financial efforts have already been initiated
- Critical Implementation Plan will be submitted to Council Q2 2024

Thank you!

