



Report
Staff Report
The Corporation of the City of Brampton
11/13/2024

Date: 2024-11-13

Subject: Information Report – Enforcement Operational Review Implementation Plan

Secondary Title: Annual Implementation Update Report #1

Contact: Robert Higgs, Director, Enforcement and By-law Services

Report number: Legislative Services-2024-885

RECOMMENDATIONS:

1. That the report from Robert Higgs, Director, Enforcement and By-law Services, to the Committee of Council Meeting of November 20, 2024, re: Enforcement Operational Review Implementation Plan, be received.

OVERVIEW:

- All recommendations have been reviewed, actions are underway and the status is noted on the Attachment #1 Recommendation Tracker Update.
- Standardized Operating Procedures have been developed for each enforcement branch and include performance metrics and service delivery expectations.
- Of the People Leaders, and direct reports to the Director, 71% are new to the positions they currently hold.
- Stabilization Staffing Model is anticipated to be fully implemented by November 2024
- There is no financial impact resulting from the adoption of the recommendations in this report

BACKGROUND:

On April 24, 2024 Council received the report entitled “Enforcement Operational Review Findings and Recommendations” (CW153-2024) [{Ctrl CLICK for Report}](#)

In response to the above report, on June 5, 2024 Council received the report entitled Budget Amendment and Recommendation Report – Enforcement Operational Review Implementation Plan [{Ctrl CLICK for Report}](#)

The Enforcement Operational Review Implementation Plan established a reporting cycle for updates. This report is the first of these annual reports.

The Enforcement Operational Review Implementation Plan contained twenty-eight recommendations that were then sub-divided into three categories: Technological Advancements, Practices, and Culture. Additionally, it recommended a Stabilization Staffing Model consisting of 26 FTE and 14 PTE and a capital purchase of 12 compact pickup trucks. Council adopted these recommendations.

CURRENT SITUATION:

Implementation efforts have been ongoing in regard to the recommendations and the updates to each specific recommendation are documented in **Attachment #1 “Recommendations Status Update November 1, 2024”**.

In addition to these specifically noted updates, a summary of the ongoing efforts is also provided:

Given that the bulk of the newly approved positions could not be implemented until the approved vehicles were secured, initial efforts were focused on process improvements and on those positions that either did not require a vehicle or were related to a position which already had an allotted vehicle.

Of the People Leaders, and direct reports to the Director, 71% are new to the positions they currently hold. This has already influenced many of the recommendations related to culture, including creating a strong team environment dedicated to driving change.

Notable staffing impacts include:

- **Analyst** – a key portion of the Operational Review focused on the improvement of internal processes and, although there were metrics that demonstrated what was and what was not being accomplished, many of the metrics were not in a format that allowed for meaningful analytical assessment. The addition of this position will ensure that newly developed SOPs contain metrics that can be properly analyzed to assist in making informed managerial decisions. This will directly benefit customer service efforts and proactive intelligence-led resource deployment.
- **Escalations and Communications Supervisor** – prior to the existence of this position Council administrative staff connected with either the director or one of

the three managers for updates and escalation requests. This had the director and managers often duplicating efforts and performing the non-core functions of research and dispatch. This new position has already demonstrated the value of having a sole point of contact for administrative staff (200 escalations processed in the first 45 days since implementation) and has also allowed the bylaw leadership to focus on their core functions of Service Delivery and Workplace Environment.

- **Training Supervisor**- the addition of this position has contributed to the competence and confidence across the department. Succession planning and the professional development of officers across the department has fed growth opportunities as well as provided immediate support for the multitude of officers that are fulfilling roles that are new to them. This has contributed to increased morale and improves the general work environment. Additionally, improved customer service and process efficiencies will flow from the addition of this position.
- **Zoning Plans Examiner** – this position has been newly filled and the benefit of this position is being leveraged by utilizing a ‘newest first’ workflow model which addresses the newest requests first, followed by working on backlog requests.

Notable Process impacts include:

- **ARU/RRL efforts** – previous efforts operated in silos. Processes for both teams share commonalities in approach and each have now amalgamated enforcement efforts so that there is a multifaceted approach. In addition to the core components of ARU/RRL investigations, the ancillary complaints related to these investigations are: i) Parking, ii) Refuse, and iii) Overgrown Grass and Weeds. Lines of communication have been established so that these enforcement areas are strategically deployed and all aspects of a non-compliant property are addressed in unison. This ensures that non-compliant property owners are quickly, and efficiently, educated on the path to compliance.
- **Intelligence-Led Blitz Enforcement** – given the overwhelming complaint load of ARU/RRL property investigations there is the potential that, for residents, ‘what has been done’ is lost among ‘what has not yet been done’. There is also the geographic challenge of lost time as officers travel to different areas of the city to conduct their investigations. The Community Standards Enforcement Blitz model allows for officers to conduct focused efforts that include parking enforcement, streetscape inspections as well as property inspections to be conducted in high volume complaint zones. This contributes to maximum use of staffing resources as well as providing a very visible presence to community members. The outcome is that ‘sections’ of the community are immediately moved towards compliance and the neighbourhoods quickly benefit. Ward Councillors have been, and will continue to be included, in this process with advance notification of efforts followed by aggregate results data.
- These efforts have been conducted on an *ad hoc* basis and will benefit from a structured schedule beginning in January of 2025.

- Both of the above noted ARU/RRL efforts have also benefitted significantly from the strong partnership with Brampton Fire Prevention officers and their leadership and contributions.
- **Standard Operating Procedures** have been strengthened for each enforcement area. These SOPs are a complete resource for newly assigned officers and have standardized process and performance expectation, with strong performance metrics and service delivery expectations now included. This will allow for better analytical decision making in regard to staff management and service delivery models.
 - The Parking enforcement model has been strengthened to include both day and night teams utilizing ALPR technology.
 - Resources will also include intelligence-led 'loop-routes' that will consistently address high complaint zones while still allowing for ARU/RRL specific efforts and immediate priority complaint response capacity.
- **Customer Service Improvements** – Previous information on investigative status and actions taken had been limited and generic. Service Brampton has now been provided increased access to investigative status, which in some investigative types provides double the options (for example, Parking was 16 descriptors and is now 36) to better inform the public and reduce callback requests. Additionally, the information provided to describe investigative actions has been significantly increased (from 10 options to 17 options) so that meaningful updates can be provided without requiring further input from the investigating officer.
- The variety of automatic messages to complainants has also been enhanced to provide more meaningful information and will go 'live' in December of 2024.
- The above two improvements increase customer service in that it allows greater potential for Service Brampton to resolve information requests at the point of first contact. These improvements could not have been achieved without the knowledge, experience, and collaborative efforts of the Service Brampton team. See Attachment #2 Enhanced Service Brampton Response to Residents for specific examples (Black font was existing and green font are the added responses)

Notable Staffing impacts include:

- All non-vehicle staffing positions have been filled with the exception of two Enforcement Supervisor positions, which are currently posted for recruitment. These supervisor positions will be filled by November 2024.
- Vehicle-reliant positions were able to be actively recruited as of October 1, 2024. The recruitment stage for these positions ranges from posted to currently interviewing. The positions will be filled by November 2024.

CORPORATE IMPLICATIONS:

Financial Implications – There is no financial impact resulting from the adoption of the recommendations in this report.

During the Committee of Council meeting held on June 5, 2024 (CW235-2024), Council approved twenty-six (26) FTE and fourteen (14) part-time positions with no labour budget. The budget request for these positions has been included in the 2025 Operating Budget submission.

Legal Implications – None

Purchasing Implications – None

Communications Implications – None

STRATEGIC FOCUS AREA:

Government & Leadership: Focusing on service excellence with equity, innovation, efficiency, effectiveness, accountability, and transparency Implementation of the included recommendations will elevate performance and service standards as well as advancing technology for service delivery.

CONCLUSION:

The efforts, such as developing and implementing SOPs, creating and launching an extensive training program, creating a divisional leadership structure focused on core responsibilities and a renewed commitment to customer service, have significantly impacted the foundational elements addressed within the Operational Review Report. Coupled with the implementation of the Stabilization Staffing Model, the entire department is on track to be properly staffed and focused by the end of November 2024 and ideally placed to start strong in 2025. The processes and metrics put in place will provide for an accurate and consistent analytical dataset to inform future performance analysis, leadership decisions and future council update reports.

Authored by:

Approved by:

Robert Higgs
Director
Enforcement and By-law Services

Laura Johnston
Commissioner
Legislative Services

Approved by:

Marlon Kallideen
Chief Administrative Officer

Attachments:

- Attachment 1 – Recommendations Status Update November 1, 2024

The following legend has been utilized to assist in identifying the status of each recommendation:

- Green: recommendations that have been implemented and are ongoing. Next update will be Q4, 2025.
 - Yellow: recommendations that are a joint initiative with other City of Brampton stakeholders and/or require further research to assess viability and next steps. Next update will be Q4, 2025.
 - Orange: recommendations reliant on the Capital funding budgetary process.
 - Blue: recommendations reliant on the Stabilization Staffing Model. Next update will be Q4, 2025.
 - Red: recommendations being shelved until the other recommendations are fully implemented. Next update will be Q4, 2025.
- Attachment 2 – Enhanced Service Brampton Response to Residents