C3 CW (ws) Apri 18/15 Item 2

By-law & Compliance

Operational Review

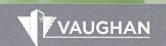
Report to Committee of the Whole (Working Session)

April 8, 2015



Agenda

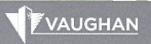
- □ Operational Review Background
- □ Operational Review Objectives
- ☐ Operational Review Approach
- □ Operational Review Key Findings
- What's Working Well
- □ Challenges and Recommendations
- □ Implementation Status



Operational Review - Background

- ☐ BL&C is responsible for more than 45 regulatory by-laws
- □ Since summer of 2013, BL&C has been shifting towards a greater focus on obtaining voluntary compliance;
- ☐ BL&C provides:
 - ✓ Community response by patrolling the City
 - ✓ Investigation of by-law complaints
 - ✓ Animal control and sheltering services
 - ✓ Education, outreach and partnerships to promote compliance
 - ✓ AMP program to streamline judicial administration

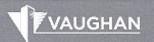




Operational Review – Objectives

- ☐ Enhance processes to support compliance
- ☐ Implement framework for developing/amending by-laws
- ☐ Optimize the organizational structure
- Identify and develop core competencies to support change
- □ Identify gaps, impacts, costs and benefits, and formulate potential solutions





Operational Review – Approach

- ☐ Collaboration and engagement used to obtain support
- Management and unionized staff interviewed
- □ Data gathered through focus groups, meetings, jobshadowing and ride-alongs
- ☐ Relevant municipal comparisons performed

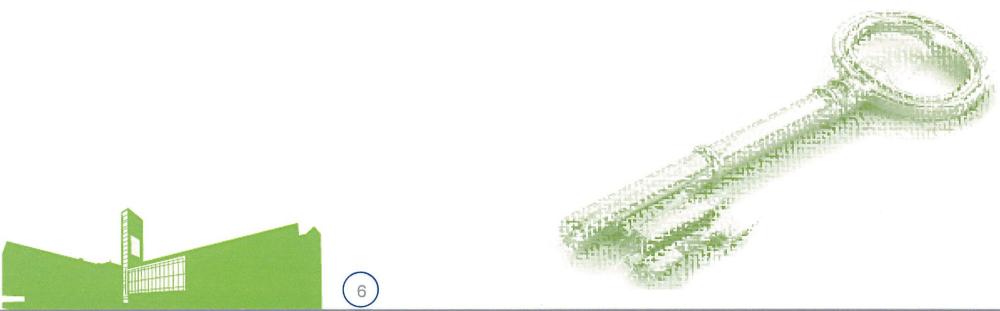






Operational Review – Key Findings

- ☐ Survey of the public revealed that residents want:
 - Greater visibility within the community to deter infractions
 - Increase in proactivity with matters relating to health, safety and sustaining the lifestyle of residents
 - Greater education about obligations under by-laws





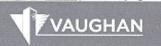
What's Working Well

- ✓ Development and implementation of the By-law Strategy has introduced an enhanced governance model
- ✓ Engagement/education of the public and greater visibility in the community
- ✓ Improvement in response times to complaints and issues
- ✓ Effective internal administrative support and wellrounded client services to the public

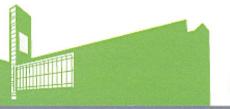


What's Working Well

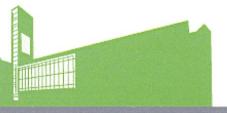
- ✓ Marked improvements in key Animal Services activities
- ✓ Shift in compliance methodology is well aligned with desires of the public/residents
- ✓ Leveraging of IT resources to support operations
- ✓ Development of workforce leading to greater organizational flexibility and enhanced service delivery



- Establish a governance model for the creation and amendment of regulatory by-laws to address operational challenges arising from current approach
 - ✓ Currently establishing working groups and developing a needs assessment process
 - √ 47 by-laws to be reviewed over a five-year lifecycle
 - ✓ Efficiency and long-term sustainability may require future investment (e.g. technology and human resources)



- □ Develop performance measures that are aligned with departmental strategy and business models to address current limited ability to gage effectiveness and efficiency
 - ✓ Development of unit-level strategic profiles and corresponding operating plans will drive the identification and development of valid and reliable KPIs
 - ✓ Long-term technology requirements will involve investments to support existing and evolving needs







- □ Address supervisory deficiencies to mitigate liability, span of control issues, and occupational health and safety concerns during extended/evening hours
 - ✓ Veterinary Technician hired in 2014 for Animal Services
 - ✓ Internal redeployment being utilized to optimize existing resources and alleviate immediate pressures
 - ✓ Supervisory coverage has been extended to mitigate risks, pursuant to Occupational Health & Safety Act
 - √ 2013 ARR for additional Supervisor deferred to 2016



- Maintain existing facility at Tigi Court in the short run and explore long-term service delivery alternatives to address space and staffing capacity issues
 - ✓ Extension of lease at Tigi Court Animal Shelter
 - ✓ Operational changes to target efficiency drivers and mitigate the impact of staffing shortfalls
 - ✓ Analysis of service model options is continuing, with future report to Council once completed



- □ Re-examine use of SEU for security purposes to ensure effective utilization of resources and optimum delivery of services to residents
 - ✓ Adoption of a risk-based model to help refine security work and optimally leverage existing service contracts
 - ✓ Assessment of security needs and development of a strategy to optimize resources and delivery of services
 - ✓ Enhanced compliance through an increased focus on outreach, education and visible community presence



- Explore opportunities to best leverage resources and increase the collection efficiency of overdue fines and fees
 - ✓ Collaboration with Finance to leverage technology for mutual benefit
 - ✓ Partnership with Finance to standardize and centralize revenue collection efforts across the Corporation



Questions



