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CW (ws)  
April 8/15  
Item 2.

# By-law & Compliance

## Operational Review

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### 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, job-shadowing 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 well-rounded 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





# Challenges, Recommendations & Status

- ❑ 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)



# Challenges, Recommendations & Status

- ❑ 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





# Challenges, Recommendations & Status

- ❑ 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





# Challenges, Recommendations & Status

- ❑ 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



# Challenges, Recommendations & Status

- ❑ 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





# Challenges, Recommendations & Status

- ❑ 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



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