

Municipal Enforcement Strategy

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Introduction

Overview

The by-law enforcement services division of the Clerk's department is responsible for licensing and by-law enforcement, parking control and management of the animal control contract with the Oakville Milton Humane Society. Parking control was moved from Engineering and Construction to the Clerk's department in 2013. As a result, by-law enforcement services now has a pool of 19 enforcement officers responsible for enforcement of the majority of the town's by-laws including but not limited to property standards, signs, noise, parking, licensing and zoning. In addition, the division oversees the animal control contract with the Oakville Milton and District Humane Society.

During the 2015 budget process Council requested that staff provide options for after-hours by-law enforcement. To respond to this request, an organizational review, internal and external consultation and a best practice scan were conducted. Information gathered was analyzed with options provided for after-hours enforcement and improved service delivery.

Goal

Council requested that staff investigate and provide options for after-hours by-law enforcement. To develop options that address Council's request and provide enhanced customer service, five primary objectives were developed.

Primary objectives:

1. Enforcement aligned with community
2. Efficient, effective use of resources
3. Efficient, effective service delivery method
4. Staffing aligned with current and future service demands
5. Leverage technology

Overview of the Current Structure of Oakville By-law Enforcement Services

As a result of the amalgamation of parking and by-law enforcement services in 2013 there is an opportunity to more efficiently provide service through existing resources. Both sections have similar entry-level prerequisite education and training requirements and are responsible for enforcement of by-laws. The two areas are only differentiated by the complexity of investigations undertaken. When considering opportunities for improved effectiveness, a redistribution of work would create opportunities to address existing customer service gaps.

Licensing and By-law Enforcement

Licensing and by-law enforcement is responsible for creating and administering many of the town's by-laws including noise, nuisance, property standards and licensing. The normal hours of operation are 8 a.m. to 5 p.m. Staff are non-uniformed and operate personal vehicles responding reactively and proactively to by-law investigations.

Investigation types include complex investigations such as zoning and property standards. Officers must be available during the day to access other departments in the town for information and assistance. The same staff are also responsible for less complex nuisance type investigations such as noise (prohibited times), nuisance, parks and idling which often require an after-hours response. These enforcement requests require less contact with other departments and can be resolved by direct enforcement methods such as issuing tickets.

Complaints made after-hours or on weekends are answered by a voice mail system and responded to the next business day. As a result, staff respond after the violation is over (i.e. noise from construction after 7p.m. will be responded to the next business day). Staff follow up with complainants about after-hours issues but if they are not willing to collect information and testify in court charges cannot be issued. If a complaint is ongoing, staff can make arrangements to alter their shifts to respond after-hours however, if the violation is not consistent, it can be difficult and a strain on resources to ensure that enforcement staff are available when the violation occur. Under the current structure altering shifts to conduct after-hours investigations creates resource impacts during core business hours resulting in additional customer service concerns.

Parking Control

Parking control is responsible for enforcing parking related by-laws. The section operates 24/7 with the exception of Christmas Eve and day. Staff are uniformed and operate town vehicles to enforce violations such as no parking, no stopping, three hour maximum, and pay and display. When violations are found, parking control officers issue parking tickets.

Complaints are received by ServiceOakville during the day and Halton Regional Police both during the day and after-hours. There are usually two or more parking staff working to provide proactive and reactive complaint response throughout the town.

Current financials

By-law enforcement services is able to recover a significant portion of operating costs. This recovery is possible through licensing fees, permit fees, administrative fees and penalties, and fine collection.

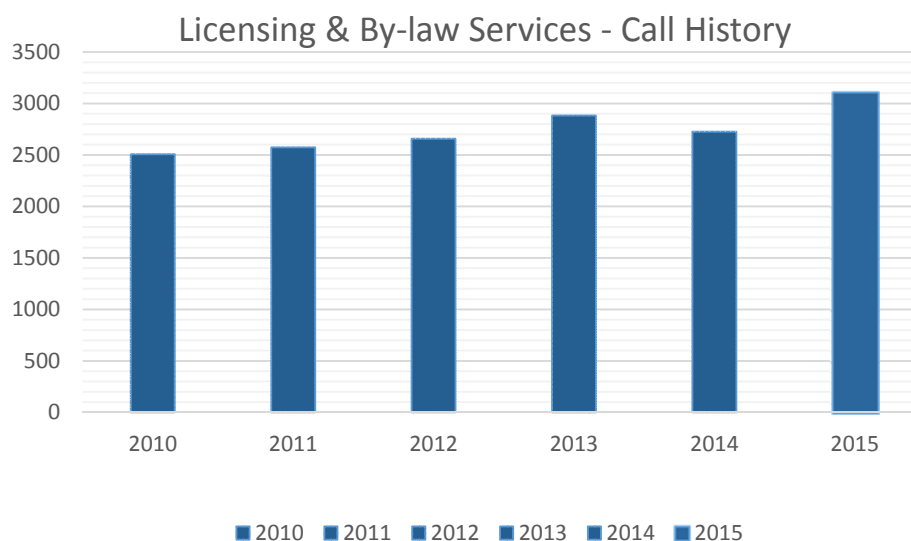
Cost recovery per year					
	2011	2012	2013	2014	2015
Gross expenses	1,754,063	1,788,410	1,697,364	1,688,054	1,607,377
Revenues	1,190,292	1,316,139	1,296,281	1,294,297	1,220,840

Cost recovery ratio	67.9%	73.6%	76.4%	76.7%	76.0% (ytd)
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Parking enforcement is able to generate 100 percent of its operating and capital costs through fine revenue. Revenues are held in the parking reserve and released to cover year over year costs. Funding for general parking infrastructure including pay and display, meters and parking structures are also paid for by the parking reserve.

Key Findings

Licensing and by-law enforcement services



- 2669 average calls per year received by licensing and by-law enforcement services
- Approximately 1500 by-law calls received after-hours (by-law voice mail and police)
- Over 200 hours responding to after-hours by-law investigations in 2015 (construction noise and other nuisance type issues)
- Broad enforcement responsibilities of licensing and by-law enforcement section limits effectiveness
- Many licensing and by-law enforcement calls
 - occur after-hours
 - require limited investigation
 - can be de-escalated with a timely response

Parking control

- Over 2000 calls in 2015 (only began tracking calls in June 2015)
- Approximately 1500 enforcement request calls by telephone after-hours
- Parking control officers are available 24/7 and can be trained to respond to “nuisance” type by-law complaints currently dealt with by licensing and by-law enforcement officers such as:

- Qualitative noise
- Nuisance
- Mobile sign
- Parks
- Fireworks

Community Growth - Planning Information

The Livable Oakville Plan which is applicable to the lands south of Dundas Street and north of the 407 and the North Oakville East and West Secondary Plan's which are applicable to the lands located North of Dundas Street set the basis for the Town's growth management strategy through land use designations and policy directions.

North Oakville Secondary Plans

The North Oakville East and West Secondary Plan's establish a framework to guide future growth on lands located north of Dundas Street. Population growth in North Oakville will occur on vacant undeveloped Greenfield lands in new plans of subdivisions and condominiums. Development in North Oakville will provide for a mix of uses and a range of housing types such as single family dwellings, townhomes, and apartments in new neighborhoods.

Livable Oakville Plan

New population growth located south of Dundas Street will be accommodated primarily through intensification, which is defined as developing a site at a higher density than currently exists through redevelopment, development of vacant or under-utilized lots, infill development, or the expansion or conversion of existing buildings. Population growth will primarily be accommodated in a more compact urban form such as townhomes and apartments. To guide intensification to appropriate locations, the Livable Oakville Plan identifies six Growth Areas (See Appendix 1 for map):

- Uptown Core
 - Midtown Oakville
- Downtown Oakville
 - Kerr Village
- Bronte Village
 - Palermo Village

Table 1 displays population growth estimates for the areas north and south of Dundas Street.

Town of Oakville - Population Growth Projections			
	2016 - 2021	2021 - 2026	2016-2026
North of Dundas Street	15,500	8,400	23,900
South of Dundas Street	4,900	7,800	12,700
Total	20,400	16,200	36,600

Source: Town of Oakville Growth Model, September 2015

It should be noted that while the Livable Oakville Plan and North Oakville Secondary Plan's identify where and how growth should occur, they do not preclude new growth

from occurring in other areas subject to amendments to the town's planning documents and meeting the applicable provincial, regional, and local planning policies.

Key Findings

- Significant growth anticipated in next 5 years, 75% north of Dundas St.
- North of Dundas will have new enforcement areas which will stretch existing resources
- Growth predictions do not include new projects outside of identified growth areas, creating significant short-term enforcement impacts (i.e. noise, nuisance, parking) as well as ongoing (i.e. parking, noise, fencing)
- Growth south of Dundas St. anticipated to be higher density which is likely to have additional enforcement impacts
- Some growth south of Dundas will be infill, presenting short-term enforcement concerns (i.e. noise, nuisance, parking) and long-term (i.e. parking, noise, fencing)

Consultations

Internal Auditor

An internal audit of licensing and by-law enforcement services was conducted in 2011. At that time parking was not part of the division but many of the underlying recommendations are still applicable. The list below outlines recommendations of the internal auditor.

- a) Refine performance standards including a defined tracking and monitoring process
- b) Track and monitor hours worked in AMANDA
- c) Ensure licensing enforcement is conducted proactively (not just reactively)
- d) Only accept complete applications, quality check the process and ensure control of files
- e) Ensure licensing enforcement is based on full cost recovery model
- f) Conduct a simplified risk assessment to determine higher priority by-laws and balance of proactive vs. reactive enforcement
 - Specific by-laws to be enforced on a zero tolerance basis
 - Enforcement of chronic and repeat offenders on zero tolerance basis
 - Fee for service for chronic and repeat offenders
- g) Develop standardized timeframe for progressive enforcement
- h) Create a public awareness/education communications plan
- i) Create a policy and procedure manual
- j) Develop a comprehensive by-law enforcement strategy

Internal Departments Providing Enforcement Services

By-law enforcement services was a centralized enforcement body for the town. Currently a decentralized approach is in place and areas such as building services, fire prevention, forestry, heritage planning, legislative services, park operations, permits &

inspections, roads and works, surveys and drafting and road corridors have some enforcement responsibilities.

Key Findings

- Overlapping enforcement by multiple town areas as listed above
- Staff from multiple areas often required to respond to a complaint
- Confusing for residents; difficult to understand who to call for different enforcement issues
- Role clarity required for decentralized model (i.e. responsibility matrix)
- Opportunities to consolidate enforcement responsibilities – centralize enforcement
- Integration including resource determination should be developed for centralized model
- New service delivery model required before centralizing enforcement responsibilities can begin

ServiceOakville

Licensing and by-law enforcement services receives requests by residents at the Clerk's counter, email at townclerk@oakville.ca and telephone at 905-815-2010. Requests received by telephone are answered by the by-law enforcement clerk; when the clerk is not available, a voice mail message can be left. When time permits, information is entered into AMANDA and distributed to officers for investigation.

ServiceOakville has indicated that licensing and by-law enforcement services is next to integrate for improved service to our customers. Atfocus, the consultant working with the town on *ServiceOakville* integration activities, has worked with staff to determine business functions that could be best accommodated by *ServiceOakville*.

Key Findings

- A customer service gap exists when the by-law enforcement clerk is not available or is on the telephone
- After-hours customers can only leave a voice mail
- No protocols exist for tracking call information, improving call response, or knowledge base development
- Opportunities exist for integration with *ServiceOakville* in a number of areas including:
 - Complaints that require input into AMANDA
 - Basic information on business licence applications
 - Basic information on sign requirements for temporary and mobile signs
 - Misdirected calls
 - Complex calls that require hand off to subject matter expert
- Initial estimates indicate that *ServiceOakville* integration could be completed by January 2017

Communications

By-law enforcement services will work closely with corporate communications on rolling out a new strategy internally and externally. A comprehensive communications plan will be developed to create awareness and understanding, as well as instill confidence among employees, residents and businesses about the new service approach. Looking ahead, to increase and/or maintain awareness, public education about the town's by-laws will be ongoing.

Key Findings

- No current ongoing public education plan in place
- Communications done on ad hoc basis

Human Resources

For by-law enforcement services to provide ongoing after-hours enforcement the current staffing structure will be impacted. Human resources has been consulted with respect to possible contract and other personnel implications.

Key Findings

- All by-law enforcement services staff fall under the Local 1329 contract
- Changes to employees hours of work will need to be discussed with the Union

Halton Regional Police

Halton Regional Police Service (HRPS) has assisted the town by providing dispatch functions to parking control since 1990. HRPS officers also respond to by-law calls (other than parking) when town staff are not available, generally after-hours. HRPS has advised that they fully support an after-hours enforcement initiative. The addition of after-hours by-law enforcement would allow HRPS to focus on their mandate.

Key Findings

- HRPS Dispatch parking control officers
- HRPS Respond to by-law calls based on priority – 1,010 by-law calls in 2014
- 912 (90%) of by-law calls received after 6 p.m. in 2014
- 650 (64%) of by-law calls received on Friday, Saturday and Sunday in 2014
- HRPS would be required to attend calls where officer safety is a concern if after-hours by-law enforcement introduced

Best practice scan

To assess best practices for after-hours enforcement programs, a scan of municipalities providing after-hours enforcement was conducted. Municipalities surveyed include Brampton, Guelph, Kitchener, Mississauga, Ottawa and Waterloo. The service delivery model of all comparators focused on centralization of enforcement responsibilities for improved customer service and call response efficiencies.

Key Findings

- Municipalities surveyed have centralized enforcement (with minor exceptions)
 - Brampton, Mississauga, Ottawa, and Waterloo are a centralized enforcement department that includes parking, licensing, by-law enforcement, property standards enforcement and animal services (some municipalities use contracted animal services, others have internal animal control sections)
 - Guelph is also a centralized enforcement department, only zoning enforcement is dealt with by the building department
 - Kitchener is a centralized enforcement department, only some licensing functions are dealt with by the Clerk's department
- All municipalities surveyed provide after-hours enforcement
 - All surveyed municipalities except Brampton provide after-hours enforcement of noise complaints
 - All municipalities except Brampton and Mississauga provide after-hours enforcement of nuisance complaints
 - Ottawa operates 6 a.m. to 2 a.m. Sunday to Thursday and 6 a.m. to 4 a.m. Friday and Saturday

After-hours comparison		
City	Hours	By-laws enforced
Brampton	24/7	Parking, licensing
Mississauga	24/7	Parking, noise
Guelph	24/7	Most by-laws
Kitchener	24/7	Most by-laws
Waterloo	24/7	Most by-laws
Ottawa	6 a.m. – 2 a.m. Monday to Thursday 6 a.m. – 4 a.m. Friday and Saturday	Most by-laws

- Staffing levels indicate some municipalities have one officer on-duty during after-hours weekend day shifts and multiple officers on duty after-hours week and weekend evening shifts
- Personal safety equipment varies depending on municipality and includes mobile computer/smartphone, vehicle GPS system, police radio, ballistic vests, working in pairs
- The average officer to population ratio for municipalities surveyed is .02% (Oakville is at .012%, approximately 14 staff below the average)
- Most municipalities surveyed did not have a comprehensive policy/procedure list
- Brampton, Kitchener, and Mississauga are integrated with an after-hours call center
- Guelph and Waterloo have calls dispatched through local police services after-hours

Technology

Improved technology is a key factor to success when considering options for enhanced enforcement, including after-hours enforcement. New technology will increase efficiency of existing officers, build on existing infrastructure and improve customer interactions.

Key Findings

- Licence plate recognition (LPR) will enhance parking enforcement productivity through automatic identification of parking infractions and increasing patrol coverage of officers on duty (1 LPR in current plan for 2016)
- Parking control and by-law enforcement services use two different call tracking databases (ACR and AMANDA), there would be efficiencies gained by use of a common call tracking system - ACR would not meet the full call tracking needs of by-law enforcement services
- For AMANDA to meet needs of by-law enforcement services further enhancements are required and a full review should be conducted to determine ability and timeframe to initiate enhancements
- Incorporating AMANDA mobile on smartphones would increase efficiency of officers in the field without adding unnecessary additional equipment
- Introducing public portals will allow residents to access self-serve options for complaint registration and licence application creating improved customer service options and reducing reliance on staff resources

Analysis

Population growth

The town's North Oakville Secondary Plan and Livable Oakville Plan identify planned areas for growth north and south of Dundas Street. Based on population predictions these plans estimate an increase of over 36,000 by 2026. This growth will require additional resources to address concerns related to new construction and complaints related to established neighborhoods including parking, noise, nuisance, property standards and zoning. This pressure on resources has not been considered in the existing by-law enforcement service model.

Licensing and by-law enforcement services last had an increase to officer compliment in 2002 (one officer), since that time the population has increased by over 60,000.

Enforcement service

Total requests for by-law enforcement have increased from 2500 per year in 2010 to over 3000 per year in 2015 and this number is expected to continue to rise. As indicated, staffing levels have not increased during this time creating a pressure to maintain existing service levels. A new service delivery model should include the

addition of by-law enforcement offices to ensure service levels are responsive both currently and in the future.

Approximately 1500 enforcement requests per year are received after-hours through town voice mail or Halton regional police. Because the town does not have resources to respond to these calls, there is a delayed response and reduced customer service levels. Delayed response to these calls can cause an escalation that would be eliminated with an after-hours strategy.

Under the current service delivery model there are instances when staff pre-plan after-hours investigations primarily for activities related to noise and nuisance. Redistributing responsibilities in parking and current by-law enforcement services would improve customer service by responding in a timely manner regardless of time received reducing impact on senior officer availability during core hours.

There is currently one by-law enforcement clerk who receives calls during core business hours. When that clerk is taking calls or helping customers in person, enforcement calls go to voice mail resulting in delayed response and customer frustration. This delay can be improved through integration with *ServiceOakville*, improving response times and de-escalating resident concerns.

Internal audit

The internal audit conducted in 2011 identified the need for a by-law enforcement strategy as well as performance standards, procedures and improved tracking. A progressive enforcement procedure has been developed to address these issues and is discussed below. Improved tracking will be addressed through technology improvements also discussed in this report. An overview of internal audit compliance is included in Appendix 2.

Progressive enforcement procedure

A progressive enforcement procedure has been created to provide enforcement staff with guidance when seeking compliance with by-laws (Appendix 3). The procedure is based on an enforcement continuum that focuses on voluntary compliance and education and outreach. It also addresses prioritization of calls, dealing with complainants, frivolous and vexatious complaints and dealing with children under 16 years of age.

Enforcement responsibility overlap

There are currently overlapping enforcement responsibilities between town sections including by-law enforcement services, building services, fire prevention, forestry, heritage planning, legislative services, park operations, permits and construction, roads and works, surveys drafting and road corridors. As a result, staff from multiple areas are often required to respond to a complaint to ensure that it is fully resolved. This causes confusion for residents because it can be difficult to understand who to contact for different enforcement complaints and can create duplication of effort amongst responding staff. A responsibility matrix has been developed as an interim measure to

clarify enforcement responsibility among departments. The matrix will not resolve issues related to duplication of effort as this can only be fully resolved through an enforcement centralization process (Appendix 4).

Best practice scan

A best practice scan of municipalities providing after-hours enforcement identified a centralized enforcement structure as most common and effective way to deliver service. The scan also reviewed staffing levels and determined the average officer to population ratio of the comparator municipalities was .02%. Extrapolating this ratio based on Oakville's population identifies the need for 38 staff, currently at 23.

A staffing model that considers population growth impacts on resources is required. The model should target a set staff to population ratio and increase staffing when population targets are reached, allowing for long-term enforcement planning. If the recommended service delivery option is chosen, an enforcement staff to population ratio of .015 would be required to support ongoing enforcement initiatives (Appendix 5). This ratio is less than the average comparator ratio but will meet the requirements of the town's service level needs.

Technology

To implement an efficient after-hours enforcement program, investments in technology such as licence plate recognition, upgraded AMANDA, mobile applications, and public self-serve options are required. A review should be conducted to identify new technology that will allow enforcement staff to effectively and efficiently interact with residents during investigations. Along with a new staffing model, the recommended service delivery option relies on improved technology to achieve enhanced customer service.

Evolution of Community Based Enforcement

Vision

24/7 customer focused service delivery

By-law enforcement services currently operates on a reactive and regulatory enforcement model where customer service and technology advancements have played a less significant role.

A review of inputs and primary goals has helped to create a roadmap (Appendix 6) to a customer focused service delivery model. The roadmap starts by aligning resources to provide 24/7 service delivery, transitioning to a fully optimized customer focused philosophy. The transition is based on a phased approach, focused on planning and leveraging innovative options.

Plan

Long-term planning

The review stage of this strategy identified that no long-term planning has been conducted for by-law enforcement services. Without long-term understanding of desired goals, it is unlikely that measurable success can be achieved.

The roadmap to community based enforcement identifies several key planning activities required to refocus the divisions direction and move to a customer focused service delivery model. Deliverables identified in the roadmap include: policy development, capacity building, public education, division branding, and data analysis. To achieve a fully optimized division each deliverable must be completed, assessed and refined for optimal results.

Innovate

Exploring new options for improved customer service

Leveraging existing and new resources through outreach, education and technology will be required to achieve a fully optimized customer focused model. Existing and new issues should be looked at through a lens of innovation with the goal of building divisional capacity, improving customer relations and creating an environment of future opportunity.

Service Delivery Options

Staff assessed data gathered through the consultation and analysis process to develop options for after-hours enforcement that align with a new community based enforcement model. Each option is discussed below and Appendix 7 identifies possible timelines and deliverables.

All personnel and human resource matters identified, including job classifications and stand-by pay, are subject to the job evaluation process and/or labour negotiations.

Option #1 – Status Quo

This first option is to continue to provide the existing by-law enforcement service level. In this option technology can be leveraged to improve the ability of staff to provide customer service. Technology improvements will have limited overall impact and there is no improvement to after-hours enforcement.

Limitations

- Requires overtime or shift adjustments to respond to after-hours complaints
- All after-hours calls for enforcement continue to be investigated after-the-fact
- Routine after-hours investigations require pre-planning

- After-hours enforcement reduces availability of officers during core business hours
- Does not address population growth

Key success factors

The following commitments are required to proceed with Option #1:

- IS&S public portal project moving forward
- ServiceOakville integration
- Implementation of licence plate recognition for parking control as budgeted
- IS&S purchase of AMANDA 7

Objectives Met

Enforcement aligned with community	No
Efficient, effective use of resources	No
Efficient, effective service delivery method	No
Staffing aligned with current and future service demands	No
Leverage technology	Yes

Costing

There are no costs beyond those associated with future technology enhancements and overtime which is likely to increase as the town grows.

Option #2 – Extended By-law Enforcement Hours with Stand-by

Option #2 extends existing by-law enforcement coverage one hour to 8 a.m. to 6 p.m. (from 5 p.m.) Monday to Friday and creates additional opportunities for pre-planned after-hours investigations. In addition, an on-call service is added, ensuring a by-law enforcement officer is available 24/7 to respond to life safety requests (i.e. unsecured pools, unsecured buildings). An on-call officer would **not** be available for all other calls, resulting in the need for staff to pre-plan after-hours enforcement. Overtime and/or reduced availability of staff during core business hours would continue to be an issue.

Key success factors

The following commitments are required to proceed with Option #2:

- IS&S public portal project moving forward
- IS&S purchase of AMANDA 7
- ServiceOakville integration
- Implementation of licence plate recognition for parking control as budgeted
- Two additional by-law enforcement officers
- On-call supervisor

- After-hours call handling contract
- Staff training

Limitations

- Officers only on-call for life safety issues after-hours
- All other calls for enforcement investigated after-the-fact
- After-hours investigations require pre-planning
- After-hours enforcement creates overtime and/or shift adjustments
- After-hours enforcement reduces availability of officers during core business hours

Objectives Met

Enforcement aligned with community	Improved
Efficient, effective use of resources	Improved
Efficient, effective service delivery method	Improved
Staffing aligned with current and future service demands	Improved
Leverage technology	Yes

Costing

This option has ongoing costs that will be added to the municipal enforcement budget.

- Cost (ongoing)
 - Two additional by-law enforcement officers (\$205,500)
 - Supervisor stand-by (\$29,800)
 - Officer stand-by (\$26,000)
 - Yearly call-in overtime (\$10,500)
 - After-hours call handling contract (\$5,000)
- Cost (one-time)
 - Training (\$5000)
 - Computer and telephone (\$11,200)
 - Contingency (\$10,000)

Option #3 – 24/7 By-law Enforcement

Overview of Change

To achieve an efficient ongoing after-hours model, the existing division structure will need to be realigned to be nimble, innovative and customer focused. This will require officers available 24/7 and able to provide first response to all by-law enforcement complaints. Making this change will ensure that residents are provided with timely customer service and follow-up when needed.

The realigned structure in option #3 will allow officers to focus on activities that are commensurate with their level of expertise while being available to address concerns when they occur. To create this structure, existing staff will form two new sections named licensing and standards and mobile compliance. Licensing and standards will be senior level officers working 8 a.m. to 6 p.m. and mobile compliance will be intermediate level officers working 24/7. This structure is designed to ensure trained officers are available to address complaints when violations are likely to occur.

To achieve maximum performance two additional licensing and standards officers are recommended to address growth and after-hours needs. Ongoing data assessments will be used to review existing enforcement zones to ensure equitable coverage is maintained as the town grows.

A coordinator position is also recommended for the mobile compliance team to provide the appropriate level of ongoing guidance and support to officers in the field. The addition of this position addresses the increased complexity of work and number of by-laws enforced after-hours. The coordinator will work closely with the supervisor of mobile compliance to guide staff and ensure that enforcement standards are maintained. Based on a phased implementation process, activating this position can be delayed to coincide with the final stage of implementation.

A resource officer is recommended. This position will support divisional management and provide enhanced customer service, administrative, and data analysis functions. With some additional training the existing licensing and by-law enforcement clerk could transition into this role. Resource requirements related to the *ServiceOakville* integration have not been determined and depending on integration requirements a new full time equivalent (FTE) may be required.

Current Staff Funding

Currently, parking control officers are funded through the parking reserve and not supported by the tax levy. Any increased costs resulting from non-parking duties would need to be funded from tax base. It is anticipated that transition to the new mobile compliance section would result in parking control officers moving from a pay grade 8 to a pay grade 10. This increase would have tax based budget impacts.

Existing by-law enforcement officers are tax base supported. Adding resources to this area would also have tax base budget impacts.

Cost Recovery

The five year average cost recovery rate for by-law enforcement services is 72.4 per cent (excluding parking control which is part of an enterprise and recovers 100%). If option #4 is implemented and no additional sources of recovery are identified the rate will drop to 54.4 per cent. This rate provides a significant level of cost recovery but there will also be new opportunities available to off-set costs.

While there is no direct correlation between additional officers and increased revenue (except for parking enforcement) we can anticipate that increased enforcement will result in new fine and administrative penalty revenue. Staff currently issues an average of 90 administrative penalty notices per year at \$300 each. When fully implemented, the recommended option will see an additional twelve staff issuing administrative penalty notices resulting in an estimated 156 new notices per year. Legal and administrative costs will reduce some of the total recovery but increased recovery is expected.

An increased ability to monitor and enforce sign violations (mobile and fixed) and mobile or transient businesses (e.g. roofers, driveway paving contractors, lawn maintenance contractors, driving schools, pool installers, refreshment vehicles and limousines, etc.) will be created by the recommended structure, resulting in enhanced cost recovery opportunities. Mobile compliance officers will proactively monitor transient issues 24/7 improving cost recovery through licensing fees, permit fees and administrative charges. It's not possible to identify the number of unlicensed contractors currently operating in Oakville but an increase of 55 licences spread across multiple categories (roofers, driveway paving contractors, lawn maintenance contractors, driving schools, pool installers, refreshment vehicles and limousines) would increase overall cost recovery by more than \$25,000.

The new structure can also provide enhanced cost recovery through new and revised by-laws. A review will be conducted on all by-laws to identify cost recovery opportunities. One of the first opportunities will consider removing lot maintenance issues from the property standards by-law. If done, when lot maintenance issues such as long grass arise, fees can be added to achieve cost recovery and act as a deterrent. Staff currently responds to an average of 190 long grass calls per year. If a fee of \$75 (officer cost plus travel) was implemented, an additional \$14,250 would be obtained to cover the cost of long grass enforcement. This methodology will be investigated for similar enforcement scenarios including mobile signs, fixed signs, fences and nuisance.

When implementing new by-laws a greater emphasis will be placed on cost recovery through administrative fees. Staff are currently reviewing implementation of a maintenance of vacant properties by-law. An analysis will be conducted to ensure that if the by-law is approved, registration fees, administrative fees and administrative penalties will cover all costs associated with administering and enforcing the by-law.

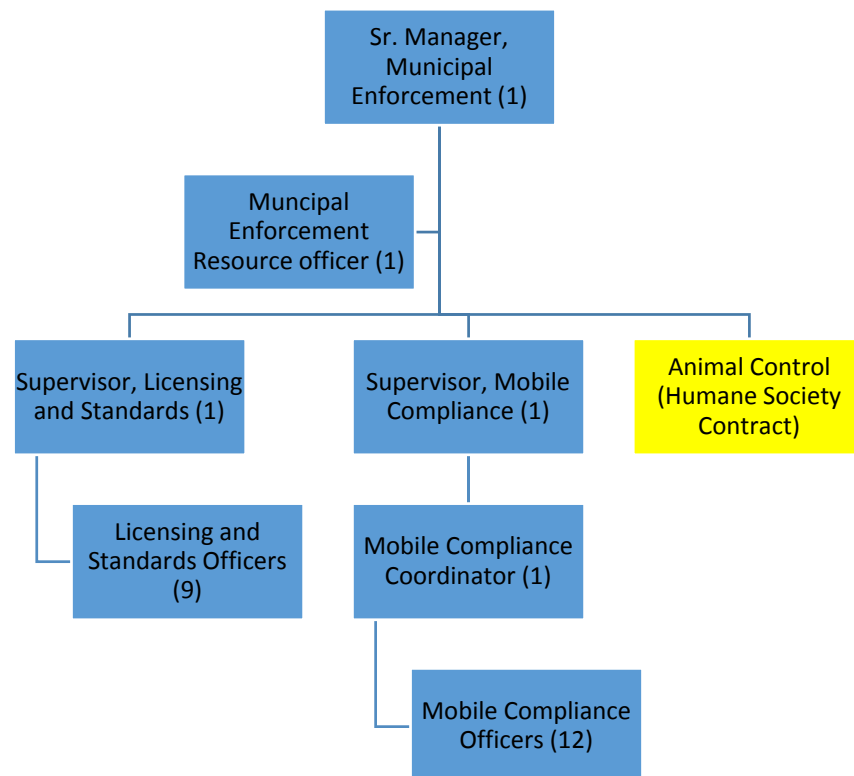
Finally, when fully implemented this model will result in ongoing reduction of one summer intermediate enforcement officer position. This reduction will result in a savings of approximately \$25,740.

Internal Customer Service

In 2013 parking control was integrated with licensing and by-law enforcement services. This created a stronger enforcement unit with the ability to respond to multiple complaint types. The recommended new structure builds on this integration by effectively

optimizing duties of all enforcement staff to achieve greater efficiencies. The strategies and business operations section (SBO) of the engineering and construction department will continue to set revenue targets for municipal enforcement services to fund the parking reserve. SBO will be an internal customer and agreed upon targets will be a priority for mobile compliance officers. The purchase of additional technology such as licence plate recognition (LPR) will be required to leverage the ability of mobile compliance officers to achieve SBO targets while at the same time providing enhanced community response.

New Organization Chart



Option Scalability

Elements of option #3 are scalable however any reduction in resources will have a corresponding service level impact.

Component	Service level impact
Two by-law enforcement officers (\$205,500)	<ul style="list-style-type: none"> Increased overtime and reduced after-hours response Growth gap
One coordinator (\$108,700)	<ul style="list-style-type: none"> Supervision gap

One LRP system (\$100,000)	<ul style="list-style-type: none"> Reduced ability to maintain existing parking enforcement service levels
-------------------------------	---

Key success factors

The following commitments are required in to proceed with the proposed Municipal Enforcement Strategy implementation option #3:

- IS&S public portal project moving forward
- IS&S purchase of AMANDA 7
- Integration with *ServiceOakville*
- Two additional by-law enforcement officers
- Resource officer
- Supervisor upgrade
- Transition parking control officers to intermediate by-law enforcement officers
- New intermediate by-law enforcement coordinator
- After-hours call handling contract
- Second licence plate recognition unit
- Staff training

Limitations

Option #3 provides a fully functioning 24/7 by-law enforcement service. The key objective not addressed by this option is inter-departmental enforcement overlap (decentralized enforcement). As identified in the consultation process, multiple internal departments are responsible for enforcement of by-laws. Option #3 will not provide additional ability to respond to requests for service not currently enforced by by-law enforcement services and duplication of service will exist. A draft responsibility matrix has been developed to define enforcement departmental enforcement roles Appendix 4.

Objectives Met

Enforcement aligned with community	Yes
Efficient, effective use of resources	Improved
Efficient, effective service delivery method	Improved
Staffing aligned with current and future service demands	Yes
Leverage technology	Yes

Costing

This option has additional ongoing costs and one-time costs that will be added to the municipal enforcement budget.

- Cost (ongoing)
 - Upgrade existing parking control officers (\$191,600)

- Two additional by-law enforcement officers (\$205,500)
- Upgrade parking supervisor to mobile compliance supervisor (\$8,900)
- Mobile compliance coordinator (\$108,700)
- Resource officer (\$94,300)– if required
- After-hours call handling (\$10,000)
- Licence plate recognition maintenance fee (\$6,000)
- Cost (one-time)
 - Additional licence plate recognition system (\$100,000)
 - Computer/telephone (\$16,800)
 - Training (\$10,000)
 - Contingency (\$10,000)

Option #4 – 24/7 Centralized Enforcement Model

This recommended option builds on option #3 by centralizing enforcement where resources are optimized to provide a cohesive service experience for our community (public, business, schools, community organizations, staff, etc.). This would be completed as an additional phase of the project, appendix 8 provides a continuum to determine appropriate candidates for the centralization process.

Once full integration is achieved, enforcement officers will be available 24/7 to triage all enforcement calls and de-escalate issues before they become long-term community concerns. Municipal enforcement staff will visit and assess details of a call, update the caller and often resolve the concern in one visit. If an issue requires additional follow-up, responding officers will be able to provide customers information on who will be contacting them and when they can anticipate follow-up.

Key success factors

The following commitments are required to proceed with the recommended Municipal Enforcement Strategy implementation option #4:

- IS&S public portal project moving forward
- IS&S purchase of AMANDA 7
- Integration with *ServiceOakville*
- Two additional by-law enforcement officers
- Resource officer
- Supervisor upgrade
- Transition parking control officers to intermediate by-law enforcement officers
- New intermediate by-law enforcement coordinator
- After-hours call handling contract
- Second licence plate recognition unit
- Staff training
- Consultant staff to facilitate centralization plan

Limitations

There are no limitations to the recommended option. Option #4 provides a fully functional 24/7 by-law enforcement service that also centralizes most town enforcement into municipal enforcement services.

Objectives Met

Enforcement aligned with community	Yes
Efficient, effective use of resources	Yes
Efficient, effective service delivery method	Yes
Staffing aligned with current and future service demands	Yes
Leverage technology	Yes

Costing

This option has additional ongoing costs and one-time costs that will be added to the municipal enforcement budget.

- Cost (ongoing)
 - Upgrade existing parking control officers (\$191,600)
 - Two additional by-law enforcement officers (\$205,500)
 - Upgrade parking supervisor to mobile compliance supervisor (\$8,900)
 - Mobile compliance coordinator (\$108,700)
 - Resource officer (\$94,300)– if required
 - After-hours call handling (\$10,000)
 - Licence plate recognition maintenance fee (\$6,000)
- Cost (one-time)
 - Integration consultant (\$60,000)
 - Additional licence plate recognition system (\$100,000)
 - Computer/telephone (\$16,800)
 - Training (\$10,000)
 - Contingency (\$10,000)

Summary of Options and Costs

The following is a summary of the options outlined in this report.

Option 1 - Status quo

- No after-hours by-law enforcement services (no evenings, weekends or holidays)
- Continued customer service deficit
- Continued enforcement difficulties, likely to increase as town grows
- Continued decentralized enforcement model
- Overtime likely to increase as town population grows
- Parking continues 24/7, no change

Option 2 - Extended by-law enforcement hours with Stand-by

- Extended by-law service to 6pm weekdays
- Include stand-by officer to respond to life safety concerns, week nights after 6pm and weekends
- Improved ability to respond to calls during day
- Continued customer service deficit after-hours for routine calls
- Continued decentralized enforcement model
- Parking continues 24/7, no change

Option 3 - 24/7 By-law enforcement

- Provide 24/7 reactive and proactive by-law, licensing and parking enforcement
- Officers available to respond to calls and provide customer service 24/7
- Division of duties based on community need and functional ability
- Continued decentralized enforcement model

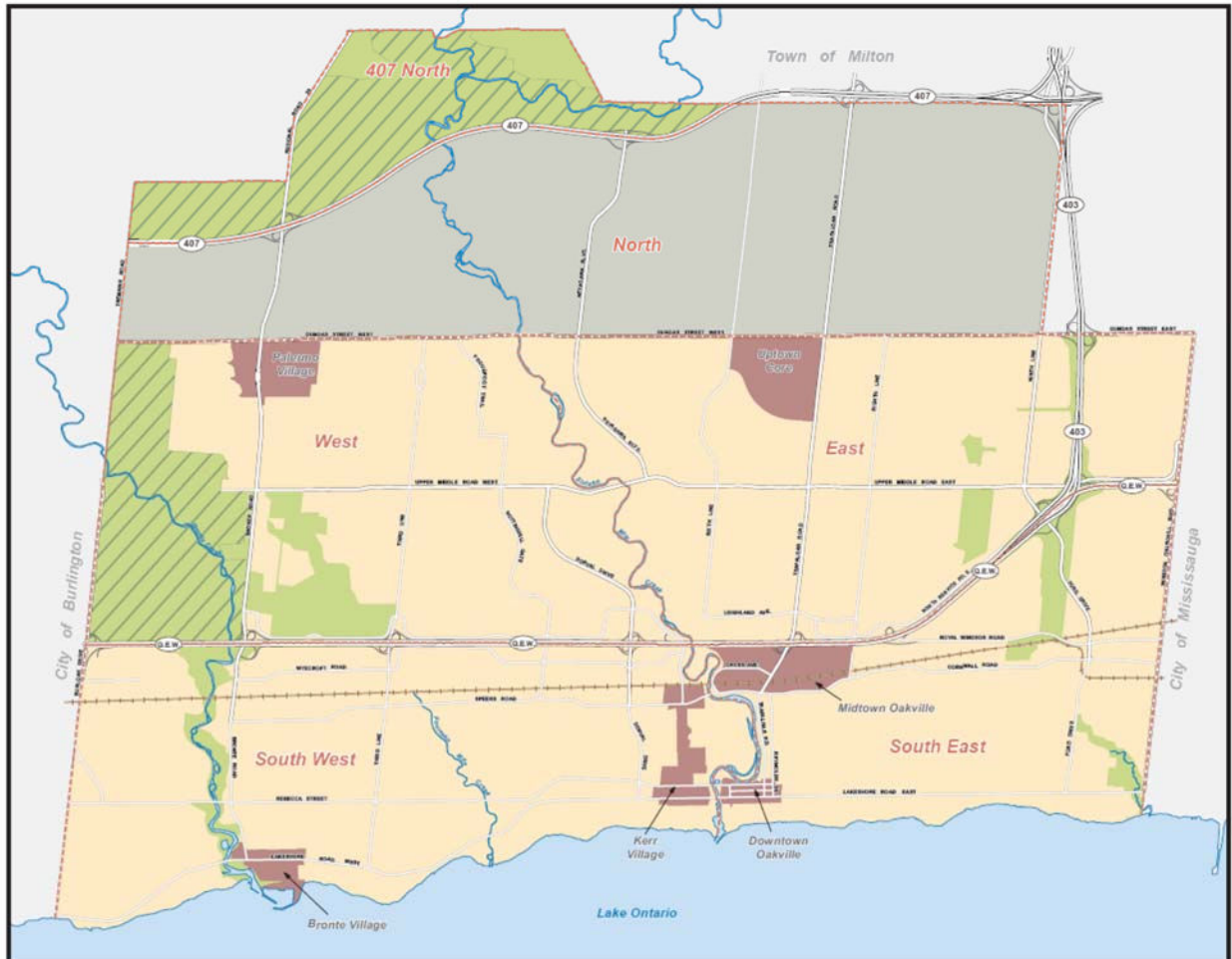
Option 4 - 24/7 Centralized enforcement model

- Provide 24/7 reactive and proactive by-law, licensing and parking enforcement with consolidated enforcement unit
- Officers available to respond to all consolidated requests for service
- Division of duties based on community based need, functional ability and integration requirements
- Second phase includes moving to centralized enforcement model


	OPTION 1 Status Quo	OPTION 2 Extended by-law enforcement hours with Stand-by	OPTION 3 24/7 enforcement	OPTION 4 24/7 enforcement Centralized enforcement through integration
On-Going Base Operating Costs:				
• Personnel Costs (new and re-grades)	-	205,500	514,700	514,700
• Stand-by/Over-time	-	68,100	-	-
• Contracted Services for after-hour service	-	5,000	9,900	9,900
• Software Maintenance - LPR system	-	-	6,000	6,000
• Staff Efficiency upon implementation		-	-	(25,700)
Total Base Operating Impact	\$ -	\$ 278,600	\$ 530,600	\$ 504,900
FTE Impact	-	2.00	3.00	3.00
One-time Operating Costs				
• Training and Staff Accommodations	-	16,200	26,800	26,800
• Integration Consultant	-	-	-	60,000
• Contingency	-	10,000	10,000	10,000
Total One-time Operating Costs	\$ -	\$ 26,200	\$ 36,800	\$ 96,800
Capital Costs				
• New license plate recognition (LPR) system	-	-	100,000	100,000
Total Capital Costs	\$ -	\$ -	\$ 100,000	\$ 100,000
Total Enforcement Strategy Costs	\$ -	\$ 304,800	\$ 667,400	\$ 701,700



Appendices

Appendix 1 – Oakville Planning and Growth Areas




Appendix 2 – Internal Auditor Compliance Checklist

Internal Audit Compliance Checklist			
Item Number	Recommendation	Status	Action
1.	Refine performance standards including a defined tracking and monitoring process		Included as in updated procedure manual
2.	Track and monitor hours worked in AMANDA		AMANDA improvements now include a mandatory field to track hours worked
3.	Ensure licensing enforcement is conducted proactively		Licence checks now conducted proactively on an ongoing basis
4.	Only accept complete applications, quality check the process and ensure control of files		Only complete applications accepted, covered in procedure manual
5.	Ensure licensing enforcement is based on full cost recovery model		Cost recovery model updated in 2015 to ensure full cost recovery
6.	Develop a comprehensive by-law enforcement strategy		Comprehensive by-law enforcement strategy developed
7.	<p>Conduct a simplified risk assessment to determine higher priority by-laws and balance of proactive vs. reactive enforcement</p> <p>Report to council</p> <ul style="list-style-type: none"> a. Specific by-laws to be enforced on a zero tolerance basis b. Enforcement of chronic and repeat offenders on zero tolerance basis c. Fee for service for chronic and repeat offenders 		Part of progressive enforcement policy attached to strategy document
8.	Develop standardized timeframe for progressive enforcement		Progressive enforcement procedure included as

			part of strategy document
9.	Create a public awareness/education communications plan		Included in strategy
10.	Create a policy and procedure manual		Policy/procedure "living" manual in progress

Appendix 3 – Progressive Enforcement Procedure

 The Corporation of the Town of Oakville PROCEDURE Progressive Enforcement	Procedure Number MS-REG-001-004	Page: of
	Parent Policy No. MS-REG-001 Author: Authority:	
Section: Municipal Services Sub-Section: Regulatory Services	Effective Date:	Replaces/Last Modified:
	Review by Date: five years	New

Purpose Statement

The Corporation of the Town of Oakville (the town) supports compliance based enforcement of municipal by-laws. The purpose of this procedure is to provide guidelines for by-law enforcement that include a range of options to achieve compliance with progressive escalation when required.

Scope

This procedure applies to all enforcement actions taken by the municipal enforcement services division.

Procedure

Enforcement action should be undertaken on a continuum, starting with public education on by-law requirements to encourage voluntary compliance, progressing to warnings and finally to the pursuit of various penalties if the violation continues (i.e. administrative penalties, tickets, and long form charges).

Guiding principles

1. Voluntary compliance
2. Complaint and risk based investigations
3. Reasonable, transparent and proportionate enforcement

Voluntary Compliance

The first step on the progressive enforcement continuum is voluntary compliance, which involves education and outreach to ensure that residents and businesses are aware of by-laws that apply to them and why they apply. This includes: intent and purpose of by-laws to contribute to quality of life and health/wellness of the community and to be

responsive to the community's needs and concerns such as public safety, nuisance and consumer protection. Education and outreach also involves explaining how compliance can be achieved. It is essential to begin compliance efforts with education and/or outreach since it is often the most successful means of ensuring long-term compliance and is generally less time-consuming and resource-intensive than responding to an investigation request.

Promoting compliance can take various forms including:

- Providing education information pamphlets or material to businesses and residents including web based information and social media
- Meeting with residents, resident groups and businesses to discuss compliance
- Speaking at public venues or schools
- Referring appropriate matters to community mediation services

Complaint and Risk based investigations

Even with a strong voluntary compliance program in place, violations may occur and will require by-law enforcement officers (officer) to respond and conduct investigations based on complaint and risk assessment. It is important that all investigations be conducted with the notion that evidence collected will need to be presented in court. Investigative procedures should be followed, evidence gathered in accordance with legislation, and the integrity of the investigation maintained at all times.

Critical aspects of the investigation considered by an officer:

Who?

- Who was involved? (resident, tenant, other person in authority)
- Confirmation of property ownership with title search
- Verification of name of corporation with corporation profile report and business name report

What?

- What was observed?
- What action was taken?
- What statements were made? Admission statements should be noted verbatim
- What questions were asked by the officer in order to prompt these responses?
- What further action will be taken?

Where?

- Where was the offence committed? – property address
- Where was the violation observed?
- Where can the defendant be served with a summons?

When?

- When was the complaint received?
- When did the officer attend at the property?
- When did the inspection commence?

- When was each violation observed?

How?

- How was the violation committed?
- How was the violation discovered?

Why?

- Why do the observations recorded by the officer confirm that an offence was committed? Implies knowledge of essential elements

Reasonable, transparent and proportionate enforcement

The foundation of the investigative process is based on reasonable, transparent and proportionate enforcement. Officers involved in any investigation should ensure that their actions and reactions are reasonable and based on legal authority. Officers must clearly understand applicable regulations and possible outcomes should evidence prove a violation has occurred. Finally, officers must ensure that enforcement measures are proportionate with the alleged violation.

Responding to Non-Compliance

The first step in enforcement is determining the relative significance of each violation. When non-compliance with a by-law is identified, the most appropriate response to obtain compliance must be determined. In making this determination, the following factors are considered:

Life Safety

This takes into consideration the seriousness of the violation or potential non-compliance; such as the potential safety impact on residents, whether it be physical or by some other means.

History

The compliance history of the alleged violator is considered with respect to the existence of previous instances of non-compliance and the seriousness of past non-compliance. This consideration includes instances of non-compliance corrected before and after court proceedings.

Intent

Officers must consider the intent of violators to commit a violation, such as evidence that demonstrates a violator knowingly contravened regulations.

The goal is to achieve consistency and predictability in responses to non-compliance. Similar situations or incidents of non-compliance, regardless of where they occurred, will be considered when determining the appropriate enforcement action.

Prioritizing Violations

The following criteria will be used by officers to identify and classify significant violations in order to help establish priorities for enforcement efforts.

High priority investigations (Life safety)

Class 1 investigations are those that pose an immediate and substantial life safety risk to residents, visitors, or businesses in Oakville.

High priority investigations can include, but are not limited to, the following:

1. Unsafe building
2. Unsafe rental living condition (including mold)
3. Unsafe tree
4. Unsecure pool
5. Health and safety complaint related to a licensed business
6. Failure to obtain or renew a licence (if life safety could be affected)
7. Nuisance (if life safety could be affected)

Medium priority violations (Nuisance)

Class 2 investigations are those that pose moderate, indirect or cumulative negative impact on residents, visitors and business. There may be intent and history, but there are not immediate life safety concerns.

Medium priority investigations can include, but are not limited to, the following:

1. Excessive noise
2. Nuisance (annoyance but no life safety threat)
3. Vermin or insects in rental dwelling
4. Stagnant water
5. Graffiti
6. Shrubs/trees overgrown from private property onto sidewalk
7. Pool drainage

Low priority violations (Regulatory)

Low priority investigations are those that pose a minor threat to residents, visitors or businesses or are purely regulatory in nature. In these situations there may be no intent, history or life safety concerns.

1. Parking violation (can be medium or high if causing safety concern)
2. Regulatory licensing enforcement (taxi sign damaged, vehicle numbers not clearly visible)
3. Poop and scoop
4. Mobile sign
5. Idling vehicle

Violation Response Protocol

1. High Priority
 - a. Respond immediately
 - b. Call in staff as needed to deal with concern
 - c. Priority continues at high until life safety issue has been mitigated

- d. Once life safety concerns dealt with, issue may be downgraded to medium priority call if further response is required
2. Medium Priority
 - a. Respond within 1-3 days
 - b. After-hours response may be approved
 - c. Shifts may be switched to for investigative purposes
3. Low Priority
 - a. Respond within 1-5 days or as found
 - b. See parking procedures for service standard

Complainant Communications

Complainant relations are important to the success of every investigation and to improving community relations. In order to ensure positive relations are maintained and appropriate information is provided to the community, officers shall be responsible for adhering to the complainant communications protocol. The complaint protocol is not applicable to regulatory, low priority investigations.

Complainant Communication Protocol

1. Initial contact by officer at onset of investigation
 - provide overview of investigation process, requirements of complainant (if any) and anticipated timing of next follow up contact
2. Follow up contact as required to resolve investigation
3. Final contact at close of investigation
 - provide overview of investigation results and any additional guidance as necessary

Frivolous and/or Vexatious Complaints

In situations whereby multiple meritless complaints are received from a single person at one time, where a single person continuously submits a variety of complaints on an on-going basis, or where a single complaint appears to be based on vendetta or retribution, the senior manager of municipal enforcement is given the discretion to decide on an appropriate level of response.

In making this decision the following criteria will be considered:

- Does the complaint deal with safety concerns
- Does the division have available resources to respond to the concerns
- What are the potential impacts on the complainant
- What are the potential impacts of not responding
- What are the potential impacts on the neighborhood
- Does the complaint appear to be frivolous or vexatious

The resulting level of response by staff may include acting on some or all of the complaints, not acting on the complaints, or responding to some or all of the complaints as resources are available.

Dealing with Children under 16 Years

The *Provincial Offences Act* regulates how a Young Person is to be dealt with when issuing charges. Interacting with a Young Person for enforcement related concerns can create health and safety concerns. In order to ensure all of our interactions are conducted in the safest manner possible the following criteria will help to guide officer interactions with a Young Person

1. Officers will not issue charges to a Young Person
2. Once an officer identifies that they are dealing with a Young Person they will discontinue the conversation and, if necessary, contact the Young Person's parents
3. If an officer is responding to a call involving Young Persons, Halton Regional Police (HRP) are required to be in attendance and any enforcement action will be taken by the HRP
4. An officer will not correspond directly to a Young Person, any correspondence should be addressed to the parents
5. Any required meetings with a Young Person will only be held in the company of the parents

References and Related Documents

Regulatory Services Policy

Definitions

"Young Person(s)" – as defined in the *Provincial Offences Act*

Appendix 4 – Responsibility Matrix






































✓ = Responsible area

📄 = consulting area

🚒 = Fire prevention will respond for safety issues or *Fire Code* violations only

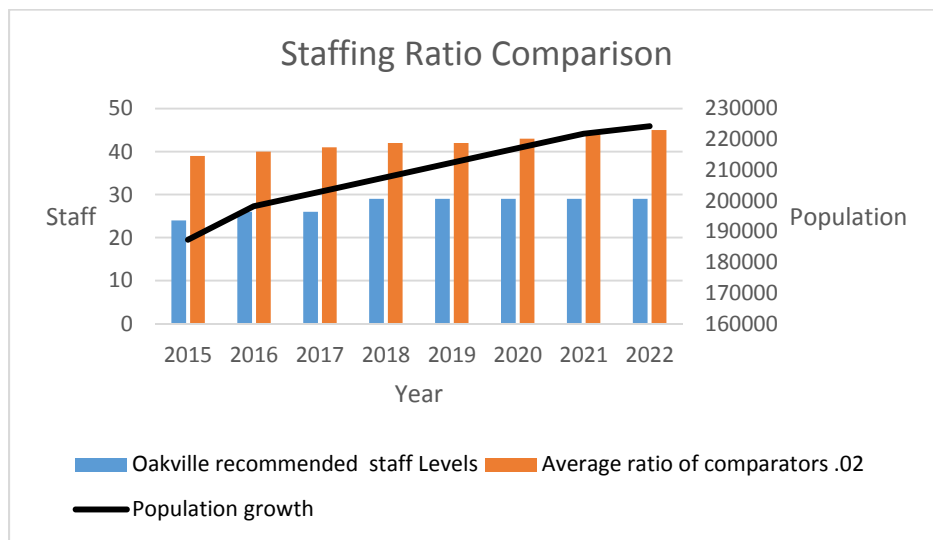
👤 = By-law enforcement services response through Humane Society contract

Complaint Type		By-law Enforcement Services	Building Services	Fire Services	Forestry	Heritage Planning	Park Operations	Permits & Construction	Roads and Works	Surveys drafting & Road Corridors
1.	Illegal Sign on Road Allowance								📄	✓
2.	Drainage complaint private property re: Grading including new builds	📄						✓		
3.	Drainage complaint private property re: Downspout location	✓						📄		
4.	Tree damage resulting from site alteration / private construction (private and public)				✓ 📄			✓ 📄		
5.	Tree damage resulting from resident, no construction (private and public)				✓					
6.	Brush left curbside (Region)	📄							📄	
7.	Garbage/debris left on Blvd. (Region)	📄							📄	
8.	Material stored on road or Blvd.							✓		
9.	Dumpsters stored on road or Blvd.							✓		

Complaint Type		By-law Enforcement Services	Building Services	Fire Services	Forestry	Heritage Planning	Park Operations	Permits & Construction	Roads and Works	Surveys drafting & Road Corridors
10.	Burning of leaves/Construction Debris									
11.	Unsafe Building/Unsafe Order required	 	 							
12.	Pool Enclosure - New Build									
13.	Pool Enclosure - Existing									
14.	Buskers/Roadside sales/Rickshaw									
15.	Materials left on Road Allowance							 		 
16.	Open Pit/Foundation no enclosure									
17.	Overgrown shrubbery onto sidewalk (from town property to town property)									
18.	Overgrown trees onto sidewalk (from town property to town property)									
19.	Overgrown shrubbery/trees/etc. from private property to town property									
20.	Pool improperly drained									
21.	Open fire pits at private property									
22.	Dead wood, brush on public property									
23.	Driveway widening									
24.	Depositing snow on public properties									
25.	Depositing snow on private properties									
26.	Flag vendors									
27.	Street Sellers									

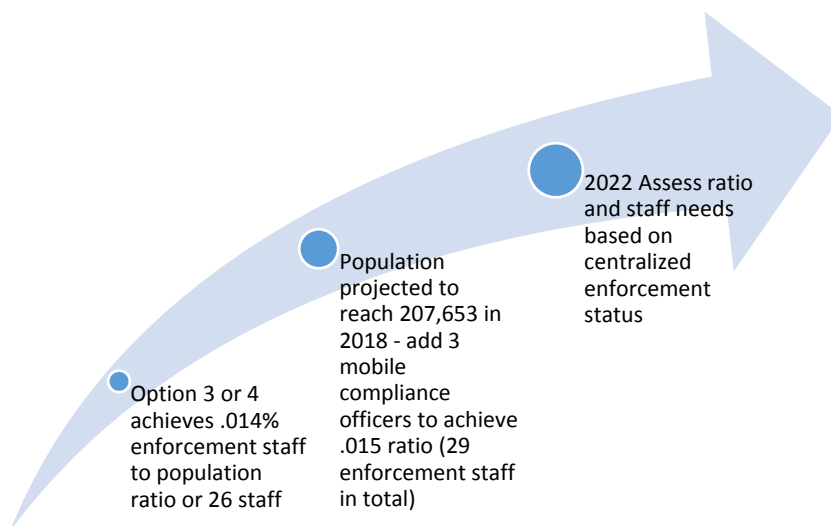
Complaint Type		By-law Enforcement Services	Building Services	Fire Services	Forestry	Heritage Planning	Park Operations	Permits & Construction	Roads and Works	Surveys drafting & Road Corridors
28.	Firework Sales – ancillary	✓		🚒						
29.	Firework Sales – Mobile vendors	✓		🚒						
30.	Heritage properties - Property Standards	📄				✓				
31.	Mold in rental dwelling unit	✓								
32.	Vermin/insects in rental dwelling Unit	✓								
33.	Poop and scoop	✓								
34.	Dog Licensing enforcement	🐕								
35.	Dog at Large	🐕								
36.	Biting Dog	🐕								
37.	Dog Off leash	🐕								
38.	Tree damage to a public tree by road construction/utility works				✓					
39.	Mud/dust on road	📄							📄	✓
40.	Dust from private property (i.e. dry cutting bricks etc.)	✓								
41.	Dust from construction site							✓		
42.	Draining pools from private property onto town land	✓					📄	📄		
43.	Parks patrol						✓			
44.	Parks – compliance with parks permits						✓			

Appendix 5 – Future Staffing Model (based on staff recommended option)

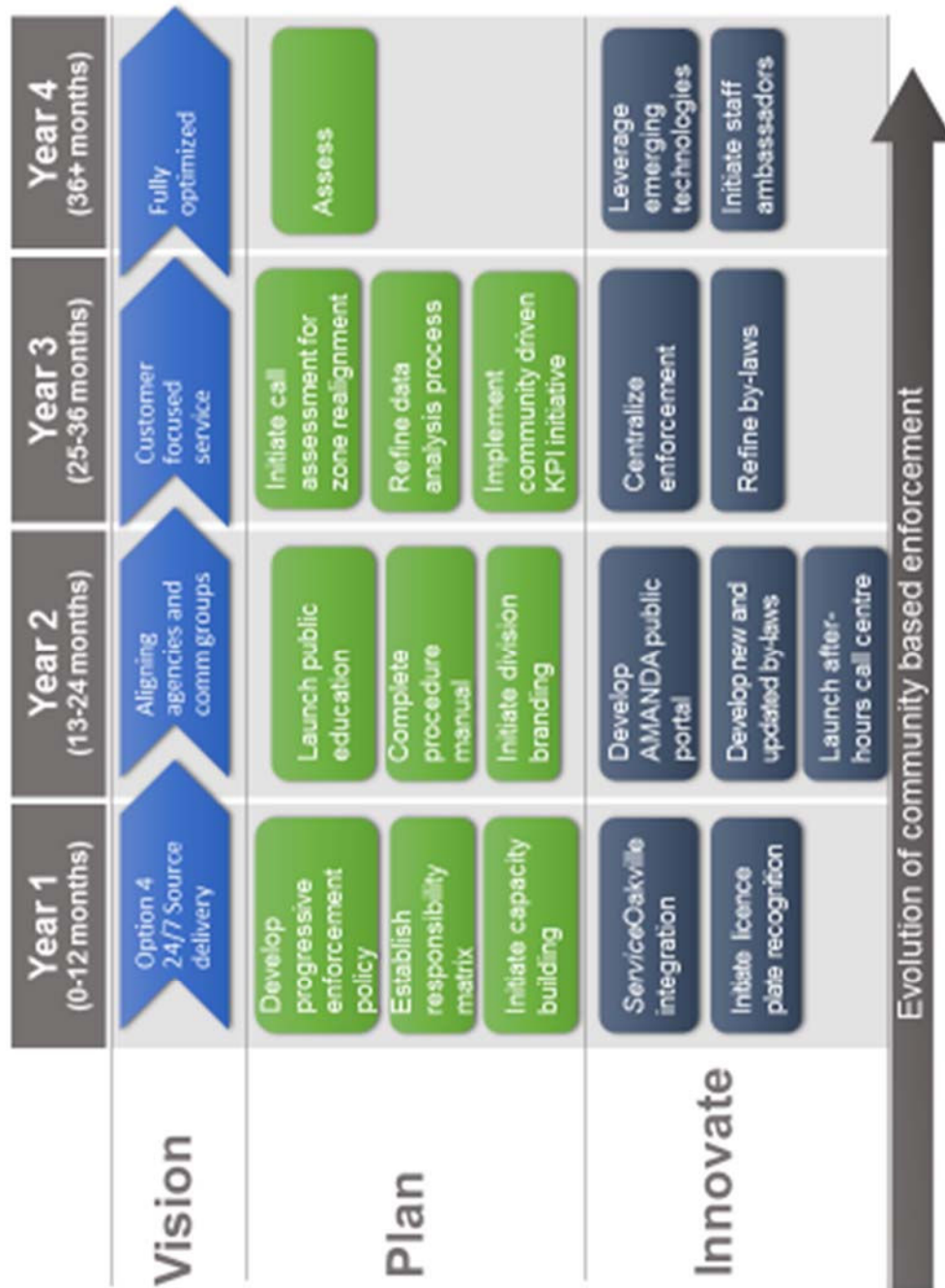


* population numbers based on best planning estimates and actuals

- Future staffing levels can be guided by population growth
- Options 3 & 4 bring Oakville's officer to population ratio up to .014% (26 staff)
- Future ratio not to exceed .015%, lower than most municipalities, allowing Oakville to provide enhanced service (currently .015 would equal 29 staff)



Appendix 6 – Evolution of community based enforcement



Appendix 7 – Option timelines and deliverables

Timelines & Deliverables Option #1

Option #1 – Status Quo	
Timeline	Deliverable
Immediate	<ul style="list-style-type: none"> ➤ Status Quo <ul style="list-style-type: none"> ○ 7 By-law Enforcement Officers providing mostly reactive enforcement during business hours - (no evening or weekend response) ➤ Parking control provide parking enforcement 24/7
Ongoing	<ul style="list-style-type: none"> ➤ Integration with <i>ServiceOakville</i> ➤ Review technology for improved service results (public portal, AMANDA upgrades smartphone including improved mobile computing) ➤ Implement licence plate recognition system for parking enforcement as currently budgeted ➤ Develop communications plan for improved messaging

Timelines & Deliverables Option #2

Under Option #2 the following represents a typical implementation process, deliverables may vary depending on project initiation date:

Option #2 – Extended By-law Enforcement with Stand-by	
Sample Timeline	Deliverable
month 1-3	<ul style="list-style-type: none"> ➤ Develop change management plan and internal communications plan ➤ Parking enforcement continues 24/7 throughout – no change ➤ Initiate project to purchase licence plate recognition system for parking enforcement as budgeted (if needed) ➤ Initiate AMANDA review and assess upgrades (including smartphone mobile computing options) ➤ Initiate review of public portal options for customer service improvement opportunities

	<ul style="list-style-type: none"> ➤ Develop base line KPIs (measure success of program changes)
month 3-7	<ul style="list-style-type: none"> ➤ Begin internal communications and meetings with staff to advise of project / change management ➤ Develop stand-by schedule - messaging to staff ➤ Develop procedures related to on-call service ➤ Review zone structure considering new service delivery model
month 7-8	<ul style="list-style-type: none"> ➤ Hire new by-law enforcement officers ➤ Training for new staff ➤ Communicate as per communications plan
month 8-13	<ul style="list-style-type: none"> ➤ Initiate integration process with <i>ServiceOakville</i> for call handling - daytime (if needed) ➤ Initiate after-hours call handling contract talks begin with service provider (if needed) ➤ Begin using licence plate recognition system for parking enforcement ➤ Communicate as per communication plan
ongoing	<ul style="list-style-type: none"> ➤ Go live with <i>ServiceOakville</i> call handling ➤ Implement stand-by program ➤ Ongoing change management as per plan ➤ Communicate new service level to community as per communications plan
ongoing	<ul style="list-style-type: none"> ➤ Ongoing community messaging ➤ Review technology for improved service results ➤ Analyze and refine KPIs (community focus)

Timelines & Deliverables Option #3

Under Option #3 the following represents a typical implementation process, deliverables may vary depending on project initiation date:

Option #3 – 24/7 By-law Enforcement	
Sample Timeline	Deliverable
month 1-3	<ul style="list-style-type: none"> ➤ Develop change management process and internal communications plan ➤ Initiate project to purchase two licence plate recognition systems for mobile compliance ➤ Initiate AMANDA review assess for upgrades (including smartphone mobile computing options)

	<ul style="list-style-type: none"> ➤ initiate review of public portal for customer service improvement opportunities ➤ Develop base line KPIs (measure success of program changes)
month 3-7	<ul style="list-style-type: none"> ➤ Begin internal communications and meetings with staff to engage in project ➤ Develop training plan for officers ➤ Re-align zone structure for enforcement efficiencies
month 7-8	<ul style="list-style-type: none"> ➤ Transition parking officers to intermediate by-law enforcement officers ➤ Hire new by-law enforcement officers and begin training staff ➤ Ongoing change management as per plan ➤ Develop external communications plan for project ➤ Initiate officer training ➤ Implement re-aligned zone structure
month 8-13	<ul style="list-style-type: none"> ➤ Migrate enforcement responsibilities to the new intermediate level officers ➤ Soft launch 24/7 enforcement of some by-laws ➤ Initiate integration process with <i>ServiceOakville</i> for call taking and dispatch responsibilities ➤ Initiate after-hours call handling contract talks begin with service provider ➤ Begin using licence plate recognition systems for parking enforcement ➤ Begin review of existing and new by-laws for effectiveness and cost recovery ➤ Communicate as per communication plan
month 13-19	<ul style="list-style-type: none"> ➤ Go live with <i>ServiceOakville</i> call handling ➤ Go live with after-hours call handling contract ➤ Ongoing change management as per plan ➤ Communicate new service level to community as per communications plan
month 19	<ul style="list-style-type: none"> ➤ Hire new intermediate by-law enforcement coordinator
ongoing	<ul style="list-style-type: none"> ➤ Ongoing community messaging ➤ Review technology for improved service results ➤ Analyze and refine KPIs (community focus)

Timelines & Deliverables Option #4

Under Option #4 the following represents a typical implementation process, deliverables may vary depending on project initiation date:

Option #4 – 24/7 Centralized Enforcement Model	
Sample Timeline	Deliverable
month 1-3	<ul style="list-style-type: none"> ➤ Develop change management process and internal communications plan ➤ Initiate project to purchase two licence plate recognition systems for mobile compliance ➤ Initiate AMANDA review assess for upgrades (including smartphone mobile computing options) ➤ initiate review of public portal for customer service improvement opportunities ➤ Develop base line KPIs (measure success of program changes)
month 3-7	<ul style="list-style-type: none"> ➤ Begin internal communications and meetings with staff to initiate project
month 7-8	<ul style="list-style-type: none"> ➤ Transition parking officers to intermediate by-law enforcement officers ➤ Hire new by-law enforcement officers and begin training staff ➤ Ongoing change management as per plan ➤ Develop external communications plan for project
month 8-13	<ul style="list-style-type: none"> ➤ Migrate enforcement responsibilities to the new intermediate level officers ➤ Soft launch 24/7 enforcement of some by-laws ➤ Initiate integration process with ServiceOakville for call taking and dispatch responsibilities ➤ After-hours call handling contract talks begin with service provider ➤ Begin using licence plate recognition systems for parking enforcement ➤ Begin review of existing and new by-laws for effectiveness and cost recovery ➤ Communicate as per communication plan
month 13-19	<ul style="list-style-type: none"> ➤ Go live with ServiceOakville call taking ➤ Go live with after-hours call handling contract ➤ Ongoing change management as per plan

	➤ Communicate new service level to community through communications plan
month 19	➤ Hire new intermediate by-law enforcement coordinator
ongoing	➤ Ongoing community messaging ➤ Review technology for improved service results ➤ Analyze and refine KPIs (community focus)
Phase 2	
month 25	➤ Develop plan for centralization of enforcement. Considerations include: <ul style="list-style-type: none"> ○ Assessment of functional fit ○ Resource allocation method ○ Change management plan ○ Communications plan
ongoing	➤ Begin consolidation of initial enforcement group

Appendix 8 – Integration Opportunities

