

# Enforcement Services Staffing Review

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DATE: NOVEMBER 30, 2020

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# Elements Reviewed

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- Noise By-law Enforcement and staffing challenges
- Removal of *Line Fences Act* duties
- Staffing requirements for proactive enforcement and anticipated growth until 2041
- Property Standards Officer dedicated to the Georgian College neighbourhood
- COVID-19 response

# Noise By-law & *Line Fence Act*

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- Potential impacts of transferring noise by-law and *Line Fences Act* (safety of officers, types/times of complaints)
- No authority under the *Highway Traffic Act* (noisy mufflers etc.)
- Benefit of removing staff out of the role of arbitrator under *Line Fences Act*



enforcement matters are **up**  
**25,000+** with **no change** to  
staffing since 2003

#### **Live answer:**

##### **Mon-Fri**

8:30 a.m. - 4:30 p.m. (annually)

#### **Afterhours message bank**

(retrieved every 30 min):

##### **Mon-Sun (Apr-Nov)**

4:30 p.m. - 11:00 p.m.

##### **Mon-Sun (Dec-Mar)**

24hrs

#### **Patrol Hours:**

##### **Uniform staff**

7 days a week

7:30 a.m. – 11:00 p.m.

April – Nov

24 hours a day

Dec – March

#### **Property standards:**

##### **Mon-Fri (annually)**

8:30 a.m. - 4:30 p.m.

##### **Mon-Sat (Jun-Aug with student coverage)**

8:30 a.m. - 4:30 p.m.

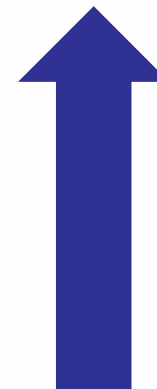
2019

**68,013** enforcement matters and  
**3,691** administrative matters processed

2003

**42,309** enforcement matters (including parking tickets) and  
**4,311** administrative matters processed.

\* Administrative Matters - more types of businesses were licensed in 2003



## Staffing levels

No change between 2003-2019

**3** Management   **10** Full-time   **13** Part-time   **6** Office   **12** Seasonal (6 Summer/6 Winter both full-time/part-time)

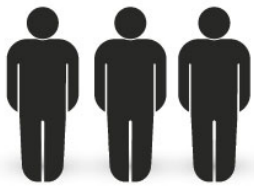
\*staffing levels aren't always at full capacity

# General Break Down of Calls for Service

The following is a summary of the services provided by Enforcement Officers and Clerks during 2019:

- a) General Complaints (city wide / various matters) – 13,014
- b) Inquiries (Phone Calls) – (average) 25,000
- c) Issued 51,493 parking infractions (25,118 related to lots and on-street paid parking / 26,513 in residential areas)
- d) Part 1 & 3 Court charge matters (other than parking) – 101
- e) Warnings (Verbal or Notice of Violations) Issued city wide – 12,218 (various regulations)
- f) Property Standards / Yard Maintenance – 1,864 (1,512 Yard Maintenance / 352 Property Standards)
- g) Confiscated Signs – 1,541
- h) Admin Documents processed – 3,691 (licences, permits etc.)

A total of 68,013 enforcement matters and 3,691 licence/permit administrative matters were processed in 2019.  
(Does not including warnings or phone inquiries)



**29% increase**

in population since 2003



**54% increase**

in our calls for service

- Responsibilities and demand have increased with population growth
- Staffing levels haven't increased to match changes
- Delay in resourcing causes:
  - Mainly 'reactive' type enforcement
  - Increased delay in responding to some matters
  - Less routine patrols of high traffic or problematic areas

# COVID-19 RESPONSE



- Reacted quickly and adapted to changing Provincial & Municipal priorities
- Increased service levels for 7-day coverage
- 11,000+ additional calls redeploying staff from other areas and causing delays in response time
  - To continue we need targeted enforcement and more staff
- Worked closely with SMDHU re: business and event operation



# Current Response Times

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Duty	Current Response Time
General Enforcement Matters – <i>Parking, Nuisance, Debris, Snow Removal etc.</i>	2 Hrs / 7 days a week
Business Licensing, Sign Enforcement, Animal Control	2 hrs / 5 days a week
Property Standards – Interior only	3 days (initial contact only)
Property Standards – Exterior only (Yard Maintenance)	3 days (initial inspection)

# No Change – Resource Levels

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Proposed Staffing	Expected Results	Timeline
No change	<ul style="list-style-type: none"><li>• Staff will continue to realign duties as feasible</li><li>• <b>Limited resources will ultimately result in a reduction of Service Level</b></li></ul>	Over next 2 years

# Maintain Current Response Levels

Proposed Staffing Increase	Expected Results	Timeline
1 Full-time Officer (2021) 2 additional Officers (2022)	<ul style="list-style-type: none"> <li>• Provides ability to meet current service levels with growth that has already occurred</li> <li>• Faster response times once all Officers are in place mid 2022</li> <li>• Provides for stability in the unit with additional FT staffing</li> <li>• Does not allow for any significant change to proactive enforcement initially</li> <li>• Once all Officers are in place (Mid 2022) it should be a gain of approximately 25 % proactive enforcement</li> <li>• Allow for new Officers to possibly assist with Yard Maintenance Matters</li> <li>• Create a full rotational schedule to ensure coverage 7 days a week most enforcement matters</li> </ul>	2022

# Immediate Increase Service Levels

Proposed Staffing Increase	Expected Results	Timeline
4 Full-time Officer positions	<ul style="list-style-type: none"><li>• <b>Allow for 25% proactive enforcement in all aspects</b></li><li>• Provides stability with FT staffing</li><li>• Allow for enhanced response to Yard Maintenance complaints</li><li>• Response times estimated to decrease by 1-1.5 days</li><li>• Create full rotational shifts to provide 7 day/week response to some additional matters</li></ul>	Recruit in 2021

# Resource Costs

Service Level Options	Total Estimated Cost
No Change – Resourcing	\$ 0
Maintain Current Response Levels	\$98,000 (2021) \$220,000 (2022)
Immediate Increase Service Levels	\$566,264 (2021)

# Comparator Municipalities

(Staffing levels / calls for service)

Municipality	Number of Officers	Annual Complaints
<b>Barrie</b>	<b>13 - FT / 10 – PT</b>	<b>Just under 70,000 all enforcement matters / 4,000 admin</b>
Hamilton	33 – FT / 15 – PT	28,000 all enforcement matters
Vaughan	75 – FT	28,000 general matters
London	21 – FT / 1 – PT / 1 Student	8,300 general matters / 8,700 licensing
Guelph	20 – FT / 7 – PT	8,000 general matters / 1,000 property standards / 500 waste
Kitchener	30 – FT / 10 – PT	13, 665 general maters / 8,035 property standards, lot maintenance

# Other Considerations

- Additional staffing does not contemplate:
  - Deferred recommendations from the Parking Strategy
  - Download of services from other agencies or levels of government
  - Any future targeted/dedicated enforcement (e.g. 2020 waterfront parking) without impacting other areas



