
Halifax Regional Council
February 5, 2002

TO: Mayor Peter Kelly and Members of Halifax Regional Council

SUBMITTED BY:


Allan M. Waye, General Manager, Community Projects

DATE: January 29, 2002

SUBJECT: Service Delivery Improvements for By-Law Enforcement

INFORMATION REPORT

ORIGIN

This is a staff initiated interim Report detailing the service delivery improvements which have been made in By-Law Enforcement. An overall strategy for rationalizing by-law enforcement service delivery throughout the municipality is being developed. Additional specifics of the strategy will be provided to Regional Council at a later date.

BACKGROUND

Impetus for Service Improvements

The current model for By-Law Enforcement in the HRM is that each business unit takes the lead on the by-laws that require technical expertise for enforcement. With this model a high level of fragmentation and confusion has evolved regarding business unit responsibilities. Improving the delivery of By-Law Enforcement throughout the municipality has been identified as a corporate priority by the CAO. Community Projects has been assigned the responsibility to develop a plan to address service improvements in the area of By-Law Enforcement.

DISCUSSION

Creation of the By-Law Rationalization Working Group Project

The By-Law Rationalization Working Group has been assembled to undertake this task. The working group is composed of ten business units and the RCMP who have responsibilities for some component of the 170 HRM by-laws. The ten business units with representatives on the working group are as follows:

- 1) Administrative Services;
- 2) Community Projects;
- 3) Financial Services;
- 4) Fire and Emergency Services;
- 5) Halifax Regional Police;
- 6) Parks and Recreation;
- 7) Planning and Development Services;
- 8) Public Works and Transportation;
- 9) Shared Services;
- 10) Solid Waste Resources; and
- 11) Royal Canadian Mounted Police;

The working group's purpose and deliverables are as follows:

<u>Purpose</u>	To rationalize the form and content of HRM legislation along with respective compliance and enforcement.
<u>The Matrix Project</u>	The By-Law Rationalization working group has created a matrix detailing policy, administration, remedy, licensing and enforcement responsibilities for by-laws. The Matrix details the current situation, and will evolve as responsibilities are rationalized throughout business units.
<u>Action Plan for Rationalization</u>	The working group is in the process of developing an action plan which will detail responsibilities for repealing, proposing amendments, harmonizing, and introducing new by-laws. The rationalization may result in realignment of responsibilities to enhance the service delivery.

By-Law Enforcement Service Delivery Improvements

Recent actions taken to enhance By-Law Enforcement service delivery are outlined in the following table.

Action	Deliverable
<p>Clarify responsibility centers for policy, administration, licensing, enforcement and remedy of HRM legislation</p>	<p><u>Matrix Project</u></p> <p>a) development of draft matrix detailing current situation</p>
<p>Rationalizing form and content of HRM Legislation along with respective compliance and enforcement.</p>	<p><u>By-Law Rationalization</u></p> <p>a) developing an action plan detailing required by-law repeals, amendments, and creation of new HRM by-laws</p> <p>b) draft standardized By-Law Ticket for use by all business units</p>
<p>Developing more effective, economic and efficient By-Law Enforcement</p>	<p><u>New Direction Strategy</u></p> <p>a) developed and implemented By-Law Enforcement Complaint database</p> <p>b) installed By-Law Enforcement Complaint database and commenced training for staff in the Councillor's Support Office</p> <p>c) Uniforming of By-Law Enforcement Officers</p> <p>d) Creation of Regional (West, Central and East) Enforcement Teams for equitable workload distribution and service levels.</p> <p>e) Re-engineering of Enforcement Processes (standardized forms, reporting mechanisms, reduced administrative burden on enforcement personnel)</p> <p>f) Training of By-Law Enforcement Officers on data base usage, working group model and change management.</p>

Action	Deliverable
Developing more effective, economic and efficient Animal Control Service	<ul style="list-style-type: none"> a) Assessing the terms of the existing contract. b) Conducting needs analysis to identify gaps between current and desired situations. c) Amending Dog By-Law to more effectively control fierce and dangerous dogs
Developing more effective, economic and efficient taxi and limousine regulation, administration and enforcement	<ul style="list-style-type: none"> a) Conduct needs analysis to determine facility requirements (i.e. taxi inspection requirements) b) Developing terms of reference for Council consideration.
Collaborative inter-business initiatives on new by-law	<ul style="list-style-type: none"> a) Draft Residential Occupancies By-Law presented to Regional Council b) Draft Sign By-Law presented to Regional Council c) Formalized protocol for Building Inspector assistance
Integration of existing By-Law Enforcement Complaint database with LIS	<ul style="list-style-type: none"> a) training on code enforcement module of LIS system (Hansen)

BUDGET IMPLICATIONS

All activities to date have been costed within existing budgetary allocations and have had no budgetary implications to date. Deliberations of the By-Law Rationalization working group may result in recommendations which have a fiscal impact.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This Report complies with the Municipality’s Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

None at this time.

ATTACHMENTS

None.

Additional copies of this Report, and information on its status, can be obtained by contacting the Office of the Municipal at 490-4210, or Fax 490-4208.

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