KPMG

City of Ottawa By-law Enforcement, Administration & Policy Development Review

Final Report

November 21, 2017

PRIVATE AND CONFIDENTIAL

Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

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This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Ottawa. Accordingly, we believe we are independent of the City of Ottawa and are acting objectively.

City of Ottawa By-law & Regulatory Services Review
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Introduction and Context

Introduction

KPMG was engaged by the City of Ottawa ("the City") to conduct a review of its By-law and Regulatory Services Branch ("the Branch" or "BLRS") to ensure consistent delivery of services across the City using the most cost effective approach. The overall goal of the service delivery review is to assess and develop a service delivery model for by-law enforcement, administration and policy development to improve the sustainability, cost effectiveness and management of delivering these services to the citizens of Ottawa.

This final report was prepared to provide an objective assessment of the Branch's operations in terms of organizational effectiveness and efficiency, develop a new service delivery model and to make recommendations to improve the overall performance of the Branch. Through a series of interviews, data analysis, comparator surveys and leadership team working sessions, KPMG has developed eleven recommendations for the City's consideration. These recommendations, based upon leading practice, should improve the overall effectiveness and efficiency of the current service delivery model for the City's by-law enforcement, administration and policy development services.

Setting the Stage

The By-law & Regulatory Services Branch is part of the City of Ottawa's Emergency and Protective Services Department ("the Department"). The Branch has a complement of approximately 153 employees (FTEs) spread across four units: Dispatch, Training and Logistics, Parking Enforcement, By-law Enforcement and Operational Support Services. These units work together to maintain compliance with municipal and provincial regulations while providing a high level of service to residents, businesses and visitors to the City of Ottawa. The Branch's mandate is to protect and serve residents, businesses and visitors through education on, and enforcement of, regulations that address public health and safety, consumer protection and nuisance control.

From 2012 to 2016, the Branch has annually generated revenues of approximately $25 million. While the Branch experienced surpluses in 2012 and 2013, a combination of factors (population growth, milder weather and changing criteria for overnight parking bans) have meant that revenue targets have not been sustained in subsequent years. And while staffing levels have declined in this period, the Branch's workload and service levels has increased as a result of changes in vehicle for hire and noise complaint standards.

In an effort to address these challenges, the Emergency and Protective Services Department engaged KPMG to conduct a comprehensive review of by-law enforcement, administration and policy development

Project Objectives and Drivers

Project Objectives

KPMG is engaged by the City of Ottawa to undertake a service delivery review of the By-law & Regulatory Services Branch. The overall goal of the service delivery review is to assess and develop a service delivery model for by-law enforcement, administration and policy development to improve the sustainability, cost effectiveness and management of delivering these services to the citizens of Ottawa.

Specific project objectives include:

- Compare current practice levels of service with the approved service levels, industry best practices and relevant benchmarks

- Identify cost-effective approach to achieve consistent level of service across the City

- Identify potential short, mid and long-term service adjustments taking into consideration growth, regulations (i.e. accessibility) and changing weather patterns and demographics.

Project Drivers

As with all municipal and other orders of government, the City of Ottawa is balancing service expectations and financial constraints. Carrying out service delivery reviews is one of the strategies to ensure that the City continues to provide the best value to the community and to help ensure the City is considering all opportunities to enhance efficiency and effectiveness of its services taking into account fiscal and service impacts.
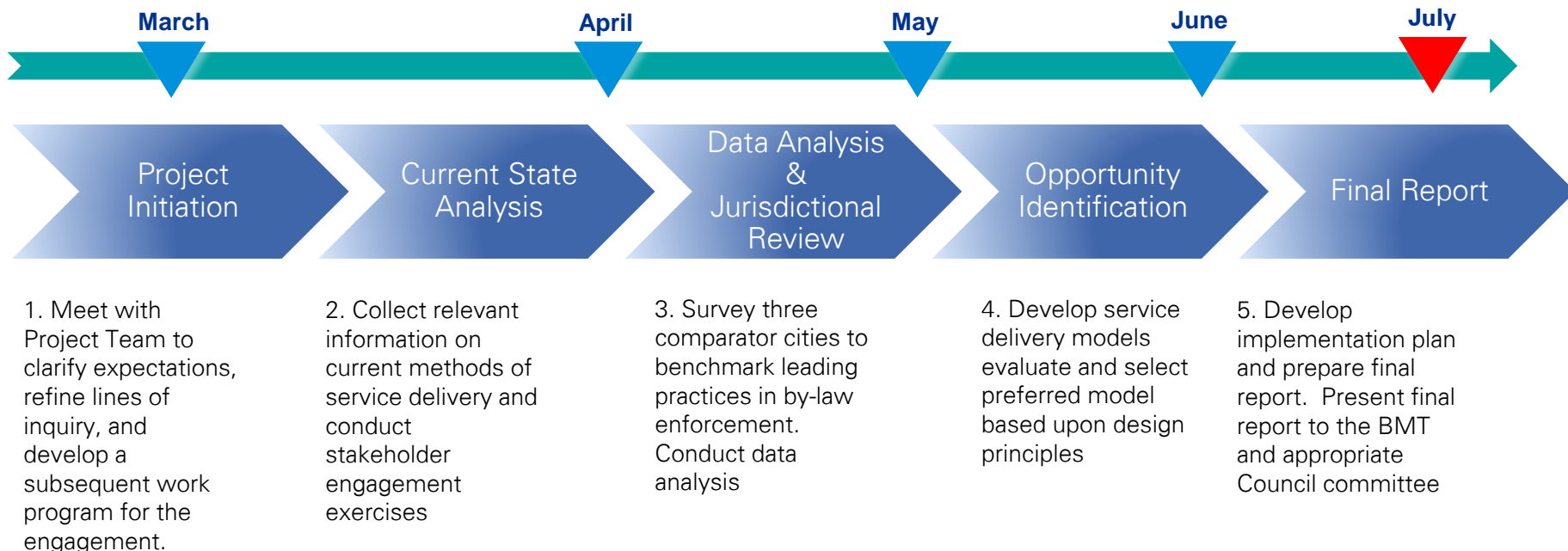
The By-law & Regulatory Services Branch is experiencing significant demand pressure on its service delivery model. New regulatory issues are continually emerging that require the attention of the Branch from both a regulatory policy perspective and an enforcement perspective, e.g. vehicle for hire and noise complaint standards. At the same time, the staffing level for the Branch has decreased from 178.5 FTE's in 2013 to 152.78 FTE's in 2016.

Project Objectives and Drivers

Project Scope and Deliverables

- **Phase One: Project Initiation and Planning**
  - Kick Off Meeting with Project Team
  - Project Charter
  - Project Schedule

- **Phase Two: Current State Analysis**
  - Collect and review documentation
  - Develop interview guides and validate with Branch project manager
  - Stakeholder consultation (25 forty-five minute interviews)
  - Analyze interview findings and group into themes for Interim Report

- **Phase Three: Data Analysis and Jurisdictional Review**
  - Conduct interviews with comparator organizations (3)
  - Conduct data analysis on calls for service/staffing
  - Prepare and present Interim Report

- **Phase Four: Renewed Service Delivery Model**
  - Working Session #1 – Develop Service Delivery Model Options & Opportunities
  - Working Session #2 – Evaluation of Service Delivery Model Options & Opportunities
  - Working Session #3 – Confirmation of Recommendations

- **Phase Five: Implementation Plan, Final Report and Presentation**
  - Implementation Plan
  - A final report (in PowerPoint format) consolidating the different phases of the Service Delivery Review by July 15, 2017
  - Electronic versions of all project documents
  - Presentation to the Senior Management Team and appropriate Committee of Council

Work Plan and Progress Report

KPMG's intent is to provide the review findings and recommendations to inform the City's Community and Protective Services Committee (CPSC) in September 2017. In order to facilitate the necessary discussions with the Departmental Leadership Team (DLT) and the corporate Senior Leadership Team (SLT), the review findings and recommendations will be available no later than July 15, 2017.

March **April** **May** **June** **July**

Project Initiation	Current State Analysis	Data Analysis & Jurisdictional Review	Opportunity Identification	Final Report
1. Meet with Project Team to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.	2. Collect relevant information on current methods of service delivery and conduct stakeholder engagement exercises	3. Survey three comparator cities to benchmark leading practices in by-law enforcement. Conduct data analysis	4. Develop service delivery models evaluate and select preferred model based upon design principles	5. Develop implementation plan and prepare final report. Present final report to the BMT and appropriate Council committee

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Summary of Findings from Consultations

City of Ottawa By-law Enforcement, Administration and Policy Development Service Delivery Review

Final Report

The Engagement Process

Perspectives on the Branch's current administrative structure, processes, people practices and culture were gained through interviews with 44 Branch staff identified by the Project Sponsor. In addition, staff from Ottawa Public Health, SIPD, and the Ottawa Police Service were also interviewed for their perspectives, as City partner organizations, on the Branch's service delivery performance.

Specific responses have been aggregated in this summary document and are presented in the form of general themes and messages. The findings of the consultation presented in this summary document will be used to inform the development of possible structures as a first step in achieving an optimal service delivery model for by-law enforcement, administration and policy development.

The following individuals (listed in alphabetical order) participated in interviews over the initial consultation period:
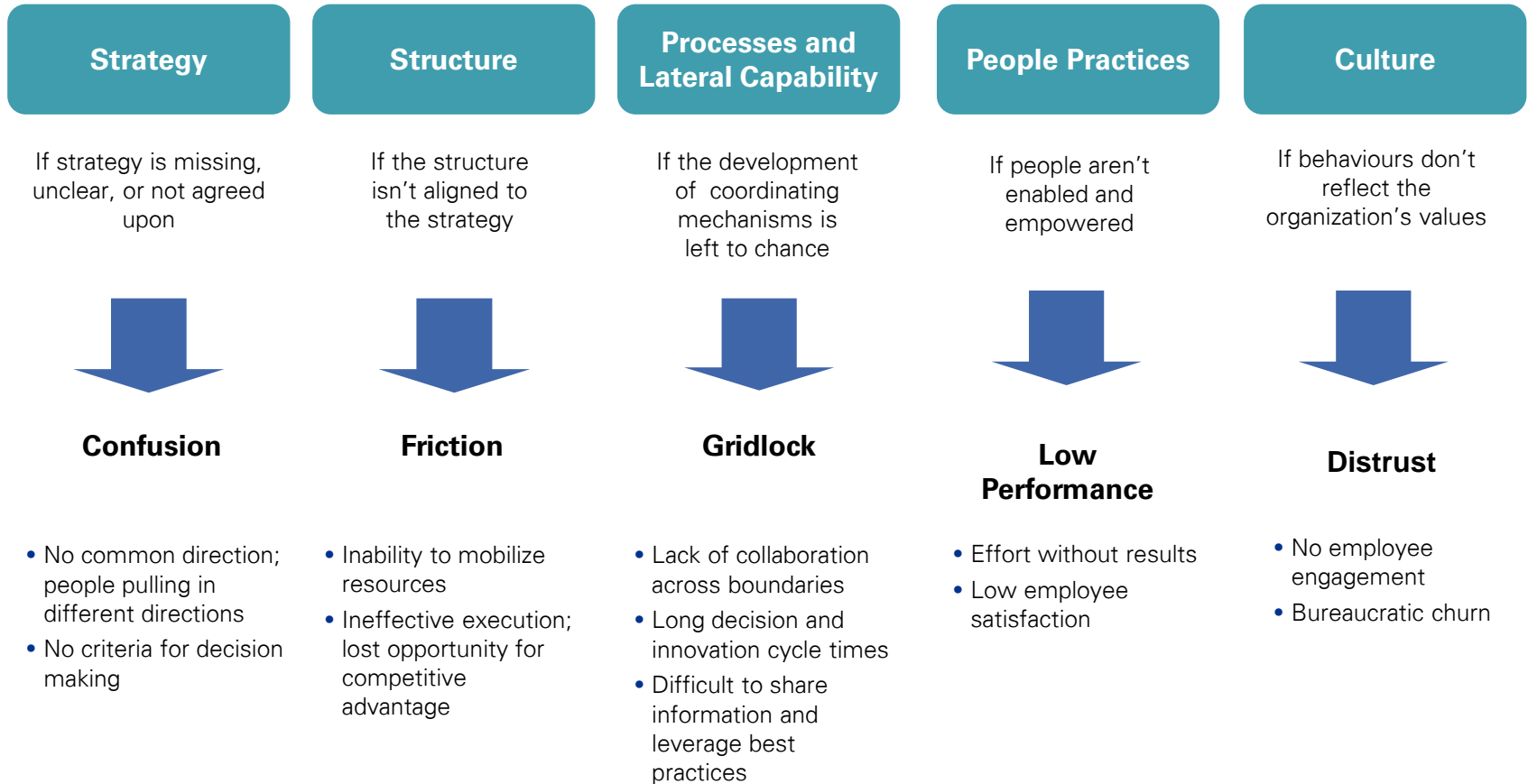
Name	Position
Mark Beaudoin	Property Standards Officer
Valerie Bietlot	Solicitor
Dan Bissonnette	Supervisor, BLRS
Jennifer Byrnes	Dispatch
Craig Calder	Program Manager, Health Protection and Clinical Services, Ottawa Public Health
Roger Chapman	Manager, BLRS
Bobbi Chapman	Team Lead (POA Court), SIPD
Zandra Charbonneau	Property Standards Officer
Bertillia Christian	By-law Services Assistant
Gillian Connelly	Manager, Health Promotion and Disease Prevention, Ottawa Public Health
Denise Czmielewski	Vehicle-for-Hire Enforcement Unit
Anthony Di Monte	General Manager, Emergency and Protective Services
Kathryn Downey	Manager, Health Protection and Clinical Services, Ottawa Public Health
Steve Duke	(Generalist) By-law Officer
Chris Dupuis	Parking Control Officer
Adam Fortier	(Generalist) By-law Officer
Jake Gravelle	Program Manager, By-Law Enforcement
Christine Hartig	Issues Management and Stakeholder Relations, BLRS
Jamie Heard	Vehicle-for-Hire Enforcement Unit
Kevin Heiss	Operational Support Services

Name	Position
Kevin Hoogeveen	Team Lead, 311 Contact Centre, SIPD
Stuart Huxley	Senior Legal Counsel, Legal Services
Alain Hyppolite	Program Manager, Counter Services, SIPD
Sylvie Idone	By-law Services Assistants
Nancy Jackson	Program Manager, Operational Support Services
Julie Jeaurond	By-law Services Assistants
Tara Lafleur	Supervisor, BLRS
Teddy Lecordier	Operational Support Services
Troy Leeson	Program Manager, Parking
Nathan Lelievre	Supervisor, BLRS
Natasha Love	Parking Control Officer
Chris Maalouli	(Generalist) By-law Officer
Laura Lee Mahoney	Property Standards Officer
Tania McCumber	Coordinator, By-law Enforcement
Patricia Mullin	(Generalist) By-law Officer
Jason Myerson	Parking Control Officer
Derek Petch	Property Standards Officer
Ryan Perrault	Manager, Operational Support Services
Jerrod Riley	Operational Support Services
Ashley Rissler	Team Lead, 311 Contact Centre, SIPD
Marcel Robert	Vehicle-for-Hire Enforcement Unit
William Rychliwsky	Vehicle-for-Hire Enforcement Unit
Morgan Tam	Coordinator, Dispatch/Training/Logistics
Jennifer Therkelsen	Coordinator, By-law Enforcement
Jill Skinner	Deputy Chief Ottawa Police Service

A Model for Analyzing Organizational Performance

Organizational Problems

Strategy	Structure	Processes and Lateral Capability	People Practices	Culture
If strategy is missing, unclear, or not agreed upon	If the structure isn't aligned to the strategy	If the development of coordinating mechanisms is left to chance	If people aren't enabled and empowered	If behaviours don't reflect the organization's values
Confusion	**Friction**	**Gridlock**	**Low Performance**	**Distrust**
• No common direction; people pulling in different directions • No criteria for decision making	• Inability to mobilize resources • Ineffective execution; lost opportunity for competitive advantage	• Lack of collaboration across boundaries • Long decision and innovation cycle times • Difficult to share information and leverage best practices	• Effort without results • Low employee satisfaction	• No employee engagement • Bureaucratic churn

Source : Modified from Galbraith's Organizational Review Metrics

Organizational Considerations

Organizational Factor

Strategy	• Understanding of strategy and mission • Alignment to vision • Agreement on priorities • Clarity in performance measures
Structure	• Structure • Work alignment • Delegation of authority • Capacity
Processes and Lateral Capability	• Decision making • Communication • Enabling technology • Standardized operational processes and practices
People Practices	• Staff engagement • HR practices and policies • Performance management • Training and support
Culture	• Values and beliefs • Behaviours

Emerging Themes from Consultations

Several key themes have emerged from the data collection and early analysis phases of this review. These themes and high-level observations are summarized below. The analysis recognizes the strength's of by-law enforcement, administration and policy development, but also focuses on issues that represent significant opportunities to improve the Branch's operating model to drive greater value for the City and ensure improved service delivery both for clients and staff.

Strategy	
Understanding of Strategy and Mission	▪ There is no clear understanding of any overarching strategy or mission for the Branch. Stakeholders were largely not aware that a strategic plan exists, and largely viewed that state of the organization as being largely static, driven by day-to-day transactional requirements and demands that arise from direct requests from elected officials. ▪ Broadly, interviewees perceived the Branch as having a dual role: on the one hand, to provide a service to citizens, and on the other, to generate revenue for the city. Revenue generation is largely viewed as the dominant driving motivation for the organization, often at the expense of service provision.
Alignment to vision	▪ There is a broadly communicated affinity towards the Branch's role as a public service provider. This service mentality is, however, often sidelined in favour of the City's overwhelming focus on revenue generation. This has ultimately resulted in confusion for staff on the mission or primary intent of the Branch. ▪ Staff reported little concept of any positive progress or change, outside of externally imposed initiatives like the City's corporate reorganization. One respondent noted that "in 10 years, we'll be exactly the same are we are today."
Agreement on priorities	▪ Beyond revenue generation and a focus on maintaining or increasing the volume of tickets or charges, there is no clearly understood or agreed-upon set of priorities. Day-to-day work is largely transactional, with no strategic direction. ▪ Political involvement is perceived as the primary priority-setting mechanism for the organization, with day-to-day tasks driven by the amount of attention individual councilors are giving to issues in their respective wards
Clarity in performance measures	▪ There is a clear understanding that outputs (i.e. number of charges/tickets) are being measured on a regular basis, and that this is the primary lens with which management views operational performance. This appears to drive enforcement behavior on a day-to-day basis. ▪ Interviewees have a clear understanding of Branch revenue targets, and ongoing performance against it. This performance drives management decision making. There was little awareness of other performance measures among the interviewed stakeholders.

Emerging Themes from Consultations

Structure	
Structure	▪ For a relatively small organization, there are a large number of individual business units. These include specialized enforcement units for specific areas of by-law, including vehicle-for-hire, property standards, parking, and generalist roles, for which there is little reported difference in skillsets required. It also includes disparate functions not directly related to enforcement, including policy development and by-law review, which the Branch may not have the appropriate capabilities to deliver effectively.
	▪ The structure in enforcement is described as very hierarchical, which each level of staff having a clear responsibility to their managers and supervisors at the level above them. This is consistent with other para-military organizations.
Work alignment	▪ Interviewees reported that supervisors face a significant administrative workload that prevents proactive, on-the-road supervision of enforcement officers, which is formally their primary responsibility.
	▪ The Branch as a whole is comprised of a number of disparate functions that interviewees noted may not all be well-matched to its capabilities. In particular, the Branch's role as a policy-setting and by-law-writing organization was identified as problematic.
Delegation of authority	▪ Stakeholders felt that officers were left with very little discretion on a day-to-day basis, given the emphasis on number of charges lain as the primary performance indicator.
	▪ Supervisors are members of the same union as front-line officers they are supervising (CUPE), while coordinators and above are members of a different union (CIPP). The membership of supervisors and front-line staff in the same union impacts the ability to effectively discipline and manage performance of staff.
Capacity	• Reported workloads vary widely across the organization, with different business units declaring different levels of capacity to manage the work being asked of them.
	• There appears to be no seasonal scheduling adjustment, resulting in excess capacity during the winter, when the workload decreases, and the summer, when the workload increases. In addition, the Branch does not adjust its front line administrative staffing for the annual spring taxi license renewal crush.
	• Some levels of the organization, particularly at the management level (coordinator and above), report significant capacity constraints.
	• Stakeholders reported that there is no capacity for problem solving or determining whether an issue is a policy matter or a legislative enforcement matter. Particularly with regulatory services, important projects like the licensing by-law renewal with its thirty schedules are continually stalled because there is not enough resources to successfully deliver.

Emerging Themes from Consultations

Processes and Systems	
Decision making	▪ Decision making is perceived to be driven by political involvement on by-law complaints. It was broadly perceived that service level for by-law enforcement is largely driven by how vocal city councilors are about issues in their respective wards. The engagement level with the Branch was identified as a key driver of workload.
	▪ Tasking and coordination decisions are reportedly without the use of readily available demand and performance data. While staff noted that information on the types, locations, and times of charges laid are tracked and utilized in performance management, scheduling and dispatch is not used to optimize resource allocation within or across shifts.
	▪ The perceived focus of by-law enforcement efforts is on laying charges and maximizing revenue from infractions, rather than employing officer discretion to "problem solve", and address the root causes of issues. As a result, the Branch is focusing its efforts on outputs at the likely expense of intended outcomes (e.g. a safer community).
	▪ "Shopping" for positive answers from supervisors is reportedly commonplace. It was noted that if requests by staff of supervisors are not initially granted, it is commonplace to ask other supervisors until the desired response is obtained (e.g. request for leave).
Communication	▪ It was identified that there is a minimal connection with the Ottawa Police Service ("OPS"). There is little horizontal integration, communication, or utilization of each others' capabilities on a daily, non-emergent basis. As a result, the Branch and OPS operate in their own functional silos. There does not seem to be a common public safety model for the City across its different departments and agencies. This leaves opportunities for improved service delivery undeveloped; for instance, parking enforcement officers with an intimate knowledge and relationship with their neighbourhood beat are not being utilized as sources of intelligence for crime and disorder.
	▪ There appears to be a breakdown in communications between 311 – the city's common service intake call centre – and the Branch's dispatch unit. Information received on calls to 311 is not always directly provided to dispatch along with service requests. Meanwhile, requests for information or clarification by 311 to dispatch are often met with negative reactions.
	▪ The prioritization of calls for service does not always align to the actual level of urgency associated with a call. For instance, dead trees are automatically classified as "dead and dangerous", and therefore a priority 1 (highest urgency) call, regardless of whether there's an actual immediate danger from the tree.

Emerging Themes from Consultations

Processes and Systems (cont'd)	
Enabling Technology	▪ The radio system currently used by enforcement officers reportedly has a number of issues, and is a notable area of concern amongst staff. It was indicated that connectivity is spotty in many parts of the city, especially rural areas, which often renders the radios useless for contacting Dispatch or other officers. It was also noted that the sound used to alert Dispatch to emergencies is not always loud or long enough to catch their attention. ▪ The Municipal Application Portal (MAP) is significantly dated, and lacks full interoperability with other systems in use by different organizations in the City. Specifically, information received by 311 and recorded in their LAGAN system does not successfully transfer to MAP. This can cause operational issues, as contextual information about calls for service will not be provided to officers being dispatched. ▪ The handheld ticket hardware for Parking Control Officers was often cited as equipment with continual reliability problems.
Standardized operational processes and practices	▪ Stakeholders often noted the lack of standardized operational processes or practices ("SOP's") particularly within the administrative and regulatory policy units of the Branch. The consistent shifting of the organizational structure has not provided continuity in leadership and has led to a lack of SOPs in the Branch. ▪ The Branch has a by-law review strategy that is adopted by Council at the beginning of each term of Council. Interviewees reported that it is difficult to complete the work plan detailed in the strategy because Council shifts its priorities to the issues of the day on a regular basis. The Branch does not have the resource capacity to respond appropriately to this service demand from Council. ▪ Some interviewees remarked that there is a need for the Branch to adopt a stronger project management approach to its ongoing initiatives, particularly, the by-law review strategy.

Emerging Themes from Consultations

People Practices	
HR practices and policies	▪ Property Standards Officers are deemed to be a "mobile workforce" which is intended to enable the officers to partially work from home in order to be more efficient and flexible. Significant concerns have emerged about how Property Standards Officers are working within this flexible work environment. Stakeholders reported that Property Standards Officers are often absent from the office. Because attendance at the office is required if there charges laid, there is a concern that service level standards have been affected. ▪ Succession planning was reported as a concern by several interviewees. Enforcement officers of various types are often recruited from other units in the Branch, which results in spontaneous talent/skill gaps that must be addressed. For example, upon achieving seniority, officers often move from Parking Control into Generalist roles, and Generalists move into Property Standards roles. This creates a consistent need to backfill positions at the Parking Control level.
Staff Engagement	▪ The interviewees predominantly indicated a strong belief in public service and the importance of their work. Nonetheless, a lack of a clear vision for the Branch and a broad perception that decisions and priorities are set mainly via political involvement has led to a level of staff disengagement. ▪ Perceptions of the Branch and it's performance varies between business unit and level. For example, there are significant differences in opinions on how well the Branch is being run depending on whether a staff member is part of Parking Control, By-law Enforcement, or Property Standards. It is also broadly segmented between front-line, supervisor, coordinator, and the program manager levels.
Performance Management	▪ Revenue is broadly understood to be the key metric by which performance is ultimately assessed at all levels of the organization. Both front-line staff and managers are motivated by this recognition, and focus their efforts on achieving adequate output levels to achieve revenue targets. ▪ Performance management of front-line staff is in inhibited by the nature of the Branch's unionized environment. Supervisors and front-line staff are all members of the same union, which creates a powerful disincentive to initiating formal disciplinary proceedings. There are reports of staff failing to meet the expectations of their role, but remaining with the Branch for extended periods of time without dismissal.
Training and Support	▪ Interviewees reported that there is a need for increased training in subjects that are infrequently used, such as, the use of batons. ▪ While there was a general recognition that the Branch provides a variety of training, interviewees expressed a desire for increased training.

Emerging Themes from Consultations

Culture	
Values and beliefs	▪ Stakeholders commonly expressed a general passion for the work of the Branch in its role as a by-law enforcement agency. Many interviewees indicated a willingness to help and serve citizens in their role. This commitment to public service, however, is constrained by the overarching culture of prioritizing revenue generation over problem solving.
	▪ There is a general sense of apathy that results from the degree to which elected officials are seen to dictate where resources go. Staff do not believe they have agency over the situation in the branch, but instead perceive it as largely driven by external factors.
	▪ Staff do not believe that they have discretion over how best to serve the community. Given the focus on tickets and charges as a driver of revenue, there is a sense that there is no choice but to issue tickets and charges, regardless of whether or not officers feel the situation warrants it.
Behaviours	▪ The Branch's mobile workforce policy for Property Standards Officers is reportedly abused, with officers working from home as a default and only attending the office when absolutely necessary. This creates significant tension with both management and staff in other business units, and negatively impacts the working environment.
	▪ Stakeholders advised that absenteeism and sick leave are an ongoing issue for the Branch. This drives a significant focus on attendance management and sick leave reduction.
	▪ There is a general unwillingness to say "no" to requests from political officials. Councillors reportedly regularly bypass 311 to initiate service requests and pressure management to prioritize their individual service requests.
	▪ There is some tension among the different enforcement units. This is largely driven by differences in compensation and work policies across similar roles.

Comparator Review

City of Ottawa By-law Enforcement, Administration and Policy
Development Service Delivery Review

Final Report

Comparative Analysis – Why Compare to Other Communities

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In support of the Branch's service delivery review, three comparator municipalities were chosen to inform a high level comparison across multiple aspects of their by-law enforcement, administration and policy development functions. These municipalities were chosen by the City of Ottawa for direct comparability, and information was collected through phone interviews, requests for information, and publicly available information.
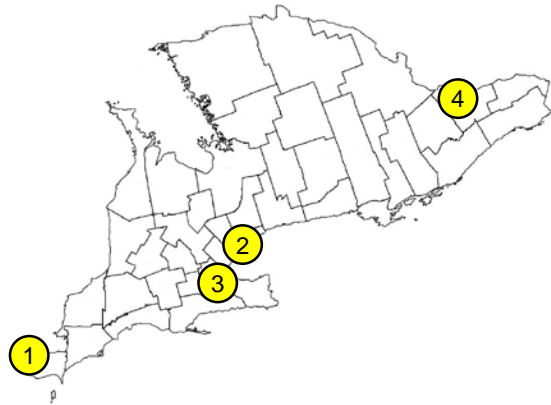
Municipality	Population	Households	Area Square KM[1]
1. Windsor	217,188	97,777	146
2. Toronto	2,731,571	1,179,057	630
3. Hamilton	519,949	222,918	1,117
4. Ottawa	934,243	395,985	2,790
Average	1,156,236	499,917	631

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the City's organization is aligned to deliver municipal services.

- Cities with similar financial benchmarks/service levels – insight into operating efficiencies
- Cities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparing financial performance and service delivery has both benefits and risks

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are 'right'

Organizational Structure

Parking enforcement is organized under a separate business unit for all comparators. The levy support for by-law enforcement and licensing varies between cities.

Question	City of Windsor	City of Toronto	City of Hamilton

1. Please describe how your by-law administration and enforcement business unit is organized.	• Under umbrella of **Policy, Gaming, Licensing, and Enforcement**
	• Conducts enforcement and licensing for all regulations, with no specialization by specific by-law
	• Parking and property standards are under different business units
		• Organized under the **Municipal Licensing and Standards** branch
		• 4 service lines
		  • Investigation
		  • By-law enforcement
		  • Animal services
		  • Business licensing & regulatory services
		• Parking enforcement is delivered by the Toronto Police Service
			• Organized under **By-law and Licensing Services**
			• Underwent a reorganization in September 2016
			• 4 service lines
			  • Licensing
			  • Animals
			  • Municipal Law Enforcement
			  • Lottery
			• Parking is delivered by Transit

1a. What is your staff complement?	• 26 FTEs in unit
	  • 12 By-law Enforcement Officers (1 per ward + floater)
	• 3 property standards officers; 2 parks inspectors
		• 469 FTEs in unit
		  • 230 By-law Enforcement Officers
		  • 30 Animal Care/Control Officers
		  • 97 Licensing Officers
		  • 21 Policy Staff
			• 54 FTEs in unit
			  • 18 Property Standards Officers
			  • 8 Environmental Officers
			  • 4 Special Enforcement Officers
			  • 6 Licensing Officer
			  • 4 Animal Services Officers

1b. What is the budget for the by-law unit?	• By-law: $1.4 million in expenditures	• $52 million in expenditures
		  • Licensing - $8.5 million
		  • Animal Care/Control - $9.8 million
		  • Property Standards - $16.4 million
		  • By-law Enforcement - $17.4 million
			• $6.8 M in expenditures
			  • Animal Services - $2.7 million
			  • Municipal Law Enforcement - $3.9 million
			  • Licensing – (128,000)
			  • Directors Office - $691,000

1c. What percentage of the by-law unit's expenditures is financed through taxes vs revenues?	• By-law:
	  • 2.7% from revenue
	  • 97.3% from tax levy
		Revenue Sources:
		  • 37% from property tax
		  • 4% user fees
		  • 54% license and permit
		  • 5% transfers from capital
			• Percentage of funding wasn't available
			• Net revenue contribution from Licensing of $128,000

Performance and Statistics

While the most common complaints varies between cities, animal control and property standards are consistently leading complaints. There is commonality between cities on service standards.

Question	City of Windsor	City of Toronto	City of Hamilton

2. What are the leading complaints requiring by-law services?	• Windsor receives 13,953 By-law requests for service
	• Highest: Yard Maintenance (4,927)
	• Second highest: Dog Control (4,229 – including licensing)
		• Toronto receives ~110,000 requests for service in total
		• By-law: ~20,000 requests for service
		  • Highest - noise complaints & taxies
		• Zoning: ~45-50,000 requests for service
		  • Highest – waste disposal
		• Animals: ~40,000 requests for service
		• ~200,000 total "inspections", or responses, in total, with some calls taking multiple visits
			• Top three complaints:
			  • Property Standards: 3675
			  • Noise: 2415
			  • Zoning: 916
			• Licensing
			  • 4502 business licenses
			  • 1727 mobile licenses
			  • 1900 trade licenses
			  • 27 sign licenses

3 Does your unit have services standards in place, and an approach to performance measures and monitoring?	• Service standards are part of the 311 call centre metrics
	  • Based on time frame for close
	  • Majority of standards are "within 21 days"
	  • Council is updated once a year
	  • Current performance standard is ~90%
	• Officers required to complete minimum of 10 investigations / day
		• By-law's service standards:
		  • Emergency: 24 hours
		  • Non-emergency: 5 days
		• Animal care:
		  • Between 2 to 48 hours
		• Performance is reported as percentage of calls within service standards and is reported annually in annual budget
			• Service standards exist on the basis of call priority
			• Performance is reported on a monthly basis to council
			• Data collection and performance reporting is new as of January, includes: days to license, charges laid, outstanding fines, calls received

4 Are there new or emerging priorities that will impact front-line staff and your unit as a whole?	• Transportation network company by-law was recently passed by Council • Taxi enforcement • Lodging homes by-law is going to Council and is emerging as a priority	• Liquor licensing changes for dinner clubs • Emerging sharing economy business models, e.g. vehicle-for-hire and Air BnB • Regulatory by-law for apartments • Rooming houses	• At the moment, it's unclear – data collection should inform identification of priorities impacting operations

Strengths, Weaknesses, and Issues

The City of Windsor employs alternative service delivery to manage noise complaints within the municipality. Hamilton is moving away from an enforcement culture towards a focus on compliance and acting as ambassadors for the city.

Question	City of Windsor	City of Toronto	City of Hamilton
5a. What key services/programs within your unit are working well?	• By and large, most things are working well • Backlog is manageable even though request for service volumes are high • Noise complaints are handled by complainants – provided a package to indicate the type of evidence required, and if completed a Part III charge will be lain	• Building audit program – proactive inspection of apartments • The mobile spay/neuter clinic	• Focus on shifting culture away from enforcement and towards compliance and behavior as "ambassadors for the city" is having positive impact
5b. What key services/programs within your unit are not working well?	• Did not indicate any particular service areas that were not performing	• Rooming houses by-law is causing friction from the community • Liquor licensing and impact on community • Dogs off leash	• Performance management and data collection and analysis is new and creating challenges

Capacity and Utilization

PRIVATE AND CONFIDENTIAL

Data analytics are becoming an increasingly important activity within by-law enforcement and licensing to determine the optimum utilization of resources.

Question	City of Windsor	City of Toronto	City of Hamilton
6. Does your unit have capacity gaps and if so, what are the needs that are currently not being addressed and what would you require to address them?	• There is currently insufficient capacity to conduct proactive work • Night shifts can only be conducted on an ad-hoc basis • There is no surge capacity to handle licensing "crush" periods, e.g. dog licensing renewal in February and March • Snow removal enforcement and business licensing are generally under strain	• Overall capacity is sufficient – the Branch regularly turns down additional enforcement resources • The Branch lacks the necessary support services to be as efficient and effective as possible • The Branch needs to improve its data analytics capabilities • Supervisors and managers need more training and guidance to enhance and increase decision-making at lower levels of management	• Currently have surplus capacity – there are more resources available than required to deliver on enforcement and administration needs • Data collection and analysis is intended to identify specific areas of over-supply
7. Are all of your staff being fully utilized or are there opportunities to better leverage their skills?	• Staff are fully utilized unless there is lighter-than-average snowfall	• Staff are fully utilized • Resources could be better utilized if data was available to identify high-impact activities on which to focus	• Utilization is relatively low, given excess capacity

Intra-city Stakeholders

In each of the cities, elected officials are actively involved in by-law enforcement. The relationship with the Police varies across comparators. Toronto and Hamilton appears to have strong relationships with their police service.

Question	City of Windsor	City of Toronto	City of Hamilton
8. Is there explicit or implicit direction from Council on by-law enforcement? Are individual Councilors involved in the enforcement or non-enforcement of by-laws?	• Given that there is a single by-law officer assigned to each ward, each Councillor has a personal relationship with their ward officer • Officers try to collect emails and correspondence with Councillors to share with management • Councillor requests are prioritized, which create a strain on capacity	• Councillors have an active working relationship with the Branch at a policy and management level • There are 125 outstanding directives from Councillors – multi-year backlog • There is a policy prohibiting Councillors from directing enforcement activities • Managers work to shield by-law enforcement offers from Councillor directives	• Councillors are very active in engaging with by-law administration and enforcement • The organization has adapted structurally to accommodate Councillors – they have a separate email inbox, and Special Enforcement Officers are dedicated to dealing with councilor requests • Councillors are more focused on "open for business" licensing policies
9. Can you describe your relationship with the municipality's police service? Is by-law enforcement part of a broader community safety model?	• No collaboration with Police outside of fireworks management • This is different from previously, where relationship with police was strong • The relationship with the Police has weakened over the past several years	• There is a good and open relationship with the Police Service • Joint investigations are common, and charges are stronger when going to prosecution • The General Manager is a former police officer which keeps channels open between the two organizations	• Very strong relationships with policy, with many joint initiatives • Noise complaints are often dealt with in tandem with police • Head of unit is a former deputy police chief

Technology varies across the three comparators. Toronto appears to be experiencing the same technology issues as the City of Ottawa. No other jurisdictions provide their by-law enforcement officers with radios.

Question	City of Windsor	City of Toronto	City of Hamilton
10. What technology do you use for by-law administration and enforcement, in particular for parking enforcement?	• The Branch uses the AMANADA 7 case management software system for by-law • Parking uses a package from ParkSmart, Inc, which includes AutoCite X3 handelds, supplies, and software for managing ticket information • Enforcement officers are mobile and are assigned laptops • GPS system monitors officer locations on a regular basis • There are no printers in by-law enforcement cars • Officers are not assigned radios	• The Branch uses three IT systems that have been modified extensively; they no longer receive vendor support (youngest system is 23 years old) • IT systems do not communicate with one another • The City is currently preparing an RFP for a new ERP system for by-law enforcement • The Branch uses a GPS system for tracking vehicles • By-law officers have no printers nor radios • The Branch's capex is $4 million per year in technology expenditures (capital)	• Two systems exist as a result of reorganization: Hansen and AMANADA • AMANDA is considered primary system for by-law, with Hansen housing legacy data • Not highly satisfied with AMANDA, currently investigation a US software solution procured by Oshawa • Parking uses the MES OFFICER database by Gtechna • Officers have handhelds that allow for issuance and printing of tickets • All cars equipped with GPS and laptops • Officers do not have radios

Additional Questions

The following questions and answers resulted as follow-ons from the initial questions posed in interviews, and detailed over the previous slides.

Question	City of Windsor	City of Toronto	City of Hamilton
11. How are animal shelters in the municipality run? Are they managed internally, or through partnerships with community organizations?	• One shelter run through an agreement with the Windsor Essex Country Humane Society	• Currently have 3 shelters that are run directly by the city • A 4th shelter was recently closed • There are a number of partnerships for specific programs with rescue groups and the SPCA	• Animal Services runs one shelter directly • Only interaction with SBCA is if an animal found by an officer and there is a cruelty concern
12. How does the shift schedule for by-law enforcement work?	• By-law enforcement officers currently work 0830-1630 • Collective agreement allows for 0830-1630, 1400-2200, 1800-0200, and 1900-0300 shifts	• Typical :0600-1900 on weekdays, 0800-1700 on weekends • Extended hours currently: 0600-2300 on Su-Th, and 0600-0300 (next day) on Fr-Sa	• Regular day shifts: 0700-1500, 0800-1600, 0830-1630, 0900-1700 • Heat call shifts: 1300-2100 • Noise shifts: Th-Sa 2100-0500, one office currently volunteering 1500-2300 during week
13. What types of noise complaints is by-law enforcement responsible for?	• Police are responsible for anything after hours if complaints are called into them • If submitted to by-law, they follow up within two days for education	• All noise complaints, including late night related to bars and nightclubs. • Police assist on the more problematic ones	• All types, including parties

Additional Questions

Question	City of Windsor	City of Toronto	City of Hamilton
14. Does by-law enforcement have any work-from-home policies?	• No work-from-home policy	• No work-from-home policy, but shifts and desk sharing are geared towards having officers in the field as much as possible.	• One staff member telecommutes – the Councillor Coordinator
15. How does By-law's IT infrastructure link into the broader municipality's?	• Not aware of the other city's systems. • 311 call centre uses a Motorola solution	• The City and its Divisions have hundreds of systems • No unifying ERP • SAP used for budgeting.	• No unifying system • Provincial Offences use ICON and have no access to Amanda
16. Are officers uniformed?	• All by-law enforcement officers are uniformed	• All officers uniformed • Vehicle for hire and marijuana dispensary officers are plain clothes.	• All officers, including students, are uniformed
17. When was the last corporate reorganization?	• 2014	• N/A	• September 2016

Data Analysis

City of Ottawa By-law Enforcement, Administration and Policy Development Service Delivery Review

Final Report

Data Analysis
Performance Data

Introduction

Various samples of operational data were provided for recent time periods, up to and including FY2016. As a component of the service delivery review, KPMG has analyzed available data in order to better understand key attributes of demand, including:

- Where and when demand for by-law enforcement is
- Key demand trends and drivers
- How demand translates into workload
- How service meets demand

Methodology

Our analysis of data is ultimately intended to identify potential opportunities to improve resource allocation and performance, and is based on both data extracts and domain knowledge derived from our interviews.

1 Stakeholder Interviews	▶	2 Data Collection and Validation	▶	3 Exploratory Analysis	▶	4 Confirmation of Findings with BLRS	▶	5 Opportunity Identification

Considerations

- Analysis is subject to the accuracy and completeness of provided data
- Requests for service are taken as complete demand, which is certainly somewhat conservative versus total infractions or the number including proactive services
- The baseline for analysis is largely data from 2016

Current Operating Model

BLRS currently conducts enforcement in two distinct areas: Parking Control and By-law Enforcement. Within By-law Enforcement, enforcement staff are further divided into specialized groups based on specific legislative areas.

Requests for service and parking tickets issued are taken as proxies for demand on the enforcement function. Data was provided from By-law Enforcement and Parking Control separately.

Data Analysis
Demand Attributes
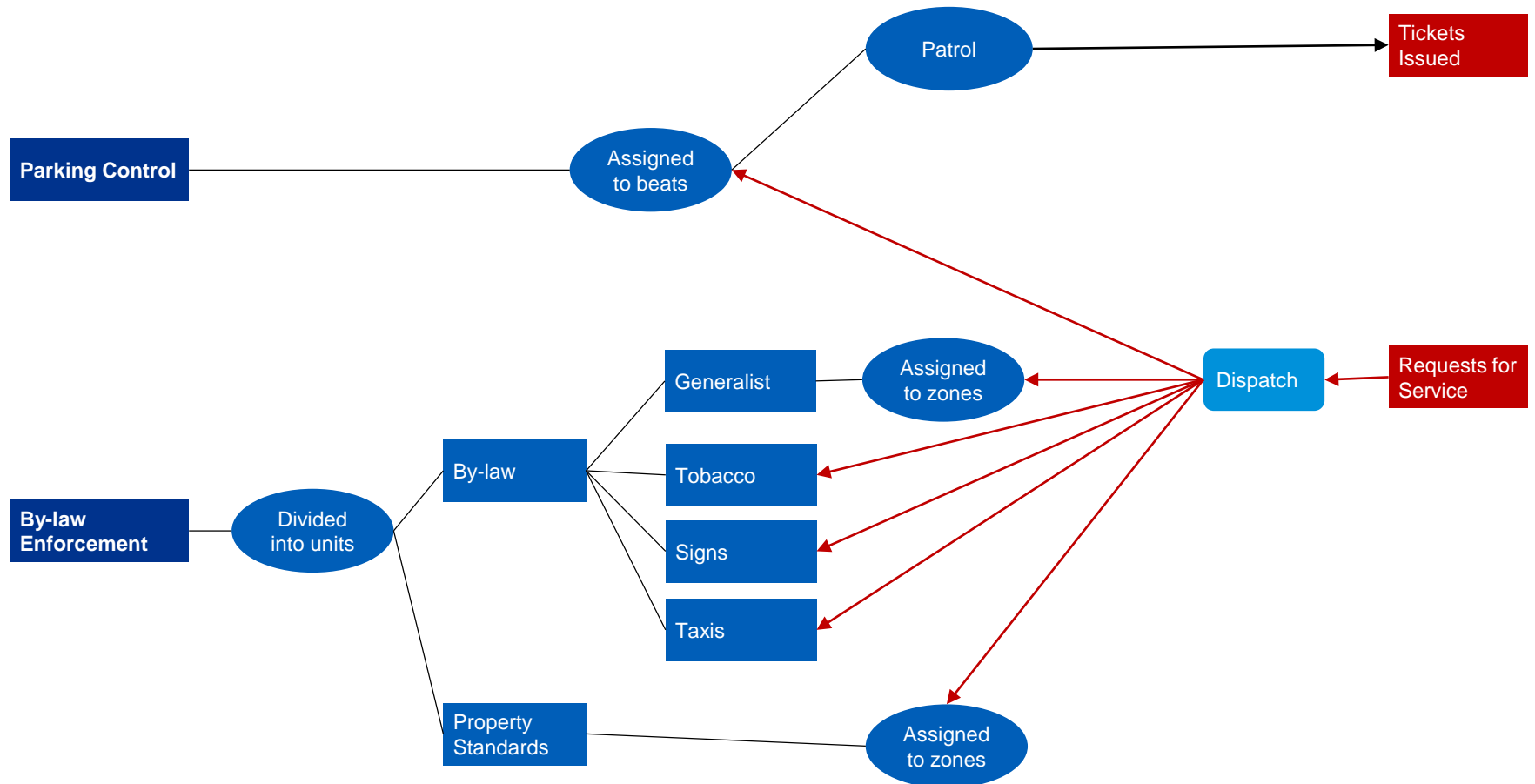
Demand for both Parking Control and By-law Enforcement can be broken down into a number of categories for analysis, based on the current operating model and available data. Analyzing this information from a variety of angles can help to identify potential improvement opportunities in a number of areas.

Time-Based
- Hourly
- Day of the week
- Monthly
- Seasonally

Geographical
- Ward
- Parking Enforcement Zone
- By-law Enforcement Zone
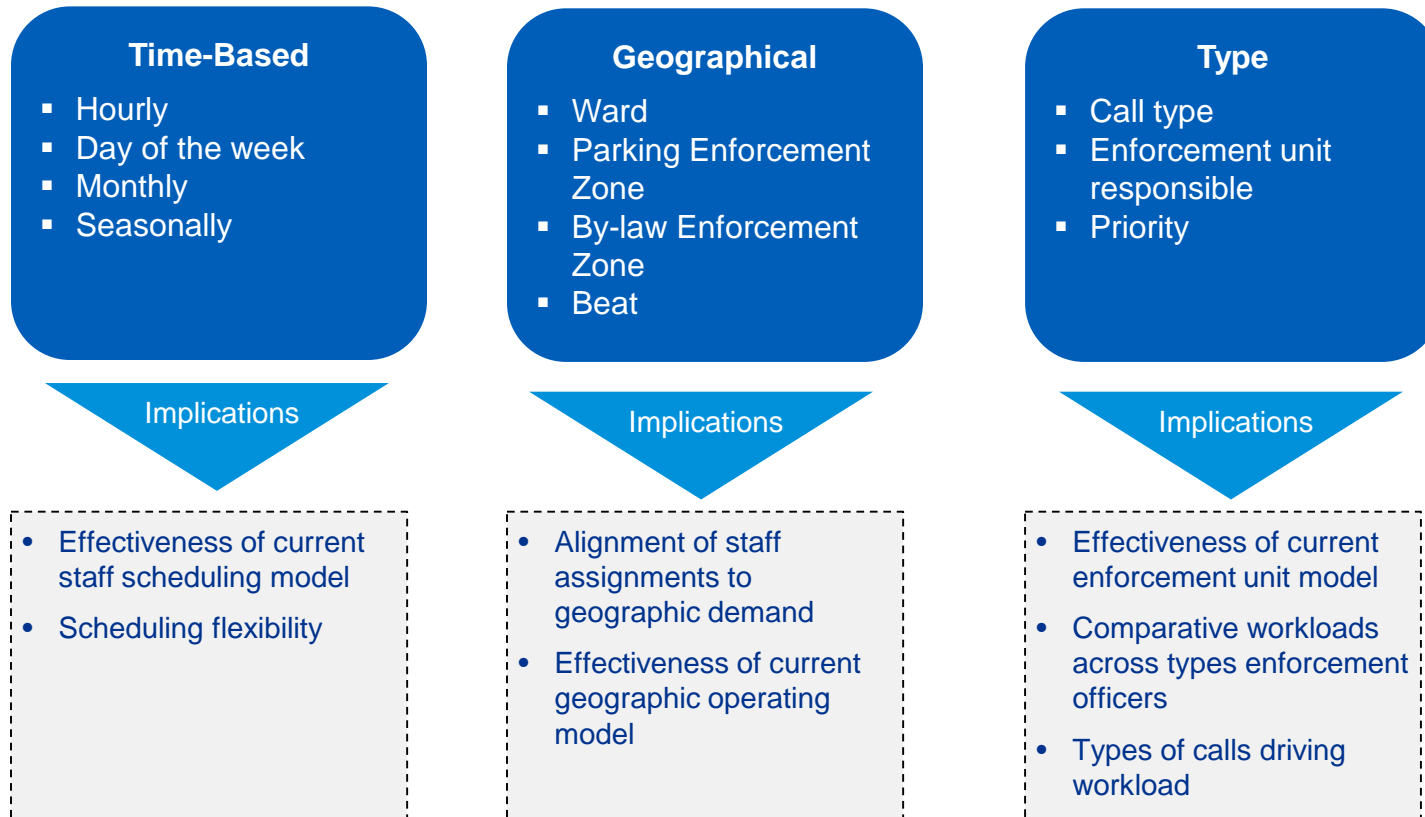- Beat

Type
- Call type
- Enforcement unit responsible
- Priority

Implications
- Effectiveness of current staff scheduling model
- Scheduling flexibility

Implications
- Alignment of staff assignments to geographic demand
- Effectiveness of current geographic operating model

Implications
- Effectiveness of current enforcement unit model
- Comparative workloads across types enforcement officers
- Types of calls driving workload

Importantly, requests for service and tickets are not exhaustive measures of workload. Additional internal demand occurs as a result of directives and statutory requirement, which represent a significant identified workload for staff; these include tasks such as inspections and licensing.

Understanding Supply

Supply fundamentally consists of three elements, detailing the available resources, the workload required to address each type of call, and the constraints placed on available resources by the responsive approach chosen by the organization.

Resources
- Total FTEs
- Scheduled and active FTEs over time

Workload
- Response time: dispatch to arrival
- Occurrence time: arrival to close
- Number of officers
- Officers per call

Responsive Approach
- Officers capable of responding to call type
- Geographic restrictions on response

Implications

Implications

Implications

- Sufficiency of staffing levels vs aggregate demand
- Alignment of available resources to temporal demand

- Relative impact of different call types
- Performance in meeting current demand
- Effectiveness of staff organization and distribution

- Effectiveness of current enforcement unit model
- Comparative workloads across types enforcement officers
- Types of calls driving workload

Granular information related to supply was not available, which constrained the types of analysis that were possible.

Demand: Time

Observations

1. The demand for by-law enforcement is significantly impacted by hour of day, day of week, and month.
   - Peak hours for by-law enforcement RFS includes the periods between 0800 hrs and 1600 hrs and 2300 hr and midnight.
   - By-law enforcement RFS is consistent across the work week averaging 6673 RFS; weekends the average RFS is 4871.
   - Monthly demand for by-law enforcement averages 4539 RFS between April and September and drops to 2646 RFS between October and March.
2. The demand for parking control is significantly impacted by hour of day and day of week, but **not** month.
   - Peak hours for parking enforcement RFS is between 0700 hrs and 1700 hrs.
   - Parking enforcement RFS is similarly consistent across the work week averaging 5436 RFS; weekends the average RFS is 3584.
   - Monthly demand for by-law enforcement averages 2825 RFS with no seasonality.
3. In contrast to by-law and parking enforcement, the number of parking tickets written is driven by the supply of enforcement officers, and not by RFS.
   - The number of issued parking tickets peaks between 1030 hrs and 1700 hrs.
   - Parking tickets average 43,675 per day during the work week and drop to 16,173 on the weekend.
   - The average monthly number of parking tickets issued is 20,894. The months of October (24,215) and November (22,786) show the highest number of issued tickets.

Potential Opportunities

1. Staffing should be aligned to demand trends, and can be decreased in times when demands are lower. The seasonality of demand between winter and summer months may present an opportunity to allocate By-law Enforcement Officers to other areas of the organization when demand is low, or investigate a mixed seasonal workforce model.

Demand by Hour of Day

Demand by Day of Week

Demand by Month
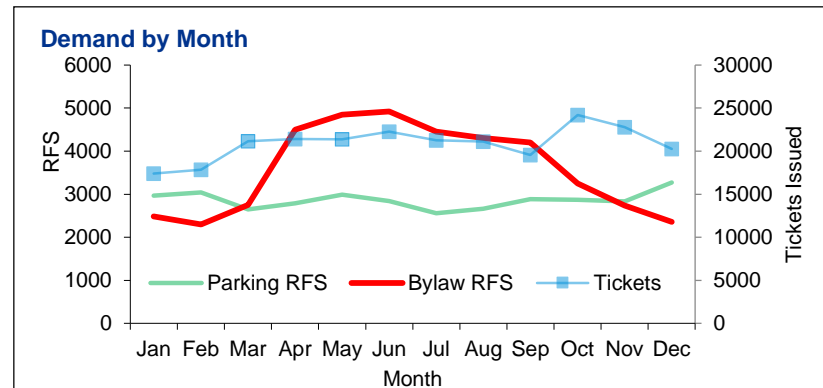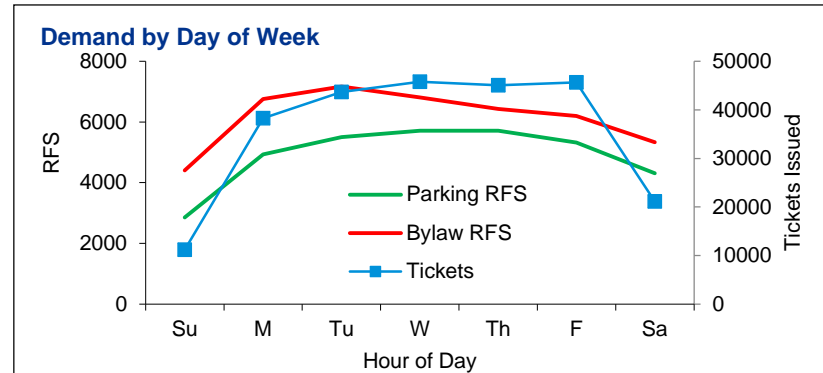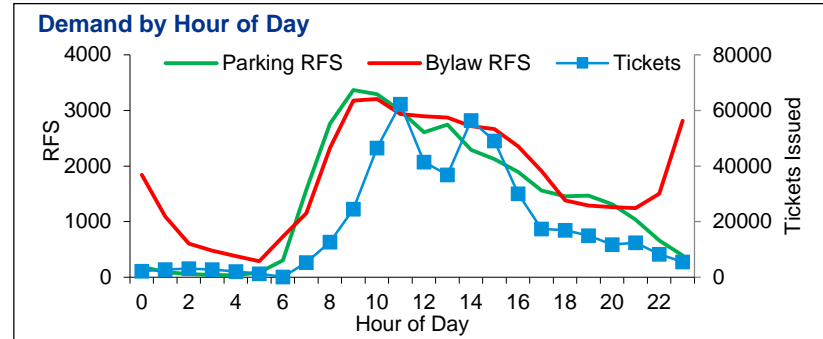
Observations

1. The demand for by-law enforcement varies significantly across the different wards of the City.
   - The average RFS per ward is 1,867; only five wards exceed the average RFS (wards 8, 12, 13,14, 18).
   - Wards 12 (Rideau-Vanier) and 14 (Somerset) receive the highest by-law enforcement RFS of the City's 23 wards. In contrast wards 4,5, 20 and 21 have the lowest number of RFS for by-law enforcement.
   - In terms of seasonality, the average number of RFS per ward in the winter is 688; summer RFS per ward averages 1181.
   - Respectably, Wards 12 (Rideau-Vanier) and 14 (Somerset) have 2437 and 1612 RFS in the winter and 3,432 and 2340 RFS in the summer; far in excess of the average.

2. The demand for parking enforcement similarly varies across the different wards of the City.
   - The average parking RFS per ward is 1,492; only six wards exceed the average RFS (wards 8, 12, 13,14, 15 and 17).
   - Wards 12 (Rideau-Vanier) and 14 (Somerset) receive the highest parking enforcement RFS of the City's 23 wards. In contrast wards 5, 20 and 21 have the lowest number of RFS for parking enforcement.
   - In terms of seasonality, parking enforcement RFS tracks the RFS for by-law enforcement across the 23 wards of the City.

3. Wards are an extremely imprecise geographic area – ranging from 6.5km^2 to 763km^2. More granular data on the locations of requests may identify opportunities to analyze more appropriate geographic units.
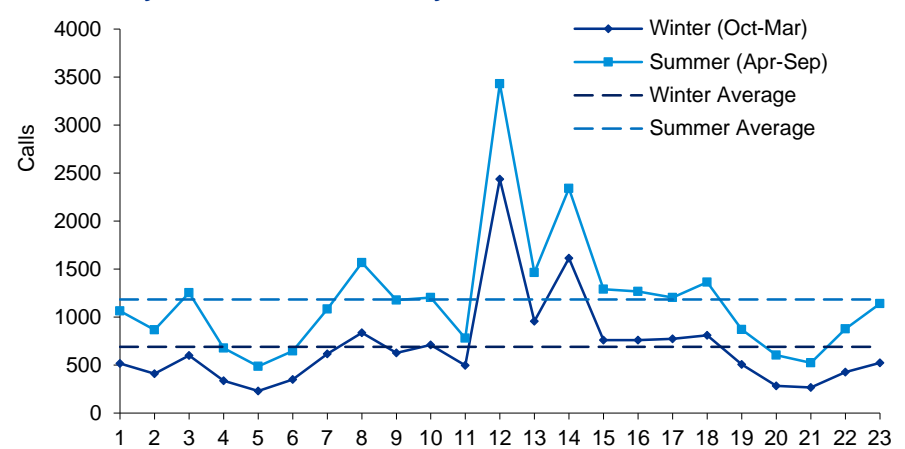
Potential Opportunities

1. Staffing should be aligned to high demand wards in order to achieve the greatest utilization of resources.

2. Again, seasonality of demand allows the Branch to reassign resources to reflect the varying RFS across the City's wards.

Demand by Ward
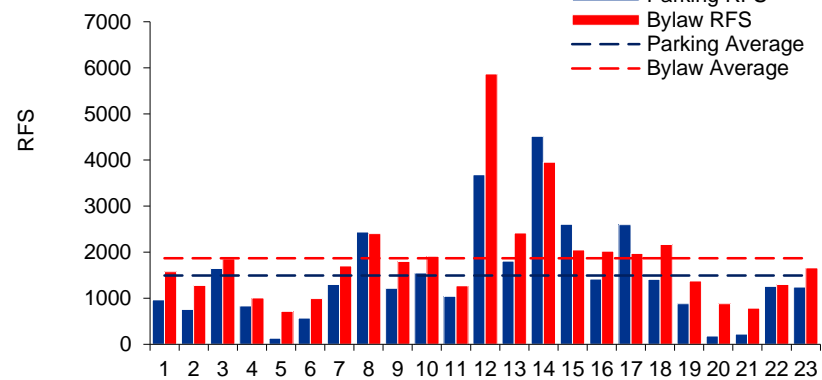
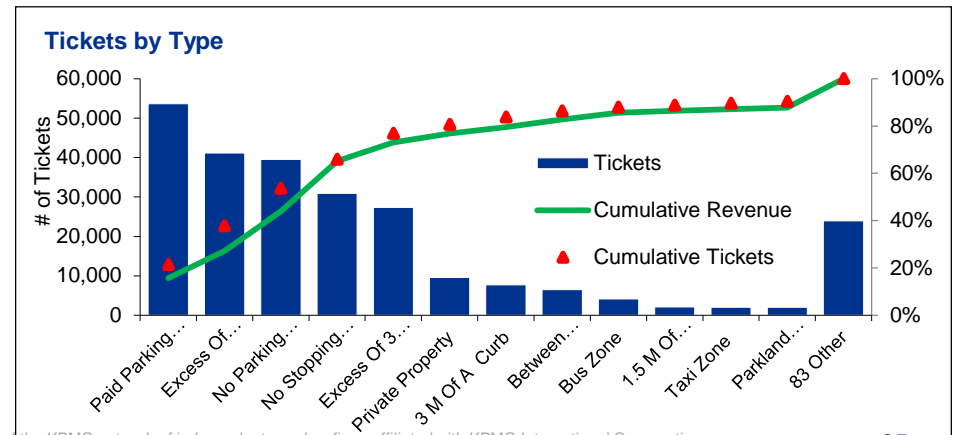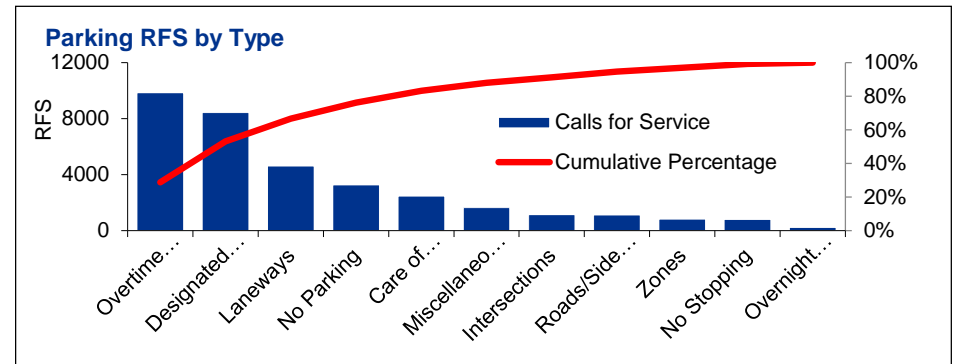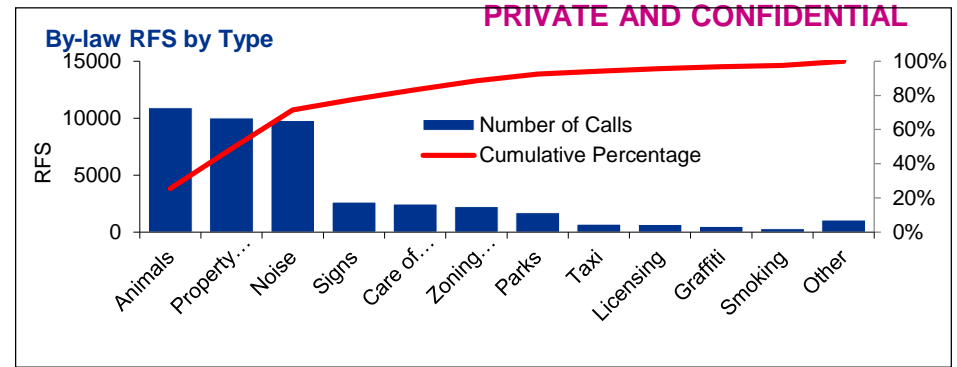**Seasonal By-law Enforcement RFS by Ward**

Demand: Incident Type

Observations

1. The type of by-law enforcement RFS is highly focused given the wide variety of possible RFS.

   - Animals, property standards, and noise RFS comprise 72% of all by-law enforcement complaints.
   - Sign, care of streets, zoning and parks represent the next 20% of by-law enforcement complaints.
   - Smoking (420 RFS) and taxi RFS (683 RFS) with their dedicated response teams represent 2.6% of the total RFS.

2. The type of parking enforcement RFS is largely segmented across five different RFS.

   - Overtime parking, designated parking, laneways, no parking and care of streets represents 83% of the parking RFS.
   - Overnight parking RFS represents 1% of the total parking RFS.
   - Six out of 95 possible parking infractions comprise 81% of all parking tickets and 77% of ticket revenue:

     1. Parking in paid parking zone
     2. Parking in excess of posted time limits
     3. Parking in no parking area
     4. Stopping in no stopping area
     5. Parking in excess of 3 hours between . . .
     6. Unauthorized parking on private property

Potential Opportunities

1. Examine operating model to determine whether specialized units have the necessary demand to warrant their resource investment.

2. Examine alternative service delivery options to either reduce high demand RFS types or eliminate response to low demand RFS.

By-law RFS by Type

Legend: Number of Calls; Cumulative Percentage

Categories: Animals, Property…, Noise, Signs, Care of…, Zoning…, Parks, Taxi, Licensing, Graffiti, Smoking, Other

Parking RFS by Type

Legend: Calls for Service; Cumulative Percentage

Categories: Overtime…, Designated…, Laneways, No Parking, Care of…, Miscellaneo…, Intersections, Roads/Side…, Zones, No Stopping, Overnight…

Tickets by Type

Legend: Tickets; Cumulative Revenue; Cumulative Tickets

Categories: Paid Parking…, Excess Of…, No Parking…, No Stopping…, Excess Of 3…, Private Property, 3 M Of A Curb, Between…, Bus Zone, 1.5 M Of…, Taxi Zone, Parkland…, 83 Other

Demand: Incident Type

Observations

1. By-law RFS are categorized as priority 1, 2 or 3 calls in accordance with the urgency of the infraction:
   - Priority 1 calls complainants are contacted and calls actioned within 24 hours
   - Priority 2 calls complainants are contacted and action commenced within 48 hours
   - Priority 3 calls, complainants are contacted within 48 hours and action commenced within 7 days.
2. Close to 80% of all by-law RFS are handled by by-law enforcement officers; property standards officers manage 16% of By-law RFS and dispatch officers the remaining 5%.
3. Two-thirds of all the by-law enforcement RFS are a priority three call requiring initial contact within 48 hours. Only 9% of all by-law RFS are a priority one call requiring action within 24 hours.
4. By-law enforcement officers are responsible for the highest amount of priority one and two calls (40%). Property Standards officers respond to primarily priority three calls.

Potential Opportunities

1. Property standards calls represent 23% of all by-law enforcement RFS, however, property standards officers are responsible for only 16% of by-law enforcement RFS.

2. Two-thirds of all RFS for by-law enforcement are a priority three call. The small number of higher priority calls suggests there are opportunities for alternative service delivery which could reduce the demand on by-law enforcement and property standards officers.

By-law RFS by Officer Type

By-law RFS by Priority

Proportions of Priority for Each Call Type
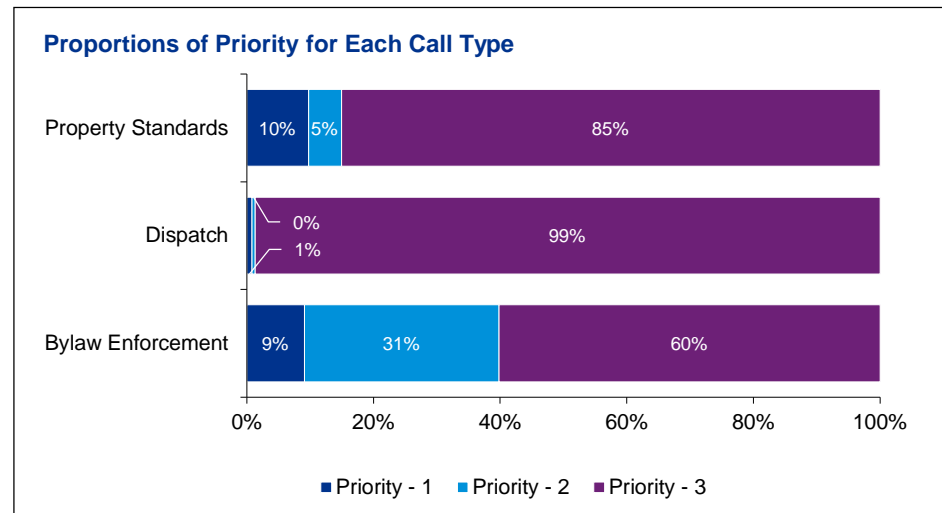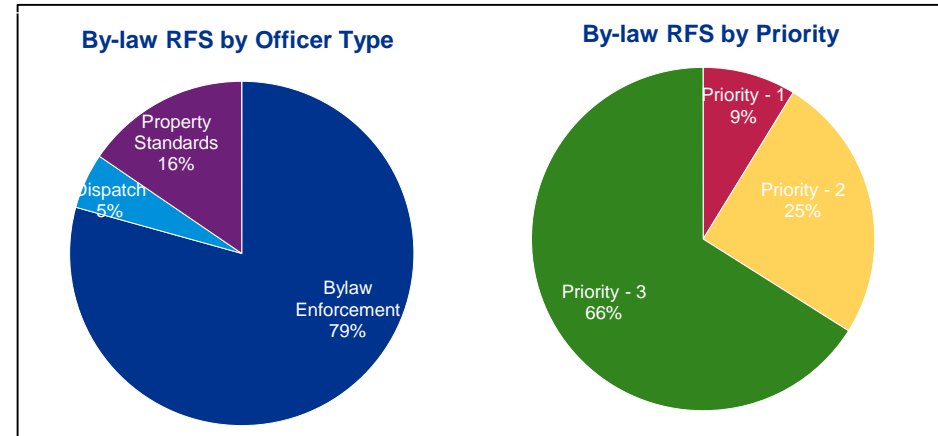
Observations

1. Based upon staffing estimates provided by the Branch, it appears that there are insufficient resources to manage the RFS demand for by-law enforcement RFS from 0900 hours until 1500 hours.

2. In contrast, for the period from 1900 hours until 2300 hours, there is a surplus of resources to manage the decreased number of by-law enforcement RFS.

3. The resourcing of parking enforcement officers more closely matches the parking enforcement RFS. There appears to be minimal periods where parking enforcement resources exceeds parking RFS.

Potential Opportunities

1. There appears to be an opportunity to review the scheduling of by-law enforcement officers to more closely match by-law enforcement RFS demand.

2. Further analysis of the Branch's data will be required given that this initial analysis is based upon Branch provided estimates.

Scheduled By-law FTEs vs RFS (by hour)*
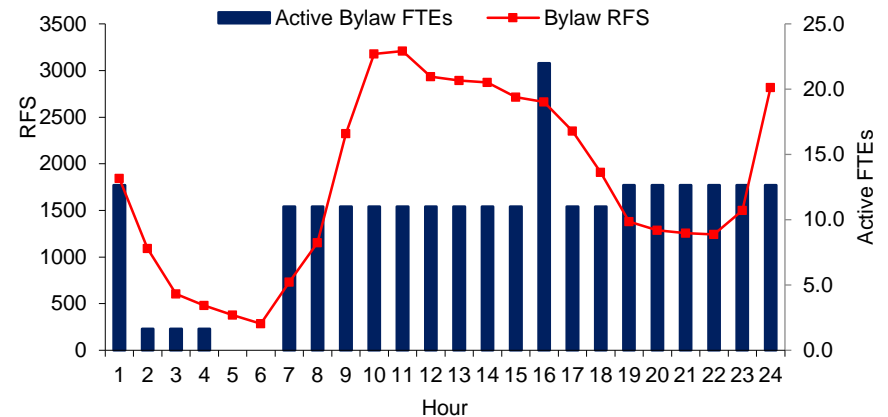
Scheduled Parking FTEs vs RFS (by hour)*
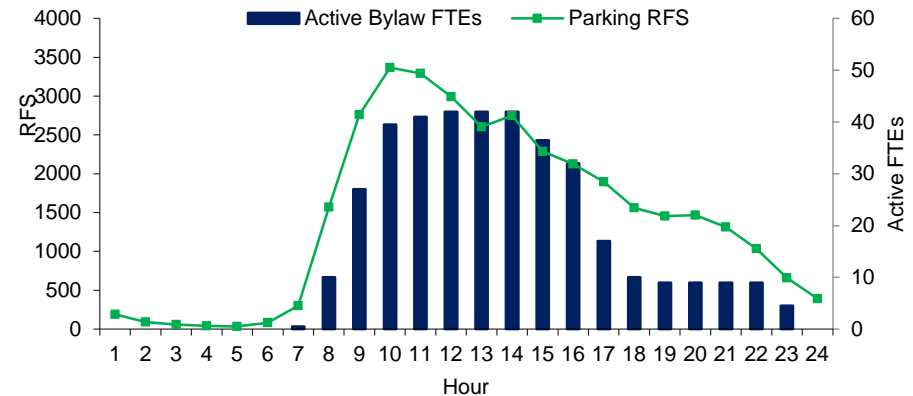
* Data on scheduled FTEs is a client-provided estimate, and not based on actual data

Performance and Benchmarking

Observations

1. The average time to close property standards and zoning RFS has remained consistent from 2011 to 2016.

   - The six year average for the close of property standards is 18.8 days.

   - The six year average for the close of zoning complaints is 17.6 days.

   - In 2016, the number of days required to close a property standards complaint increased significantly to 26.2 days. In comparison, the number of days to close a zoning complaint increased to 22.9 days.

2. Benchmarked against OMBI data, the Branch's average time to close for both property standards RFS and zoning complaints is substantially lower (44.6 days vs. 18.7 days in 2015).

3. The number of by-law enforcement FTEs per 100,000 residents and households is consistent with its comparators.

Potential Opportunities

1. The increase in the average time to close property standards RFS and to a lesser extent zoning complaints is an indicator of possible capacity issues or operational inefficiency. In either case, there is an opportunity for the Branch to investigate the underlying reasons for the uptick in average closure times.

Average Time to Close Property Standards and Zoning Complaints
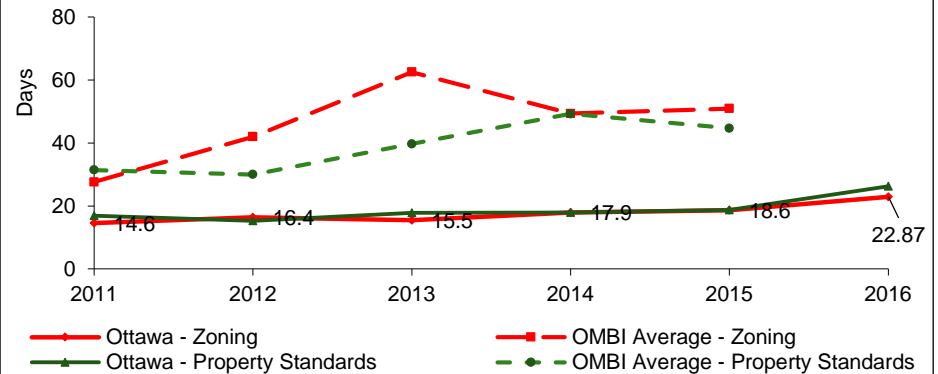
By-law Enforcement FTEs vs Population and Households
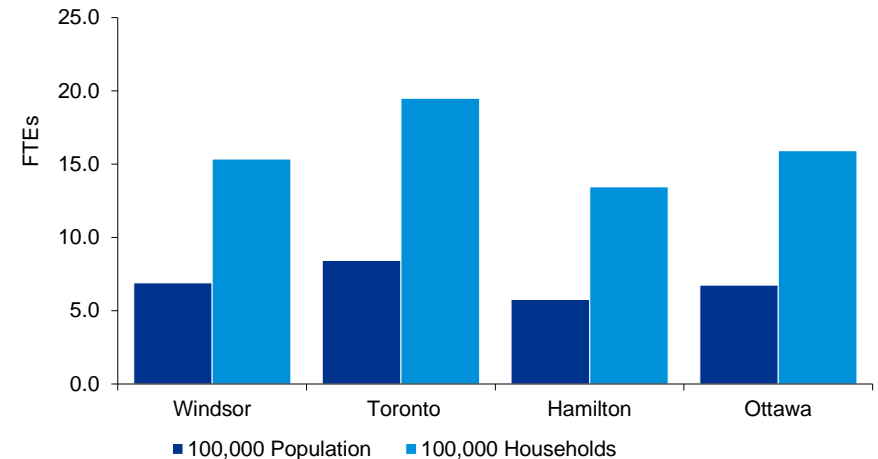
Observations

1. By-law FTEs are down 6% while By-law RFS are down 13% over the last 6 years, indicating that external demand may have decreased by a greater proportion than the number of staff.

2. Parking FTEs have not increased while Parking RFS have increased 19% over the past 6 years, indicating that external demand for Parking FTEs has outstripped growth in staff complement.

3. Over the same time period, the number of productive hours worked (including regular and overtime hours) for By-law FTEs has increased from 1218 to 1393, or 14%. This indicates a potentially greater workload per person.

4. Productive hours per Parking FTE have decreased slightly, but remained mostly constant over the past six years, moving from 859 to 844

5. Trends in FTEs and productive hours are not consistent, and there is significant variability year-over-year.
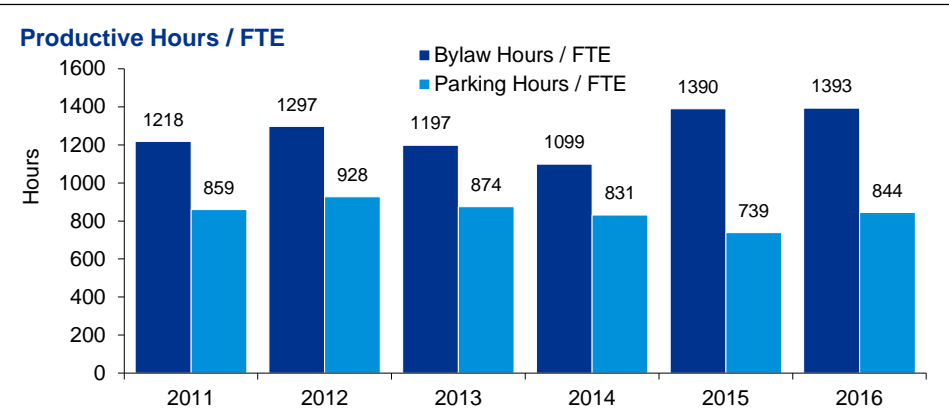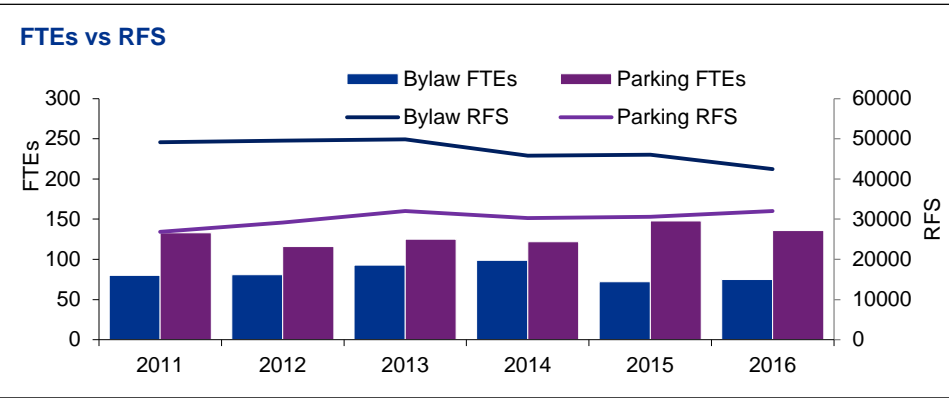
Potential Opportunities

1. Significant variability in productive hours per FTE indicates a potential performance improvement by improving flexibility in the staffing model to allow for increases or decreases in the number of enforcement FTEs based on intra-year demand for services.

2. Increased number of productive hours while requests for service have decreased potentially indicates either an increased level of complexity in the types of calls, a decreased level or productivity, or an increased administrative workload. This warrants further investigation.

FTEs vs RFS

Productive Hours / FTE

High Level Structural Design

City of Ottawa By-law Enforcement, Administration and Policy
Development Service Delivery Review

Final Report

Organizational Design Theory

KPMG facilitated a series of half day working sessions with the Project Team to review the findings from the jurisdictional review and develop 5 design principles to be used to guide decision making on different organizational structures. The Project Team then developed three different organizational structures based upon different service delivery models. Key aspects of this activity involved examining issues of over- and under-capacity in current units, identifying opportunities to increase operational efficiency and effectiveness by grouping like processes and types of work together and establishing an effective management structure (span-of-control).

- Organization design is the deliberate process of configuring structures, processes, and people practices to create an effective organization capable of achieving the organization's identified strategy.

- *Form Follows Function* - strategy drives structure; processes are based on structure; and structures and processes define the implementation of people practices

- Structure is just one of several levers to be 'pulled' in organizations to optimize performance

- Effective organization design considers the following:
  - Strategy
  - Structure
  - Processes & Systems
  - People Practices
  - Culture

Common Organization Design Pitfalls

Observations	Implications
Organization design efforts often begin and end just with a structure chart.	Creating just structure charts is insufficient with respect to effective governance and collaboration within the organization and across boundaries. And it is inadequate if you want people to adopt new accountabilities, responsibilities and ways of working.
Many organizations evolve without conscious design choices from a holistic perspective.	Piecemeal tweaks over time can result in structures that become inefficient, with unclear accountabilities and suboptimal working relationships.
Creating an effective 'lean' organization doesn't happen by chance.	Focusing an organization on primary outputs and deliverables, and helping reduce non value-added activities is a common objective. However, lean organizations do not exist by chance. They have to be deliberately designed.
Today's organizations compete in rapidly changing environments.	Leadership should constantly rethink how their business is designed and how it can achieve and sustain increased levels of performance. No matter what is driving change, more rigor needs to be applied to ensure that structures, processes, systems, and capabilities all support the objective.
Organization design can become a political compromise – undertaken to find jobs for existing people.	Senior teams need an opportunity to work outside of the current conventions, politics and mindsets to start again.

Organizational Success Measures

Benefits

Set and clearly quantify key performance indicators

Define clear characteristics of success measures

Easily adaptable to any situation

Vital component of organization performance measurement

Success Measures are the drivers of performance.

Organizations must employ methods and procedures that are measurable. Declaring success is difficult if there is nothing in place that can be measured to show proof of that success.

Three key criteria must be met in order to ensure that measures are critical and meaningful:

1. The information must be critical to the success of your company or organization.

2. It must be measurable and quantifiable.

3. A baseline must be established in order to measure progress or changes.

The Stakeholder	How they will measure success:
Elected Officials	✓Achieve revenue targets ✓Quick and effective response to RFS
Management	✓Budget target realization ✓Positive feedback from citizens ✓Staff engagement and public satisfaction
Staff	✓Support from management & clear expectations ✓Balanced workloads ✓Increased job satisfaction
External Partners	✓Responsive to their RFS
Clients	✓Professional and responsive to their RFS

Organization Design Principles

Following the determination of success measures, the Project Team conducted an exercise to arrive at five key design principles.

These design principles are the criteria which the three different organizational models will be compared against:

1. **Functional**

2. **Program**

3. **Geographic**

These three models are exemplified by the organizational structures of the comparator municipalities, specifically Windsor, Hamilton and Toronto.

Designed Principles Explained

- Design principles form the criteria against which to measure the organization design.

- Design principles should reflect a focus on _effectiveness_. An organization is effective if it is doing the right things to achieve its mandate and vision.

- Design principles should reflect a focus on _efficiency_. An organization is efficient if it is doing things in a way that maximizes utilization of resources.

- Design principles should reflect desired performance (success measures).

By-law Enforcement & Legislative Services Design Principles Determined by the Project Team

The Branch's Structures, Processes, Services, People Practices, Culture will be designed to…

1. Customer Driven

2. Provide spans of control/accountability/influence/support that are appropriate

3. Ensure that people can get the right information to make the right decisios at the right time

4. Decision making

5. Each role has clear responsibilities & accountabilities

6. Reasonable workload

Organization Types Comparison Chart

Organization Type	Advantages	Disadvantages	Use When
FUNCTIONAL A functional structure is organized around major services/activity groups Ex: animal control, property standards, policy, communications, smoking enforcement	• Knowledge sharing within unit • High functional specialization • Efficiency & economies of scale • Standardization	• Limited decision making capacity • Communication across functions is difficult • Coordination across functions is difficult • Less responsive to end user needs	• Single line of business • Common standards are required • Highly regulated • Core capability is based in functional expertise or economies of scale
PRODUCT/PROGRAM A product structure is organized around products or programs Ex: public health, political response team, transportation, property standards	• Speed of product development cycle • Product excellence • Product diversification • Operating freedom	• Duplication of effort • Lost economies of Scale • Multiple customer points	• Product features are competitive advantage • Multiple products for separate market segments • Short product life cycles
CUSTOMER A customer structure is organized around market segments or specific customers Ex: students, traffic, home owners, businesses	• Customization • Relationship building • Solutions not just products	• Knowledge sharing is limited • Duplication of effort • Lost economies of Scale	• Buyers/customers have power • Customer knowledge is a competitive advantage • Rapid customer service is key • Rapid product cycles are key
GEOGRAPHIC A geographic structure is organized around physical location Ex: Rural, East Wards, West Wards, Centre Town	• Responsive to regional customer needs • Relationship building • Selective centralization-decentralization	• Mobilization & sharing resources is difficult • Sharing knowledge is difficult • Multiple points of contact for clients • Internal competition for resources • Client relationships belong to who?	• Smaller efficient scale exists • High cost of transport • Just-in-time delivery is critical • Need to locate close to supply source

Organization Types Comparison Chart

ORGANIZATION TYPE	ADVANTAGES	DISADVANTAGES	USE WHEN
PROCESS A process structure is organized around major processes	• Process excellence • TQ (total quality) • Cycle time reduction • Continuous Improvement • Easy measurement • Cost reductions	• Coordination between processes is often difficult	• Short product life • Rapid development cycles • Cost reduction is critical
Matrix Matrix organizations are typically designed so that the "Front" of the organization faces the customer and the "Back" of the organization is product facing.	• Single point of interface for customer • Cross selling • Value-added systems & solutions • Product focused • Multiple distribution channels	• Internal competition for resources • Price disagreements • Customer needs disagreements • Marketing belongs??? • Conflicting metrics • Complex accounting	• Multiple product lines and multiple market segments • Global customers • Competitive advantage is in combined customer and product excellence

BLRS Branch Services

1. Dispatch
2. Training
3. Parking patrols
4. Issue parking tickets
5. Animal control
6. Animal care
7. Large wild mammal emergency response
8. Lottery licensing
9. Business licensing
10. Firearm regulation
11. Fences adjudication
12. Graffiti enforcement
13. Noise enforcement
14. Open air fires enforcement
15. Parks and facilities enforcement
16. Property standards enforcement
17. Shopping carts enforcement
18. Signs regulation
19. Smoke-free area enforcement
20. Vehicle for hire regulation
21. Tobacco control
22. Traffic and parking enforcement
23. Use and care of roads regulation
24. Zoning enforcement
25. Administer license & property stds committee
26. Administer animal control tribunal
27. Schedule officers
28. By-law development and review
29. Policy development
30. Research emerging issues
31. Manage spay/neuter clinic
32. Performance management
33. Data analysis
34. Procurement
35. Financial analysis & planning
36. External reporting
37. Cashier
38. Issue licenses
39. Certify license applications
40. Public education
41. Winter control parking enforcement
42. Neighbourhood mediation
43. Elected official management

Program Organizational Structure Model

Manager Bylaw Enforcement & Regulatory Services

Enforcement

Neighbourhood Mediation	Tobacco Control
Use & Care of Roads	Firearm Regulation
Large Wild Mammal Response	Noise Enforcement
Parking Patrols	Open Air Fires Enforcement
Sign Enforcement	Parks & Facilities Enforcement
Smoke Free Area Enforcement	Shopping Cart Enforcement
Fences Adjudication	Property Standards Enforcement
Zoning Enforcement	Graffiti Enforcement

Community Relations

- External Reporting
- Elected Official Management
- Public Education
- Media Relations
- Corporate Complaints/ATIP
- Administer License & Property Standards Committee
- Administer Animal Control Tribunal
- Emerging Issues Research
- Policy Development
- Bylaw Development & Review

Operational Support

- Dispatch
- Schedule Officers
- Human Resource Administration
- Training
- Performance Management
- Data Analysis
- Financial Analysis & Planning
- Internal Service Partners Mgmt
- Corporate Duty Officer
- Project Management
- Procurement
- Health & Safety

Revenue Operations

- Issue Parking Tickets
- Parking Patrols
- Winter Control Parking Enforcement
- Vehicle For Hire Regulation
- Sign Enforcement
- Lottery LIcensing
- Business Licensing
- Certify License Applications
- Issue Licenses
- Cashier
- Animal Control
- Manage Spay/ Neuter Clinic

Geographic Organizational Structure Model

Manager Bylaw Enforcement & Regulatory Services

Geographic Enforcement Units

Rural | West Urban | East Urban | Central

- Neighbourhood Mediation
- Use & Care of Roads
- Issue Parking Tickets
- Parking Patrols
- Winter Control Parking Enforcement
- Vehicle For Hire Regulation
- Tobacco Control
- Firearm Regulation
- Noise Enforcement
- Open Air Fires Enforcement
- Parks & Facilities Enforcement
- Sign Enforcement
- Smoke Free Area Enforcement
- Shopping Cart Enforcement
- Property Standards Enforcement
- Graffiti Enforcement
- Fences Adjudication
- Zoning Enforcement

Headquarters Operational Support

- Dispatch
- Schedule Officers
- Human Resource Administration
- Training
- Health & Safety

- External Reporting
- Elected Official Management
- Media Relations
- Corporate Complaints/ATIP
- Administer License & Property Standards Committee
- Administer Animal Control Tribunal

- Performance Management
- Data Analysis
- Financial Analysis & Planning
- Internal Service Partners Mgmt
- Corporate Duty Officer
- Project Management

- Emerging Issues Research
- Policy Development
- Bylaw Development & Review

- Lottery LIcensing
- Business Licensing
- Certify License Applications
- Issue Licenses
- Cashier

KPMG

Organizational Model Advantages/Disadvantages

PRIVATE AND CONFIDENTIAL

Functional

Advantages

- Specialized leadership for each division
- Clear line of sight and accountability for functional service delivery

Disadvantages

- Every function is accountable for the whole portfolio of facility assets so resource capacity remains an issue
- Client line of sight remains unclear; there is no identifiable position responsible for specific facility/assets
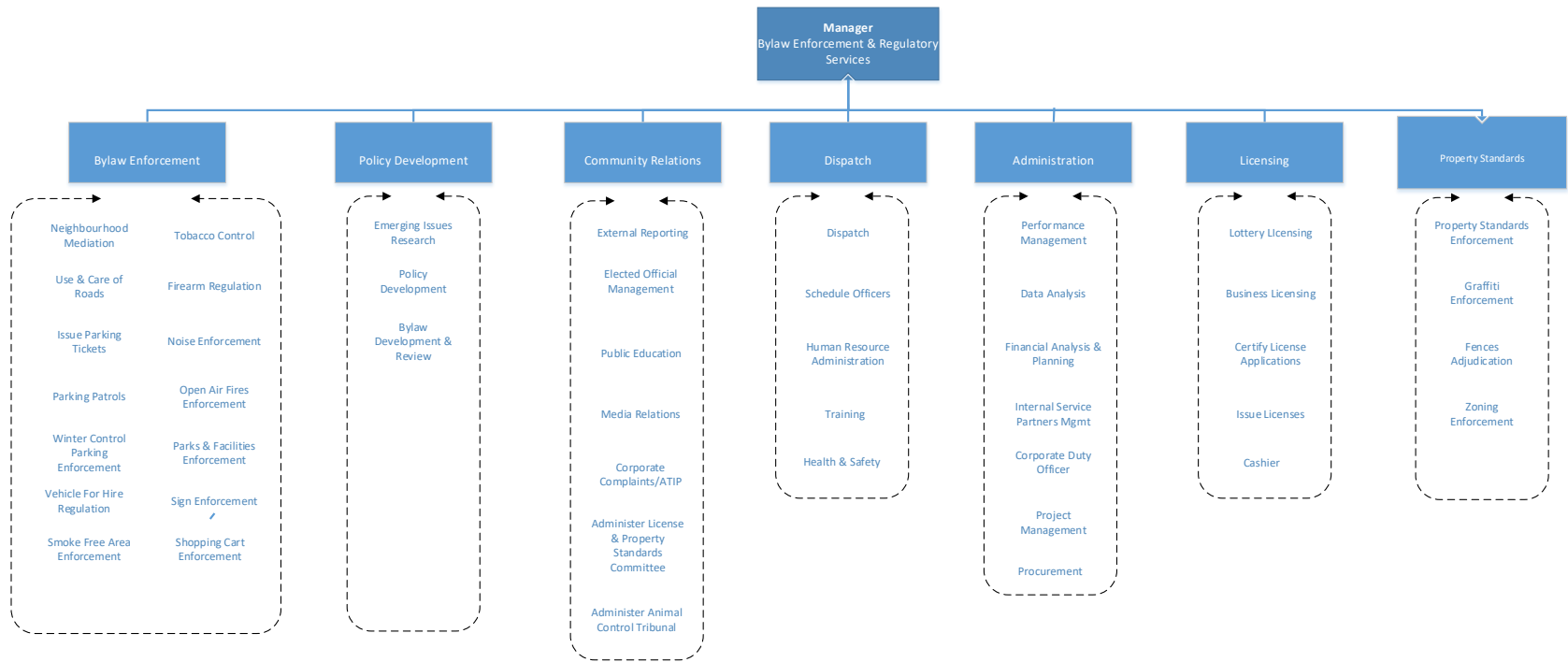
Manager
Bylaw Enforcement & Regulatory Services

Bylaw Enforcement	Policy Development	Community Relations	Dispatch	Administration	Licensing	Property Standards
Neighbourhood Mediation	Emerging Issues Research	External Reporting	Dispatch	Performance Management	Lottery Licensing	Property Standards Enforcement
Tobacco Control	Policy Development	Elected Official Management	Schedule Officers	Data Analysis	Business Licensing	Graffiti Enforcement
Use & Care of Roads	Bylaw Development & Review	Public Education	Human Resource Administration	Financial Analysis & Planning	Certify License Applications	Fences Adjudication
Firearm Regulation		Media Relations	Training	Internal Service Partners Mgmt	Issue Licenses	Zoning Enforcement
Issue Parking Tickets		Corporate Complaints/ATIP	Health & Safety	Corporate Duty Officer	Cashier	
Noise Enforcement		Administer License & Property Standards Committee		Project Management		
Parking Patrols		Administer Animal Control Tribunal		Procurement		
Open Air Fires Enforcement						
Winter Control Parking Enforcement						
Parks & Facilities Enforcement						
Vehicle For Hire Regulation						
Sign Enforcement						
Smoke Free Area Enforcement						
Shopping Cart Enforcement						

Organizational Model Advantages/Disadvantages
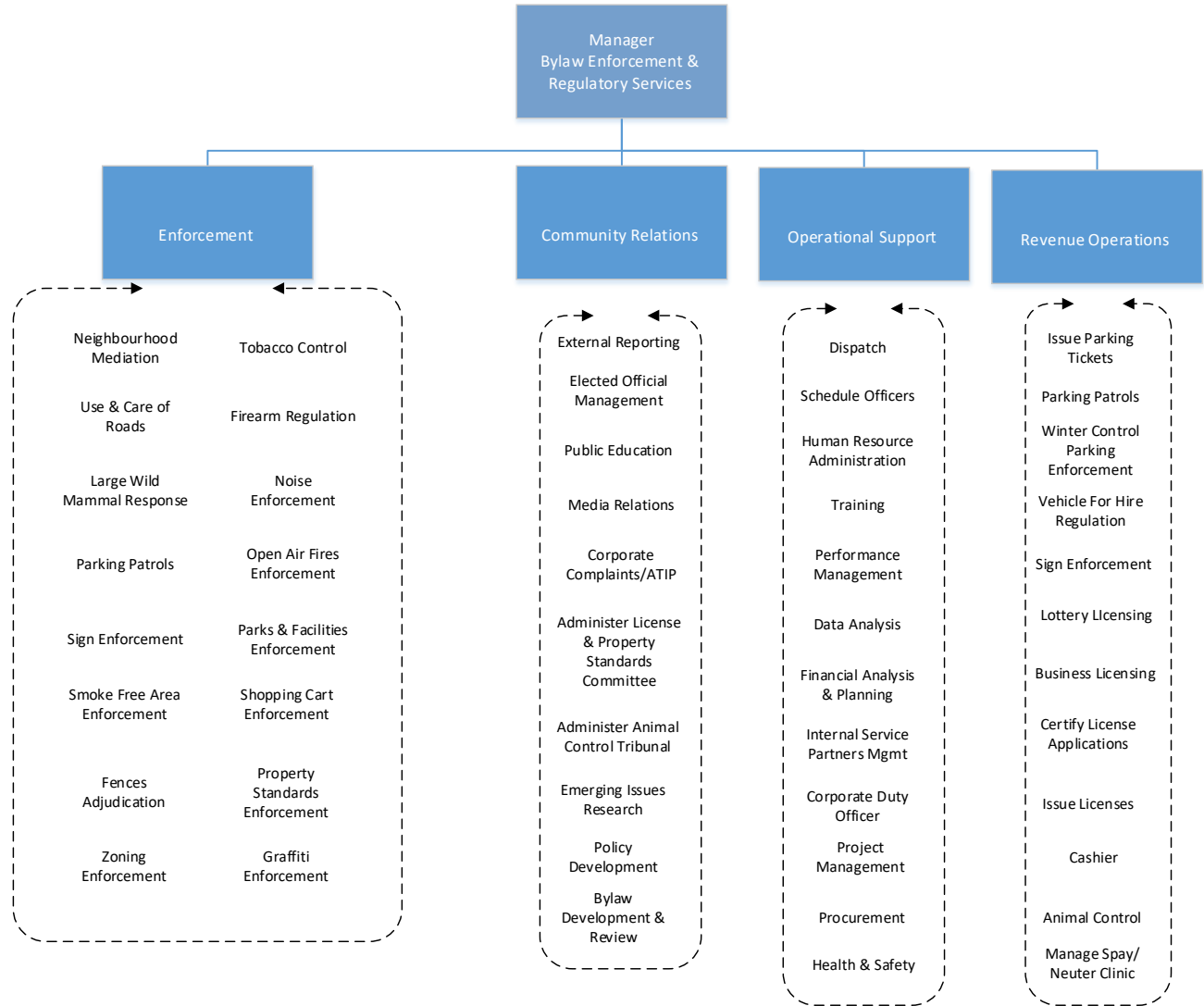
PRIVATE AND CONFIDENTIAL

Program Model

Advantages

- Creates areas of expertise for similar types of work and/or functions
- Improves the spans of control and accountability
- Balance in scale and scope across the four different program groups
- Customer-facing work is decentralized and systems support work is centralized
- Allows for the option of outsourcing specific work if required

Disadvantages

- Line of sight to functional delivery not as clear
- Additional layer of management; increased complexity to the design

Manager Bylaw Enforcement & Regulatory Services

Enforcement

- Neighbourhood Mediation
- Tobacco Control
- Use & Care of Roads
- Firearm Regulation
- Large Wild Mammal Response
- Noise Enforcement
- Parking Patrols
- Open Air Fires Enforcement
- Sign Enforcement
- Parks & Facilities Enforcement
- Smoke Free Area Enforcement
- Shopping Cart Enforcement
- Fences Adjudication
- Property Standards Enforcement
- Zoning Enforcement
- Graffiti Enforcement

Community Relations

- External Reporting
- Elected Official Management
- Public Education
- Media Relations
- Corporate Complaints/ATIP
- Administer License & Property Standards Committee
- Administer Animal Control Tribunal
- Emerging Issues Research
- Policy Development
- Bylaw Development & Review

Operational Support

- Dispatch
- Schedule Officers
- Human Resource Administration
- Training
- Performance Management
- Data Analysis
- Financial Analysis & Planning
- Internal Service Partners Mgmt
- Corporate Duty Officer
- Project Management
- Procurement
- Health & Safety

Revenue Operations

- Issue Parking Tickets
- Parking Patrols
- Winter Control Parking Enforcement
- Vehicle For Hire Regulation
- Sign Enforcement
- Lottery Licensing
- Business Licensing
- Certify License Applications
- Issue Licenses
- Cashier
- Animal Control
- Manage Spay/Neuter Clinic
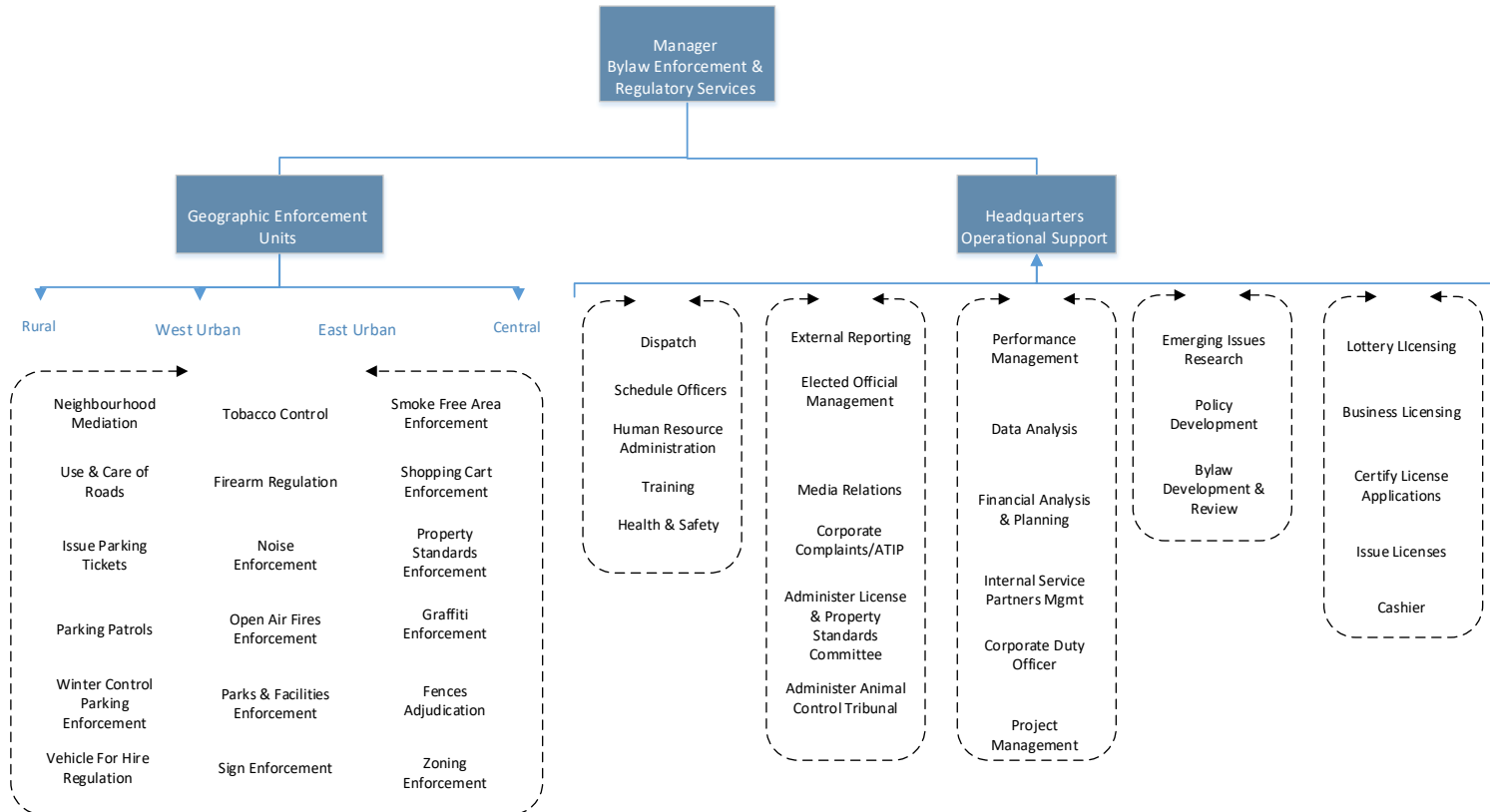
Organizational Model Advantages/Disadvantages

Geographic

Advantages

- Work is grouped according to physical location creating single points of accountability for each geographic district
- Improves the spans of control and accountability
- Customer-facing work is decentralized and systems support work is centralized

Disadvantages

- Reduced economies of scale; duplication of effort
- Higher organizational disruption; difficult to sync with physical assets
- Imbalance in scale and scope across the four regions

Design Principles Application

Design Principle	Supported by Structure		
	Functional	**Program**	**Geographic**
#1 Customer Driven	• Clear understanding for citizens • Specialization and CoEs STRONG	• Customer-service is a distinct function • Not as clear to citizens as Functional STRONG	• Variability in service levels based on type and geography • Greater intelligence WEAK
#2 Provide spans of control/accountability/influence/support that are appropriate	• Too many direct reports • Accountabilities conflict WEAK	• Reasonable SoC for the chief • Accountabilities are clear STRONG	• Span of control too small • Accountabilities very broad MEDIUM
#3 People can get the right information to make the right decisions at the right time	• Clear lines of business allow for information-sharing • Require multiple managers for decision-making MEDIUM	• Strong strategic decision making • Combines expertise to provide synergies for information-sharing STRONG	• Difficult to maintain organization-wide knowledge of regional information WEAK
#4 Decision making	• Promotes decision-making within functional area • Creates challenges for making cross-functional decisions MEDIUM	• Encourages independent decision-making • Combination of functions increases capacity to make decisions without as much consultation STRONG	• Promotes better decision-making within regions • Increases difficulty of making decisions in HQ MEDIUM/WEAK
#5 Each role has clear responsibilities & accountabilities	• Clear functional responsibilities • Difficult to create horizontal accountability MEDIUM/STRONG	• Clear roles and accountabilities STRONG	• Strong accountability within geography • Difficult to establish accountabilities to HQ MEDIUM/WEAK
#6 Reasonable workload	• Workload will vary across the branch MEDIUM/STRONG	• Greater balance of workload across the branch • Allows for cross-training support and backup STRONG	• Geographies will vary • Central will always busiest region based on call volume WEAK/MEDIUM

Program Organizational Structure Model With Positions

Public Information Officer (1)

Manager Bylaw Enforcement & Regulatory Services

Administrative Assistant

Bylaw Services Assistant (1)

Program Manager By-Law Enforcement

Program Manager Legislative Svcs & Community Relations

Program Manager Operational Support

Program Manager Parking and Licensing Compliance

Bylaw Services Coordinator

Bylaw Services Coordinator

Bylaw Review Specialists (2)

Logistics & Training Coordinator

Supervisor Licensing & Tobacco Enf.

Supervisor (3)

Bylaw Supervisor Enforcement (1)

Bylaw Review Specialists (1)

Operation Support Supervisor (1)

VFH & Tobacco Enforcement Officers (5)

Bylaw Enforcement Officers (27)

Property Standards Officers (13)

Bylaw Program Officer (1)

Bylaw Dispatch Officer (4 FT & 6 PT)

Bylaw Enforcement Officers Licensing (4)

Bylaw Enforcement Officers (9)

Issues Mgmt Coordinator (1)

Business Services Assistant (6 FT)

Special Enforcement (4)

Spay & Neuter Clinic Staff (4)

Technical Support Coordinator

Supervisors (3) Parking Enforcement

Bylaw Program Officer (1)

Parking Enforcement Officers (45 FT & 29 PT)

Performance Analysts (2)

Bylaw Program Officer (1)

Performance Analyst (1)

135 Existing Full Time Positions

35 Existing Part Time Positions

15 New Full Time Positions

Opportunities & Prioritization

City of Ottawa By-law Enforcement, Administration and Policy Development Service Delivery Review

Final Report

Potential Opportunities

Ref No.	Observation and Implication	Recommendation	Timeline
1	The Branch Project Team developed three organizational models through a series of three working sessions. Applying the preferred organizational design principles, the Project Team selected the Program Model as the preferred future organizational design for the Branch. The Program Model groups all the enforcement, revenue generation (licensing/parking enforcement), legislative support and operational support work into four distinct business units. Each business unit has their own specific mandate to ensure public safety within the City of Ottawa. The organizational restructuring of the Branch will	• Adopt the program based organizational structure with four business units: 1. By-law Enforcement 2. Legislative Support Services 3. Operational Support Services 4. Licensing & Parking Enforcement	• Short Term
2	During the course of the project, it was evident that several of the Branch's key processes required a structured rethinking, specifically, the processes involving dispatch, noise complaint RFS and elected official RFS. This is typical for public sector organizations that have not considered all the possible sources of waste in their key business processes. Lean process reviews or *Kaizens* provide the optimal framework for employees to actively engage in business process improvement. Leaning out the Branch's key business processes will yield significant productivity improvements for the City.	• Conduct lean six sigma process reviews (Kaizen) of key business processes, specifically dispatch, noise complaint RFS and elected official RFS.	• Medium Term
3	It was observed that the City's elected officials are actively involved with the Branch's enforcement activities. While this is common for many smaller municipalities, the involvement of elected officials in the operational delivery of by-law enforcement services creates an unnecessary risk of perceived political interference given the size of Ottawa and its associated complexity. It is important that the voice of elected official is heard in the delivery of by-law enforcement services while at the same time ensuring that the elected official is protected from any judicial exposure as a result of their direct involvement in enforcement activities. A careful review of the role of elected officials in the enforcement is strongly encouraged.	• Review the elected official's role in by-law enforcement and ensure their voice is heard throughout the enforcement activities.	• Short Term

Potential Opportunities

Ref No.	Observation and Implication	Recommendation	Timeline
4	It was apparent that the Branch has a significant impact on the daily life of Ottawa citizens through the enforcement of everyday economic and social activities whether that involves Uber rides, food trucks or personal and commercial vehicle transportation. With such a significant role, it is surprising that there is not a more active and sophisticated media relations role within the Branch, particularly in the area of social media. Public sector organizations are increasingly investing in social media as a means of both communicating to their citizens and hearing their voice in the delivery of public services. The early experience of public sector organizations with social media was to assign it to position on an adhoc basis with no clear accountability. Leading practice is now to hire to a social media position with clear accountabilities and responsibilities.	• Invest in public outreach and social media through the creation of a position responsible for media relations and social media.	• Short Term
5	The Branch currently employs a legacy business intelligence software call *MAP* which is now unsupported by its original vendor. We understand the City has considered its replacement for the several years but has been unable to agree to a suitable software that meets both the needs of the corporate IT strategy and the Branch's business intelligence requirements. It is apparent that while the Branch has several positions devoted to the analysis of business data, it is unable to secure the required intelligence to inform its business and operational decisions. KPMG was unable to secure data to complete the analysis on the resourcing/scheduling of staff against the RFS. The correction of this gap in business capabilities is essential if the Branch is to achieve the desired operational efficiency and effectiveness. We understand that Emergency and Protective Services is investigating possible business intelligence software solutions and has tentatively selected Tableau as preferred business intelligence software. The Branch should move as quickly as possible towards the implementation of Tableau in its daily operations.	• Leverage the Protective & Emergency Service's technology investment to improve the Branch's operational decision making & resource deployment	• Short Term

Potential Opportunities

Ref No.	Observation and Implication	Recommendation	Time Line
6	Our consultations with Branch leadership and public safety stakeholders outside of the Branch indicate that there is no common public safety model that stretches across all of the different emergency services (police, paramedic, fire and/or By-law). A holistic public safety model for the City's emergency services recognizes how each service can contribute and work with its fellow service, e.g. parking enforcement officers can provide intelligence to the police service about the day to day activities that occur on their beat, particularly in the Centre Town ward. In a public safety model there is a common goal that is shared by all the emergency services and the interaction between the services is highly structured and co-ordinating mechanisms are not left to chance or solely dependent upon personal relationships.	• Develop a broader public safety model that involves the police, fire, paramedic and by-law/parking enforcement in a structured and focused relationship	• Long Term
7	From our consultations with Branch leadership, we understand that there is minimal intelligence briefings for front-line enforcement officers. The briefing of officers on emerging trends, patterns and/or hot spots based upon the data from the organization's business intelligence system is a powerful way to increase the efficiency and effectiveness of front line enforcement officers. There is an opportunity for the Branch to increase the amount of intelligence available to front line supervisors and enforcement officers through a weekly briefing by the Branch's data analysts. This is conditional, however, on the City investing in the necessary business intelligence software to give staff the tools to perform the desired analytics.	• Implement weekly intelligence briefings for front line supervisory enforcement officers	• Medium Term
8	Our consultations with Branch staff at all levels revealed a strong dissatisfaction with the work from home policy for property standards officers. We heard numerous comments about how this policy was reducing the effectiveness of the property standards unit and the Branch in general. While work from home policies are advantageous for certain types of work, they can present operational difficulties for organizations that require a consistent work place presence. The Branch leadership should review the appropriateness of the work from home policy for property standards officer given the feedback from Branch staff.	• Review the appropriateness of the work from home policy for the property standards unit	• Short Term

Potential Opportunities

Ref No.	Observation and Implication	Recommendation	Time Line
9	Feedback from Branch leadership and front line staff indicate that there is a lack of resources in the area of legislative support. We understand Council has an ambitious legislative agenda that will require the review of several existing by-laws and the development of a number of new by-laws annually. In order for Council's legislative agenda to be achieved, the Branch will require additional legislative support resources that have a background in legislation and project management. Strong project management skills will be essential for managing the multiple stakeholders and timelines involved in the development of City By-laws.	• Review the resourcing required for legislative support within the Branch based upon Council legislative agenda	• Short Term
10	From our consultations, we were advised that there is a significant legislative agenda for the by-law and policy development functions of the Branch. Staff also advised us that when required legal opinions were provided by the City Solicitor's office, but that the need for legal review was minimal given the internal knowledge of the Branch. Nevertheless, given the legislative agenda of the City and the need to manage the risk involved in by-law development, the Branch should consider the appointment of an in-house Branch solicitor to guide by-law and policy development.	• Appoint an internal solicitor for the Branch to support and guide the development of by-laws and policies.	• Medium Term
11	From our interviews with Branch leadership, we understand that the responsibility for property standards enforcement is assigned to a specific unit of senior by-law enforcement officers. There is an opportunity to broaden the knowledge base of the Branch by cross training enforcement officers in property standards enforcement. This would also deepen the pool of resources available to the Branch for property standards and release the existing property standards officers to other enforcement activities.	• Cross train by-law enforcement officers in property standards and restructure the property standards enforcement unit so they are available other enforcement activities.	• Medium Term

Implementation Considerations

City of Ottawa By-law Enforcement, Administration and Policy Development Service Delivery Review

Final Report

Recommendations & Implementation

Change initiatives are complex and require thoughtful and precise planning and strong program management and governance. This is a critical phase and can be the time when organizations fail through insufficient detailed planning and delivery. Below please find our thoughts on principles for effective implementation planning.

Flexibility – By breaking a long-term process into shorter time periods (e.g., steps or plateaus), the Branch can change course in response to a change in the environment (e.g., legislative changes, elections, changes in senior leadership, funding changes, adequacy standards, etc.)

Logical, Stepwise Change – The change process is not easy. It is apparent through this project that the Branch has had a great deal of change in recent years and maintains ongoing internal studies towards continuous improvement. Although the Branch members appear to be open to further change, an incremental approach will help reduce the level of "change fatigue."

Reduction of Risks – By boxing in the implementation process into smaller sub-projects, the Branch can maintain focus on tasks at hand which allows for tighter risk control and management. Further, by constantly building on previous success, risk is hopefully minimized throughout the project, organizational capacity and agility built, and buy-in earned within an overall program of change implementation.

Maintain Progress – By breaking the project down into steps, the Branch will be able to focus on the immediate time horizons. This aids in keeping members and senior officers excited about the opportunity, and focused on the tasks at hand.

Obtain Quick Wins – By focusing on shorter time horizons, the Branch can achieve many small quick wins that can be used as the foundation for longer term change that is more profound and involved.
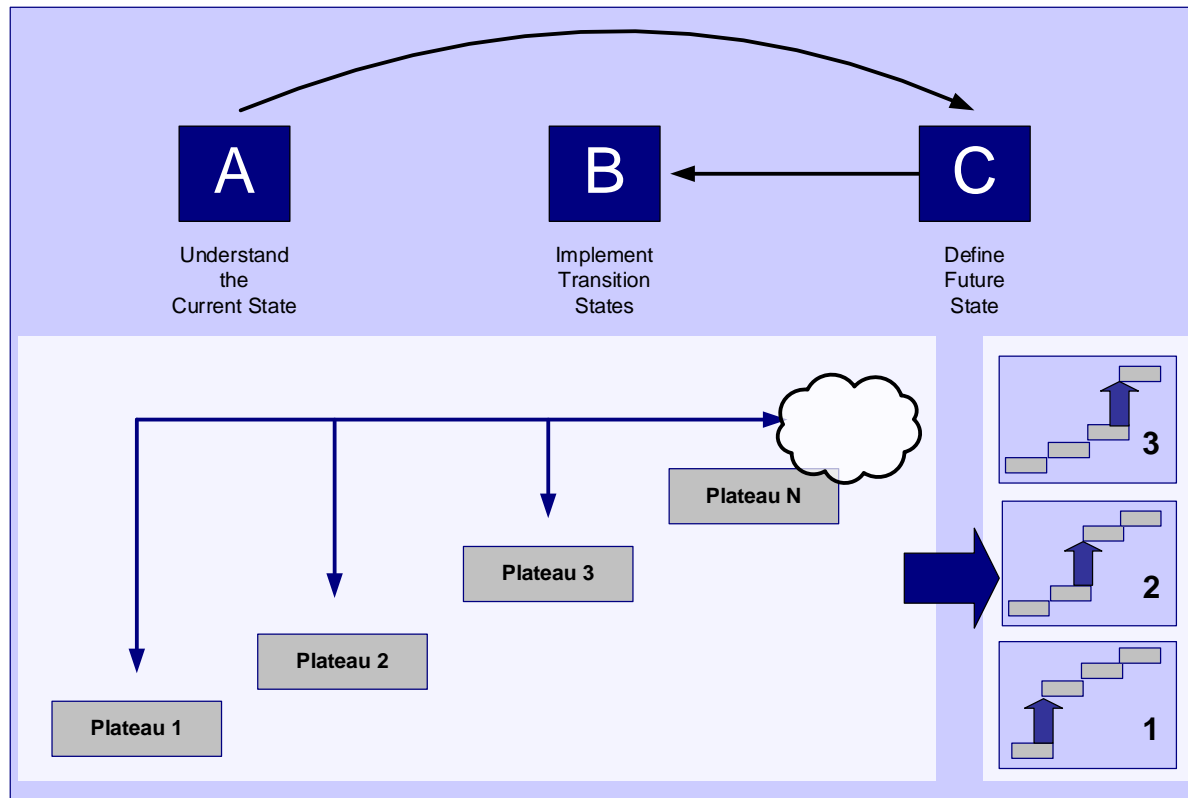
Implementation Considerations

Implementation Planning

The graphic below demonstrates how a stepped implementation can help achieve the desired changes in the Branch' approach to service delivery. Each stage is used to create a series of transitional states that build towards achieving the end state.

There is no fixed number of steps (or plateaus as referred to below) that must be identified. The number of steps in a project plan depends on decisions related to timing of certain changes, availability of key resources, budget cycles and other internal and external factors that impact the success of a project.

* Plateau "N" = next number level (e.g., 4)

Implementation Considerations

Change Management Preparation

The implementation of any program of change to an organization's service delivery model will impact numerous areas and individuals within the Branch. The table below provides an overview of key considerations respecting "readiness for change" and "complexity of change" for consideration going forward to help enable success.

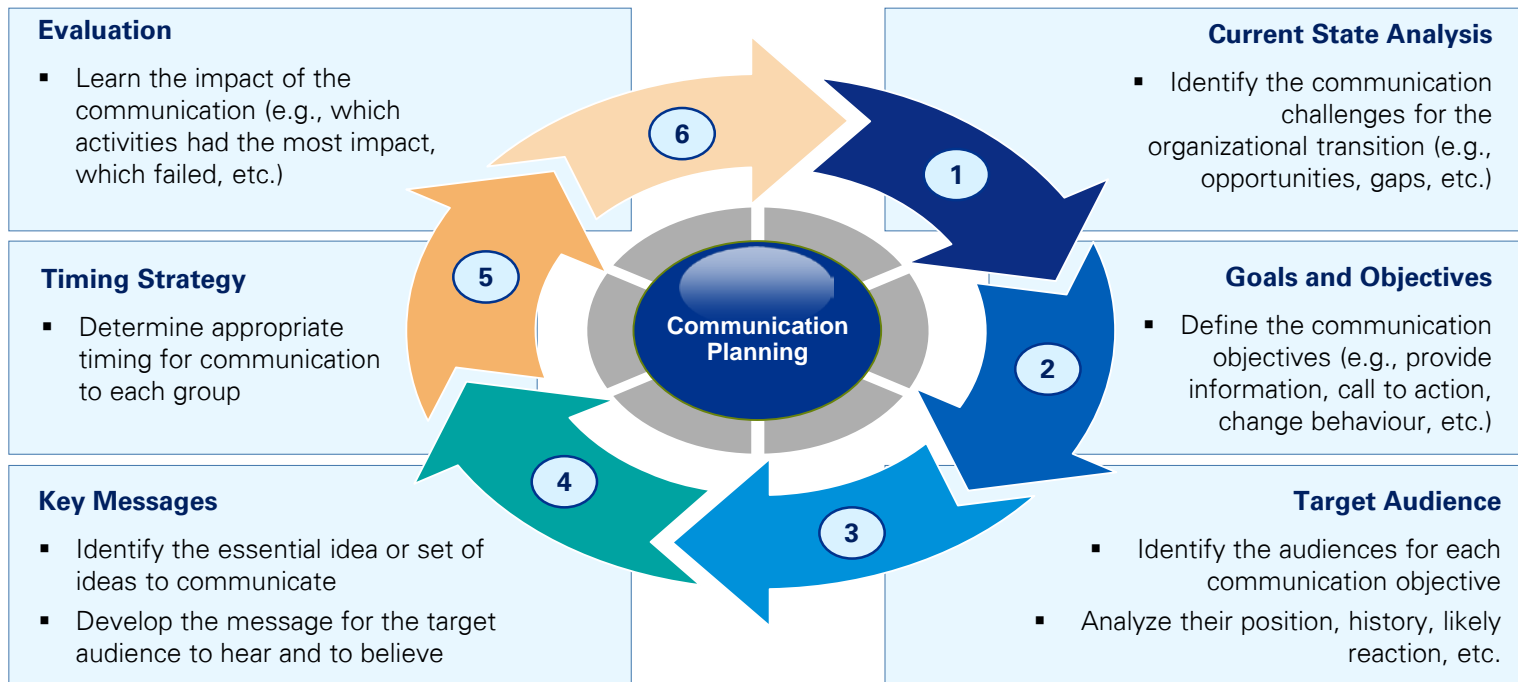| Readiness for Change	Complexity of Change
"What is the current capacity of the Branch to respond to the implementation of the recommendations?"	*"How big will the impact be on the Branch as it relates to structure, people, key processes, technology, performance and other key areas?"*
With consideration for such factors as: ▪ Past history of change ▪ Need for cultural transformation ▪ Resources impacted by change activities ▪ Number of existing change initiatives ▪ Understanding of need for change across all employee levels ▪ Degree of consensus regarding future direction and strategy	**With consideration for such factors as:** ▪ Impact on core services ▪ Degree of interdependencies involved and affected stakeholders to be considered ▪ Timeframe to implement change ▪ Number of people impacted by change ▪ Degree of behavioral and cultural change required ▪ Number of simultaneous changes to processes, technology and skills to support structural change ▪ Degree of cross-functional collaboration and involvement needed ▪ Public priorities, support and buy-in

Implementation Considerations

Communications Planning

In order to help reduce any potential stakeholder resistance to change and to facilitate collaboration through the transition, the Branch is recommended to consider the following in its approach to communication planning:

- Consistent messaging across all levels – both internally and externally
- Coordinated and targeted messages delivered to the right audience at the right time through the right channels
- Member and stakeholder engagement at key junctures

The graphic below describes the stages of communication planning to support change:

Evaluation
- Learn the impact of the communication (e.g., which activities had the most impact, which failed, etc.)

Timing Strategy
- Determine appropriate timing for communication to each group

Key Messages
- Identify the essential idea or set of ideas to communicate
- Develop the message for the target audience to hear and to believe

Communication Planning

Current State Analysis
- Identify the communication challenges for the organizational transition (e.g., opportunities, gaps, etc.)

Goals and Objectives
- Define the communication objectives (e.g., provide information, call to action, change behaviour, etc.)

Target Audience
- Identify the audiences for each communication objective
- Analyze their position, history, likely reaction, etc.

Critical Success Factors for Implementation

The opportunities identified in this strategic plan for transformational change are practical, achievable, and realistic in the time frames described in the report. The Branch's' success in moving forward with these opportunities for transformational change and implementing them successfully will be contingent upon the following key success factors:

1. Leadership, commitment and accountability at both the Command and Board level

2. Development of a business plan with defined strategic priorities endorsed by the Board

3. Effective program and change management

4. Consistent, coordinated communication (officers, civilian members, partners, community) with a strategy to engage these stakeholders

5. Sufficient internal capacity and external support to drive and sustain support for a transition in the approach to service delivery

6. Careful monitoring of performance metrics to ensure that the implementation of opportunities roll out according to plan

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