
Parkland County Enforcement Services Department Review

Final Report

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Executive Summary

Enforcement Services are currently provided to municipalities through a mix of RCMP officers, Community Peace Officers and Bylaw Enforcement Officers. In many cases the calls received by police within the County are not within their immediate priorities and can be described as “quality of life” calls such as speeding, use of off-highway vehicles, abandoned vehicles and service related to municipal reserve lands. The County provides Enforcement Services through Peace Officers responsible for traffic and general enforcement duties, specialized Peace Officer positions and Bylaw Enforcement officers. The purpose of this project is to conduct a review of the current services provided by Parkland County Enforcement Services (PCES).

During our review we identified a number of areas where Enforcement Services excels and areas where there are opportunities for improvement identified by participants. The areas where Enforcement Services excels include the following.

- Response to Requests for Service;
- Data Collection and Reporting;
- Relationships;
- Training;
- Strong Teamwork and Support

The opportunities for improvement have been divided into the following core areas.

- Survey results;
- Organizational structure;
- Communication;
- Standard Operating Procedures and Policies;
- Resource Planning;
- Additional Officers and/or Service;
- New Operations Supervisor Position;
- Facilities and Equipment;
- Commercial Vehicle Pull Out Areas;
- Access to Mediation;
- Position Descriptions;
- Ability to View Work Requests by Other Officers;
- Complaints Against an Officer;
- Performance Reviews; and
- Training for Bylaw Officers.

What Enforcement Services Does Well

The following provides a summary of the findings developed throughout the review.

Response to requests for service

Throughout the review it was identified that the County’s process for receiving and resolving requests for service is an excellent process and the officers involved respond in a timely fashion. Particularly, the requirement to follow up with the person who initiated the request for service and provide an explanation of how the request for service was resolved was viewed as an extremely positive step in the process.

Data collection and reporting

An analysis of the data tracking system used in responding to requests for service identified that the County collects and tracks a significant amount of data that can be used to quantify the services that they provide to residents. Senior management and Councilors indicated that they are receiving an appropriate level of information from the Enforcement Services Department.

Relationships

Enforcement Services has strong relationships internally with other departments and externally within the County. Enforcement Services deals with organizations such as other law enforcement agencies (RCMP, Sheriffs, and Commercial Vehicle Enforcement), other municipalities, and animal shelter agencies such as the SPCA and veterinarians. Interviews with external partners identified that Enforcement Services maintains excellent relationships. Particularly, the RCMP detachments indicated that they have an excellent working relationship with the Enforcement Services Department and the officers in the field.

Training

Officers indicated that the Department has a high standard of training for officers and that they are provided the time and resources needed to meet and exceed the Alberta Solicitor General's standards for Peace Officers. Additionally, the Enforcement Services department provides training to Peace Officers from other municipalities. This training includes providing radar instruction training for CPO1 officers and a basic entry course for CPO2 officers.

Strong Teamwork and Support

Bylaw officers indicated that there is strong teamwork and support within their area including administrative staff and the pound keeper. Staff indicated that everyone is willing to pitch in where required in order to meet the demands at the animal shelter as well as to meet the priorities for bylaw officers.

Survey Results

The survey result obtained during the project was limited to a total of 29 responses and is not a statistically significant number of responses and therefore the results have not been included in the executive summary. The benchmark survey results indicate that Parkland County Enforcement Services provides the widest range of services among those municipalities who participated in the benchmark survey. The County has the highest number of FTEs compared to the other municipalities but Enforcement Services provides a wider range of services including unsightly properties and municipal and environmental reserves which are provided by other departments in some cases. Additionally, the animal shelter is a unique service to the County among the comparable municipalities.

Opportunities for Improvement

The following provides a summary of the opportunities for improvement linked to the recommendations related to each area.

Organizational Structure

Review of the organizational structure identified two areas for improvement. The first area deals with the Enforcement Supervisor position. The recent change in the roles and responsibilities in the position and the addition of an Operations Supervisor are reflective of a management position rather than a supervisory position. The second addition identified is where the OHV point officer position is in the organizational structure. The roles and responsibilities of the position are very similar to patrol activities and the position works closely with patrol. Additionally, the reporting relationship between the OHV point officer and the Operations Supervisor and Bylaw Supervisor in some cases was unclear as the OHV point officer received direction from both Supervisors. OHV issues are more related to traffic issues rather than bylaw issues and there is likely a greater fit for the position to be under the Operations Supervisor.

As a result of these issues our report has recommended the following.

1. Review the Enforcement Supervisor position after twelve months to determine if the position should be a managerial position rather than a supervisory position.
2. Move the OHV Point Officer position into patrol services from bylaw services as the issues dealt with by the officer are similar to the issues dealt with by patrol officers.

Communication

Communication is critical in any organization and is very important in areas such as enforcement services. One area of improvement identified is in communicating with residents in the County. In many cases residents do not understand the differences in scope and mandate between RCMP and Parkland County Peace Officers.

The second opportunity for improvement identified is a lack in clarity as to which supervisor is directing officers when they are on duty. In some cases officers have received direction from multiple supervisors that has been inconsistent. Strong communication between supervisors on a regular basis will help mitigate this issue.

As a result of these issues our report has recommended the following.

3. Reviews their current communication strategy and develops a strategy that incorporates as many different communication channels as possible in order to reach residents.
4. Ensure that supervisors meet on a regular basis (weekly or biweekly) to support consistency in their approach and interpretation of policies.

5. Ensure that supervisors meet regularly with enforcement officers over the next six months to provide a more in depth explanation of the role and responsibilities of each supervisor.

Standard Operating Procedures and Policies

Our review identified that the County has the appropriate policies and standard operating procedures in place. One opportunity for improvement identified is a regular review of the SOPs and policies as a best practice. Another issue identified by officers is an issue with the current EVOC policy and how it applies to the officers. As a quality of life service enforcement services is not a first responder to emergency issues and therefore the EVOC policy indicates that officers are not allowed to respond to emergencies using their lights and going over the speed limit. Other issues included officers wanting to be exempted from the County's cell phone use policy and some officers indicated that they have had to take courses such as OH&S multiple times during the year.

As a result of these issues our report has recommended the following.

6. Develop and adopt a process that incorporates regular review of its SOPs and policies. The process will need to consider the costs/benefits when identifying a time frame for review.
7. Clearly communicate the EVOC policy, the expectations and the reason behind the decision for the County to be a quality of life service.

Resource Planning

One of the issues identified during the review is the current staff rotation because there are times in the staff rotation where officers are on duty alone. This creates safety issues due to an officer working alone and quality of service issues due to the size of the County. Overtime hours were identified as another issue as officers are asked to put in overtime to provide supervision at events within the County. Officers on duty are unable to provide this service and therefore officers are asked to volunteer for events. The extra workload impacts officers due to possible burn out and impacts enforcement service's budget. Another issue identified is the amount of time officers spend responding to requests for service where there is clearly no infraction or the resident has made requests pertaining to the same issue multiple times where the initial request was resolved. The final issue identified is the cover off for the pound keeper. Currently there is a single pound keeper and a bylaw officer has to provide cover off when the pound keeper is not present and in some cases the administrative assistant provides cover off. Using a bylaw officer for cover off is inefficient and using the administrative assistant who is not trained to handle animals creates additional risk for the County if she is injured while providing cover off.

As a result of these issues our report has recommended the following.

8. Develop a work schedule that minimizes the amount of occurrences when an enforcement officer is the only officer on shift.

9. Develop a set of criteria to identify which events require an officer and a fee schedule for events that require the services of an enforcement officer. The fee should at least be cost recovery for the overtime hours required of the officer.
10. Develop a presentation that highlights the differences between Enforcement Services and other departments within the organization and communicate the differences internally through channels such as the newsletter as well as presentations (such as lunch and learns) with other departments.
11. Review the requests for services received by the County and determine if a policy can be developed to mitigate the impact of frivolous complaints.
12. Explore the possibility of adding another pound keeper position (likely part-time or casual) to provide cover off for the pound keeper rather than having a bylaw services officer provide cover off.

Addition of Officers and/or Services

Staff indicated that when additional officers or services are added to Enforcement Services there needs to be an understanding about the impact the new service or officer will have on overall service levels. In many cases, additional offices are added to deal with a specific enforcement issue such as Environmental and Municipal Reserves. The additional expectations when services or service levels are added are difficult to accommodate and impact the current level of service. Council is currently piloting a program to patrol navigable waters within the County as an additional service. This will require additional overtime for an officer on each shift and impacts the scheduling of officers over the summer months.

As a result of these issues our report has recommended the following.

13. Include as part of their report to Council the service level and workload impacts for new services, officers and/or administrative staff added to enforcement
14. Encourage the municipality to carefully consider the workload impacts of including enforcement of navigable waters as part of patrol services.

New Operations Supervisor Position

One of the opportunities for improvement is in clearly communicating the roles and responsibilities for the new Operations Supervisor position. Officers indicated that it was unclear as to how the new position fit within the Enforcement Services.

As a result of these issues our report has recommended the following.

15. Ensure that the Operation supervisor meet regularly with patrol officers over the next six months to provide a more in depth explanation of the role and responsibilities of his position.

Facilities and Equipment

Officers indicated that they would like to have two additional vehicles for enforcement to meet their needs. This would be outside of the vehicle replacement plan currently in place by fleet

management. Additionally, officers indicated that if they have inside facilities for their vehicles they will reduce the amount of time they have to wait for their equipment to warm up in their vehicles.

Currently there is a physical separation of the bylaw and patrol officers in the County. The physical separation contributes to the separation of these areas and impacts the ability for the officers to communicate with each other on a daily basis. Strong communication helps to mitigate working alone issues and provides officers with someone to contact if there is a significant issue. Physically bringing both groups together helps to build a cohesive and consistent enforcement approach within the County.

Finally, the office space for bylaw officers is inadequate with the addition of two new officers, the office is inundated with fumes from other vehicle bays adjacent to the office and the office is noisy due to the volume of noise generated by impounded animals.

As a result of these issues our report has recommended the following.

16. Conduct a study to determine the impact on the amount of additional time available to officers if their vehicles are parked inside a facility.
17. Move bylaw services and patrol services officers into the same physical location in order to foster greater communication and teamwork between the two groups.
18. Review the amount of office space available for bylaw services officers and develop a strategy to mitigate space issues.

Commercial Vehicle Pull Out

The review identified a need for the County to develop safe areas for pulling commercial vehicles over and conducting inspections on rural roads and three digit highways. Pulling commercial vehicles over to the side of a road without a pull out area increases the risk to the officer and the operator of the vehicle of being struck by another vehicle during the inspection.

As a result of these issues our report has recommended the following.

19. Determine the feasibility of building commercial vehicle pull out areas in strategic locations within the County.

Access to Mediation

Officers indicated that in many cases access to a mediator or mediation services could alleviate some of the issues that contribute to a resident requesting service from the Enforcement Services. There are instances where a mediator may be able to address the issue between two residents and solve the issue without the need for enforcement.

As a result of these issues our report has recommended the following.

20. Determine the feasibility of incorporating mediation as an optional process for dealing with disputes between residents.

Position Descriptions

Some staff indicated that their position description did not reflect all of the duties they were currently performing. Particularly, administrative staff indicated that the additional duties related to unsightly properties are not incorporated into their job description.

As a result of these issues our report has recommended the following.

21. Review current position descriptions to ensure that roles and responsibilities reflect the current changes within Enforcement Services.

Ability to View Work Requests by Other Officers

Officers indicated that there is some duplication of effort occurring when another officer has responded to a request for service and the officer coming on to duty is not aware of it.

As a result of these issues our report has recommended the following.

22. Develop a process where officers have the ability to identify if another officer has started work on a file when an officer is coming on duty.

Complaints Against an Officer

The current policy is to complete the full process for dealing with a complaint (complaint documented and kept on file) against an officer without any investigation into whether the complaint is founded or not. In some cases, a complaint against an officer is clearly inappropriate and officers would like the process reviewed to determine if there is a way to address the unfounded complaints before they are taken through the whole process and end up on their file.

As a result of these issues our report has recommended the following.

23. Review the policy to determine if a screening process can be incorporated where unfounded complaints against an officer are not included in the officer's file.

Performance Reviews

The review identified that some staff have not received a performance review on a regular schedule. It is critical for an organization to ensure that they are providing staff and supervisors with a formal performance review process and method to ensure that performance is documented and the goals and objectives of staff are linked to the strategic priorities in the Enforcement Services Department. Additionally, an improvement to the tool used for reviews would be to provide space for comments on each individual rating criterion.

As a result of these issues our report has recommended the following.

24. Complete all performance reviews that have not been completed to date.
25. Renew the commitment to conducting and completing performance reviews for all enforcement staff on a regular basis.
26. Provide space on the performance review form for comments on each individual rating criterion.

Training for Bylaw Officers Related to the New Scope of Authorities

Bylaw officers have had unsightly properties added to the scope of their duties as well as adding environmental and municipal reserves. Staff indicated that there is a need for training in each area so that bylaw officers understand what an unsightly property is and the standard process for addressing unsightly properties.

As a result of these issues our report has recommended the following.

27. Develop guidelines for unsightly properties and environmental and municipal reserves for officers.
28. Conduct meetings with all enforcement officers (patrol and bylaw services officers) on a regular basis (currently every two months).
29. During times of significant change conduct targeted meetings on a regular basis (weekly to monthly depending on the impact of the change) with the staff who are affected.

Background

Parkland County is a rural municipality which is located immediately west of Edmonton. The County covers more than 2,500 square kilometers with a population of more than 30,000. The County has a significant mix of rural and urban residents with 350 residential subdivisions and five hamlets within its boundaries. Additionally the County has significant infrastructure within it including Acheson Industrial Park, 2,200 kilometers of County roads and several Provincial Highways.

Enforcement Services are currently provided to municipalities through a mix of RCMP officers, Community Peace Officers and Bylaw Enforcement Officers. Currently, the provincial government provides funding for RCMP on behalf of rural municipalities but this is expected to change in the next few years. It is expected that the cost for the highly trained and expensive officers will be transferred to municipalities. In many cases the calls received by police within the County are not within their immediate priorities and can be described as “quality of life” calls such as speeding, use of off-highway vehicles, abandoned vehicles and service related to municipal reserve lands. The County provides Enforcement Services through Peace Officers responsible for traffic and general enforcement duties, specialized Peace Officer positions and Bylaw Enforcement officers.

The purpose of this project is to conduct a review of the current services provided by Parkland County Enforcement Services (PCES) which includes the following:

- Current roles and duties performed by PCES;
- A review of bylaws currently being enforced, and any new bylaws which should be enforced;
- Determine if there are additional Provincial or Federal authorities which should be enforced;
- Current traffic enforcement practices;
- Investigational procedures currently being utilized;
- The method used to prioritize calls, and the monitoring process by supervisors;
- The current method for identifying PCES priorities;
- Recommend service level expectations in line with staffing levels and methods of prioritizing calls for service ;
- A review of policies and Standard Operating Procedures; and
- Stakeholder input from Parkland County Council, Community & Protective Services staff and RCMP.

Methodology

The organizational review has been undertaken by conducting a review of the following documents:

- County mandate, vision and values;
- Organizational chart;
- Roles and responsibilities performed by PCES;
- County Strategic plan;
- Bylaws, policies and procedures;
- Budget; and
- Enforcement statistics.

In addition to the above documentation and files, interviews were conducted with all councillors, the CAO, the General Manager of Community and Protective Services Division, the Manager of the Community and Protective Services Department, the Enforcement Supervisor, the Bylaw Services Supervisor and the Operations Supervisor. Interviews were conducted with RCMP representatives from each RCMP detachment that provides services to Parkland County as well as a representative from Commercial Vehicle Enforcement. Additionally, workshops were conducted with patrol services officers and bylaw services officers. The interviews and workshops were focused on understanding the current state of the department; identifying issues, concerns and opportunities for improvement; and clarifying the relationships within the department and between the department and the rest of the organization.

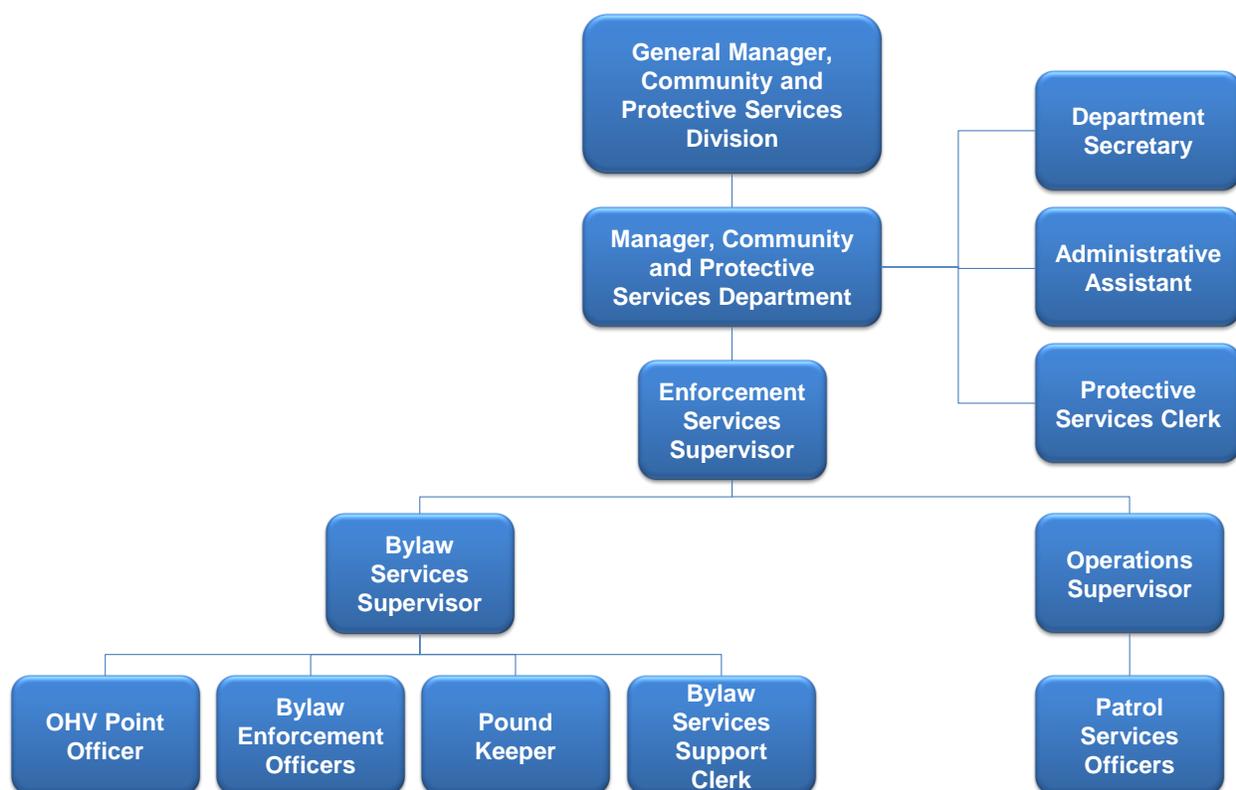
In order to evaluate the County as compared to similar municipalities a benchmark survey was conducted. Five municipalities provided information into the benchmark study. Additionally, a survey was developed and provided to crime watch groups and residential associations identified by the County. The survey was focused on the Enforcement Services provided by Parkland County, the service levels provided and the satisfaction of participants. The results of the survey are integrated into the findings and recommendations.

The findings from the information gathering phase were summarized and themed and used as a basis for the recommendations and implementation plan provided in this report.

Enforcement Services Department

The Enforcement Services Department's purpose is linked to the County's quality of life strategic goal. Enforcement Services are linked to Goal 2: "Parkland County will maintain and enhance community safety." The Enforcement Services Department is a quality of life department that has the flexibility in order to address community safety issues that residents identify and has the flexibility to target community safety issues as they change through time. In order to have a Peace Officer program within a municipality, the program and its officers have to meet requirements and standards developed by the Alberta Solicitor General. The County has developed policies to meet the Peace Officer requirements:

The following diagram is the current organizational structure of Enforcement Services.



The following provides a brief description of the positions within Enforcement Services. The descriptions are broken into three categories: (1) positions common to the all of the Community and Protective Services Department, (2) the bylaw services area, and (3) the patrol services area.

Positions common to the Community and Protective Services Department

- General Manager, Community and Protective Services Division – The GM oversees Enforcement Services, Emergency Communication services and Parks, Recreation and Culture services.
- Manager, Community and Protective Services Department – the Manager is responsible for supervising, directing and recommending changes for department activities and/or programs; preparing, recommending, monitoring and controlling the Department budget; all aspects of Department staffing including personnel evaluation; liaising and negotiating with other municipalities, community associations and private and government agencies on Enforcement Services, emergency communications and leisure-related matters; and provides facilitation and consulting services to the rural community associations and to other County leisure-related groups as required or requested.

- Supervisor, Enforcement Services – the scope of this position has recently changed with the addition of the Operations Supervisor. The position provides overall supervision to the patrol and bylaw areas within enforcement. Roles and responsibilities are mainly focused on administrative duties in order to provide the Bylaw Services and Operations Supervisors more direct time with their staff. The roles and responsibilities include: reviewing and developing new bylaws, policies and SOPs as required; developing current reports for Council and responding to requests for information for Council; liaising with external agencies; and managing agreements between Enforcement Services and external agencies.
- Protective Services Clerk – the Protective Service Clerk reports to the Manager, Community and Protective Services and provides support to the Community and Protective Services Department. The Protective Service Clerk is responsible for providing general support to the Department which includes:
 - Records management for the Department;
 - Accept complaints and concerns from the general public for Patrol Services and dispatch through tracking software system;
 - Issue dog licenses for animal control; and
 - Provide general telephone and front counter reception, directing calls, inquiries and faxes accordingly.

It should be noted that the protective service clerk has other duties not related to community and protective services.

- Administrative Assistant – the Administrative Assistant reports to the Manager, Community and Protective Services and provides support to the Community and Protective Services Department. The Administrative Assistant is responsible for providing general support to the Department which includes:
 - Provide secretarial support to the Department;
 - Provide administrative support to the nuisance and unsightly properties process relating to the Community Standards Bylaw and Municipal Government Act; and
 - Process case reports, bolo and other reports.

It should be noted that the administrative assistant has other duties not related to community and protective services.

- Department Secretary – the Department Secretary is under the supervision of the Manager, Community and Protective Services and provides support to the Community and Protective Services Department. The Department Secretary supports the Community and Protective Services Department by completing the following duties:

- Provide administrative secretarial support to the Department;
- Process departmental tickets, warrants and court reports;
- Prepare court dockets and perform court liaison duties for Patrol Services;
- Received general complaints and inquiries both general and administrative; and
- Record and forward all monies received from fees and bylaw fines.

Bylaw services consists of the following positions.

- Supervisor, Bylaw Services – the scope of this position includes the animal shelter and associated staff and bylaw services (animal control, unsightly properties, OHV and environmental reserves and municipal reserves). The Supervisor is responsible to provide effective supervision of bylaw service operations, perform field duties as required, provide assistance and recommendation in the administration and planning of Department activities, provide assistance to other agencies and ensure a strong public relations and image is maintained. The Bylaw Services Supervisor’s duties include:
 - Direct and monitor animal and bylaw service operation and facilities;
 - Assist with policy and procedure development, provide budget recommendations, training, bylaws and administrative procedures;
 - Ensure efficient patrol coverage and all enforcement duties are carried out;
 - Ensure all court briefs, reports, field activities and summonses are reviewed for completeness and adherence to standards; and
 - Provide supervisory leadership in hiring, training, scheduling and monitoring/evaluating the performance of subordinates

- Bylaw Enforcement Officers – previously bylaw officers were mainly focused on animal control. Recently, unsightly properties and environmental and municipal reserves have been added to the scope of work expected of bylaw officers. Currently there are two full time positions and 2 part-time positions within bylaw enforcement. In January 2013 one part-time position is being proposed to move to a full time position as part of the 2013 Budget process. The final part-time position is proposed to move to full time in 2014 as part of the 2014 Budget process. Additionally, two officers have been hired that will focus mainly on dealing with environmental and municipal reserves within the County. Bylaw officers are responsible to:
 - Provide effective patrol coverage, enforcement duties and investigation of Animal Control complaints received from the general public;
 - Provide effective patrol coverage, enforcement duties and investigation – other bylaw related complaints;
 - Provide general public with information through approved activities;
 - Carry out court related duties and activities;
 - Issue permits as requested by the general public;
 - Attend training courses as required; and
 - Care for and maintain all department equipment.

- OHV Point Officer – this position was created to focus on Off Highway Vehicle (OHV) issues within the County. The focus of the position is on dealing with OHV related issues such as driving OHVs on County roads and operating OHVs in an unsafe manner. The officer is responsible to:
 - Provide effective patrol coverage, enforcement duties and investigation of complaints received from the general public;
 - Carry out court related duties and activities;
 - Provide general public with information through approved activities;
 - Assist with emergency service duties as required;
 - Issue permits as requested by general public;
 - Attend training courses as required; and
 - Care for and maintain all department equipment.

- Pound Keeper – this position is responsible for the maintenance of the Animal Shelter Facility and general care of impounded animals, assists in the release and sale of impounded animals, and performs record filing duties as required. Currently the pound keeper position is part-time. It is being prosed to move to a full time position as part of the 2013 Budget process.

- Bylaw Services Support Clerk – this position provides administrative services for the animal shelter and support for bylaw services.

Patrol consist of the following positions.

- Supervisor, Operations – this position is a relatively new position within the County and the roles and responsibilities are currently in flux due to the change in supervision. The Operations Supervisor is responsible to:
 - Provide an overview of operational services;
 - Carry out related court duties and activities;
 - Provide the general public with information through approved activities; and
 - Provide assistance in the operational planning of enforcement service activities.

The Operations Supervisor's main role is focused on providing an overview of operational services which includes: providing direction and leadership to patrol officers, ensuring traffic activities meet the approved Traffic Safety Plan, supervising the initiation and conduct of investigation by officers, reviewing all case reports, maintaining the officers daily activity log, all violation tickets, and ensuring all court briefs are completed and submitted.

- Community Peace Officers Level 1 – these officers have a broad scope of authorities and are focused on enforcement ranging from traffic safety issues such as speeding, failing to stop at stop signs, etc. in rural and residential areas, to dealing with bush parties within the County, to dealing with commercial vehicle issues such as gravel hauling on County roads. There are several officers who have been assigned a specific

focus such as residential traffic safety, gravel hauling and an officer who is responsible for DARE. Additionally two officers have been assigned a Field Training Officer focus. The Field Training Officers are tasked to provide mentorship and training to new and current officers while they are in the field. The officers continue with their regular duties but will be asked to train new recruits and work with existing officers to address process, procedure or policy interpretation issues that have been identified. Patrol officers are responsible to:

- Provide effective patrol coverage, enforcement duties and investigation of complaints received from the general public;
- Carry out related court duties and activities;
- Provide general public with information through approved activities;
- Assist with emergency services duties as required;
- Issue permits as requested by the general public;
- Attend training courses as required; and
- Care for and maintain all department equipment.

The PCES is currently in a state of change as the previous Enforcement Supervisor's roles and responsibilities have changed with the addition of the Operations Supervisor. The findings and recommendations within the report are based upon the current state within the organization with the recognition that the roles and responsibilities between the supervisors are currently in a state of change. Additionally, Bylaw Services is in a state of change as two new officers are being brought into Bylaw Services with a mandate to focus on environmental and municipal reserves. Bylaw Services will be moving to a schedule that includes hours outside of normal business hours and the officer positions proposed to move to full time rather than part-time positions will enable this to occur..

Resourcing within the department

The Enforcement Services department consists of three supervisors and ten full time CPO1s (seven in patrol and 3 in bylaw services). The Bylaw Services and Operations Supervisors report to the Enforcement Services Supervisor. Parkland County has a contract with the Village of Spring Lakes to provide Enforcement Services. Additionally, the animal shelter accepts animals from Spruce Grove, Stony Plain, Village of Spring Lake, Wabamun & Alberta Beach on a contract basis. The Department is currently undergoing several changes and is adding new officers. The following changes have occurred recently or will be occurring in the Department in the near future (2013 for some changes).

The Department has created the Operations Supervisor position within the patrol group. This is a new position (officially in place March 2012) that was created to address workload issues for the previous supervisor. At this point in time the roles and responsibilities for the position continue to develop and be defined as well as defining the reporting relationship between patrol staff, Operations Supervisor and Enforcement Services Supervisor. The addition of the Operation Supervisor position has allowed the Operations Supervisor to provide staff with greater clarity and focus on their priorities within enforcement. An example of the approach that the Supervisor has already put in place is tasking one of the patrol officers with subdivision

patrols. Some of the reasons that the Supervisor tasked the officer with traffic patrol are to: increase the visibility of Enforcement Services within residential areas within the County, deter criminal activity in residential areas, address requests for services about traffic violations within residential areas and take a proactive approach to traffic issues within residential areas by having an officer focus on the issue. The subdivision officer will also have the ability to identify trends in traffic issues and set priorities for dealing with the trends identified. Assigning an officer to subdivision patrol allows the County to gather traffic information and target their patrols to specific problem areas.

The Supervisor has also created two Field Training Officer (FTO) positions within the Department. The officers identified as FTOs are responsible for providing mentorship for officers in the field, will be responsible for training new recruits when they are hired, and help to ensure that the application and interpretation of the County's enforcement policies and procedures are consistently applied by all officers within the Department. This helps to develop a consistent Parkland County approach within the Enforcement Services Department and provides an avenue to bring change to the organization through the FTOs.

The bylaw services area is also undergoing significant change. Bylaw services have had unsightly properties added to the scope of their duties. Previously the officers were mainly focused on the animal control bylaws and adding unsightly properties to their duties is a significant change. The approach, processes and procedures for unsightly properties are relatively new to the bylaw services area and the officers are in a period of transition in terms of understanding their new roles and responsibilities. Additionally, in January 2013 enforcement services has proposed that one part-time position move to a full time position with the final part-time position possibly moving to full time in 2014. The change from part-time to full time is incorporated in the budget for enforcement services and requires Council approval before the positions can become full time due to the additional budget required. The addition of the unsightly properties bylaw and the work related to animal control bylaws has led to a need for increased staff to address the workload. Finally, two new positions have been created for bylaw services that will be focused on addressing environmental and municipal reserves within the County. As these positions have just been filled there is a need to develop a consistent approach to dealing with violations including documenting processes, procedures and interpretation of the bylaws to ensure consistency. The County has developed a plan for dealing with environmental and municipal reserves to be completed in approximately two and one half years from now.

Another change in the bylaw area is the proposed increase the Pound Keeper position to a full time position from its current part-time hours. The Pound Keeper is responsible for all of the duties for intake, caring for and discharging animals from the County's animal shelter. In addition to the animals from Parkland County the animal shelter accepts animals from Stony Plain and Spruce Grove as a contracted service to those municipalities.

Findings Summary

The following provides a summary of the findings obtained during the current state assessment of the Enforcement Services Department within the County. Feedback from Councillors did not identify any issues with Enforcement Services. In general, Councillors are happy with the service provided by Enforcement Services. The findings have been summarized by themes.

Councillor Priorities

As part of the review we conducted interviews with each Councillor focused on identifying their enforcement priorities, what the Department does well and where there are opportunities for improvement. The following provides a summary of Councillor priorities.

- Traffic issues in residential areas – Councillors identified an issue with traffic violations in residential areas such as hamlets within the County. Speeding within residential areas was identified as a specific issue.
- Gravel hauling – Councillors identified gravel hauling as a significant issue within the County. Gravel trucks are large vehicles and excess speed impacts the safety of other drivers and residents particularly when a highway passes through a hamlet. Additionally, gravel trucks can cause significant damage to roads if regulations are not followed.
- Monitoring public areas – Councillors indicated that in some areas within the County there is significant vandalism occurring to public areas such as areas that provide public access to a river. There has been a significant increase in the number of people accessing the river and in some cases partying in and around the access area. This is a safety issue as well as a noise issue for residents near the river access.
- Off Highway Vehicles – Councillors identified off highway vehicles as an issue within the County. Off highway vehicles have safety issues, traffic issues if the OHVs are driven on County roads, and can cause damage to County roads.
- Navigable waters – Councillors indicated that patrol of navigable water is an issue within the County. High rates of speed and drinking while operating a water vehicle were identified as issues.

Councillors generally reported that they receive an acceptable level of information and reporting from Enforcement Services, and that the Department is responsive to Council requests and expressed priorities.

What the Enforcement Services Department does well

The following are the themes related to what Parkland's Enforcement Services Department does well.

Response to requests for service

Throughout the review it was identified that the County's process for receiving and resolving requests for service is an excellent process and the officers involved respond in a timely fashion. Particularly, the requirement to follow up with the person who initiated the request for service and provide an explanation of how the request for service was resolved was viewed as an extremely positive step in the process. One issue identified is that some residents are hesitant to contact Enforcement Services because they are required to identify themselves in the request for service. It was suggested that the County explore the possibility of developing a policy and process that would allow residents to provide requests for service anonymously.

Data collection and reporting

An analysis of the data tracking system used in responding to requests for service identified that the County collects and tracks a significant amount of data that can be used to quantify the services that they provide to residents. The system ensures that officers are held accountable for the files that they are assigned. The system provides supervisors with the ability to assign files to specific officers and provides officers with the ability to manage their workload by viewing all of the files assigned to them and prioritizing the files.

Senior management and Councilors indicated that they are receiving an appropriate level of information from the Enforcement Services Department. During the review we did identify a disconnect between senior management and Enforcement Services staff. Staff believe that Council should receive reports more regularly to provide Council with a clearer picture of what enforcement officers do on a day to day basis. This finding will be further discussed in the next section.

Relationships

Enforcement Services has strong relationships internally with other departments and externally within the County. Enforcement Services deals with organizations such as other law enforcement agencies (RCMP, Sheriffs, and Commercial Vehicle Enforcement), other municipalities, and animal shelter agencies such as the SPCA and veterinarians. Enforcement Services staff indicated that the scope of issues they are asked to deal with results in an excellent understanding of who to contact when they encounter an issue that is outside of their mandate and needs to be dealt with by another department within the County.

Interviews with external partners identified that Enforcement Services maintains excellent relationships. The Department is currently working to strengthen their relationship with some external partners (such as rural crime watch groups) where relationships are perceived as having opportunities for improvement. Particularly, the RCMP detachments indicated that they have an excellent working relationship with the Enforcement Services Department and the officers in the field. Officers also indicated that the County has a strong relationship with the Crown representative and a high rate of conviction when an enforcement issue moves through the judicial system.

Parkland County provides Enforcement Services to the Village of Spring Lakes. As part of the review we conducted an interview with the Village. The Village indicated that they have an excellent relationship with Enforcement Services and its officers and the residents are happy with the services provided.

Bylaw services have contracts with Spruce Grove and Stony Plain to take in specific animals that are impounded in the municipality. The bylaw area has strong relationships with these groups and the contract municipalities provide funding that is used to fund positions within the animal shelter.

Training

Officers indicated that the Department has a high standard of training for officers and that they are provided the time and resources needed to meet and exceed the Alberta Solicitor General's standards for Peace Officers. Meeting the training requirements for Peace Officers requires a significant amount of time for each officer. Additionally, the Enforcement Services department provides training to Peace Officers from other municipalities. This training includes providing radar instruction training for CPO1 officers and a basic entry course for CPO2 officers.

Strong teamwork and support

Bylaw officers indicated that there is strong teamwork and support within their area including administrative staff and the pound keeper. Staff indicated that everyone is willing to pitch in where required in order to meet the demands at the animal shelter as well as to meet the priorities for bylaw officers. The teamwork and support is developed through open and honest communication with coworkers as well as the supervisor for bylaw.

Survey Results

The following section summarizes the survey results obtained from residential associations and crime watch groups within Parkland County. Survey response was limited with a total of 29 respondents completing the survey. As this number of participants is not a statistically significant number of respondents it should be noted that the results are biased based on the number of respondents. The results of Question 1 were removed from the survey in order to ensure the anonymity of respondents. Written comments from the survey are summarized and included in the main body of the report.

Overall respondents were positive with the service level provided by Parkland County officers with the general comment indicating that Enforcement Services does what it can with the resources that they have. The most significant negative comment provided is that few officers are seen in the western part of the County and that wait times for officers can be long as officers have to travel across the County to respond to an issue in some cases. The following tables provide a highlight of key questions from the survey.

Question 2. Please choose your top three enforcement priorities from the list. If the list does not include your top three priorities please provide them in the box provided below.

Answer Options	Response Percent	Response Count
Animal control	14.3%	4
Unsightly properties	7.1%	2
Community standards	14.3%	4
Environmental and municipal reserves	21.4%	6
Discharge of firearms	10.7%	3
Unlawful fires	14.3%	4
Land use issues	7.1%	2
Off highway vehicles	21.4%	6
Parks use issues	14.3%	4
Traffic safety - on highways	46.4%	13
Traffic safety - within residential locations	21.4%	6
Mischief in rural areas within the County	53.6%	15
Mischief in urban areas within the County	10.7%	3
Commercial vehicles	10.7%	3
Gravel issues	17.9%	5
Noise issues	14.3%	4
Issues related to unofficial gatherings/events	7.1%	2
Other (please specify)		2

The survey indicates that traffic safety (rural and urban) as their top priority (67.8%) with 64.3% of respondents identifying mischief in rural and urban areas as their second priority and off highway vehicles and environmental and municipal reserves as the third highest priority. Additional priorities identified include boating safety and parking issues around lakes.

Overall, I feel Enforcement Services does a good job in in providing services to residents.

Answer Options	Response Percent	Response Count
Strongly Agree	10.3%	3
Agree	62.1%	18
Disagree	24.1%	7
Strongly Disagree	3.4%	1
Additional Comments?		3

72.4% of respondents indicated that Enforcement Services does a good job in providing services to residents.

I am satisfied with the services provided by Enforcement Services within the County of Parkland.

Answer Options	Response Percent	Response Count
Strongly Agree	3.6%	1
Agree	67.9%	19
Disagree	21.4%	6
Strongly Disagree	7.1%	2
Additional Comments?		4

71.5% of respondents indicated that they are satisfied with Enforcement Services provided by the County. This supports the statement that Parkland County is meeting residents' expectations for service.

One area of interest identified during the review is the effectiveness of Enforcement Services communication with residents.

Enforcement Services communicates effectively with residents within the County.		
Answer Options	Response Percent	Response Count
Strongly Agree	3.7%	1
Agree	51.9%	14
Disagree	44.4%	12
Strongly Disagree	0.0%	0
Additional Comments?		3

The response to this question indicates that 55.6% of respondents agree with the statement. This indicates that there is an opportunity for Enforcement Services to improve their communication with residents.

Which of the following programs (existing and proposed) should Enforcement Services focus on? Please indicate your priority by ranking the programs from highest to lowest with 1 representing the highest.										
Answer Options	1	2	3	4	5	6	7	8	Rating Average	Response Count
DARE	6	0	3	3	5	3	3	5	4.68	28
Off Highway Vehicle enforcement	3	5	1	6	7	1	4	1	4.18	28
Rural traffic patrol	7	6	10	1	2	2	0	0	2.68	28
Residential traffic patrol	4	3	8	4	3	4	1	1	3.71	28
Commercial vehicle enforcement	3	7	1	5	3	6	2	1	4.04	28
Unightly properties	0	3	2	3	3	5	5	7	5.71	28
Environmental and municipal reserves	2	2	0	3	5	5	8	3	5.46	28
Patrol boats on navigable waters (includes lakes)	3	2	3	3	0	2	5	10	5.54	28

The above question indicates that rural traffic patrol and residential traffic patrol are the highest priorities for respondents with commercial vehicle enforcement and off highway vehicle enforcement the next highest priorities.

Benchmark Survey Summary

The following table is a summary of the benchmark survey results. The benchmark survey results are provided in Appendix B of the report.

Survey Questions	Muni A	Muni B	Muni C	Muni D	Muni E	Parkland County
How many residents live within your municipality? Please include the year for the number of residents	18,000	36,000	10,500	13,500	20,000	30,089
What is the total area covered by enforcement services?	400,000 ha	400,000 ha	300,000 ha	276,300 ha	586,000 ha	242,500 ha
Number of FTE (Excluding executive/senior management)	7	10	4.35	8	18.5	19.0**
Number of Tickets	No Info Available	2200	740 with 642 through contract for a total of 1,382	2687	2,095	3, 477
Expenses	\$736,000	\$1,725,000	\$470,000	\$715,000	\$2,000,000	\$1,197,000

** administrative staff are shared within Community and Protective Services and the amount of time spent on enforcement services is variable depending on the season and the volume of requests for service.

Observations from the benchmark results provided include:

- Parkland County has the widest range of priorities with the closest comparator being Municipality E.
- The average number of FTEs in enforcement services is 9.6 FTEs. It should be noted that if the lowest number of FTEs (municipality C) is dropped the average FTEs is 10.9.
- Four of the five benchmark municipalities have provided their patrol officers with the authority to respond to emergency situations with the response of the officers driven by policy and Peace Officer Act and Program Guidelines. Municipality E

provides their officers with a limited ability to respond to emergency situations assisting their fire department and at the request of RCMP.

- In all but one comparator officers are not designated to deal with environmental and municipal reserves but rather assist in enforcement where required. In most cases these issues are dealt with by planning and development.
- The approach to unsightly properties varies depending on the municipality with some municipalities holding officers responsible (patrol or bylaw) and others leaving the issue to planning and development.
- Four of the five municipalities did not have an animal shelter with one municipality contracting the service. Municipality E has an animal shelter through a joint agency with the SPCA and urban municipality.
- One of the comparable municipalities provided officers with the ability to carry shotguns to dispatch distressed animals.
- Working hours for patrol officers, in general, start at 0600 to 0700 and end at a wide range of hours including 1800, 2130, 2300 and 0300. In Municipality C and E there are summer and winter hours for officers. Officers are available seven days a week.
- Working hours for bylaw officers in general mirrored working hours for patrol officers except for Municipality D and E where the bylaw officers work from 0830 – 1630 while patrol officers work 0700 – 2300 and 0700 – 0300 in summer and 0700 – 1000 in winter respectively.
- Supervisors, in general, work shifts Monday to Friday during regular business hours. Additionally, supervisors are available on the weekend via cell phone.
- All benchmark municipalities indicated that there are periods of time where officers are working on shift alone.
- The average expenses for the benchmark municipalities that provided data is \$1,129,200 which is very close to Parkland County's expenses of \$1,197,000. It should be noted that there is a significant gap between the expenses in the comparable municipalities with the low being \$470,000 and the high being \$2,000,000. It appears that the differences in expenses are largely driven by the number of officers with the municipality.
- Four of the five benchmark municipalities indicated that they have enhanced RCMP positions working for the municipality with one municipality sharing an enhanced position in the school DARE program.

Analysis of the benchmark data provided indicates that Parkland County enforcement services provide the widest range of services including patrol, bylaw, animal shelter, unsightly properties and municipal and environmental reserves. Given that the range of services provided is greater than the comparable benchmark municipalities it is understandable that the County has the highest number of FTEs. The animal shelter is a unique service to Parkland County compared to the benchmark municipalities and adds additional FTEs.

Opportunities for Improvement

The following section provides a summary of the opportunities for improvement identified during the current state assessment of the Enforcement Services department.

Organizational Structure

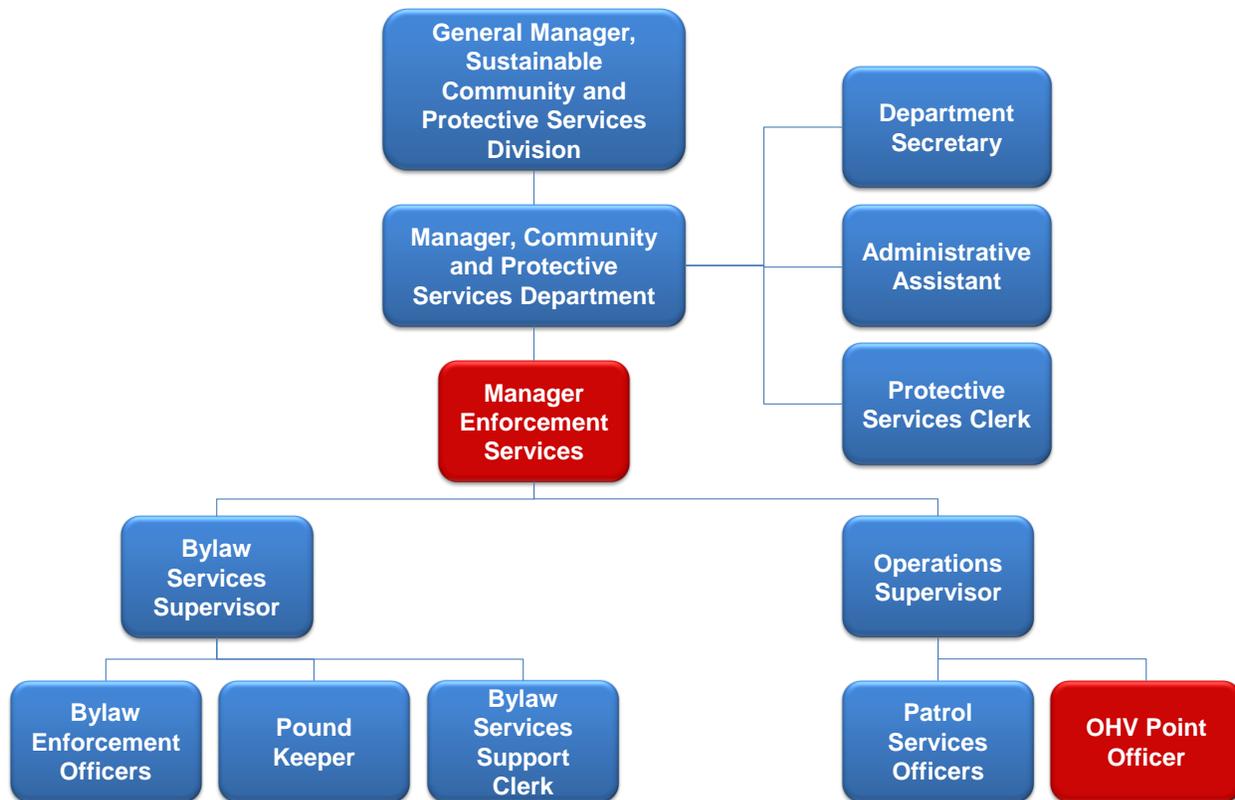
A review of the organizational structure of Enforcement Services identified two issues that need to be addressed. The first issue has to do with the Enforcement Supervisor position and the other issue has to do with the OHV Point Officer position.

The Enforcement Supervisor position has recently changed with the addition of the Operations Supervisor. The Enforcement Supervisor is responsible for supervising both the Operations and Bylaw Services Supervisor and completing administrative tasks for Enforcement Services such as: reviewing and developing new bylaws, policies and SOPs; developing current reports for Council and responding to requests for information for Council; liaising with external agencies and manage agreements between Enforcement Services and external agencies. As additional officers are added into Enforcement Services it is highly likely that the Enforcement Supervisor position will become a management position. The current roles and responsibilities of the position are reflective of a management position rather than a supervisory position.

A significant issue was uncovered related to the off highway vehicle point officer position. The position is currently receiving direction from multiple supervisors within the organization. When a request for service is received by the County the administrative staff route the request for service to the appropriate supervisor based on their knowledge of the supervisors' roles and responsibilities and their experience. In some cases there are files related to OHVs that are routed to the Operations Supervisor and therefore are his responsibility within the system. This contributes to the perception that the OHV officer position is receiving direction from multiple supervisors and in some cases possibly conflicting direction. The supervisor of bylaw services is the supervisor for the position and therefore should be the person that provides direction to the OHV officer and should be the person the OHV officer reports to. Ensuring that OHV files, where possible, are passed to the Bylaw Services Supervisor should mitigate the issue with receiving direction from multiple sources and provide clarity to administrative staff, officers and supervisors as to who supervises the OHV position.

The OHV Point Officer position is responsible for dealing with OHV issues across the County. In general, OHV issues are more related to the traffic issues that Patrol Services officers deal with than bylaw issues that bylaw services officers deal with. There is likely a greater fit for the position in patrol services under the Operations Supervisor rather than in Bylaw Services.

The following diagram is the suggested organizational structure for Enforcement Services. Note: changes are highlighted in red.



It is recommended that the Enforcement Services Department:

1. Review the Enforcement Supervisor position after twelve months to determine if the position should be a managerial position rather than a supervisory position.
2. Move the OHV Point Officer position into patrol services from bylaw services as the issues dealt with by the officer are similar to the issues dealt with by patrol officers.

Communication

Communication is a critical process within any organization. Our review of communication within Enforcement Services identified two areas where communication could be improved. The first area is communication with residents. Enforcement Services staff indicated that residents do not have a clear understanding of the differences in scope of duties and mandate between Parkland County Community Peace Officers and other law enforcement agencies – particularly the RCMP. Parkland County’s Enforcement Services is a quality of life service and therefore, in general, is not the first responder in emergency situations. Enforcement officers may be required to be present at an emergency situation but they will be supporting other first responder agencies such as the RCMP. In some cases it was identified that residents were unclear as to who they should call to deal with an issue.

The second communication issue identified during the review is a lack in clarity as to which supervisor is directing officers when they are on duty. There have been instances where two or more supervisors have provided inconsistent verbal direction to an officer. This creates a situation where it is difficult for the officer to complete their duties and provides an inconsistent message to the officer about who their supervisor is and whose direction they should be taking. In some cases the inconsistency has been due to the different interpretation of policy by different supervisors. In some cases officers have gone looking for a different answer from another supervisor if they have received direction from their supervisor that they do not like. Strong communication between supervisors on a regular basis will help to mitigate this issue as the supervisors need to understand their roles and responsibilities and direct staff to the appropriate supervisor. The addition of the new Operations Supervisor position, the lack clarity as to the roles and responsibilities of the position, and changes to the Supervisor of enforcement position all likely contribute to this issue.

It is recommended that the Enforcement Services Department:

3. Reviews their current communication strategy and develops a strategy that incorporates as many different communication channels as possible in order to reach residents.
4. Ensure that supervisors meet on a regular basis (weekly or biweekly) to support consistency in their approach and interpretation of policies.
5. Ensure that supervisors meet regularly with enforcement officers over the next six months to provide a more in depth explanation of the role and responsibilities of each supervisor.

Standard Operating Procedures (SOP) and Policies

Our review identified that the County has the appropriate Standard Operating Procedures and policies for its officers and meets or exceeds the standards set the Alberta Solicitor General. One idea for improvement that was identified is a regular review of the SOPs and policies. As a best practice, SOPs and policies should be proactively reviewed on a regular basis rather than reviewed when required. Reviewing SOPs and policies on a regular basis comes with a cost associated with the review as staff time and resources are required. The costs and benefits need to be considered when determining what timeframe will be used for regularly reviewing the SOPs and policies. One of the responsibilities of the new Enforcement Services Supervisor is to review and update SOPs as needed and he may be able to institute a regular review of SOPs and policies. A benchmark for reviewing policies on a regular basis could be the approach used by the Provincial Government which instituted a review of its regulations and legislation on a five year time frame.

Officers identified an issue with the current EVOG policy which limits their ability to respond to emergency situations with their emergency lights and the ability to travel faster than the posted speed limit. Currently, officers do not have the authority to travel in excess of the speed limit with their emergency lights on to respond to an emergency situation. Officers indicated that this

can be an issue if they are called to back up a fellow officer or other enforcement agencies such as RCMP.

Currently, Enforcement Services are a quality of life service provided to the residents within Parkland County rather than an emergency service. Emergency services within the County are within the authority and mandate of RCMP officers and they are the enforcement service that responds to emergencies. The EVOC policy identified by officers would provide the officers with the ability to respond to emergencies which includes using their emergency lights and high rates of speed. As the mandate of Enforcement Services is a quality of life service that does not require emergency service there is no need for officers to have the authority to respond to emergencies using their emergency lights.

The County's bylaws are well developed and provide an appropriate level of direction to staff in their implementation. Our review of the bylaws did not identify any major issues. A minor issue identified is that some of the bylaws have not been reviewed in over ten years and a best practice is to review bylaws on a regular schedule to ensure that they continue to meet the expected outcomes. The County is addressing this issue through Legislative and Administrative Services who are currently review all of the County's bylaws.

Officers indicated that they would like to be exempted from the County's cell phone policy. Currently, officers are not exempt and therefore cannot be driving while talking on their cell phones. Officers indicated that there are some situations where they need to be exempt from the policy. Further investigation determined that Enforcement Services is not an emergency service and therefore officers do not need to have the ability to talk on their cell phones while driving. They can pull off the road and talk on their cell phones.

In some cases officers have had to take courses such as the OH&S course multiple times during the year. Further investigation indicates that the database used by the safety coordinator is not always up to date and in some cases the database indicates that the officers need the course. Greater communication between Enforcement Services and the safety coordinator will help to mitigate the issue and reduce the amount of duplication.

It is recommended that the Enforcement Services Department:

6. Develop and adopt a process that incorporates regular review of its SOPs and policies. The process will need to consider the costs/benefits when identifying a time frame for review.
7. Clearly communicate the EVOC policy, the expectations and the reason behind the decision for the County to be a quality of life service.

Resource Planning

There are several challenges that were identified related to resource planning. One of the challenges is the current staff rotation. In the current rotation there are times where there is only one officer on duty (particularly on weekends) in the County. With one officer on duty it is difficult to provide service across the County because of the significant size of the County, and it is difficult for the officer to obtain backup when needed. Officers would like to have at least two officers on duty for every shift. The Operations Supervisor is currently reviewing the schedule for officers and will be making changes to the schedule to mitigate the issues with officers working alone on shift. There may be time slots in the schedule where officers are working alone.

The training requirements that officers have to meet contribute to the difficulty in planning resources. The amount of time officers are required to train is significant and impacts the ability for the County to have more than one officer on duty at all times – particularly during the months (usually January to March) when training is taking place.

Another issue is the amount of overtime hours that officers receive due to special events within the County. Special events in the County where officers need to be present contribute to the amount of overtime officers are asked to work because the officers on duty during the event must be available to respond to emergency requests for service and therefore cannot work the event. Officers that would normally be off duty are asked to work the event. The extra overtime impacts the officers in that it contributes to burn out as the officers have little time off duty and impacts the Enforcement Services' budget because of the additional overtime hours worked by the officers. The trend in recent years has been that the number of events that require officers from Enforcement Services is increasing contributing to the likelihood of officer burnout. An additional complication to this issue is the inclusion of the navigable water enforcement over the summer months this year. In order to patrol navigable waters, Enforcement Services will have an officer who is regularly scheduled for the weekend as part of the patrol and a second officer who is not scheduled and therefore earning overtime to participate in the patrol.

Officers indicated that one way to increase efficiency is to develop a policy or process for dealing with requests for service from residents where it is clear that there hasn't been an infraction or where the resident has requested service for an issue multiple times and the initial request for service has been resolved to the best of the ability and authority of an officer.

There is an inconsistency with the hours worked by bylaw officers and patrol officers within the organization. Bylaw officers work a regular nine to five shift whereas the other officers work during weekends and after hours. It should be noted that bylaw officers will be moving to a new schedule. Once implemented, bylaw officers will provide service more in line with the other Peace Officers. Their new schedule will include working before and after normal business hours as well as providing service on the weekends. This addresses the difference in scheduling issue.

Officers indicated that there should be a supervisor on call after hours and over weekends in case an officer has to deal with an issue that requires a decision from a supervisor or needs to

have approval from a supervisor to move a file to the next step. In most cases when an officer needs approval from a supervisor the issue can wait until regular business hours. Enforcement Services recognizes that there is a gap in this area and one of the reasons for the creation of the Operations Supervisor position is to have the supervisor work some shifts on the weekend to provide supervision to the officers.

Officers indicated that there is a communication gap within the organization related to the hours and times that officers are on duty and available within the County. Enforcement officers do not have a typical nine to five job. They are on duty and working over weekends as well as working extended hours later than five o'clock on a daily basis. This misunderstanding contributes to a disconnect between Council and the rest of the organization about what an officer is responsible for on a day to day basis and when officers are available to respond to requests for service. Additionally, officers indicated that when they work on the weekends the automatic shut off of the air conditioning and lights within the building impacts their ability to work within the office. In the summer the office can be very warm which makes it difficult to work in the office due to the heat as well as having the lights automatically shut off on officers when they are working outside of "normal" County work hours.

Currently there is one Pound Keeper whose position is proposed to be increased to full time and one administrative staff in the animal shelter. There is a cover off issue when the Pound Keeper is not present as a bylaw officer is required to cover the critical duties covered by this position. Providing coverage can significantly impact a bylaw officer's ability to meeting priorities and complete files. It is inefficient to have a highly trained bylaw officer provide cover off in the animal shelter instead of conducting patrols and responding to requests for service. Additionally, the administrative assistant in the animal shelter is sometimes called upon to cover off the Pound Keeper or help with animals which is outside the scope of the position and creates additional risk for the employee and County if the administrative assistant is injured while dealing with an animal. The administrative assistant is not trained to handle animals or cover the Pound Keepers other duties.

The Bylaw Services and Operations Supervisors indicated that they have been unable to supervise officers in the field due to the significant amount of administrative duties that they need to complete. Reviewing files to ensure they are completed in an appropriate manner and working with staff to correct any deficiencies requires a significant amount of the supervisors' time limiting the amount of time available to be in the field. The addition of the Operations Supervisor position, the focus of the Enforcement Supervisor's position on administrative duties and greater clarity as to the roles and responsibilities of the Enforcement Supervisor position may alleviate this issue.

It is recommended that the Enforcement Services Department:

8. Develop a work schedule that minimizes the amount of occurrences when an enforcement officer is the only officer on shift.
9. Develop a set of criteria to identify which events require an officer and a fee schedule for events that require the services of an enforcement officer. The fee should at least be cost recovery for the overtime hours required of the officer.
10. Develop a presentation that highlights the differences between Enforcement Services and other departments within the organization and communicate the differences internally through channels such as the newsletter as well as presentations (such as lunch and learns) with other departments.
11. Review the requests for services received by the County and determine if a policy can be developed to mitigate the impact of frivolous complaints.
12. Explore the possibility of adding another pound keeper position (likely part-time or casual) to provide cover off for the pound keeper rather than having a bylaw services officer provide cover off.

Addition of Officers and/or Services

Staff indicated that when there are additional services or officers added to the Enforcement Services Department there needs to be an understanding about the impact the new service or officer will have on overall service levels within the Department. In many cases an additional officer is added to deal with a specific enforcement issue that the County would like to address – such as dealing with Environmental Reserves and Municipal Reserves. Staff indicated that when new staff is added there is a perception that the new staff will significantly increase the amount of service provided by the Enforcement Services Department. In almost all cases, staff is added to address a specific enforcement issue or they are added to alleviate the workload being carried by current staff. The perception that there will be a significant increase in service impacts current staff because of the increased expectations for service by Council and the rest of the County. Officers indicated that in the past they have been able to absorb requests for additional services or service levels based on the amount of work and the number of officers that are available, but they have reached the point where additional expectations are now significantly increasing the workload of the current officers. They will be unable to maintain their current level of service if there are any additional services added unless there is a change in the expectations for service or additional officers added to deal with the additional workload. An additional issue that staff identified is ensuring that there is additional administrative staff linked to increases in officers to ensure that there is sufficient administrative capacity staff to provide support to the Department with the addition of more officers.

Council is currently piloting a program to patrol navigable waters within the County which includes Jackfish Lake, Mayatan Lake and Mink Lake. One of the issues identified is that there

could be a significant impact to service levels if the County continues or increases the pilot program for patrolling navigable waters. These types of patrols require at least two officers at all times, additional training and certification and significant additional equipment such as a boat with the appropriate technology. One officer participating in the navigable water patrols will be working his regular schedule while the second officer will be working outside his normal schedule and will be working overtime. There may be gaps in the pilot program due to officers being unable or unwilling to work the overtime hours needed to patrol navigable waters. Additionally, this impacts the scheduling for officers over the peak summer months.

It is recommended that the Enforcement Services Department:

13. Include as part of their report to Council the service level and workload impacts for new services, officers and/or administrative staff added to enforcement
14. Encourage the municipality to carefully consider the workload impacts of including enforcement of navigable waters as part of patrol services.

New Operations Supervisor Position

It requires time, energy and clear communication to successfully implement change within any organization. The addition of the new Operations Supervisor position is a significant change in the structure of Enforcement Services and the organization is currently working through the impact of this change. One of the areas identified for improvement is clarity in the roles and responsibilities of the Operations Supervisor position and the Enforcement Services position. Officers indicated that they are unclear about how this position fits into Enforcement Services and how this changes the reporting relationships within the Department.

It is recommended that the Enforcement Services Department:

15. Ensure that the Operation supervisor meet regularly with patrol officers over the next six months to provide a more in depth explanation of the role and responsibilities of his position.

Facilities and equipment

As part of the review officers indicated that they would like to have two additional vehicles for enforcement to meet their needs. It should be noted that vehicle replacement is controlled by fleet management and they have a vehicle replacement plan in place for replacing vehicles. Additionally, officers indicated that inside facilities for patrol vehicles will reduce the amount of time the officer waits for the vehicle and equipment to warm up during winter months. Officers have to wait for some of their equipment to reach an appropriate temperature before they will function properly and in some cases there is a significant wait time which wastes the officer's time as well as fuel for the vehicle. Officers indicated that they do not have IT support on weekends and evenings if their computers break down. Further investigation identified that the officers have the ability to take another laptop from the office when the laptop that they are

using breaks down. Each officer is provided with a laptop from a communal pool and any officer can use the laptop if needed.

Currently there is a physical separation of bylaw and patrol officers. This physical separation contributes to the separation between these two areas of Enforcement Services and impacts the ability of the officers to communicate with each other on a daily basis. The change in the bylaw officers' schedule to include hours more in line with the patrol officers increases the need for greater communication as there will be situations where a bylaw officer and patrol officer will be the only staff working. Strong communication helps to mitigate working alone issues and provides both officers with someone to contact if there is a significant issue but only if they are aware that someone else is working during that time. The importance of this issue is increased by the additional scope for bylaw officers to include unsightly properties and environmental and municipal reserves. Additionally, physically bringing the two groups together helps to build a cohesive and consistent enforcement approach within the County and presents a unified department to the residents.

The County is adding two additional officers with a focus on environmental and municipal reserves into the bylaw area. Currently the office space for bylaw officers is inadequate with officers sharing desks and not having access to adequate facilities such as change rooms, etc. Bylaw officers indicated that the office is inundated with fumes from the vehicle bays adjacent to the office and the office is loud and noisy due to the volume of noise generated by the impounded animals.

It is recommended that the Enforcement Services Department:

16. Conduct a study to determine the impact on the amount of additional time available to officers if their vehicles are parked inside a facility.
17. Move bylaw services and patrol services officers into the same physical location in order to foster greater communication and teamwork between the two groups.
18. Review the amount of office space available for bylaw services officers and develop a strategy to mitigate space issues.

Commercial vehicle pull out areas

The review identified need for the County to develop safe areas for pulling commercial vehicles over and conducting inspections on rural roads and three digit highways. Pulling commercial vehicles over to the side of a road without a pull out area increases the risk to the officer and the operator of the vehicle of being struck by another vehicle during the inspection. Strategically placed pull out areas on routes that are heavily used by commercial vehicles could mitigate some of the risk to the officers and operators as well as provide an area where the officer can conduct an inspection.

It is recommended that the Enforcement Services Department:

19. Determine the feasibility of building commercial vehicle pull out areas in strategic locations within the County.

Access to mediation

Officers indicated that in many cases access to a mediator or mediation services could alleviate some of the issues that contribute to a resident requesting service from the Enforcement Services department. There are instances where a mediator may be able to address the issue between two residents and solve the issue without the need for enforcement.

It is recommended that the Enforcement Services Department:

20. Determine the feasibility of incorporating mediation as an optional process for dealing with disputes between residents.

Position descriptions

Some staff indicated that their position description did not reflect all of the duties they were currently performing. Particularly, administrative staff indicated that the additional duties related to unsightly properties are not incorporated into their job description. It should be noted that the County reviews the position descriptions on a regular basis with a general update to reflect current changes in positions. Administrative staff indicated that the review had not occurred at this time.

It is recommended that the Enforcement Services Department:

21. Review current position descriptions to ensure that roles and responsibilities reflect the current changes within Enforcement Services.

Ability to view work requests by other officers

Officers indicated that there is some duplication of effort occurring when another officer has responded to a request for service and the officer coming on to duty is not aware of it. In some cases both officers complete similar tasks for the file before it is discovered that they are working on the same file. There needs to be a system in place where an officer has the ability to view work requests that other officers have submitted.

It is recommended that the Enforcement Services Department:

22. Develop a process where officers have the ability to identify if another officer has started work on a file when an officer is coming on duty.

Complaints against an officer

The current policy is to complete the full process for dealing with a complaint (complaint documented and kept on file) against an officer without any investigation into whether the complaint is founded or not. In some cases, a complaint against an officer is clearly inappropriate and officers would like the process reviewed to determine if there is a way to address the unfounded complaints before they are taken through the whole process and end up on their file. The issue is currently being addressed by the Operations Supervisor.

It is recommended that the Enforcement Services Department:

23. Review the policy to determine if a screening process can be incorporated where unfounded complaints against an officer are not included in the officer's file.

Performance Reviews

The review identified that some staff have not received a performance review on a regular schedule. This is an issue as the performance review provides management and staff with a way to discuss how the previous year worked and more importantly to set goals, objectives and training for the next year. It is critical for an organization to ensure that they are providing staff and supervisors with a formal performance review process and method to ensure that performance is documented and the goals and objectives of staff are linked to the strategic priorities in the Enforcement Services Department. It should be noted that the Manager of Community and Protective Services indicated that he is addressing the performance review gaps at the time of this report.

Additionally, an improvement identified for the performance review form would be to provide space for comments on each individual rating criteria used to rate staff. Feedback indicated that including all of the comments at the end of the document seemed disjointed and the form could be improved by providing a space to comment on each criterion.

It is recommended that the Enforcement Services Department:

24. Complete all performance reviews that have not been completed to date.
25. Renew the commitment to conducting and completing performance reviews for all enforcement staff on a regular basis.
26. Provide space on the performance review form for comments on each individual rating criterion.

Training for bylaw officers related to new scope of authorities

Bylaw officers have had unsightly properties added to the scope of their duties as well as adding environmental and municipal reserves. Staff indicated that there is a need for training in each area so that bylaw officers understand what an unsightly property is and the standard process

for addressing unsightly properties. Unsightly properties are a new area of focus for bylaw officers and the area is currently working to address the gap in process and procedure. Bylaw has hired two officers whose focus will be on environmental and municipal reserves and will be working with these officers to develop the strategies and approaches that will be used in dealing with these issues.

It is recommended that the Enforcement Services Department :

27. Develop guidelines for unsightly properties and environmental and municipal reserves for officers.
28. Conduct meetings with all enforcement officers (patrol and bylaw services officers) on a regular basis (currently every two months).
29. During times of significant change conduct targeted meetings on a regular basis (weekly to monthly depending on the impact of the change) with the staff who are affected.

Implementation Plan

The information which follows presents a general illustration of the key steps, resource requirements and timing by which the recommendations could be implemented in a “best case” situation. Several of the recommendations will require further work to develop specific implementation steps. Overall, many of the implementation steps will require significant effort on Enforcement Services’ part and may take time to implement. It should be noted that responsibility for an action or task does not mean that the person responsible will be carrying out all of the work. The work needed to complete the task will often require input from many sources.

The following table provides an outline of the recommended implementation activities for Enforcement Services.

Number	Recommendation	Responsibility	Implementation Activity
1	Review the Enforcement Supervisor position after twelve months to determine if the position should be a managerial position rather than a supervisory position.	Manager Community and Protective Services Department	Review the roles and responsibilities of the Enforcement Supervisor position to determine if the position is a managerial versus supervisory position.
2	Move the OHV Point Officer position into patrol services out of bylaw services as the issues dealt with by the officer are similar to the issues dealt with by patrol officers.	Enforcement Supervisor	<ul style="list-style-type: none"> • Conduct a meeting to discuss the move with the other Enforcement Supervisors • Communicate the move and the reasons for the move to the enforcement officers • Make the necessary organizational changes to move the position into patrol • Move the position
3	Reviews their current communication strategy and develops a strategy that incorporates as many different communication channels as possible in order to reach residents.	Enforcement Supervisor	<ul style="list-style-type: none"> • Review the current communication strategy • Develop a communication strategy document to be provided to all enforcement staff • Implement the strategy

Number	Recommendation	Responsibility	Implementation Activity
4	Ensure that supervisors meet on a regular basis (weekly or biweekly) to support consistency in their approach and interpretation of policies.	Enforcement Supervisor; Bylaw Services Supervisor, Operations Supervisor	<ul style="list-style-type: none"> • Conduct regular meetings with supervisors
5	Ensure that supervisors meet regularly with enforcement officers over the next six months to provide a more in depth explanation of the role and responsibilities of each supervisor.	Enforcement Supervisor	<ul style="list-style-type: none"> • Develop a communication document which identifies the roles and responsibilities of each supervisor as it pertains to bylaw and patrol • Hold regular meetings with officers to outline the roles and responsibilities and answer questions from officers
6	Develop and adopt a process that incorporates regular review of its SOPs and policies. The process will need to consider the costs/benefits when identifying a time frame for review.	Enforcement Supervisor	<ul style="list-style-type: none"> • Research best practices for reviewing SOPs and policies • Develop a draft policy • Present the draft policy for approval • Implement policy
7	Clearly communicate the EVOC policy, the expectations and the reason behind the decision for the County to be a quality of life service.	Bylaw Services Supervisor; Operations Supervisor	<ul style="list-style-type: none"> • Include the EVOC policy on the agenda for the meetings held every two months with officers

Number	Recommendation	Responsibility	Implementation Activity
8	Develop a work schedule that minimizes the amount of occurrences when an enforcement officer is the only officer on shift.	Operations Supervisor, Bylaw Services Supervisor	<ul style="list-style-type: none"> • Review current work schedules • Develop a schedule in coordination with patrol and bylaw services to minimize officer time on duty alone • Implement schedule
9	Develop a set of criteria to identify which events require an officer and a fee schedule for events that require the services of an enforcement officer. The fee should at least be cost recovery for the overtime hours required of the officer.	Enforcement Supervisor	<ul style="list-style-type: none"> • Review events from the past year (2011) that required an officer • Conduct a cost analysis to determine the cost for an officer providing service at an event • Determine if it is feasible to charge a fee for an officer providing service to an event • Develop a set of criteria and fee for charging a fee for an event • Present the criteria and fee to Council for approval. • Implement if approved
10	Develop a presentation that highlights the differences between Enforcement Services and other departments within the organization and communicate the differences internally through channels such as the newsletter as well as presentations (such as lunch and learns) with other departments.	Enforcement Supervisor	<ul style="list-style-type: none"> • Develop a presentation that highlights similarities and differences between Enforcement Services and other departments • Identify a strategy and possible channels for providing the information • Provide the information to other departments using the identified channels on a regular basis

Number	Recommendation	Responsibility	Implementation Activity
11	Review the requests for services received by the County and determine if a policy can be developed to mitigate the impact of frivolous complaints.	Enforcement Supervisor	<ul style="list-style-type: none"> Review requests for service from the past year Contact other Enforcement Services departments to determine how they deal with frivolous complaints Determine if a policy can be developed
12	Explore the possibility of adding another pound keeper position (likely part-time or casual) to provide cover off for the pound keeper rather than having a bylaw services officer provide cover off.	Manager Community and Protective Services Department; Enforcement Services supervisor	<ul style="list-style-type: none"> Develop a report identifying the costs/benefits of having another pound keeper providing cover off versus a bylaw officer. The report needs to include a cost/benefit analysis of using a bylaw officer versus another pound keeper If the result of the analysis is that another pound keeper would be a more effective use of resources then request the additional position through the budgeting process
13	Include as part of their report to Council the service level and workload impacts for new services, officers and/or administrative staff added to enforcement	Enforcement Supervisor	<ul style="list-style-type: none"> Incorporate expected service level and workload impacts for new services, officers and/or administrative staff into communications to Council in regards to service changes, service level changes and resource changes

Number	Recommendation	Responsibility	Implementation Activity
14	Encourage the municipality to carefully consider the workload impacts of including enforcement of navigable waters as part of patrol services.	General Manager Sustainable Community and Protective Services, Manager Community and Protective Services Department, Enforcement Supervisor	<ul style="list-style-type: none"> • Conduct a detailed review of the pilot patrols conducted by officers over the summer • The review needs to include costs of the proposed project based on equipment, different service levels (such as only weekends, only long-weekends, etc.) and impact on resources • Present the report to Council for decision • Implement Council's decision
15	Ensure that the Operation supervisor meet regularly with patrol officers over the next six months to provide a more in depth explanation of the role and responsibilities of his position.	Operations Supervisor	<ul style="list-style-type: none"> • Conduct regular meetings focused on explaining the roles and responsibilities of the Operations Supervisor position • This can be included as part of #5
16	Conduct a study to determine the impact on the amount of additional time available to officers if their vehicles are parked inside a facility.	Enforcement Supervisor	<ul style="list-style-type: none"> • Develop a project plan for the study • Develop the tools needed to record the information • Conduct the study • Review the study to determine if it is more efficient to have vehicles parked inside • Present the results to Council if the study identifies that there is significant efficiencies gained from parking inside

Number	Recommendation	Responsibility	Implementation Activity
17	Move bylaw services and patrol services officers into the same physical location in order to foster greater communication and teamwork between the two groups.	General Manager Sustainable Community and Protective Services, Manager Community and Protective Services Department, Enforcement Supervisor	<ul style="list-style-type: none"> • Develop a report identifying possible options for moving Enforcement Services into one location • Present the report to Council for a decision • Implement the decision
18	Review the amount of office space available for bylaw services officers and develop a strategy to mitigate space issues.	Enforcement Supervisor, Bylaw Services Supervisor	<ul style="list-style-type: none"> • Conduct a review to determine if the amount of space available to bylaw officers meets County standards • Develop a report of the findings • Present the findings to Council for decision
19	Determine the feasibility of building commercial vehicle pull out areas in strategic locations within the County.	Enforcement Services supervisor, Operations Supervisor	<ul style="list-style-type: none"> • Develop a report that identifies the costs/ benefits of building vehicle pull out areas • Present the results to Council for decision
20	Determine the feasibility of incorporating mediation as an optional process for dealing with disputes between residents.	Enforcement Supervisor	<ul style="list-style-type: none"> • Contact other municipalities to determine if they provide mediation services • Determine the costs and associated fees of providing the service • Determine if providing mediation services is feasible

Number	Recommendation	Responsibility	Implementation Activity
21	Review current position descriptions to ensure that roles and responsibilities reflect the current changes within Enforcement Services.	Enforcement Supervisor	<ul style="list-style-type: none"> • Work with Corporate Services to review and update Enforcement Services position descriptions as needed • With the current changes in the department there is a need to review administrative support, bylaw services officers, bylaw service supervisor and Operations Supervisor positions
22	Develop a process where officers have the ability to identify if another officer has started work on a file when an officer is coming on duty.	Enforcement Supervisor	<ul style="list-style-type: none"> • Review the current process to determine if the current reporting system can be used or identify an alternative process • Develop the process • Implement the process
23	Review the policy to determine if a screening process can be incorporated where unfounded complaints against an officer are not included in the officer's file.	Enforcement Supervisor	<ul style="list-style-type: none"> • Review the current officer complaint process to determine if the process can be modified to deal with unfounded complaints • Update the policy with the recommendations identified in the review • Review the policy one year after implementation of the update
24	Complete all performance reviews that have not been completed to date.	Manger Community and Protective Services Department	<ul style="list-style-type: none"> • Conduct all performance reviews that have not been completed as identified during the review

Number	Recommendation	Responsibility	Implementation Activity
25	Renew the commitment to conducting and completing performance reviews for all enforcement staff on a regular basis.	Manger Community and Protective Services Department	<ul style="list-style-type: none"> Communicate to the Enforcement Supervisor, Bylaw Services Supervisor and operation supervisor that performance reviews are a priority and must be completed on time
26	Provide space on the performance review form for comments on each individual rating criterion.	Enforcement Supervisor	<ul style="list-style-type: none"> Work with corporate services to modify the performance review tool to include space for comment on each criterion
27	Develop guidelines for unsightly properties and environmental and municipal reserves for officers.	Enforcement Supervisor	<ul style="list-style-type: none"> Develop guidelines for bylaw officers for identifying unsightly properties and environmental and municipal reserves and for the approach to be taken by officers when dealing with these issues
28	Conduct meetings with all enforcement officers (patrol and bylaw services officers) on a regular basis (currently every two months).	Enforcement Supervisor	<ul style="list-style-type: none"> Continue with regular meetings with officers Review the agenda of the meetings to ensure that the agenda includes the recommendations pertaining to communicating with officers
29	During times of significant change conduct targeted meetings on a regular basis (weekly to monthly depending on the impact of the change) with the staff who are affected.	Enforcement Supervisor	<ul style="list-style-type: none"> Conduct targeted meetings with officers when there are significant changes such as adding positions, changing services or changing service levels

Appendix A: Survey Results

The following provides the survey results obtained from surveying residential associations and crime watch groups within Parkland County. Survey response was limited with a total of 29 respondents completing the survey. As this number of participants is not a statistically significant number of respondents it should be noted that the results are biased based on the number of respondents. The results of Question 1 were removed from the survey in order to ensure the anonymity of respondents. Written comments from the survey are summarized and included in the main body of the report.

Question 1. Please indicate which group of stakeholders you represent. (Note: Answers to this question will be used to identify specific enforcement needs in each area)

Answer Options	Response Percent	Response Count
Pembina Citizens on Patrol		
Tomahawk Rural Crime Watch Association		
Yellowhead Rural Crime Watch Association		
Mayatan Lake Management Association		
Jackfish Lake Management Association		
Wabamun Watershed Management Council		
Stony Plain District and Crime Prevention Association		
Other (please specify)		

Question 2. Please choose your top three enforcement priorities from the list. If the list does not include your top three priorities please provide them in the box provided below.

Answer Options	Response Percent	Response Count
Animal control	14.3%	4
Unsightly properties	7.1%	2
Community standards	14.3%	4
Environmental and municipal reserves	21.4%	6
Discharge of firearms	10.7%	3
Unlawful fires	14.3%	4
Land use issues	7.1%	2
Off highway vehicles	21.4%	6
Parks use issues	14.3%	4
Traffic safety - on highways	46.4%	13
Traffic safety - within residential locations	21.4%	6
Mischief in rural areas within the County	53.6%	15
Mischief in urban areas within the County	10.7%	3
Commercial vehicles	10.7%	3
Gravel issues	17.9%	5
Noise issues	14.3%	4
Issues related to unofficial gatherings/events	7.1%	2
Other (please specify)		2

Question 3. I am satisfied with the services provided by Enforcement Services within the County of Parkland.

Answer Options	Response Percent	Response Count
Strongly Agree	3.6%	1
Agree	67.9%	19
Disagree	21.4%	6
Strongly Disagree	7.1%	2
Additional Comments?		4

Question 4. Enforcement Services responds to requests for service in a timely manner.

Answer Options	Response Percent	Response Count
Strongly Agree	11.5%	3
Agree	50.0%	13
Disagree	26.9%	7
Strongly Disagree	11.5%	3
Additional Comments?		4

Question 5. Enforcement Services responds to requests for service in a courteous manner.

Answer Options	Response Percent	Response Count
Strongly Agree	19.2%	5
Agree	73.1%	19
Disagree	7.7%	2
Strongly Disagree	0.0%	0
Additional Comments?		3

Question 6. I would call Enforcement Services to deal with an enforcement issue.

Answer Options	Response Percent	Response Count
Strongly Agree	33.3%	9
Agree	55.6%	15
Disagree	3.7%	1
Strongly Disagree	7.4%	2
Additional Comments?		4

Question 7. I am aware of the differences in authority and scope of duties between RCMP officers and Parkland County Peace Officers

Answer Options	Response Percent	Response Count
Strongly Agree	22.2%	6
Agree	59.3%	16
Disagree	18.5%	5
Strongly Disagree	0.0%	0
Additional Comment?		3

Question 8. Enforcement Services communicates effectively with residents within the County.

Answer Options	Response Percent	Response Count
Strongly Agree	3.7%	1
Agree	51.9%	14
Disagree	44.4%	12
Strongly Disagree	0.0%	0
Additional Comments?		3

Question 9. Enforcement Services identifies and addresses the key enforcement issues within the County.

Answer Options	Response Percent	Response Count
Strongly Agree	7.4%	2
Agree	55.6%	15
Disagree	29.6%	8
Strongly Disagree	7.4%	2
Additional Comments?		3

Question 10. Enforcement Services has a good reputation with residents within the County.

Answer Options	Response Percent	Response Count
Strongly Agree	12.0%	3
Agree	56.0%	14
Disagree	24.0%	6
Strongly Disagree	8.0%	2
Additional Comments		5

Question 11. Parkland County Peace Officers' conduct themselves professionally.

Answer Options	Response Percent	Response Count
Strongly Agree	20.8%	5
Agree	66.7%	16
Disagree	8.3%	2
Strongly Disagree	4.2%	1
Additional Comments?		6

Question 12. Parkland County Peace Officers' treat residents with dignity and respect.

Answer Options	Response Percent	Response Count
Strongly Agree	16.7%	4
Agree	66.7%	16
Disagree	12.5%	3
Strongly Disagree	4.2%	1
Additional Comments?		4

Question 13. The animal shelter is an important service provided by Parkland County.

Answer Options	Response Percent	Response Count
Strongly Agree	30.8%	8
Agree	53.8%	14
Disagree	11.5%	3
Strongly Disagree	3.8%	1
Additional Comments?		3

Question 14. Enforcement Services provides appropriate coverage across the County.

Answer Options	Response Percent	Response Count
Strongly Agree	0.0%	0
Agree	55.6%	15
Disagree	40.7%	11
Strongly Disagree	3.7%	1
Additional Comments?		1

Question 15. I feel safe within the County.

Answer Options	Response Percent	Response Count
Strongly Agree	10.7%	3
Agree	75.0%	21
Disagree	10.7%	3
Strongly Disagree	3.6%	1
Additional Comments?		2

Question 16. I am satisfied with the visibility of the Enforcement Services officers.

Answer Options	Response Percent	Response Count
Strongly Agree	11.5%	3
Agree	38.5%	10
Disagree	46.2%	12
Strongly Disagree	3.8%	1
Additional Comments?		3

Question 17. Which of the following programs (existing and proposed) should Enforcement Services focus on? Please indicate your priority by ranking the programs from highest to lowest with 1 representing the highest.

Answer Options	1	2	3	4	5	6	7	8	Rating Average	Response Count
DARE	6	0	3	3	5	3	3	5	4.68	28
Off Highway Vehicle enforcement	3	5	1	6	7	1	4	1	4.18	28
Rural traffic patrol	7	6	10	1	2	2	0	0	2.68	28
Residential traffic patrol	4	3	8	4	3	4	1	1	3.71	28
Commercial vehicle enforcement	3	7	1	5	3	6	2	1	4.04	28
Unightly properties	0	3	2	3	3	5	5	7	5.71	28
Environmental and municipal reserves	2	2	0	3	5	5	8	3	5.46	28
Patrol boats on navigable waters (includes lakes)	3	2	3	3	0	2	5	10	5.54	28

Question 18. Overall, I feel Enforcement Services does a good job in in providing services to residents.

Answer Options	Response Percent	Response Count
Strongly Agree	10.3%	3
Agree	62.1%	18
Disagree	24.1%	7
Strongly Disagree	3.4%	1
Additional Comments?		3

Appendix B: Benchmark Results

The following table provides a summary of the benchmark results. Five municipalities participated in the benchmark survey and provided information for the benchmarking exercise. The benchmarks were chosen based on criteria such as population, land area, type of services provided and organizational structure. The names of the participating municipalities have been removed and some of the data has been modified slightly to protect the anonymity of the participating municipalities. Questions where the data provided does not fit into the table, such as number of tickets, etc. have been summarized. Note: Revenues and Expenses are projected rather than actual.

Demographics

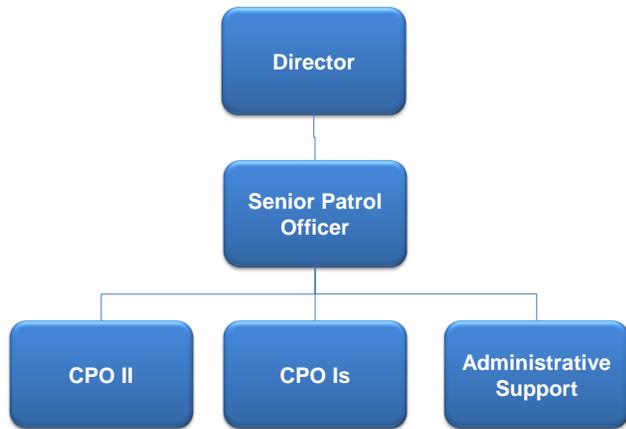
		Muni A	Muni B	Muni C	Muni D	Muni E
1	How many residents live within your municipality? Please include the year for the number of residents	18,000	36,000	10,500	13,500	20,000
2	What is the total area covered by enforcement services?	400,000 ha	400,000 ha	300,000 ha	276,000 ha	586,000 ha
3	How many residents live in residential areas (hamlets, country residential, etc.) in your municipality?	11,700	12,300	1,000	1,500*	2,500*

* does not include residential areas outside of hamlets

Organizational Structure

4. Please describe how the enforcement services is organized at the management level.

Municipality A:



Municipality B



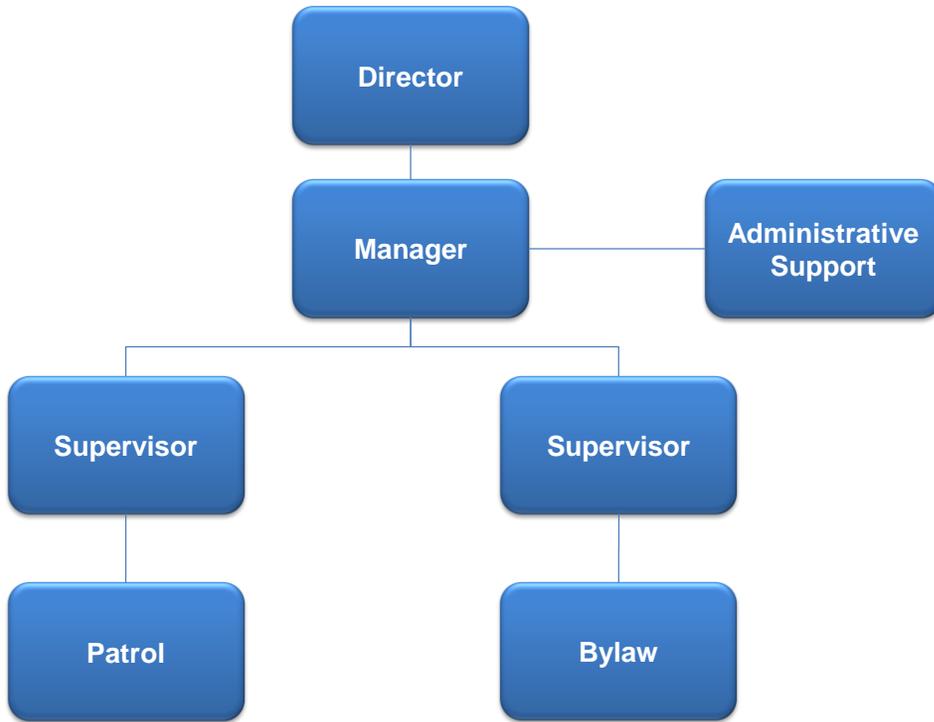
Municipality C



Municipality D



Municipality E



		Muni A	Muni B	Muni C	Muni D	Muni E
5	Please confirm the number of Full Time Equivalent (FTE) for the following areas:					
	Executive/Senior Management	1	1	0.35		1
	Management	1	1	1	1	1
	Supervisors	0	1		1	2
	Patrol Officers	4	3	3	5	8
	Bylaw Officers	1	4		2 (Contract/ Summer)	5
	Administrative Support	1	1	0.35	1	1.5
	Total FTEs	7	10	4.35	8	18.5

Operations

		Muni A	Muni B	Muni C	Muni D	Muni E
6	<p>In Parkland County patrol officers do not have the authority to respond to emergency situations using their emergency lights and to travel faster than the posted speed limit. The enforcement services department is a quality of life service rather than an emergency service.</p> <p>Does your enforcement services department have a similar limitation?</p>	<p>No, COP Is will respond when requested – more quality of life vs. emergency response</p>	<p>No, but more quality of life vs. emergency response</p>	<p>No, ability directed by policy</p>	<p>No. We have Emergency Vehicles Operations training and authorities. These authorizes are exercised within the Peace Officer Act and Program Guidelines.</p>	<p>Allowed to attend certain calls using emergency equipment. These would be to assist Fire Department and RCMP request for assistance with collisions.</p>

		Muni A	Muni B	Muni C	Muni D	Muni E
7	Have you identified priority enforcement areas such as off-highway vehicles?	Traffic Safety Infrastructure Protection	Provincial Regulations regarding OHV	Traffic Safety Act Commercial Vehicles, Bylaw Enforcement	General Traffic Enforcement Commercial Vehicle Enforcement Off-Highway Vehicle Enforcement Boat Safety Enforcement.	Off highway vehicle patrols Commercial vehicles Contracts with other communities and deal with issues at their requests
8	Are officers responsible for identifying and dealing with environmental and municipal reserve issues? If yes, are any of your officers designated to deal with these issues?	No, assist in enforcing Land Use Bylaw	Yes, bylaw officers	No	Our officers assist the Planning & Development Department with these issues	no

		Muni A	Muni B	Muni C	Muni D	Muni E
9	<p>Are officers responsible for dealing with unsightly properties?</p> <p>If yes, are any of your officers designated to deal with these issues?</p>	Yes, mainly CPO II	Yes, bylaw officers	No, serve documents for planning department	Our officers generally assist the Planning & Development Department with these issues.	<p>2 Bylaw Officers deal with unsightly complaints</p> <p>Our peace Officers can also deal with these issues if necessary.</p>
10	<p>Does your municipality have an animal shelter?</p> <p>If no, where do you take animals that are an issue?</p>	No, contracted	No, contract	No, contracted	Yes. Private contractor within the County.	Joint agency with SPCA and City of Grande Prairie
11	<p>Do your officers carry shotguns in their vehicles?</p>	No	No, but considering	Yes, one officer for dispatching distressed animals	No	No

Operations – Resource Planning

		Muni A	Muni B	Muni C	Muni D	Muni E
12	What are the normal working hours for the following areas:					
	Patrol	0701 – 2130 (7 days a week with 10 hour shifts)	10 hour shifts / 7 days a week / 24 hour on call period	Summer 6:00 AM to 6:00 PM, Winter 8:30 AM to 4:30 PM	0700 - 2300	0700-0300 summer 0700-0100 Winter
	Bylaw	0701 – 2130 (7 days a week with 10 hour shifts)	8 hour shifts / Monday to Friday / 24 hour on call period		0830 – 1630 (but respond to urgent matters)	Animal control 0700-2000 Bylaw 0830-1630
	Administrative Support	0830 -1630 Mon - Fri	8 hour shifts / Monday to Friday	8:00 AM to 4:30 PM year round	0830 - 1630	0800 – 1630 Monday to Friday
	Supervisors	0800 - 1630 Mon- Fri	8 hour shifts / Monday to Friday / 24 hour on call period	N/A	0700 - 1730	0830-1630
	Pound Keeper (If applicable)	N/A	N/A	N/A	0800-1800 7 days/ week	

		Muni A	Muni B	Muni C	Muni D	Muni E
13	Are there any times during the week where officers are on shift by themselves?	Yes	Yes	Yes	Yes. Could be anytime between 0700-2300	Sundays all day and Monday evenings
14	Are supervisors available outside of normal working hours? If yes, can you please describe how supervisors are available?	Yes, 24/7 via cell phone	Yes, they are available via cell phone and email.	Yes, they are available by cell phone, for Emergency or disaster services and to issue road use permits.	Yes. Some evenings and weekends are worked into the rotation based on time of year and upcoming events.	Not formally on call but can be contacted if necessary
15	Can you please provide us with budget information for enforcement services? (A break down including human resources, capital (vehicles, replacement, maintenance, etc.)	Revenue: \$270,000 Projected Expenses: \$736,000	Revenue: \$94,500 Expenses: \$1,725,600	Revenue: \$117,000 Expenses: \$470,000	Expenses: \$715,000	Expenses \$2,000,000

Operations – Request for Service

		Muni A	Muni B	Muni C	Muni D	Muni E
16	Please describe how residents contact enforcement services?	No info available	Via telephone or by email by contacting our department.	Contact the Administration Office.	Complaint line	By telephone or by internet
17	Please describe how your department deals with requests for service (starting from receiving a request to building a file to closing a file)	No info available	<p>Dispatched to Officer based on type of complaint</p> <p>Officer enters complaint into database</p> <p>Officer conducts investigation</p> <p>Once resolution determined complainant is contacted with outcome</p>	<p>These requests are added to a request for service database that assigns them to an officer with a completion date.</p> <p>If left open, officers are given a reminder to complete automatically by the system.</p>	<p>Receipt of complaint,</p> <p>Evaluate complaint – either no file needed, referral to correct agency, or file generated.</p> <p>Assign file to an available officer.</p> <p>Assigned officer investigates file and takes appropriate actions.</p> <p>Investigation and charges documented, evidence</p>	<p>Phone calls are taken and entered into a log.</p> <p>Occurrences are created at the front end then distributed to the officers that are working.</p> <p>Hard copies are then e-mailed to the assigned officer and a copy put in their in basket.</p>

		Muni A	Muni B	Muni C	Muni D	Muni E
					<p>preserved.</p> <p>File completed and complainant updated.</p> <p>Completed file submitted for Director's review and approval.</p>	
18	Please describe how requests for service are distributed among your officers.	No info available	Dispatch distributes the calls evenly amongst the two groups of officers which are on duty.	Email	Distributed by the next available officer on shift	They are given to an officer in rotation.

		Muni A	Muni B	Muni C	Muni D	Muni E
19	<p>Please provide us with enforcement data for 2010 and 2011 (if possible).</p> <p>If possible we are looking for the following data:</p> <ul style="list-style-type: none"> • The number of tickets and the offense they were written for; • The number of incidents responded to by your officers and the purpose of the incident; • The number of request for service by resident and the purpose of the request. 	No info available	<p>2,200 Tickets Issued (Traffic and Bylaw Offences)</p> <p>10,159 Telephone Inquires</p>	<p>740 Tickets by Officers</p> <p>642 by contract</p> <p>Total of 1,382</p> <p>227 Requests for Service</p>	<p>2,687 Tickets Issued (Traffic and Bylaw)</p> <p>83 Tickets for Animal Control</p> <p>Total of 2,770</p>	<p>2,095 Tickets Issues</p> <p>1,316 Calls for Service</p>
20	Is your municipality currently required to provide funding for RCMP services?	No info available	No, but we have two enhanced RCMP Members working for the County.	Yes we share one enhanced position in the School DARE program.	No. But we do pay for 1 enhanced RCMP Police Officer designated to our area.	We presently have 3 RCMP Officers as an enhanced Unit