

# Development Services

Municipal Law Enforcement  
Complaint Management &  
Enforcement

**Core Service Review**



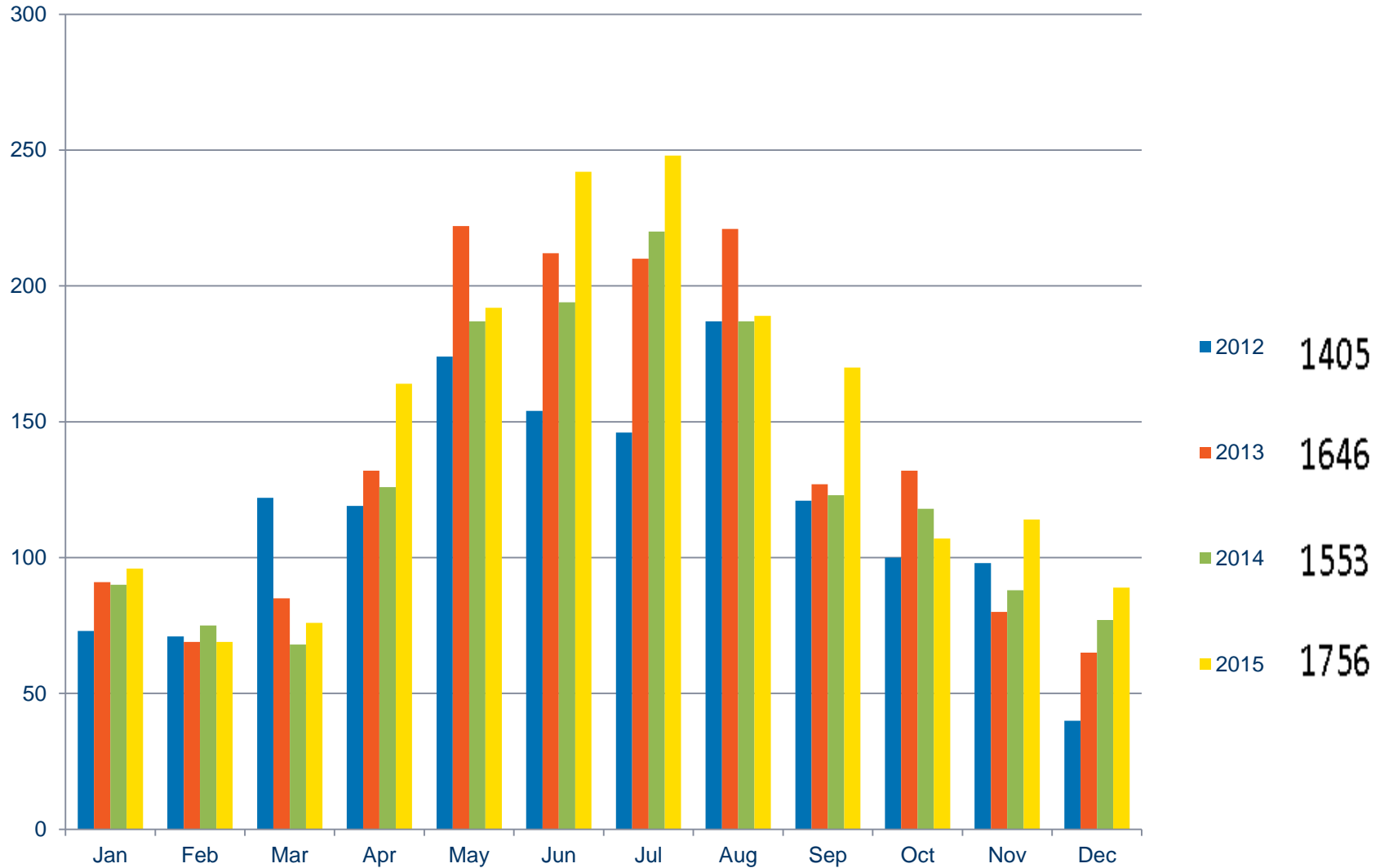
# What are we doing now?

- The division consists of:
  - 8 MLEO's,
  - 1 Admin Assistant,
  - 2 Summer Student MLEO's and
  - 1 Summer Student Admin Assistant
- The primary role of the Municipal Law Enforcement Officer is to respond to complaints (or what we call occurrences)
- 2014 – 1553 occurrences
- 2015 – 1756 occurrences

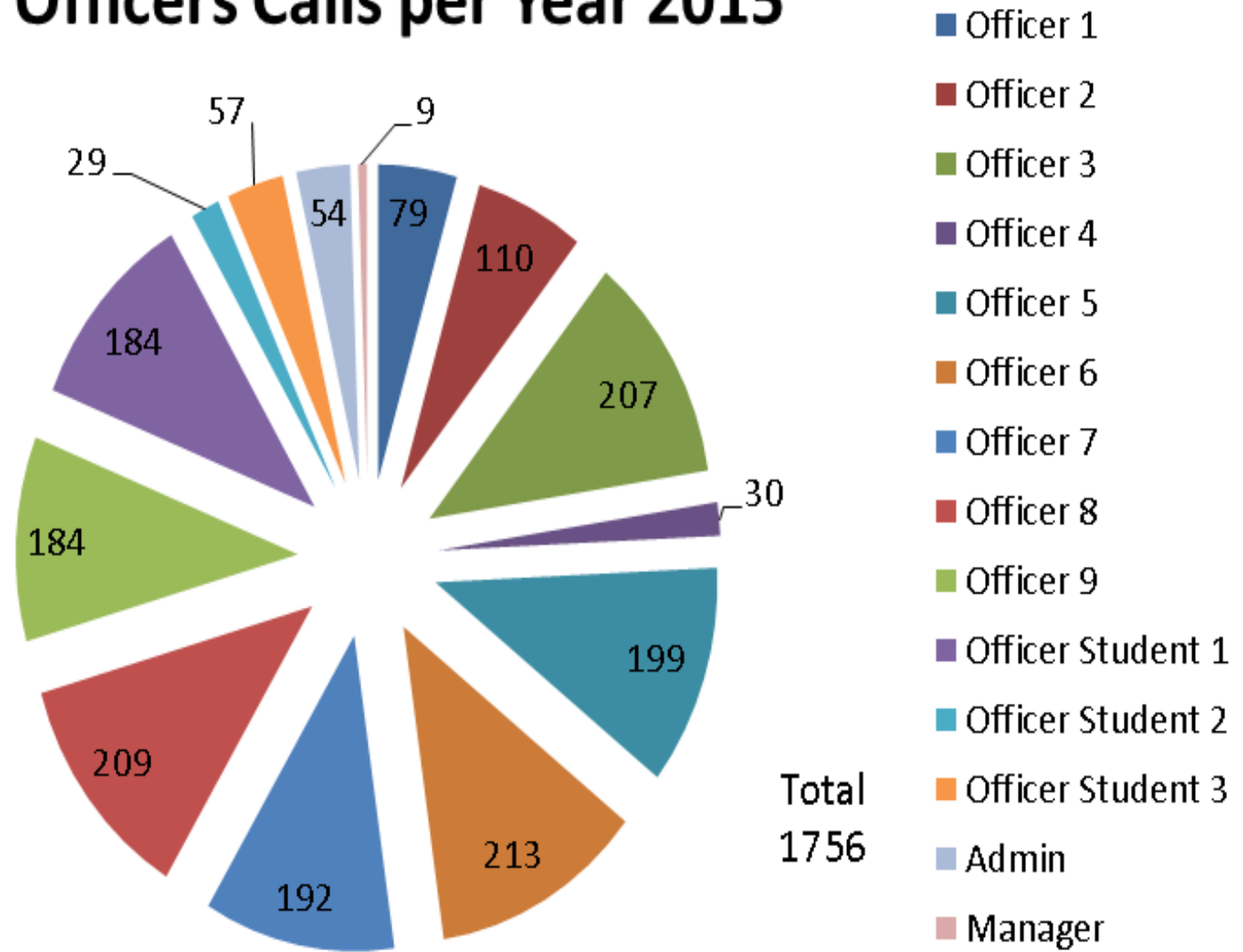
# Municipal Law - History

- Prior to amalgamation the County of Victoria, lower tier municipalities and the Town of Lindsay had employees that were often responsible for general enforcement, building inspection, parking and animal control.
- Amalgamation brought a joining in the creation of the City of Kawartha Lakes.
- The restructuring of enforcement activities enabled the centralization of enforcement services into one department.
- The centralization of responsibilities enabled the employee to enhance and strengthen their knowledge base; and
- reducing municipal liability.

# 2012 - 2015\* OCCURRENCES



# MLE Officers Calls per Year 2015



# What are we doing now?

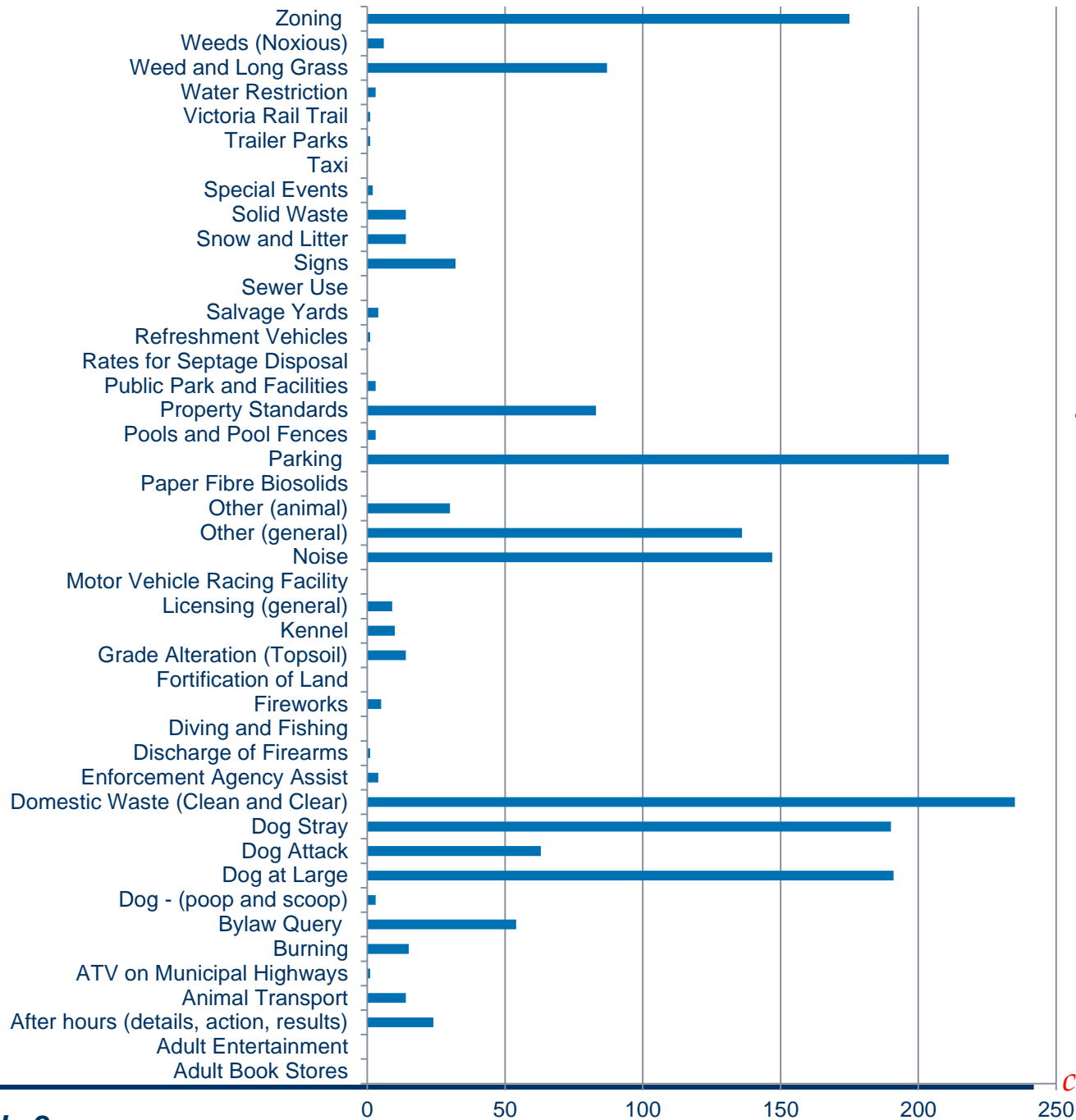
- Respond to telephone inquiries, complaints and conduct in-depth investigations (reactive);
- The Officers provide proactive type enforcement as a method of visible deterrence such as patrols, presentations to community groups, public meetings, and meetings with individuals;
- As a division we have excellent administration staff, with a proven focus on customer service;
- We often interact with the members of the public, business owners, other enforcement agencies and all levels of CKL staff;
- We investigate occurrences (issues) within our jurisdiction;
- We issue Provincial Offence Notices (PON's) and Parking Infraction Notices (PIN's) where necessary and appear in court; (legal action)

# What are we doing now?

- Responsible for the enforcement of Municipal By-Laws and some Provincial Legislation (DOLA, HTA & Weed Control Act)
- Provide a safe community for residents and CKL staff
- Assist with development and implementation of regulatory by-laws (Parking, Domestic Waste etc)
- Provide animal control services such as the transporting, impounding of dogs
- Quarantining of animals (dogs/cats) at the direction of the Haliburton Kawartha Pine Ridge District Health Unit
- CKL wide Parking Enforcement
- Perform other duties as bylaws are established

# 2015 Occ's & Issues

Total = 1756





# Types of Issues / Occurrences

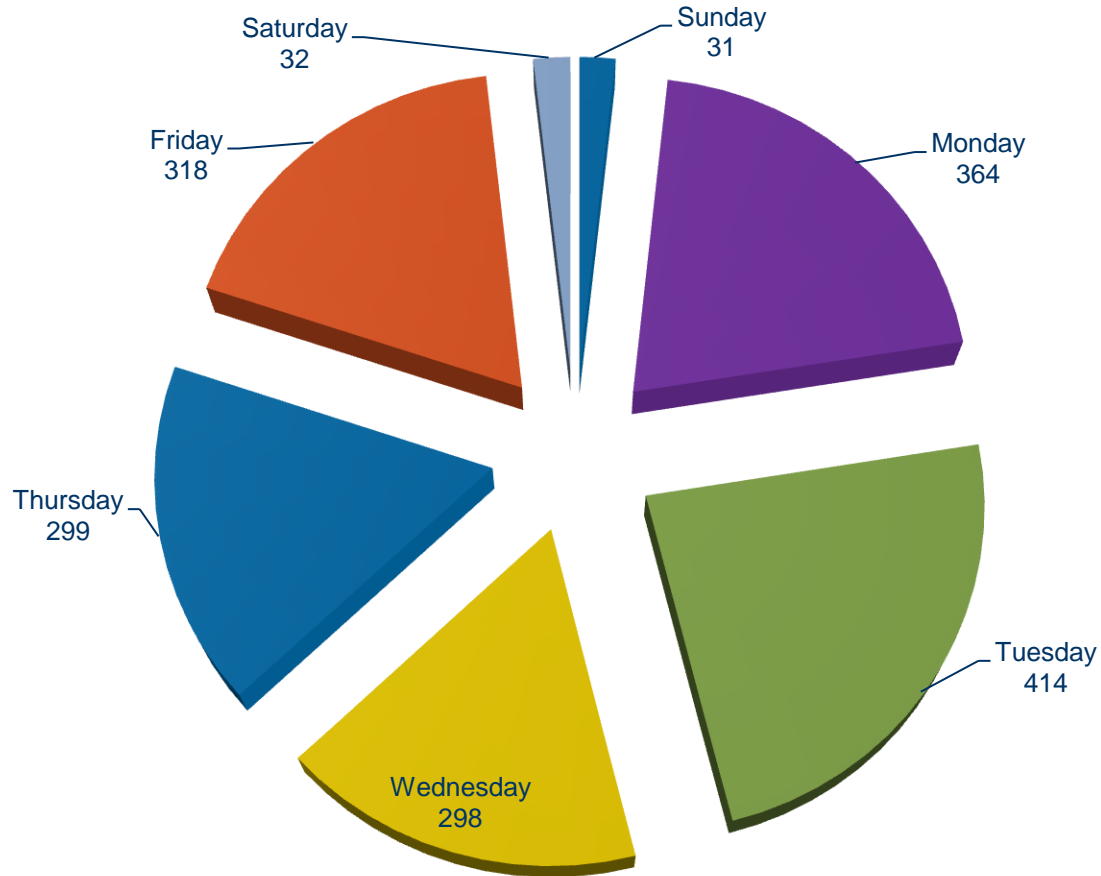
Adult Book Stores	2013-192	Solid Waste	2007-024
Adult Entertainment	2013-193	Special Events	2013-197
ATV on Municipal Highways	2009-116	Taxi	2013-198
Clean & Clear	2014-026	Topsoil	2012-200
Dogs	2012-209	Trailer Parks	2013-148
Fire	2008-215	Transient Trader	2013-060
Firearms	2005-329	Water Connection by Owners	2014-255
Fireworks	2007-236	Water Use	2002-105
Kennels	2014-141	Wastewater connections	2005-076
Motor Vehicle Racing	2013-194	Victoria Rail Trail Corridor	2007-107
Noise	2005-025	Weed Control	Weed Control Act
Parking	2012-173	Advertising Devices ( Sign )	2009-076
Parks & Facilities	2006-147	Sewer Use	2007-007
Pools and Pool Fences	2005-314	Fortification of Land	2013-043
Powers of entry for MLEO officers	2008-162	Regulate Diving & Fishing	2015-200
Property Standards	2002-119	Prohibit Paper Fibre Biosolids	2006-287
Rates for Septage Disposal	2014-198		
Refreshment Vehicles	2013-195		
Salvage Yard	2013-196		
Vehicles	2013-195		
Salvage Yard	2013-196		
Snow & Litter	2015-201		

The list grows with the passing of each new regulatory bylaw.

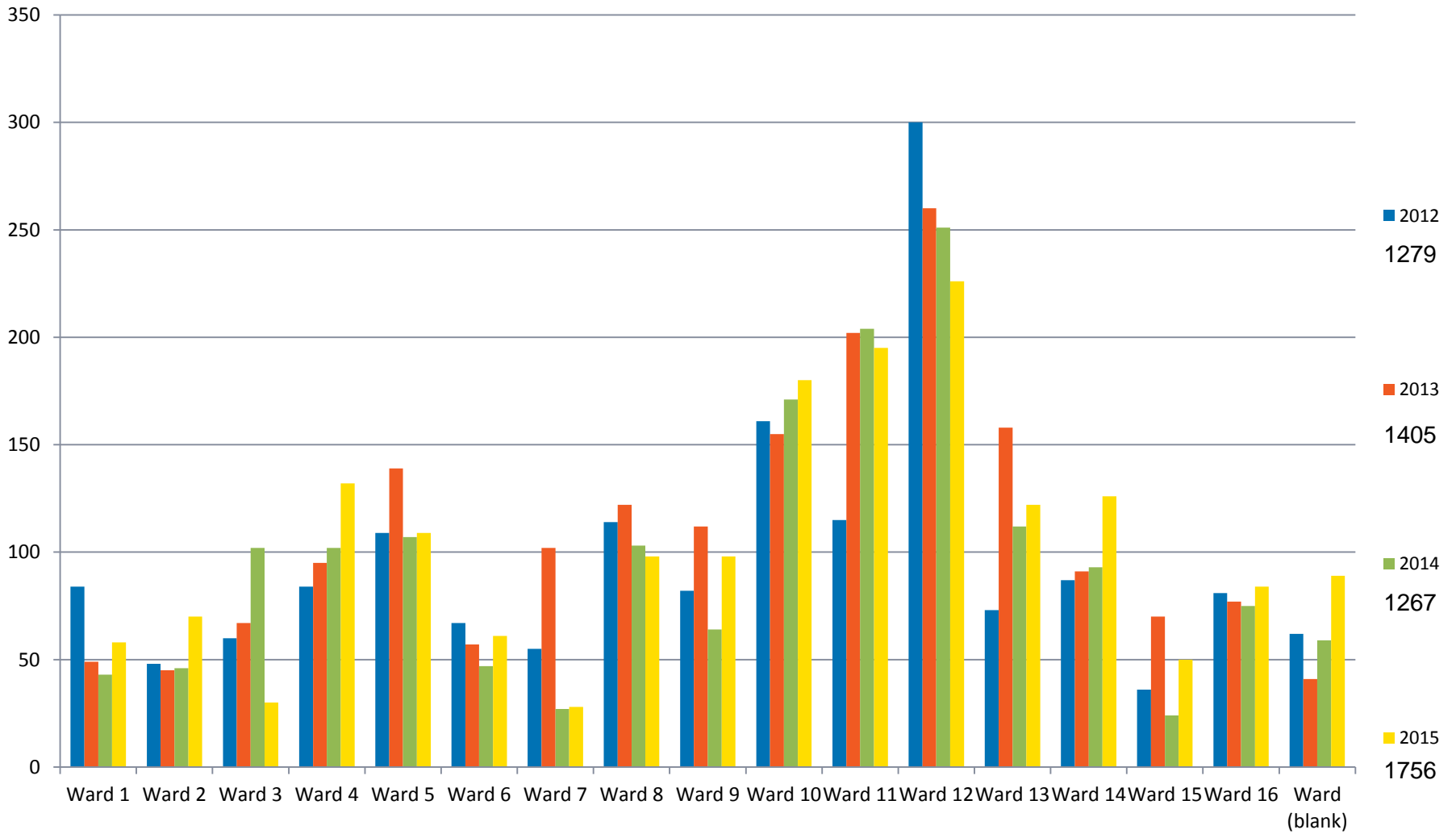
# Extended Hours of Operations

- 5 March, 2013 Report MLE2013-001 was received by council and directed staff to increase days/hours of operation to include later evening and weekend shifts.
- The officers in Municipal Law Enforcement currently work 7 days per week from 8:00 a.m. until 9 p.m. in the evenings during the week and until 6:30 p.m. on the week-ends. (decreased 4:30 p.m. in the Winter)
- The Officers work 35 hours or 40 hours work per week based on seasonal demands.

# 2015 Calls by Day



## 2012 - 2015\* OCCURRENCES by WARD



# What is it costing us?

- General Operations:
  - 2014 - \$845,206 (AP \$921,530)
  - 2015 - \$856,735 (AP \$911,987)
  - 2016 – (AP \$908,260)
- Citywide Parking Operations & Enforcement
  - 2014 - \$112,364 (AP \$129,800)
  - 2015 - \$116,268 (AP \$134,800)
  - 2016 – (AP \$93,265)

# What is it costing us?

- fixed Capital component cost per vehicle of \$4571.00

Vehicle	2014	2013
V32	1913.07	3959.82
V35	3950.19	5258.91
V36	3752.38	5573.02
V43	2908.08	3479.42
V49	1598.46	2807.40
<b>Total</b>	<b>\$14122.18</b>	<b>\$21078.57</b>

# Assumptions made in analysis

- As a base line measure the individual MLE Officer investigates approximately 200 occurrences / year
- Regulatory bylaws are regularly reviewed and harmonized as essential to operations of the Division in order to reduce the budget impact and as a deterrent for violations.
- MLE Division may generate future revenue as the result of cost recovery.
- MLE Division is predominantly complaint driven.
- Fees and fines are final method used to gain compliance.

# Options

1. Continue with the Municipal Law Enforcement Division's current complement, with improvement and expanded programming.
2. Contract out enforcement services.
3. Reduce staff complement.



# Option 1 – Description & Benefits

- The Municipal Law Enforcement Division currently addresses approximately 1600 occurrences per year.
- The MLEO provide a community based education and enforcement of the CKL regulatory bylaws with consequences for improper actions.
- The MLEO provides a prompt response to complaints.
- MLEO are educated, and provide the enforcement service to an high standard in alignment with CKL guidelines and policy.

# Option 1 – Description & Benefits

- Create a standard progressive fee schedule as a means to implement punitive action and cost for additional violations.
- A progressive fee schedule will add value to the investigative services and may deter repeat violations.
- Bylaw review to consider current language and standardize language across numerous documents.  
(new creation)
- Provide for consistent operational guidelines
- Public Education

# Option 1 – Risks & Costs

- No additional risks
- The current MLEO Division costs will remain essentially the same.

## Option 2 - Contract out Municipal Law Enforcement Services

- Municipal Law Enforcement Services have been contracted out in the past and combined into other external operations.
- Contracting has the appearance of cost savings, the service purchased is often substandard to providing the service in-house.
- Prior to amalgamation animal control services was an additional job duty for some staff and pound services were generally contract out.
- Parking enforcement was contracted out in 2005 and returned in 2010 after service analysis.

# Option 2 – Risks & Costs

- Increased costs for service with a reduction in quantity/quality of services offered
- Limited ability to modify or change contract
- Fee collection (who does what) and how is it processed
- By-law language (harmonization) difficulties
- Inconsistent information and service
- Loss of ability to liase with external agencies and a modified cooperative approach.
- Reduced professionalism, education and standards (loss of direct staff control)
- Increased liability for CKL
- Decrease in revenues.
- Less potential for Council to change enforcement priorities.

# Option 3 - Description

- The Officers are appointed under the Municipal Act and the Police Services Act as per the necessity to enforce CKL bylaws as endorsed by Council. The current bylaws are increasing in number.
- Reducing Staff complement and limiting enforcement ability would impact the CKL's ability to provide 7 day a week service that is expected by the public, staff and the business community.
- The ability to liaise with a number of external agencies and actual occurrence volume would be impacted.

# Option 3 – Risks & Costs

- Immediate staffing costs may go down with a reduction in staff;
- There may be an increase in overtime costs to maintain established service levels (days, evenings, weekends).
- Liability risk may increase as the volume of occurrences rise without proper response or investigation.
- Response times will suffer.
- Increased public dissatisfaction = increased complaints to Mayor and Council
- Public Education and liaising with other agencies will be reduced or discontinued

# Conclusion

- The MLE Division sees value in pursuing option 1 as standardization of resources, improvements in fees and fine structures, and a refresh of legal documentation and processes is underway. For example the recent changes to the way parking services are administered and as a result changes to the bylaw and the town of Lindsay enforcement process.
- There is opportunity to source additional revenues and costs.
- Opportunities to expand education and enforcement programs.
- Opportunity to partner with departments on education/operations – winter maintenance (on-street parking), parking issues (recreation centres)
- We anticipate additional matters/issues/new by-laws that will require enforcement in the coming years – such mandatory service connections, and encroachments



# Option 1 – Conclusion continued

- Opportunities for Councilors to advance concerns about issues in their ward.
- Green Belt projects and resulting efficiencies
- Consistent approach to investigation and clarity of action
- Access to CKL resources and external agencies
- Resolution of long term issues/occurrences
- Dedication to developing continuing public education
- Growing departmental history