Minutes – Executive Policy Committee – December 11, 2013

REPORTS

Minute No. 63 Vacant Buildings, Taking Title to Vacant and Derelict Buildings, Neighbourhood Liveability, and Zoning By-laws – 2012 and 2013 Performance Measurement Report

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and recommended to Council:

1. That the 2012/2013 year to date (October 31) Performance Measurement report be received as information.

2. That the 2014 performance report be submitted to Council no later than June 30th of 2015 and that subsequent annual performance reports also be submitted to Council no later than June 30th of the succeeding year.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY:

Moved by Councillor Nordman,

That the recommendation of the Winnipeg Public Service be concurred in and forwarded to Council.

Carried

ADMINISTRATIVE REPORT

Title: **Vacant Buildings, Taking Title to Vacant and Derelict Buildings, Neighbourhood Liveability, and Zoning By-laws – 2012 and 2013 Year-To-Date (October 31) Performance Measurement Report**

Critical Path: **Executive Policy Committee - Council**

AUTHORIZATION

Author	Department Head	CFO	CAO
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RECOMMENDATIONS

1. That this 2012/2013 year to date (October 31) Performance Measurement report be received as information.

2. That the 2014 performance report be submitted to Council no later than June 30th of 2015 and that subsequent annual performance reports also be submitted to Council no later than June 30th of the succeeding year.

REASON FOR THE REPORT

The Public Service is required to report annually to Council on performance measurement information related to the Vacant Buildings, Taking Title to Vacant and Derelict Buildings, Neighbourhood Liveability, and Zoning By-laws' enforcement activities.

IMPLICATIONS OF THE RECOMMENDATIONS

- The public service mandate for property standards services is "Working *Together to Improve Neighbourhood Liveability*'. This mandate aligns with approved Council policies including OurWinnipeg, LiveSAFE and various Property Standards By-laws.
- The intent of Property Standards By-laws is to achieve the following:
    - Neighbourhood and individual wellbeing
    - Neighbourhood pride / quality of life
    - Sustainable communities
    - Public and employee safety
- The overall service goal is to achieve compliance with property standards by-laws. This is accomplished through a balanced service approach intended to be reasonable and fair and

which includes education, collaboration, community outreach / engagement and when required enforcement oriented.

- The principles which guide enforcement services include zero tolerance for gross neglect (ie: illegal dumping, no reasonable effort to supply heat, etc.), repeat offenders, and failure to comply with an order in a reasonable timeframe.

Major Operational Results and Initiatives (2012 and 2013 Year-To-Date October 31)

Vacant Buildings By-law and Taking Title to Vacant and Derelict Buildings By-law

- In three years, vacant buildings have been reduced 32% from 577 as at October 31, 2010 to 392 as at October 31, 2013.
    - Of the 392, 146 are in full compliance with the *Vacant Buildings By-law*.
    - Approximately 180 - 190 'new' vacant buildings are added to the list annually; whereas, approximately 200 - 210 are removed (renovated/demolished).
    - In 2013 year to date, 31 buildings were/are in the Taking Title Without Compensation process.
    - Below are the neighbourhoods that have had a significant reduction in vacant buildings (9 or more) since October 31, 2010. (See Appendix A for a detailed list of neighbourhoods with 4 or greater vacant buildings.)

Neighbourhoods with a Significant Reduction in Vacant Buildings - 9 or More (October 31, 2010 vs October 31, 2013)

Neighbourhood	Oct. 2010	Neighbourhood	Oct. 2013	Change
Centennial	24	Centennial	14	-10
Chalmers	28	Chalmers	19	-9
Dufferin	23	Dufferin	13	-10
North Point Douglas	30	North Point Douglas	10	-20
St. John's	30	St. John's	21	-9
West Alexander	26	West Alexander	16	-10
Weston	24	Weston	2	-22
William Whyte	78	William Whyte	51	-27

Neighbourhood Liveability By-law
(Yard Maintenance and Building Exterior/Interior Maintenance)

- Customer satisfaction with property standard inspections has improved from 73% in 2010 to 87% in 2013.
- *Neighbourhood Liveability By-law* service requests have increased by approximately 15% since 2010 to 16,000 annually in 2012 and 2013 (projected).
    - increased awareness of 311, community leader partnership service request lists, media, and proven results
        - Proactive staff by-law enforcement investigation service requests have increased 46% in 2013 when compared to 2012 in order to improve neighbourhood liveability.

- The compliance rate for the Neighbourhood Liveability By-law Program is approximately 97%, which is consistent with the City of Calgary and the City of Toronto.

    - Enforcement activities including Common Offence Notices (tickets) served has increased over 10 fold since 2010 and garbage accumulation property clean-ups conducted by the public service has increased 125% since 2010.
- 2013 year to date 311 service request median response times were 2 days, 11 days, and 4 days for the vacant buildings, neighbourhood liveability (not including vegetation control), and vegetation control programs respectively.
- Numerous neighbourhood organization partnerships have been developed. Leaders from several core area neighbourhoods (i.e., Dufferin, William Whyte, Point Douglas, Spence, Daniel McIntyre, etc.) have indicated that their communities are much cleaner in terms of garbage accumulations on private property and that by-law enforcement officers are making a difference in their communities.
- In order to improve quality control, 20 new/revised Standard Operating Procedures have been implemented and staff training was enhanced significantly in 2012 and 2013.
- In terms of performance measurement/accountability, program indicators continue to be developed and a new contemporary staff performance feedback tool has been implemented.
- In order to enhance workplace safety and health, several initiatives were implemented in 2012 and 2013.
- Outsourcing – In 2013, a new document service (common offence notices) contract was developed and awarded enabling by-law enforcement officers more inspection time. Furthermore, an enhanced property clean-up contract was developed and awarded.

Other Performance Results

- See Appendix A for Detailed *Vacant Buildings By-law and the Taking Title to Vacant and Derelict Buildings By-law* Results
- See Appendix B for Detailed *Neighbourhood Liveability By-Law* (NLB) Results
    - See Appendix C for 2012 NLB Service Requests per Neighbourhood
    - See Appendix D for 2013 NLB Service Requests per Neighbourhood
    - See Appendix E for NLB Indicator Data Results
    - See Appendix F for NLB Program Operations Priority Initiatives/Projects
- See Appendix G for *Zoning By-law* Results

Overall 2014 Goals

Vacant Buildings By-law and Taking Title to Vacant and Derelict Buildings By-law

Goal: To maintain the number of vacant buildings at 390 or lower (plus or minus 15%) through the continued delivery of a comprehensive program designed to accelerate property restoration and re-occupancy.
Assumptions: That no greater than 190 'new' vacant buildings are added to the list in a given year and that staff field inspection resourcing is equivalent.
Rationale: The inspections production cycle can take a few months for compliance or up to 3.5 – 4.0 years if charges are laid and the Taking Title without Compensation Process is applied. Furthermore, approximately 180 - 200 'new' vacant buildings are added to the list annually. Sometimes insurance claims for fire damaged buildings can take 6 months to process, which can lengthen the compliance process. Lastly, approximately 120 - 150 vacant buildings are conventionally secured, in compliance with all by-laws, and not a threat or nuisance to the community.

Neighbourhood Liveability By-law
(Yard Maintenance and Building Exterior/Interior Maintenance)

Goal: To maintain an 80% customer satisfaction rating (or better) result.
Rationale: The majority of Winnipeggers are satisfied with property standard inspections. However, as an enforcement agency, there are challenges inherent in our role that customer satisfaction will never reach 100%.

Goal: To maintain 10 day and 4 day median response times for the Neighbourhood Liveability By-law Program (not including vegetation control) and the Vegetation Control Program respectively assuming similar resourcing and incoming workloads.
Rationale: Neighbourhood Liveability By-law Program workflow processes have been streamlined and by-law enforcement staff are nearing their optimal potential.

Goal: To further develop in 2014 response time (i.e., % of service requests responded to within 2 days, 5 days, 10 days, etc.), time to close a file (achieve results), files closed, files open, etc. indicators.
Rationale: Further indicator development will result in a better understanding of the current situation.

Goal: To continue to enhance proactive yard-to-yard by-law enforcement inspection sweeps by expanding them to other North End and West End neighbourhoods in 2014 (i.e., St. Johns and Daniel McIntyre).
Rationale: Proactive yard-to-yard sweeps are effective strategies in order to get results and improve neighbourhood well-being and pride. Furthermore, cleaner neighbourhoods are easier to sustain. In the long run, successful proactive sweeps should also reduce 311 service request workloads.

Goals: To continue to improve inspection quality control.
To continue to explore field inspection mobile technology (i.e., radios and voice recognition systems).
To maintain compliance rates of 96% plus or minus 3% or alternatively
To maintain enforcement rates (i.e., issuance of Common Offence Notices) of 4% plus or minus 3%
Rationale: To achieve high quality property standards that communities expect, the proper balance of collaboration, awareness, outreach, compliance, and enforcement is required. In order to improve quality control continuous operation systems development and staff training are required. Mobile field technologies are being explored in order to improve service delivery and production efficiencies.

HISTORY

- On July 18, 2012, Council adopted that the Public Service report annually to Council on performance measurement information related to the Neighbourhood Liveability, Zoning, and Vacant and Derelict Buildings By-laws' enforcement activities.

- On July 20, 2011, Council adopted OurWinnipeg including the following accountability and property standard directions:

    - **Provide efficient and focused civic administration and governance.**
        - Demonstrate accountability through service performance measurement and reporting.

    - **Provide leadership in encouraging and enforcing property related housing standards that create and promote safe living conditions for homeowners, tenants and for communities as a whole.**
        - Assist landlords and homeowners to maintain safe housing through information, inspections, and where necessary, by-law enforcement.
        - Help maintain a community sense of well-being and safety by responding to community requests for enforcing livability and property standards and derelict buildings in a cooperative and timely way.

    - **Strive to eliminate derelict buildings.**
        - Identify, monitor and maintain an accurate and comprehensive inventory of vacant and derelict buildings, with emphasis placed on communities with higher concentrations of these properties.
        - In partnership with other levels of government, develop and implement programs to address legal, social and economic issues that contribute to, or result in, buildings becoming derelict.
        - Maintain an active approach to resolving by-law infractions regarding permits and property condition.
        - Develop and apply a spectrum of strategies to enforce by-law compliance with orders that have been served due to property standards violations, including timely demolition when rehabilitation is not feasible.
        - Partner with not-for-profit housing organizations to support the acquisition and redevelopment of vacant and/or derelict houses.
        - Respond to community requests for enforcing livability property standards and derelict buildings in a cooperative and timely way.

- On June 27, 2011, the Standing Policy Committee on Protection and Community Services received as information the Winnipeg Public Service report on the status update, including performance measurements, on the activities of the Community By-law Enforcement Services (CBES) Division.

- On December 15, 2010, Council approved the new *Taking Title to Vacant and Derelict Buildings By-law* and report.

- On July 21, 2010, Council approved the 9-Point Vacant Buildings Strategy Policy report and new *Vacant Buildings By-law.*

- On April 14, 2010, Executive Policy Committee recommended that, together with the leadership of Liveability, Zoning and Vacant and Derelict Building By-law enforcement groups, develop a clear strategy related to the active and timely enforcement of these by-laws with a view to allocating and/or prioritizing enforcement resources towards focused neighbourhoods and areas of specific distress, with semi-annual reporting to Council of said enforcement.

- On April 6, 2010, the Winnipeg Housing Steering Committee recommended that, together with the leadership of Liveability, Zoning and Vacant and Derelict Building By-law enforcement groups, develop a clear strategy related to the active and timely enforcement of these by-laws with a view to allocating and/or prioritizing enforcement resources towards focused neighbourhoods and areas of specific distress, with semi-annual reporting to Council of said enforcement.

FINANCIAL IMPACT

Financial Impact Statement

Date: November 8, 2013

Project Name:

First Year of Program **2013**

Vacant Buildings, Taking Title to Vacant and Derelict Buildings, Neighbourhood Liveability, and Zoning By-laws – 2012 and 2013 Year-To-Date (October 31) Performance Measurement Report

	2013	2014	2015	2016	2017
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

To provide Council performance measurement information related to the Vacant Buildings, Taking Title to Vacant and Derelict Buildings, Neighbourhood Liveability, and Zoning By-laws' enforcement activities. This report does not have any financial implications.

Cindy Fernandes, B.Comm (Hon), CMA
Manager
Finance and Administrative Services

CONSULTATION

In preparing this report there was consultation with:

Corporate Finance Department

SUBMITTED BY

Department: Community Services
Division: Community By-law Enforcement Services
Prepared by: Peter de Graaf, Stan Dueck
Date: November 8, 2013
File No.

Appendix A – *Detailed Vacant Building By-law and Taking Title to Vacant and Derelict Building By-law* Performance Results

The new *Vacant Buildings By-law and Taking Title to Vacant and Derelict Buildings By-law* were both adopted by Council in 2010. Below is a summary of results.

Total Number of Vacant Buildings (VB)				
	2010*	**2011**	**2012**	**2013****
# of Vacant Buildings	577	535	431	397
# of Vacant Buildings Added to the VB List	n/a	n/a	181	164
# of Vacant Buildings Removed from the VB List	n/a	n/a	215	169
# of Vacant Buildings	535	431	397	392
*The initial VB list was formally tracked commencing October 31, 2010				
** Year-to-date statistics as at October 31, 2013				

Since October 31, 2010, the number of vacant buildings has decreased 32% from 577 to 392 as at October 31, 2013.

- 164 vacant buildings have been added to the list in 2013 year to date and 169 have been removed.
  - Of the 169 vacant buildings removed, 117 were repaired and occupied and 52 have been demolished. Of the 52 demolished, 47 were residential and 5 commercial.
    - 17 new construction permits were issued on the 52 demolished properties. (All demolitions were conducted by the property owner.)

- Of the 392 vacant buildings as at October 31, 2013,
  - 146 are conventionally secured and in compliance with the by-law
  - 31 have recently been added to the vacant building list and are in the process of being inspected
  - 215 are currently in the work-in-progress inspection production cycle
    - 11 are currently in the Taking Title Without Compensation Process

Vacant building compliance/enforcement activities are provided below.

	2010	**2011**	**% Change 2011/2010**	**2012**	**% Change 2012/2011**	**2013 (YTD - OCT 31)**
*Number of Schedule A Process Inspections	2192	2963	35.17%	2417	-18.43%	3184
**New Compliance Orders Issued	1011	745	-26.31%	204	-72.62%	422
***Number of Schedule B Inspections Conducted	N/A	N/A	N/A	1767	N/A	1021
311 Service Request Median Response Time (Days)	N/A	N/A	N/A	8	N/A	2
Common Offence Notices Served (Tickets)	156	176	12.82%	91	-48.30%	107
Buildings Demolished	80	111	38.75%	67	-39.64%	52
*Includes Schedule A (exterior and interior) inspections and yard inspections						
**Includes Schedule A orders and yard maintenance orders						
***Schedule B inspections are building security oriented.						

Taking title to vacant and derelict buildings enforcement activities are provided below.

	2010	2011	2012	2013 (OCT)
# of Properties in the Taking Title w/o Compensation (TTWC) Process	32	26	23	31
# of Properties Issued a Derelict Building Certificate (DBC) by SPC'S	11	3	4	9
# of Properties City Took Title Though the TTWC Process	N/A	N/A	4	8

Vacant buildings per neighbourhood data are provided below. (Neighbourhoods with 4 or more vacant buildings sorted alphabetically)

Neighbourhood	Oct. 2010	Neighbourhood	Oct. 2013	Change
Brooklands	13	Brooklands	11	-2
Burrows Central	16	Burrows Central	9	-7
Centennial	24	Centennial	14	-10
Chalmers	28	Chalmers	19	-9
China Town	5			
Daniel McIntyre	25	Daniel McIntyre	28	3
Deer Lodge	4			
Dufferin	23	Dufferin	13	-10
Dufferin Industrial	5			
Earl Grey	4	Earl Grey	5	1
Exchange District	8	Exchange District	5	-3
Glenwood	4			
Inkster-Faraday	8	Inkster-Faraday	6	-2
Jefferson	5	Jefferson	7	2
King Edward	11	King Edward	4	-7
Logan-C.P.R.	12	Logan-C.P.R.	7	-5
Lord Roberts	6			
Lord Selkirk Park	12	Lord Selkirk Park	6	-6
Minto	5	Minto	4	-1
Munroe East	5			
North Point Douglas	30	North Point Douglas	10	-20
Norwood East	4			
Portage-Ellice	4			
		River-Osborne	4	4
Sargent Park	4			
South Point Douglas	9	South Point Douglas	4	-5
South Portage	11	South Portage	8	-3
Spence	14	Spence	10	-4
St. John's	30	St. John's	21	-9
St. Matthews	16	St. Matthews	14	-2
Victoria West	4			
West Alexander	26	West Alexander	16	-10
West Broadway	8	West Broadway	4	-4
Weston	24	Weston	2	-22
William Whyte	78	William Whyte	51	-27
		Worthington	4	
Subtotal	485		286	
# of Vbs in Other Neighbourhoods	92		106	
TOTAL # OF VACANT BUILDINGS	577		392	-185

Appendix B – Detailed Neighbourhood Liveability By-law Performance Results (Yard Maintenance and Building Exterior/Interior Maintenance)

Customer Satisfaction

- customer satisfaction with efforts to ensure residential property standards are met through inspections: 2010 – 73.1%, 2011 – 93.2%, 2012 – 52.1%, 2013 – 87%
    - Customer satisfaction improved in 2013 due to the implementation of quality control strategies including enhanced workflow process due diligence and improved customer service.

Service Requests and Response Times

- Neighbourhood Liveability By-law Program service requests have increased 15% to approximately 16,000 annually since 2010 due to increased use of 311, property standards awareness, neighbourhood association service request lists, media, and proactive by-law enforcement officer generated service requests.

    - Proactive by-law enforcement officer generated service requests have increased 46% in 2013 year to date over 2012 primarily due to the 5 yard to yard inspection sweeps conducted in 2013.
    - The median 311 service requests response rates for the Neighbourhood Liveability Program (not including Vegetation Control) for 2013 year to date is 11. Higher risk calls (i.e., lack of heat, arson related garbage accumulations, bedbugs, etc.) are prioritized. (This rate is anticipated to decrease somewhat by year's end due to declining service requests/workloads that typically occur in November and December.)

- Vegetation Control Program service requests fluctuate between 2500 and 3000 annually depending upon season length and precipitation. (June is typically the wettest month with the highest workload.) Median response times were 3 and 4 days for 2012 and 2013 respectively.

- Please see Appendix C and D for 2012 and 2013 service requests per neighbourhood.

Inspection, Compliance, and Enforcement Results (For Indicator Data See Appendix E)

- Neighbourhood Liveability By-law Program formal compliance orders issued have increased approximately 20% to 5800 annually since 2010, due to enhanced workflow process due diligence. Furthermore, workflow processes have been dramatically streamlined (i.e., garbage accumulations) resulting in quicker compliance. Further indicator development regarding time to complete an investigation (in order to get the desired result) will be reviewed in 2014. A maximum of two inspections are now conducted for vegetation control investigations prior to the Public Service implementing remediation if required.

- Document service of Common Offence Notices (tickets) has been outsourced vs. 2-person team personal delivery by staff.

- The vast majority of compliance orders are now sent by registered mail; on site personal delivery has been reduced.
- Neighbourhood Liveability By-law Program enforcement activities have increased dramatically.
    - Common Offence Notices served have increased from 31 in 2010 to over 400 in 2012. Over 400 are also anticipated for 2013.
    - Property clean-ups conducted by the public service have increased from 68 in 2010 to over 146 year to date (October) in 2013.

- Compliance rates for the Neighbourhood Liveability By-law Program (i.e., 97%) are strong and are consistent with the City of Toronto (96.60%) and the City of Calgary (96.44%).

- Numerous neighbourhood organization partnerships have been developed. Five targeted North End Neighbourhood proactive yard-to-yard by-law enforcement sweeps were conducted in Dufferin, Dufferin Industrial, and William Whyte in 2013. Leaders from several core area neighbourhoods (i.e., Dufferin, William Whyte, Point Douglas, Spence, Daniel McIntyre, etc.) have indicated that their communities are much cleaner in terms of garbage accumulations on private property and that by-law enforcement officers are making a difference in their communities.

In 2012/13 quality control, performance measurement/accountability, staff training and development, workplace safety and health, program development, and community outreach initiatives were prioritized. These initiatives are further described in Appendix F.

Appendix C - 2012 Neighbourhood Liveability By-law Service Requests (SR's) per Neighbourhood

(150 complaints or greater sorted alphabetially by neighourhood)

	Neighbourhood Liveability By-Law Program w/o Vegetation Control			Vegetation Control Program			
Neighbourhood	**BEO Generated SR's**	**311 SR's**	**Total**	**BEO Generated SR's**	**311 SR's**	**Total2**	**Grand Total**
BURROWS CENTRAL	28	194	222		29	29	251
CENTENNIAL	18	126	144	2	7	9	153
CHALMERS	64	309	373	2	85	87	460
DANIEL McINTYRE	68	470	538	1	57	58	596
DUFFERIN	56	351	407	2	43	45	452
EARL GREY	14	113	127	1	36	37	164
FORT RICHMOND	22	124	146	3	54	57	203
INKSTER-FARADAY	19	281	300	1	32	33	333
JEFFERSON	15	129	144		37	37	181
KING EDWARD	25	168	193	7	37	44	237
LORD ROBERTS	19	131	150	2	29	31	181
LUXTON	11	177	188	1	17	18	206
McMILLAN	15	127	142	12	29	41	183
MINTO	21	99	120	1	29	30	150
NORTH POINT DOUGLAS	48	339	387	2	45	47	434
ROSSMERE-A	10	126	136	4	39	43	179
SPENCE	22	350	372		13	13	385
ST. JOHN'S	51	784	835	5	78	83	918
ST. MATTHEWS	61	277	338	8	22	30	368
WEST ALEXANDER	25	215	240	3	18	21	261
WEST BROADWAY	31	265	296	8	1	9	305
WESTON	19	193	212		60	60	272
WILLIAM WHYTE	126	1238	1364	22	268	290	1654
WOLSELEY	4	185	189	6	18	24	213

Appendix D - 2013 Neighbourhood Liveability By-law Service Requests (SR's) per Neighbourhood

(150 complaints or greater sorted alphabetially by neighourhood)

	Neighbourhood Liveability By-Law Program w/o Vegetation Control			Vegetation Control Program			
Neighbourhood	**BEO Generated SR's**	**311 SR's**	**Total**	**BEO Generated SR's**	**311 SR's**	**Total**	**Grand Total**
BURROWS CENTRAL	29	174	203		28	28	231
CENTENNIAL	21	115	136		59	59	195
CHALMERS	45	299	344	6	83	89	433
DANIEL McINTYRE	96	517	613	1	37	38	651
DUFFERIN	177	222	399	3	17	20	419
FORT RICHMOND	15	102	117	2	64	66	183
INKSTER-FARADAY	29	135	164	3	21	24	188
JEFFERSON	9	119	128		29	29	157
KING EDWARD	36	129	165		47	47	212
MINTO	5	110	115	1	34	35	150
NORTH POINT DOUGLAS	44	380	424	5	31	36	460
ROSSMERE-A	11	143	154	3	29	32	186
SPENCE	70	320	390		9	9	399
ST. JOHN'S	118	486	604	4	44	48	652
ST. MATTHEWS	48	305	353	1	25	26	379
WEST ALEXANDER	30	170	200	2	25	27	227
WEST BROADWAY	22	233	255	5	8	13	268
WESTON	15	153	168	1	63	64	232
WILLIAM WHYTE	442	1136	1578	10	132	142	1720
WOLSELEY	20	149	169	4	5	9	178

Appendix E – Neighbourhood Liveability By-law Performance Indicator Data Results

Neighbourhood Liveability By-law Program Operation Results						
	2010	2011	% Change	2012	% Change	2013 (YTD-October 31)
SERVICE REQUESTS (SR's)						
Total SR's	13,883	13,328	-4.00%	15,954	19.70%	14,944
311 SR's	N/A	N/A	N/A	14,448	N/A	12,950
BEO Generated SR's	N/A	N/A	N/A	1,506	N/A	1,994
NLB Program W/O Vegetation Control	10,858	11,215	3.29%	13,122	17.00%	12,375
311 SR's	N/A	N/A	N/A	11,864	N/A	10,538
BEO Generated SR's	N/A	N/A	N/A	1,258	N/A	1,837
Vegetation Control Program	3,025	2,113	-30.15%	2,832	34.03%	2,569
311 SR's	N/A	N/A	N/A	2,584	N/A	2,412
BEO Generated SR's	N/A	N/A	N/A	248	N/A	157
SR's/By-law Enforcement Officer & Median Response Time						
FTE's NLB W/O Vegetation Control	14.63	15.21	3.81%	16.71	9.86%	12.80
*FTE's Vegetation Control Program	1.00	1.00	0.00%	1.08	8.00%	1.29
SR Workload/BEO - NLB Program W/O Vegetation Control	742	737	-0.66%	785	6.50%	967
**311 SR Median Response Time (Days)	N/A	N/A	N/A	9	N/A	11
SR Workload/BEO - Vegetation Control Program	756	528	-43.16%	694	31.40%	599
311 SR Median Response Time (Days)	N/	N/	N/A	3	N/A	4
***INSPECTION ACTIVITIES						
Total Number of Inspections	N/A	N/A	N/A	21,229	N/A	20,770
NLB Program W/O Vegetation Control	N/A	N/A	N/A	17,449	N/A	17,514
Vegetation Control Program	N/A	N/A	N/A	3,780	N/A	3,256
Total Number of Compliance Orders Issued	4,849	4,623	-4.66%	5,823	25.96%	5,428
NLB Program W/O Vegetation Control	2,200	2,895	31.59%	3,583	23.77%	3,462
Vegetation Control Program	2,649	1,728	-34.77%	2,240	29.63%	1,966
ENFORCEMENT ACTIVITIES						
Total Common Offence Notices Issued	31	239	670.97%	441	84.52%	325
NLB Program W/O Vegetation Control	31	239	670.97%	425	77.82%	317
Vegetation Control Program	0	0	N/A	16	N/A	8
Remediation by the Public Service	699	496	-29.04%	736	48.39%	628
NLB Program W/O Vegetation Control - Property Clean Ups	68	101	48.53%	153	51.49%	148
Vegetation Control Program	631	395	-37.40%	583	47.59%	480
COMPLIANCE RATES						
****NLB Program W/O Vegetation Control	N/A	N/A		96.76%		97.44%
*****Vegetation Control Program	79.14%	81.31%		79.41%		81.32%

*The 1.00 FTE's for the Vegetation Control Program includes 4 seasonal staff for 12 weeks each during the summer.

**The number of 311 SR's/BEO and Median Response Times are expected to decrease somewhat in 2013 due to fewer 311 SR's in November and December.

*** With respect to inspection data, the AMANDA database was reengineered and the definition of inspection was changed in 2012.

Onsite inspections no longer include personal onsite delivery visits of Common Offence Notices or Compliance Orders.

At this time, the total number of inspections is understated. For examples, apartment block inspections are considered one inspection; whereas, multiple suites are inspected.

When conducting proactive property sweeps, only non-compliant properties are entered into the AMANDA database. Properties that were inspected and compliant are not tracked.

**** Compliance rates for the NLB Program (w/o Vegetation Control) is equal to the percentage of service requests that did not require the issuance of a common offence notice (ticket)

***** Compliance rates for the Vegetation Control Program is equal to the percentage of service requests that did not require remediation by the Public Service.

Appendix F - Neighbourhood Liveability By-law Program Operations
(Priority Initiatives/Projects 2012 and 2013)

Quality Control (inspection consistency, due diligence, and customer service)

- 20 new/enhanced standard operating procedures (SOP's) completed
- new automated rotational 311 service request allocation to bylaw enforcement staff developed and implemented (vs. district allocation approach
    - equitable distribution of work resulting in improved staff morale

Performance Measurement/Accountability Systems

- continued significant development and implementation of program indicators
- development and implementation of individual performance indicator review systems
    - employee performance indicator reports
    - contemporary employee performance feedback tool (core competencies, quality control, work quantity, file reviews, training, and professional development)
- annual public reporting to Council
- numerous media requests/interviews

Staff Training/Development and Succession Planning

- numerous internal and external training courses completed (i.e., SOP's, legal due diligence, customer service, lack of heat, bedbugs, roadside memorials, outdoor smoking, garbage, Safety Line, working alone, non-violent intervention, and leadership development)
- formal succession planning CUPE line of progression agreement negotiated

Workplace Safety and Health

- development and implementation of Safety Line
- regular Work Place Safety and Health Committee meetings
- working alone procedures enhanced
- critical incidence reporting enhanced
- jurisdictional scan completed
- 5 Job Hazard Analyses and 7 Safe Work Procedures completed

Operational Program Development

- new/enhanced lack of heat, bedbug, roadside memorial, outdoor smoking, and garbage inspection programs implemented
- 5 proactive yard-to-yard by-law enforcement inspection sweeps in targeted North End neighbourhoods of Dufferin, Dufferin Industrial, and William Whyte completed in 2013
- proactive Illegal temporary sign sweeps including garage sale illegal temporary sign awareness sweeps
- two new outsource contracts– property clean up and document service - were developed, awarded, and implemented working collaboratively with Materials Management

Community Outreach/Civic Engagement

- numerous residential advisory group/organization synergistic partnerships developed in core area neighbourhoods of Dufferin, Dufferin Industrial, William Whyte, Point Douglas, Spence, and Daniel McIntyre.

Technology

- In terms of performance indicators, the AMANDA database has been strengthened considerably since 2010. In terms of field operation efficiencies and effectiveness, mobile technologies (i.e., radios, voice recognition, etc.) are under review.

Appendix G – *Zoning By-law* Performance Results

During 2012, the Zoning and Permits Branch investigated 320 zoning by-law related complaints. Most issues are resolved through clarification of the by-law as well as through a variety of means that the City uses to compel property owners to become compliant, such as warnings, notices, or legal prosecution. In some cases, successful resolution is achieved through a formal variance process or other forms of voluntary compliance on the part of owners. Other situations may result in compliance orders being issued and charges being laid / court proceedings.

Of the complaints received in 2012, 268 are resolved / considered to be closed by the City, and 52 are currently still in the process of being resolved or are escalating through to prosecution.