

**ENFORCEMENT SERVICES DEPARTMENT – PROJECT MANAGER**

(Referred from the Council Meeting of September 27, 2004)

Council, at its meeting of September 27, 2004, adopted the following:

That this matter be referred to the Committee of the Whole meeting of October 4, 2004.

The Committee of the Whole, at its meeting of September 20, 2004 recommended that this matter be referred to the Council meeting of September 27, 2004.

Report of the Commissioner of Legal and Administrative Services dated September 20, 2004.

**Recommendation**

The Commissioner of Legal and Administrative Services recommends that the position included in the 2004 Operating Budget, Enforcement Services Project Manager, be filled as soon as possible.

**Purpose**

This report is to define the scope and expectations of the position known as the Special Constable Project Manager.

**Background - Analysis and Options**

Council at its meeting of September 9, 2003 approved the hiring of a Project Manager on a contract basis after approval is received from York Regional Police.

Since that time several meetings have been held with City staff and the York Regional Police in regards to moving the project forward. A working group is being formed to identify the issues that require Special Constables Status.

Within the Special Constable Project, there is considerable work involved in the preparation of agreements, training protocols and précis, and policy and standard operating procedures before approval can be granted by the York Regional Police Services Board. The attachment is an excerpt from the Special Constable Practitioners Handbook that identifies the steps toward approval and appointments. Approval is actually the seventh step in the process. The Project Manager is required to prepare these documents before approval, not after as approval cannot take place until they are in place and accepted by the police.

Enforcement Services has undertaken a number of initiatives and has several more waiting for staff time to start. It is anticipated that the Project Manager position would assume the responsibility for these projects. In addition to the Special Constable project there are seven major projects within the department.

They are:

Licensing Enforcement Initiative

- By-law 2-2001 required some administrative work to allow the enforcement process to be more streamlined in order to meet the revenue expectation. This entails the creation of some new definitions and up to 500 short form wordings that will allow officers to charge at the roadside rather than spend many hours per charge in the office

preparing court files. This increases the time spent on the road and increases the effectiveness of the department.

#### In Vehicle Reporting

- This project is in its infancy. This is intended to allow staff to update investigational notes while still on the road. This saves approximately one to two hours per day per officer in downtime. With 26 field staff, the savings in increased productivity are substantial. This also increases the amount of time staff can stay on the road. This project will require a staff member to work with ITS to identify the hardware required, develop the implementation plan, and establishing training schedules and materials prior to the role out.

#### Standard Operating Practice Review

- The department has a Standard Operating Practice document that serves as the foundation for service delivery and quality control. The department has undergone many changes since that document was created and a comprehensive review is required to update this document to ensure service delivery and investigative protocols adequately reflect the update and direction of the department and the vision of the City.

#### Emergency Planning

- The department will have representation at the Emergency Planning Working Group. As this group will be preparing documents etc., a Project Manager can dedicate portions of his/her time to this legislated requirement.

#### Handheld Ticket Machine Upgrade

- This is another project that is in its infancy. Technology now exists that allows parking staff to take a digital photograph of every violation. This has the potential for a revenue increase. An example is disabled parking permits. Often the owner of the vehicle claims the officer missed the permit and the ticket is thrown out. For disabled tickets only, \$171,900. in fines were handed out in 2003. Less than 20% of that amount were found guilty. With this technology revenues will increase. As with the in vehicle reporting project a resource is required to work with ITS to identify appropriate hardware, establish an implementation plan, set up training schedules and materials prior to role out.

#### Special Prosecutions

- The City, as with the other municipalities in the Region have suffered frustration over court cases that have not gone forward, or seen minimal fines requested and imposed.
- The York Region Courts Inter-municipal Agreement allows the City to identify specific cases it wishes to prosecute itself. This position will be able to assume the role of a special prosecutor for the City, not just Enforcement Services. In the event that high profile cases requiring special requiring special attention arise, this position will prosecute the case in court. This process will reduce the chance of the case being thrown out due to a lack of available court space, and also speak to higher fines. This is an advantage not only to Enforcement Services, but also to the Building and Fire Departments.

This position is intended to have a much broader scope than just one project. It is the expectation that all these projects will be assigned to this position. Presently these projects are

assigned to supervisory and management staff. The time requirement of these seriously diminishes the supervisory capacity of all of these positions. By having supervisory staff able to perform their actual duties will permit a proper analysis of the supervisory requirements of the department and address proper staff allocation and assignments in the future. This position will also create the potential for an increase in night supervision.

### **Relationship to Vaughan Vision**

This is in keeping with the Vaughan Vision as it is in keeping with striving to provide service excellence.

This report is in keeping with the provisions previously set by Council and the necessary resources have been allocated and approved.

### **Conclusion**

The filling of this position now is timely and will provide for benefits in service delivery, revenue initiatives, and court file management, as well as allowing for a review of current supervisory practices and assignments.

### **Attachments**

"Flow Chart of Special Constable Appointments" from Special constables, A Practitioners Handbook.

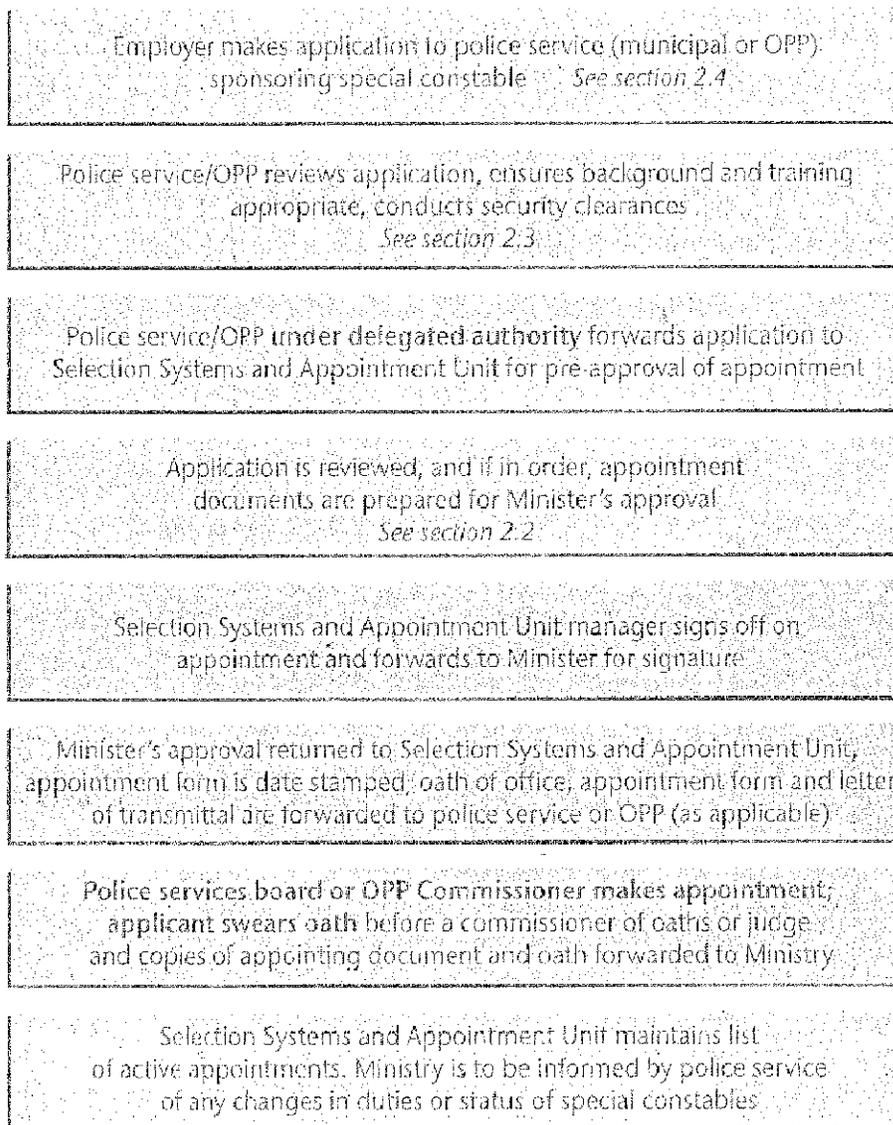
### **Report prepared by:**

Tony Thompson  
Senior Manager, Enforcement Services

Ministry of Public Safety and Security administers special constable appointments in accordance with Section 53 of the Act.

A flow chart of the appointment process is shown below.

### Flow Chart of Special Constable Appointment (and Reappointment) Process



*Note: This process involves that dialogue that takes place between the employer, police services board and the Ministry of Public Safety & Security to determine whether there is a bona fide requirement for the appointment of special constables, and that the required control considerations are in place.*