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## Projects and Initiatives Prioritization - Community Standards Division

### Recommendation

That the information be received.

### Topic and Purpose

The purpose of this report is to provide a prioritized outline of the various policy development and business supporting projects and initiatives facing the Community Standards Division, and to present a timeline for delivery.

### Report Highlights

1. The Community Standards Division (Community Standards) is comprised of three core business sections: Business Licensing, General Bylaw Enforcement, and Parking Services.
2. The operation of a licensing and compliance-based business requires ongoing policy review and business development outside of day-to-day operation.
3. The 2018 - 2021 business plan outlines the various non-operational initiatives and projects to be undertaken and presents a timeline for delivery within current resource levels.

### Strategic Goals

This report supports the City of Saskatoon's (City) Strategic Goals of Continuous Improvement, Sustainable Growth, and Quality of Life by providing coordinated communication and delivery of bylaw services, promoting healthy standards and development practices, providing education, and equipping residents to be engaged in their community.

### Background

Community Standards (Community Standards) is founded on the following principles:

- 1) to be the communication focal point for customers seeking assistance in bylaw or regulatory compliance;
- 2) to provide an effective delivery model for bylaw enforcement to ensure the customer is provided a smooth and consistent experience; and
- 3) to be accountable for the stewardship, development, and maintenance of standards, regulations, and bylaws pertaining to maintaining a healthy community.

These principles reflect and align with the mandate of Service Saskatoon. In effect, Community Standards is a complete embodiment of the Service Saskatoon vision within the distinct business of bylaw enforcement and permit delivery. The third principle supports the day-to-day operation of the first and second principles and, therefore,

effective policy review and development is a necessary aspect of Community Standards.

## **Report**

### **Daily Operation and Core Business Units**

The daily operation of Community Standards involves three general core business sections:

- 1) Business Licensing;
- 2) Bylaw Enforcement; and
- 3) Parking Services.

These three sections reflect the founding principles and represent requirements to support Community Standards' mandate. Attachment 1 provides details on each of the business sections and their current mandate of responsibilities.

Each of the business sections are guided by three basic functions, ensuring all of Community Standards' work is aligned. These functions include:

- 1) customer service;
- 2) day-to-day program operations; and
- 3) policy review and business development.

### **Policy Review and Business Development**

Within current staffing levels across Community Standards, more than 90% of the daily activities are operational. The operational components are those that reoccur daily and occupy the first two of the three basic functions previously listed.

Community Standards largely resembles the business sections that originally formed it. The formation of Community Standards, and the need to align the basic functions, confirm the overarching need for policy review and business development.

Community Standards has developed in a methodical, prioritized fashion and the first two founding principles (communication focal point and effective delivery model) have seen positive progress. Achievements in these areas since 2015 can be seen in Attachment 2. While ongoing focus is applied to these areas, attention is now being turned toward the non-operational policy reviews and business supporting practices that need special project focus.

### **Business Plan Initiatives and Projects**

As part of the annual business planning of Community Standards, a detailed list of foreseen initiatives and projects has been developed, and are identified in Attachment 3. Initiative descriptions, Council Priority, and Service Saskatoon alignment are identified, the current status is noted, and a prioritized initiation and completion schedule is presented. This prioritization has been developed in consideration of known current and future resourcing. Expediting or altering timelines may require resourcing increases and additional funding sources.

### **Public and/or Stakeholder Involvement**

Stakeholder consultation and public engagement is critical in each of the policy and business development projects outlined. As each project is undertaken, stakeholder management plans will be developed, including the groups identified in Attachment 3. All future reports accompanying the completion and recommendation of new policies will include a stakeholder management plan and feedback.

### **Policy Implications**

A number of existing policies and bylaws have been identified and will be considered for renewal as the business plan is fulfilled. As each of these initiatives is brought forward, the accompanying policy implications will be highlighted at that time.

### **Other Considerations/Implications**

There are no options, financial, environmental, privacy, or CPTED implications or considerations; a communication plan is not required at this time.

### **Due Date for Follow-up and/or Project Completion**

Community Standards' progress will be reported annually, beginning early in 2018. The Administration would be open to further direction and follow-up from the Standing Policy Committee on Planning, Development and Community Services regarding prioritization and resourcing of the identified business plan projects and initiatives.

### **Public Notice**

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-021, is not required.

### **Attachments**

1. Community Standards Business Section Description
2. Community Standards Priority Achievements
3. Community Standards Prioritized Initiatives

### **Report Approval**

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Approved by: Randy Grauer, General Manager, Community Services Department

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