Calgary

City Auditor's Office

Community Safety Partner Agency Liaison Initiative Audit

August 14, 2023

ISC: Unrestricted

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The City Auditor's Office conducted this audit in conformance with the *International Standards for the Professional Practice of Internal Auditing.*

Executive Summary

The City of Calgary (The City) established the Joint Encampment Team (JET) to address encampments in Calgary communities. The main objective was to help The City better respond to issues surrounding illegal encampments, by cleaning up and removing encampments, helping to connect occupants with social services (health, addiction support, housing), and increasing the safety of those who work/live around illegal encampments by bringing in services to deal with dangerous materials in encampments. JET includes the Partner Agency Liaison (PAL) Team, the Calgary Police Service, and several City business units.

The PAL Team is a special team of Community Peace Officers established in 2010 to address encampments. The PAL Team works with the Alpha House Downtown Outreach Addictions Partnership (DOAP[1]) Team in a front-line outreach capacity to connect Calgarians who are experiencing homelessness and rough sleeping, to appropriate resource referrals. Effectively responding to encampments supports the safety of encampment occupants, the public, and City staff.

The objective of this audit was to assess the effectiveness of the PAL Initiative to address encampments and mitigate safety, health and wellness risks by reviewing the design and operating effectiveness of the following PAL Team processes and controls:

- Encampment Response, including measuring and monitoring success;
- Safety, including Standard Operating Procedures, training, and equipment checks to prevent safety incidents; and
- Coordination with JET, the DOAP Team, and other agencies.

The PAL Initiative operated in a challenging environment with significant increases in 311 encampment Service Requests (SR) from 2018 to 2022 and difficulties recruiting staff to the PAL Team in response to turnover.

Year	2018	2019	2020	2021	2022
Total Number of SR	1,402	1,954	2,602	3,482	5,358

The PAL Team was visiting encampments, supporting occupants (e.g. food hampers, CPR), working with the DOAP Team to connect them to services, and scheduling clean-up. We analyzed key performance indicators (KPI) and observed reasonable achievement of expected response timelines with a decrease in 2022 reflecting increased numbers of encampments reported.

To support evaluation of success of the unique working model and to guide future strategy we recommended setting targets for existing KPI, and creating KPI for outreach and proactive activities. We also identified opportunities to reduce the number of duplicate SR and implement a process to follow up on overdue SR to support focusing more PAL Team time on outreach activities.

We concluded safety processes and controls were designed and operating effectively.

Coordination with other agencies underpins effective response to encampments. The PAL Initiative has established structures that support coordination. We identified enhancements to the operation

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[1] After audit fieldwork, the DOAP Team was renamed to the Human-centered Engagement Liaison and Partnership (HELP) Team.

of JET processes to support more effective coordination to resolve issues, such as delays to encampment clean-up.

PAL Initiative management agreed to all recommendations and committed to implementing action plans no later than March 31, 2024. The City Auditor's Office will monitor the status of commitments as part of its ongoing recommendation follow-up process.

1.0 Background

The Calgary Homeless Foundation coordinates a Point-in-Time Count on one night that enumerates the number of people experiencing homelessness. The initiative is in part funded by the Government of Canada and takes place in 65 cities. The last count conducted on September 22, 2022, included 795 unsheltered people (i.e. living in encampments or "rough sleeping" by themselves outside), which was a substantial increase from 2018 (59 unsheltered). At the same time, the percentage of the Calgary population experiencing homelessness declined[2].

Number of People Experiencing Homelessness in Calgary
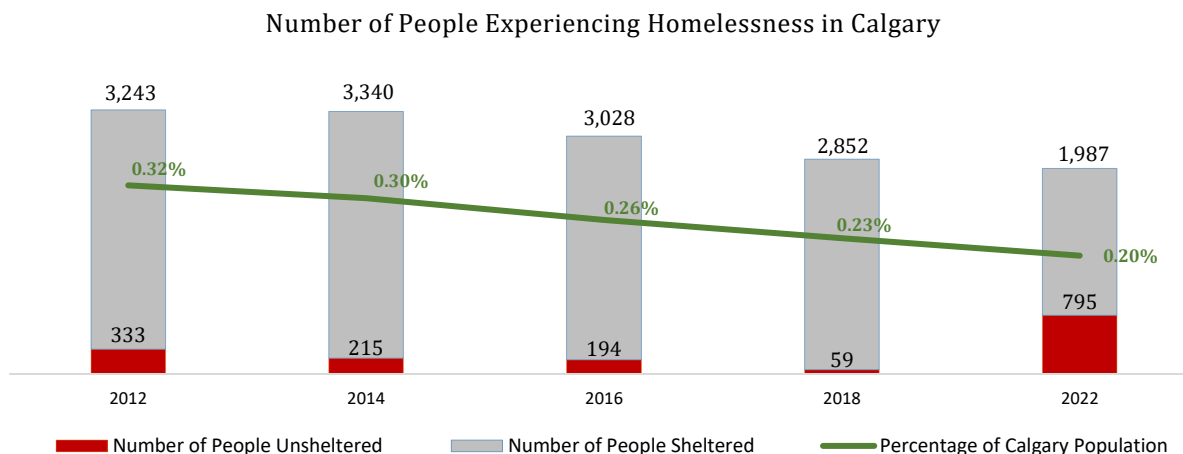
Although the City of Calgary (The City) has no specific regulations related to encampments, Bylaw 11M2019 Use of Parks and Pathways prohibits camping or erecting a tent or other structure in a park and Bylaw 54M2006 Public Behavior prohibits loitering and urination and defecation in a public place.

The City established the Joint Encampment Team (JET) to address encampments in Calgary communities. The main objective was to help The City better respond to issues surrounding illegal encampments, by cleaning up and removing encampments, helping to connect occupants with social services (health, addiction support, housing), and increasing the safety of those who work/live around illegal encampments by bringing in services to deal with dangerous materials in encampments. Although JET is not aimed at ending homelessness, it does help address the social and bylaw enforcement issues and streamline the process for cleaning up encampments within Calgary. JET includes the Partner Agency Liaison (PAL) Team, the Calgary Police Service, and several business units such as Parks & Open Spaces, Mobility and Waste & Recycling.

PAL is a special Team of Community Peace Officers[3] implemented in 2010 to address encampments. The PAL Team works in a front-line outreach capacity with Calgarians who are experiencing homelessness, rough sleeping, and who want assistance with appropriate resource referrals. The PAL Team created a unique working model focused on creating positive working relationships and open communication channels with numerous social agencies and businesses that work to support vulnerable populations. Effectively addressing encampments supports the safety of encampment occupants by connecting them with available services, the public, by removing and cleaning up encampments, and City staff.

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[2] Source of Calgary Population: Calgary's Population, 1958-2019 | Open Calgary
[3] The PAL Team is in the Emergency Management & Community Safety business unit in Community Services.

Encampment Response Process

If a citizen encounters an encampment, they should call 311[4] to report it. Staff in 311 create an encampment specific Service Request (SR). Teams, made up of two Officers, receive encampment SR and organize visits in their zone. The PAL Team coordinates outreach activities with the Alpha House Downtown Outreach Addictions Partnership (DOAP) Team.

Based on The City's encampment response timelines, the PAL Team is expected to visit the encampment site within 10 days of the 311 report and schedule the site for clean-up within 30 days of the report for active[5] encampment sites and 15 days for inactive[6] sites. Working with occupants to connect them to services is expected to take up to 20 days depending on circumstances and available resources.

When an encampment is vacated, the PAL Team schedules cleanup within five business days. Based on encampment location, the PAL Team directs cleanup in the 311 SR system to JET business unit members or contractors who then schedule the actual cleanup, which is tracked outside the 311 system (i.e. SR is closed once PAL Team schedules cleanup).

PAL Encampment Process

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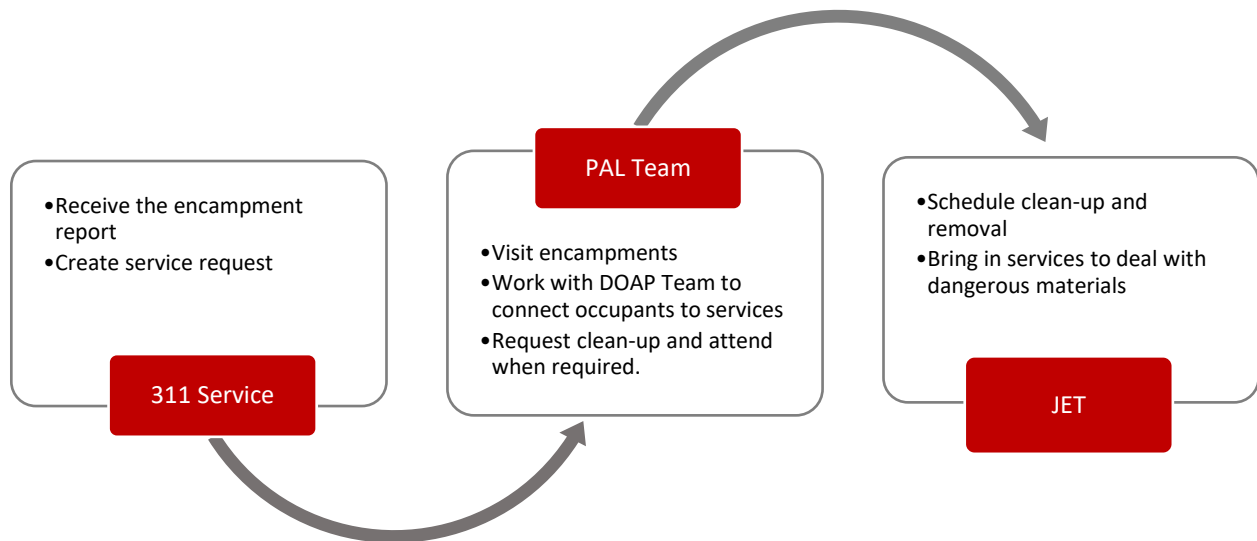
[4] 311 Citizen Services is a division in the Customer Service & Communications business unit.
[5] An encampment that is actively inhabited.
[6] An encampment that is not actively inhabited or is abandoned.

2.0 Audit Objective, Scope, and Approach

2.1. Audit Objective

The objective of this audit was to assess the effectiveness of Administration's PAL Initiative to address encampments.

The objective was achieved by reviewing the design and operating effectiveness of the following PAL Team processes and controls:

- Encampment Response, including measuring and monitoring success;
- Safety, including Standard Operating Procedures (SOP), training, and equipment checks to prevent safety incidents; and
- Coordination with JET, the Alpha House DOAP Team, and other agencies.

2.2. Audit Scope

The scope of this audit included PAL Team activities and associated encampment SR in the 311 system between January 1, 2021, and December 31, 2022. This audit did not examine the following areas:

- The intake of encampment reports in 311;
- JET encampment clean-up and removal activities; and
- Availability of social services (health, addiction support, housing, shelters) provided by external organizations to connect encampment occupants.

2.3. Audit Approach

We assessed the design and operating effectiveness of processes and controls to provide outreach encampment services to the population through:

- Interviews with key PAL Team members and management (Sergeants and Inspector) to gain further understanding of processes and controls, including coordination with City business units and external organizations;
- Review of related policies, procedures, and documentation, including Standard Operating Procedures, and PAL monthly and annual reports;
- Review of PAL Team training offered and completed;
- Data analysis of encampment SR from the 311 system to assess if expected targets were being met and identify trends, opportunities, and challenges;
- Review of a sample of SR where targets were not being met to determine root cause;
- Review of safety incidents/near misses reported in The City's Safety Data Management System and follow-up activities; and
- Data analysis on overtime, absences, and turnover.

3.0 Results

We observed reasonable achievement of expected timelines from 2018 to 2021 with a decrease in 2022 due to the increase in encampment reports combined with PAL Team turnover creating challenging response conditions. We identified improvements to enhance the effectiveness and efficiency of the PAL Team and support evaluating the success of the unique PAL Initiative working model (Section 3.1). Based on our review we concluded safety processes and controls were designed and operating effectively (Section 3.2). We also noted enhancements to support more effective JET coordination to resolve challenges, such as clean-up delays (Section 3.3). The following sections describe results and recommendations in more detail. There is also an opportunity to leverage Community Standards' One City Relationship Management System (RMS) under development to support improvements identified.

3.1. Encampment Response

As outlined in the diagram below, the number of encampments reported increased significantly in the last five years[7], which combined with PAL Team turnover made the scenario challenging for outreach activities. Although encampments reported are concentrated in the Downtown area, locations are spread out across the city.
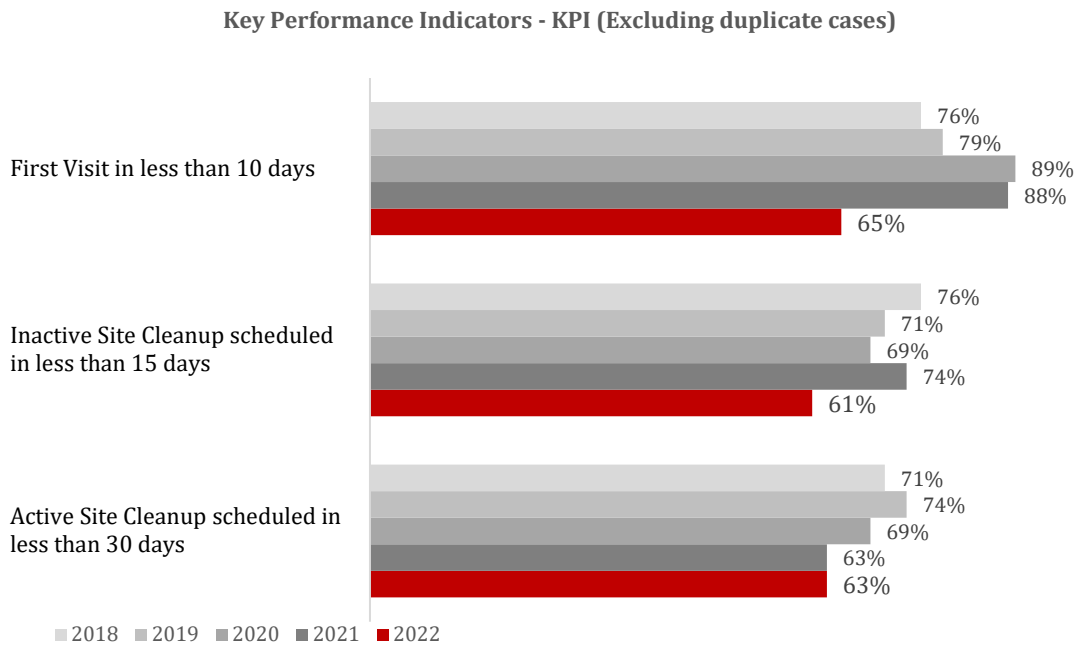

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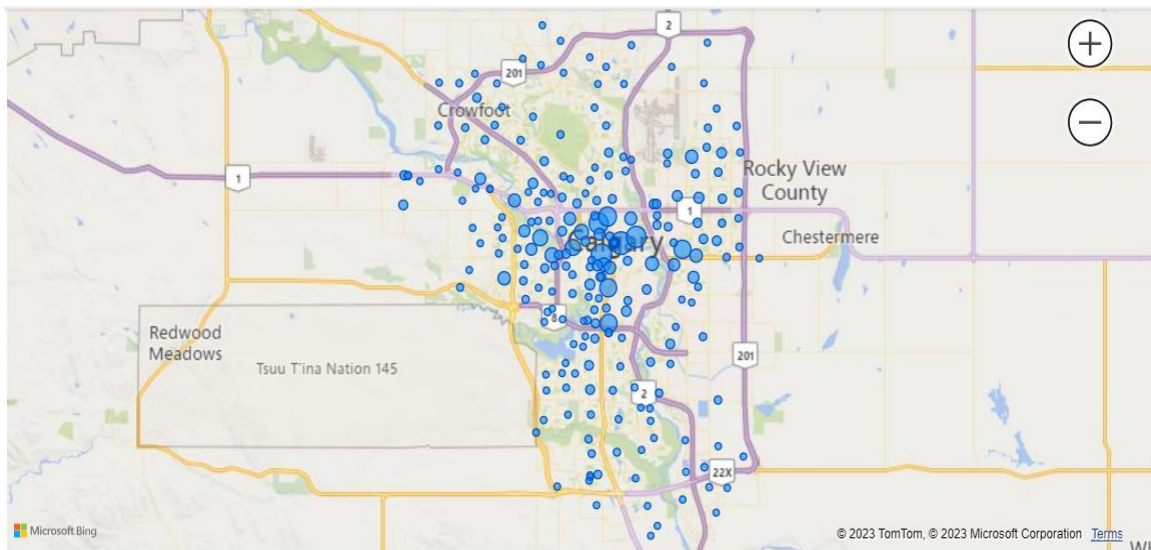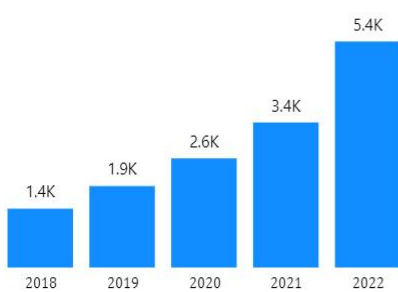
[7] The numbers reported include duplicates, which impacts total encampments.
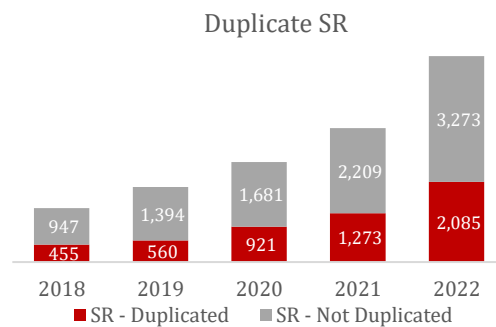
3.1.1. Encampment Response Timelines

We obtained SR encampment data from the 311 SR system between 2018 and 2022 and performed trend analysis to better understand encampment response. We also reviewed a sample of SR and interviewed PAL Team members. We observed reasonable achievement of expected timelines from 2018 to 2021 with a decrease in 2022 as demonstrated in the following chart. Duplicate SR were not included in this analysis[8].

Key Performance Indicators - KPI (Excluding duplicate cases)

First Visit in less than 10 days
- 76%
- 79%
- 89%
- 88%
- 65%

Inactive Site Cleanup scheduled in less than 15 days
- 76%
- 71%
- 69%
- 74%
- 61%

Active Site Cleanup scheduled in less than 30 days
- 71%
- 74%
- 69%
- 63%
- 63%

■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022

Decreased response can be attributed to an increase in encampment reports from 3,482 in 2021 to 5,358 in 2022 (54%) and PAL Team turnover. Given the increasingly challenging nature of encampment response, and the importance of maintaining response times to support public interest and safety of occupants, we recommended (Recommendation 2) establishing targets for PAL Team performance, with associated monitoring.

3.1.2. Duplicate Service Requests

Our data analysis demonstrated there was a significant number of duplicate SR due to multiple calls to report the same encampment. We recommended (Recommendation 1) exploring opportunities to reduce the number of duplicate SR, which will allow the PAL Team to focus on outreach activities and optimize efficiency and effectiveness.

Duplicate SR

Year	SR - Duplicated	SR - Not Duplicated
2018	455	947
2019	560	1,394
2020	921	1,681
2021	1,273	2,209
2022	2,085	3,273

■ SR - Duplicated ■ SR - Not Duplicated

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[8] Analysis was based on raw data that could be impacted by inconsistent use of SR activities and outcomes in the 311 system.

3.1.3. Administrative Follow-up

There is an "SR Follow-up" activity initiated by administrative staff to remind the PAL Team of SR open for more than 30 days. Based on 2022 data and sample analysis we determined follow-up was not initiated consistently, which resulted in unnecessary delays (i.e. open SR with no activity). We recommended (Recommendation 5) creating a process to follow-up on SR open for more than 30 days on a defined frequency.

3.1.4. Proactive Visits

The PAL Team proactively visits areas where campers usually set up encampments with the objective of identifying and dealing with encampment concerns before receiving a 311 report. To analyze proactive visits, we selected SR from 2018 to 2022 with the outcome "Proactive - No Call Required" created by the PAL Team.

There was an increase in the number of proactive visits from 18 in 2018 to 230 in 2022. We analyzed a sample of ten proactive visits and noted the PAL Team identified:

- Nine abandoned encampments and debris, and requested clean-up;
- Two encampments with campers present; and
- One with no problem.

Although we noted positive results, PAL Initiative management has not established KPI to assess if the proactive approach is achieving its objective. We recommended (Recommendation 3) setting and monitoring KPI to measure the success of the approach, which will support strategic adjustments.

3.1.5. Outreach Activities

Through our review of a sample of SR and interviews, we noted successful cases of occupants being connected to social services, people receiving support from the PAL Team, and in some extreme cases first aid (CPR). Each PAL Team also prepares a monthly report for PAL Initiative management that includes details of the interactions with encampment occupants, the number of encampments attended, and emerging issues. However, the PAL Team does not track the number of occupants they interacted with and connected to social services through coordination with the DOAP Team. Since the PAL Team has a unique working model focused on outreach and creating positive relationships, we recommended (Recommendation 4) developing metrics to measure outreach activities and assessing if the approach is achieving intended objectives.

3.2. Safety

We determined safety processes and controls related to safety procedures, training, and equipment checks were designed and operating effectively as outlined below.

3.2.1. Safety Procedures

Since the members of the PAL Team are Peace Officers, their activities are covered by comprehensive SOP. In addition, there are three specific SOP to guide encampment response:

- SOP - Animal and Bylaw - Illegal Encampment Response on Public Property
- SOP - Animal and Bylaw - PAL DOAP Team Response
- SOP - Animal and Bylaw - Encampments on Private Property and COFLEX

In addition to the SOP mentioned above, the PAL Team highlighted the following Peace Officer SOP that support citizen and officer safety:

- SOP - Community Peace Officers - Use of Force
- SOP - Safety - Defensive Tactics and Equipment
- SOP - EMCS - Code 200 Officer in Trouble
- SOP - CCS Telecommunications (Radio)
- Policy - Community Peace Officers - OC Spray[9]

We interviewed the PAL Team and confirmed SOP covered safety protocols related to their main activities. We also reviewed a sample of SR and confirmed PAL Team members were working in teams of two.

3.2.2. Training

PAL Team members must complete 13 weeks of Peace Officer training that consists of mandatory Provincial training[10] and PAL team specific training followed by 6 weeks of field training under the supervision of a senior officer. Peace Officers are trained on safety procedures, routines, and how to use equipment.

We selected a sample of three PAL Team members to verify mandatory training was completed in 2022. Although most of the mandatory training was completed, including City Code of Conduct training, we were unable to verify the last week of field training for one PAL Team member and attendance at two sessions (Emergency Radio Communication and Autism Spectrum Disorder).

We noted training programs for Emergency Management & Community Safety were centralized under a Learning and Wellness area in October 2022 to retain evidence of training completion and follow-up on outstanding training. We shared an opportunity with PAL Initiative management to consider developing an annual PAL Team training agenda to enhance continuing professional education.

3.2.3. Safety Incidents

City employees, including the PAL Team, are required to report safety incidents and near misses in The City's Safety Data Management System (SDMS). As soon as reported, PAL Initiative management check with the officer who reported the incident to ensure they were wearing all personal protection equipment (e.g. gloves). They then review the incident to determine actions to prevent future similar events, such as coaching or updated procedures/equipment.

We obtained incidents and near misses listed in SDMS from 2018 to 2022 and identified 26 reports related to the PAL Team. The number of cases increased in 2022 (11) and represents 42% of all cases reported since 2018. We selected a sample of five 2022 incidents and confirmed management discussed the incident with the officer and actions were taken to prevent future incidents, such as coaching, and providing improved equipment.

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[9] Pepper spray.
[10] Community Peace Officer Induction Program.

3.2.4. Equipment

We interviewed the PAL Team, Sergeants, and the Inspector to understand the equipment available to support PAL Team safety. The PAL Team must use radios and Smartphones to communicate with Calgary 9-1-1 dispatch, the Sergeant and other Peace Officers and keep informed about events happening around them. The Smartphone has a Mobile Responder App with GPS location tracking. We tested the GPS tracker for one PAL Team member and noted it was operating effectively.

There are Radio and Mobile Responder SOP outlining processes to check and replace malfunctioning equipment. We verified the PAL Team checks their radio and the Mobile Responder App at the beginning of their shift and reports failures to the Sergeant who will replace the equipment immediately. Since each PAL Team works in pairs, in case of failure, they will always have one officer's equipment available.

3.3. Coordination

Effective coordination with City areas and agencies with a role in encampment response is vital to the success of the PAL Team. Although there is coordination through JET and the DOAP Team, we observed improvements to enhance the effectiveness of encampment response coordination (Recommendations 6 and 7).

3.3.1. Joint Encampment Team

We reviewed a sample of 2022 JET meeting minutes and noted there was useful discussion and sharing of information on accomplishments (number of people housed) and emerging issues. However, the JET meetings were not occurring monthly and there was no action plan assigned in meetings to follow-up and resolve recurring issues, such as clean-up delays. We also noted information on the status of clean-up activities was not available in the 311 SR system, which made it difficult for JET to monitor delays. To enhance JET effectiveness, we recommended ensuring meetings are held regularly with a defined agenda to resolve issues, and creating a system process to identify clean-up delays to support resolution and effective encampment response.

3.3.2. Downtown Outreach Addictions Partnership Team

There is functional coordination between the PAL and DOAP teams. There is a PAL and DOAP Team Response SOP to guide the collaboration with DOAP with the aim of connecting the vulnerable population to resources required and addressing encampments more effectively. The standard is to have one DOAP team member attend encampment calls with each PAL Team.

Through interviews and sample analysis we noted evidence of coordination with the DOAP Team. The PAL Team recorded details of encampments attended and actions taken, such as working with occupants to secure housing and providing transportation and temporary shelter.

We would like to thank the PAL Team and PAL Initiative management for their assistance and support throughout the audit.

4.0 Observations and Recommendations

4.1. Duplicate Service Requests

During our analyses of 311 SR data, we noted duplicate SR, which increased from 32% of total SR in 2018 to 39% in 2022. Duplicate SR are caused by multiple callers reporting the same encampment since 311 creates a specific SR for each report. The PAL Team receives SR and dedicate time to investigate and identify duplicate cases and close them without further action. Reducing the number of duplicate SR will allow the PAL Team to focus more time on outreach activities (e.g. visiting encampments, and scheduling clean-up).

The 311 SR System should be designed to support efficient encampment response. Currently, 311 creates a new SR for each encampment reported. Updating the 311 response process to, where possible, create only one SR for each location will enhance the efficiency of the PAL Team response.

Recommendation 1
The Chief Community Standards coordinate with 311 Services to update the SR encampment process to reduce duplicate SR.
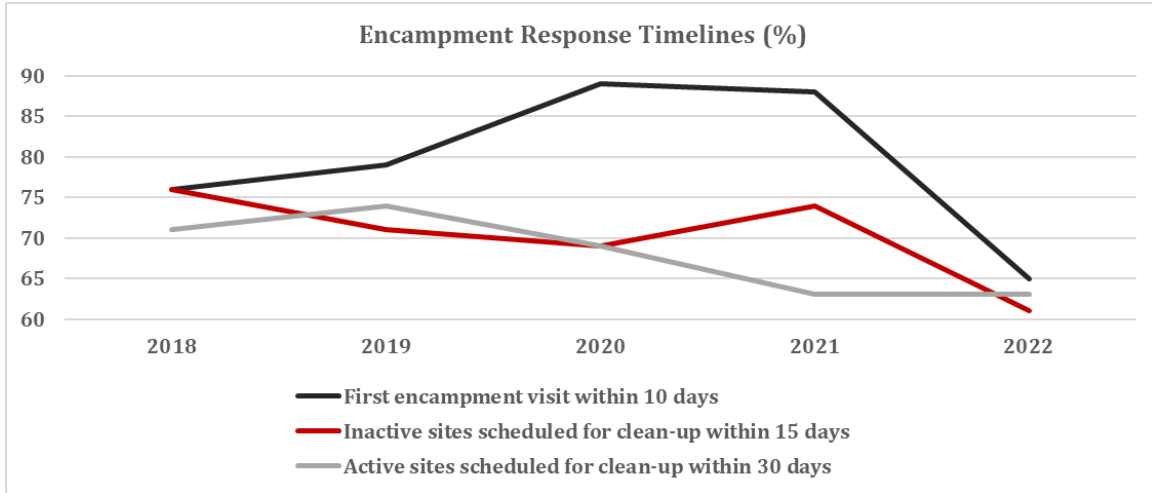
Management Response:
Agree.

Action Plan	Responsibility
Emergency Management & Community Safety is currently in the build and implementation phase of the One City RMS project which will replace existing case management systems with modern technology. Through the new solution, we will explore and leverage capabilities to identify and merge duplicate complaints. This is identified as a business requirement for the project. Roll-out of the project for Community Safety Peace Officers is Q1 2024.	Lead: Chief Community Standards Support: One City RMS Support & Sustainment Team Commitment Date: March 31, 2024

4.2. Encampment Response Targets

The PAL Team is expected to attend the encampment site within ten days of the report based on The City's encampment response timelines. The PAL Team is also expected to schedule cleanup within 15 days of the report for inactive sites and 30 days of the report for active sites. Although there are timelines for encampment response and clean-up, there were no targets establishing acceptable PAL Team performance (e.g. attending scene within 10 days 80% of the time, scheduling clean-up for inactive sites within 15 days 80% of the time). Establishing and monitoring targets will help to identify performance concerns and causes, such as resource constraints, and inform strategy changes to ensure objectives are met.

We analyzed 311 SR data[11] and PAL Team performance for each encampment response timeline and noted the following decreases in response times. Response times for active sites may take longer than 30 days due to weather conditions and additional time to work with occupants to connect them to services.

Encampment Response Timelines (%)

Line chart legend:
- First encampment visit within 10 days
- Inactive sites scheduled for clean-up within 15 days
- Active sites scheduled for clean-up within 30 days

A third PAL Team was implemented in July of 2022 to respond to the increase in reports. However, the team was not fully operational in 2022 due to staff turnover. We also noted staff turnover over the last four years on one of the two established PAL Teams. PAL Initiative management indicated it was difficult to recruit Community Peace Officers to the PAL Team due to the challenging work visiting encampments and dealing with the vulnerable population. They also noted Community Peace Officers supported encampment response when PAL Teams were not available.

Recommendation 2
The Chief Community Standards establish targets for PAL Team performance, monitor on a defined frequency, and adjust strategy where the targets are not achieved.

Management Response:

Agree.

Action Plan	Responsibility
Targets will be established and monitored on a defined frequency. The One City RMS project is being developed on the MS Dynamics 365 platform which includes the Power BI data visualization application. A critical success factor for this project is enhanced business intelligence and reporting capabilities. Automated dashboards that allow for more effective	Lead: Chief Community Standards Support: One City RMS Support & Sustainment Team Commitment Date: March 31, 2024

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[11] SR identified as duplicates were not included in the data analyzed.

Action Plan	Responsibility
monitoring and measurement of programs are identified as a business requirement for this project.	

4.3. Proactive Visit Key Performance Indicators

The PAL Team periodically visits areas where they usually find encampments with the objective of proactively identifying and dealing with encampment concerns before receiving a 311 complaint. PAL Initiative management has not established KPI to assess if the proactive approach is achieving its objective. Setting and monitoring KPI will help to identify when action is required and inform the PAL Initiative strategy. KPI could include the number of visits per week and/or proactive visits with clean-up scheduled.

Recommendation 3:
The Chief Community Standards establish Key Performance Indicators for proactive visits, monitor on a defined frequency, and adjust strategy where the targets are not achieved.

Management Response:
Agree.

Action Plan	Responsibility
Proactive measures will be established and included in a monthly dashboard.	Lead: Chief Community Standards Support: Inspector Community Safety Commitment Date: March 31, 2024

4.4. Outreach Performance Metrics

The PAL Team have a unique working model focused on creating positive relationships to support vulnerable populations. They coordinate outreach activities with the DOAP Team to connect campers with social services, such as temporary shelters. PAL Initiative management has not developed metrics such as the number of encampment occupants the PAL Team interacts with or the DOAP Team connects with services. Developing metrics to track achievements would support assessment as to whether the model is achieving intended objectives.

Based on our sample analyses, there were comments in SR indicating occupants were connected to social services and received support from the PAL Team and in some extreme cases first aid (i.e. CPR). Although the PAL Team is not required to include this information to close the SR, there is an opportunity to track metrics in the SR system or Community Standards' One City RMS under development on the Microsoft Dynamics 365 platform. The PAL Team could also coordinate with the DOAP Team to obtain numbers they track when they work with the PAL Team.

Recommendation 4:
The Chief Community Standards develop metrics to track outreach achievements and assess the success of the PAL Team working model.

Management Response:
Agree.

Action Plan	Responsibility
Metrics will be developed and fields to capture data on # of occupants encountered, services provided (including first aid provision) or referrals made will be built in to the One City RMS solution for reporting.	Lead: Chief Community Standards Support: One City RMS Support & Sustainment Team Commitment Date: March 31, 2024

4.5. Administrative Follow-up on Open Service Requests

The PAL Team updates SR with activities and outcomes related to the complaint. There is an ad-hoc follow-up activity that reminds the PAL Team of SR open for more than 30 days. However, there is no related process to support the consistent follow-up, review, and, where appropriate, closure of SR open for longer than 30 days.

We analyzed SR with follow-up in 2022, considering the length of time to conclude the SR.

SR Concluded (Days)	SR with Follow-up	%	Total SR
More than 30, less than or equal to 60	17	3%	614
More than 60, less than or equal to 90	7	3%	205
More than 90, less than or equal to 120	12	21%	58
More 120	36	40%	91
Total	**72**	**7%**	**968**

As noted above, there was more frequent follow-up on SR open for more than 90 days. Based on a review of a sample of 30 SR, we noted an SR that was open because the PAL Team was working with occupants to secure housing. We also noted SR directed to PAL Team 3 that were stuck in the system due to staff turnover. Periodic Administrative Follow-up could identify and resolve unnecessary delays.

Recommendation 5:
The Chief, Community Standards create a process to support the performance of Administrative Follow-up on a defined frequency for SR open longer than 30 days.

Management Response:
Agree.

Action Plan	Responsibility
One City RMS solution includes capabilities to identify and flag files that exceed established timeframes. Business process change is also required to differentiate between files that have become stagnant vs. files where PAL team members are providing ongoing support to an individual.	Lead: Chief, Community Standards Support: One City RMS Support & Sustainment Team Commitment Date: March 31, 2024

4.6. Joint Encampment Team Effectiveness

The effectiveness of JET can be improved by ensuring meetings are held regularly with a defined agenda to discuss, coordinate, and resolve issues identified to improve The City's response to encampments.

We noted in 2022, JET meetings were not happening monthly, and some areas did not attend the last two meetings. We also noted issues, such as clean-up delays, were consistently discussed in the meetings. However, there was no action plan assigned in the meeting to follow-up and resolve or mitigate the issue. Although it can be challenging to coordinate and schedule JET meetings with all areas, consistent meetings with a defined agenda and assigned actions will improve coordination between participants and support effective encampment response.

JET effectiveness can also be improved by tracking completion of clean-up in the SR System. SR are closed when the PAL Team schedules clean-up. Actual clean-up is coordinated by City business units that are part of JET (e.g. Mobility, Parks & Open Spaces) or contractors and tracked outside of the 311 SR system[12]. JET should consider coordinating with 311 to create a process in the SR system to close SR after the conclusion of clean-up to enable monitoring and identification of delays to support resolution and leveraging One City RMS. Conducting timely clean-up supports effective encampment response and can reduce 311 calls related to delayed clean-up.

Recommendation 6:
The Inspector of Emergency Management Community Safety improve the effectiveness of the JET Team by ensuring meetings are held regularly with a defined agenda to discuss, coordinate, and resolve issues identified.

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[12] This issue was also noted as part of an audit of 311 where we raised a recommendation on 311 governance.

Management Response:
Agree.

Action Plan	Responsibility
Community Standards Division Administrative Assistant to provide ongoing support to Inspector for agenda creation, meeting minutes, action items required, and other administrative support requirements.	Lead: Inspector, Community Safety Support: N/A Commitment Date: September 30, 2024

Recommendation 7:
The Chief, Community Standards consider coordinating with 311 Services to create a process in the SR System to close SR after the conclusion of the clean-up.

Management Response:
Agree.

Action Plan	Responsibility
Emergency Management & Community Safety will explore options through integration with One City RMS and SR to ensure service requests are being updated as work progresses and only fully closed once encampments have been fully removed.	Lead: Chief, Community Standards Support: One City RMS Support & Sustainment Team Commitment Date: March 31, 2024