



**TRANSIT
PEACE OFFICER**

2026 Department and Branch Budget Presentations



Community Services Community Standards

March 5, 2026 - Special City Council

Jennifer Flaman, Deputy City Manager, Community Services
David Jones, Chief Bylaw Enforcement Officer and Branch Manager for Community Standards

Community Standards Outputs

\$ 68.6 Million
2026 Net Expenditures & Transfers

434.4 FTEs
(as of December 31, 2025)

243,563
Total Number of
Complaints and Investigations



1,650
Total Animal
Protection Act Events



5,387
Animals Brought into
the Animal Care &
Control Centre



81,647
Parking
Complaints Received



+14%
Change in Animal
Protection Act
Events



-6%
Change in Animals
Brought into the Animal
Care & Control Centre



+18%
Change in Parking
Complaints Received



608
Problem
Properties Files
Investigated



68,292
Dispatched Events
- Transit Peace
Officers



11,097
Encampment
Complaints Received



2,359
Snow and Ice
Complaints
Received



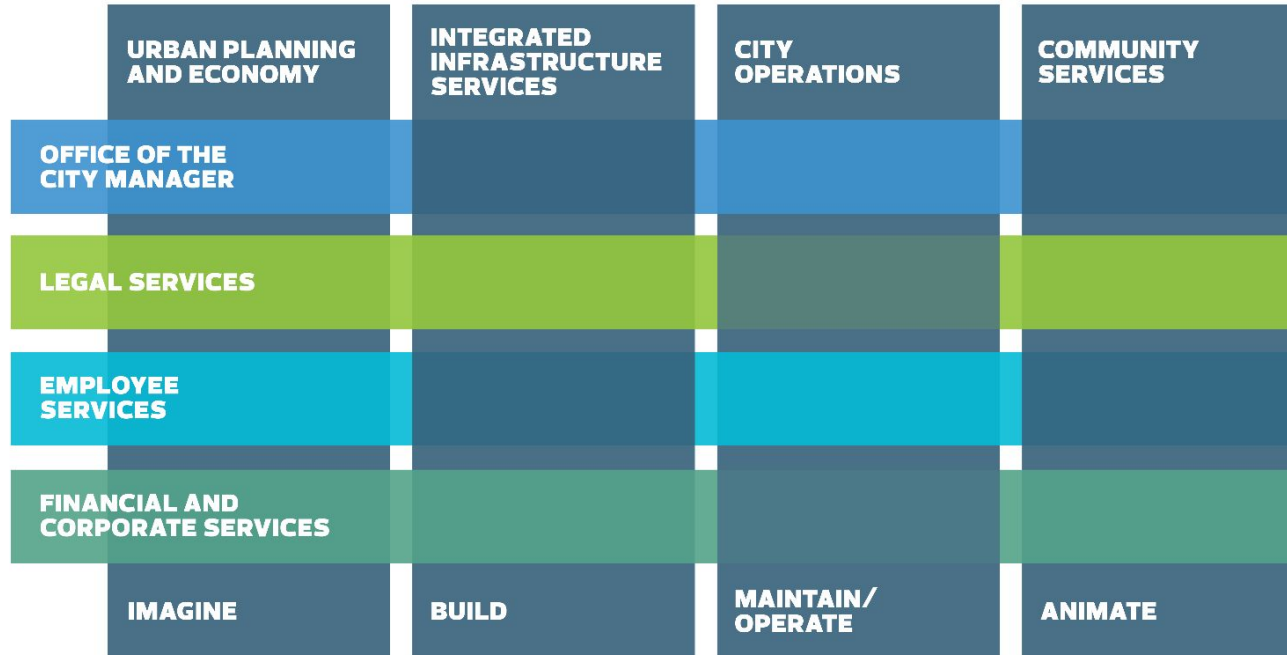
-1.5%
Change in
Dispatched Events -
Transit Peace Officers



-39%
Drop in
Encampment
Complaints Received

Functional Structure

Community Standards



Services

Community Standards Branch



Public Safety

- Animal Welfare Service
- Bylaw and Provincial Act Enforcement Service
- Community Safety Service
- Pet Licensing Service



Environmental Protection

- Wildlife Management Service

Roles

(434.4 FTEs) (Community Standards)

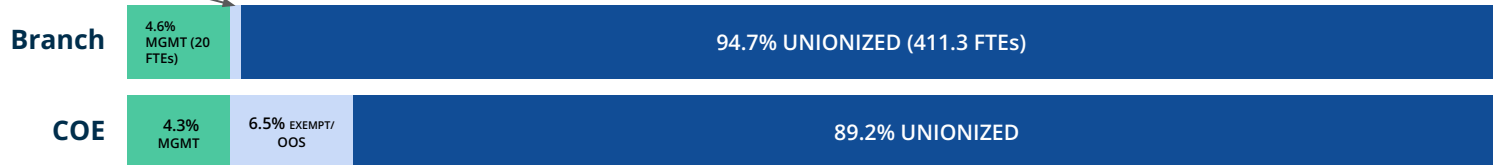
Management Roles (Eg. Chief Bylaw Officer, Deputy Chief, Superintendent, Inspector, Animal Care Centre Manager)

Exempt/Out of Scope Roles (Eg. Strategic Coordinator, Professional Standards Consultant)

Unionized Roles (Eg. Sergeant, Supervisor Municipal Enforcement, Animal Health Team Lead, Kennel Care Supervisor, Supervisor Customer Service)

Animal Care (156.9 FTEs)	Sample Roles: <i>Animal Care Attendant, Animal Control Peace Officers, Customer Service Representatives, Park Rangers Peace Officers, Registered Veterinary Technologist</i>
Enforcement and Program Services (277.5 FTEs)	Sample Roles: <i>Business Operations Analyst, Community Standards Peace Officer, Dispatcher, Municipal Enforcement Officer, Peace Officer Trainer, Transit Peace Officer</i>

0.7% EXEMPT/ OOS
(3.1 FTEs)



Understanding Subsidies

Targeted Social Subsidy (Reduced Fees)



The City collects the full rate from most, but lowers the barrier for specific groups:

- seniors,
- income support,
- assistance dogs

Council's Role: Deciding **who** gets the break.

Pet Licensing Subsidy Program

5,157 subsidized licenses

Annual Subsidy Cost: \$82,115

Who may qualify

Seniors and people on income support

% Reduction

50% in licence fees

Current state

Applies to one spayed or neutered pet per residence

Upcoming changes

May 2026 - expands to all spayed/neutered pets in residence

Understanding Subsidies

Organizational Subsidy (Strategic Partnership)



Funding provided to external partners (Not-for-Profits, BIAs, ABCs) to sustain their daily operations and specialized service delivery.

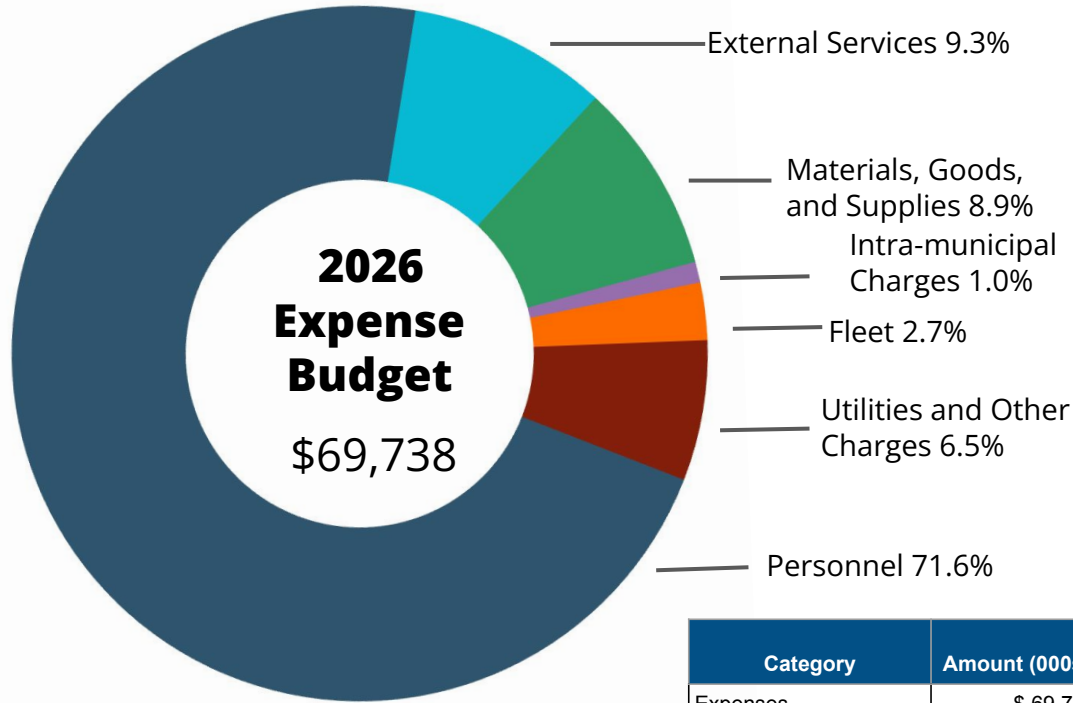
Council's Role: To set the **strategic priorities** which guide decisions on where operational funding is allocated.

Subsidy	Includes	Annual Cost (000s)
Animal Care and Wildlife	Edmonton Humane Society (EHS) WILDNorth Animal Rescue Fund (ARF)	~\$940
Cleanliness & Business Vitality	Litter reduction grant BIA Enhanced Services Social Enterprise Contract Community Clean-up	~\$1,300
Social Support	Bent Arrow Traditional Healing Society (COTT)	~\$700

2026 Budget

2026 Expense Budget

Community Standards (000s)



**2026
Expense
Budget**
\$69,738

Category	Amount (000s)
Expenses	\$ 69,738
Recoveries	\$ (1,133)
Revenue & Grants	\$ (4,452)
Net Operating Budget	\$ 64,153

Key Activities

Delivery of Bylaw and Provincial Act Enforcement including community standards, transit safety and business licensing compliance.

Management and operation of the Animal Care and Control Centre including veterinary care for lost and seized pets and administering pet licensing.

Cost Drivers

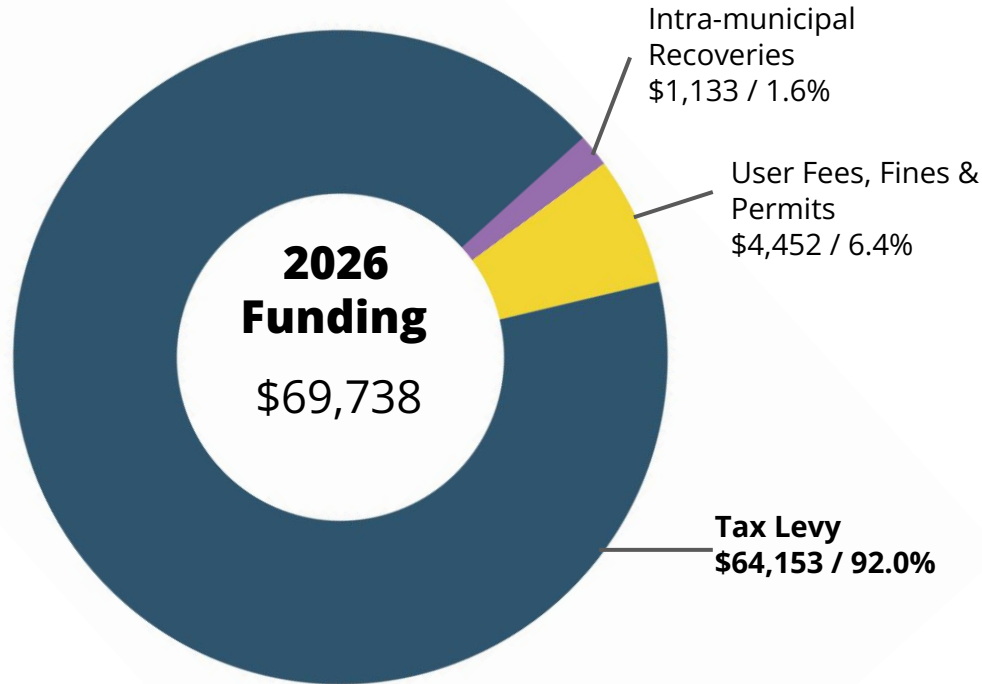
- Increased service volume demand
- Number and size of events
- Precipitation levels
- Ill-suited and outdated technology/records management
- Inflation on contracts and supplies
- Minimum staffing levels

Total FTEs

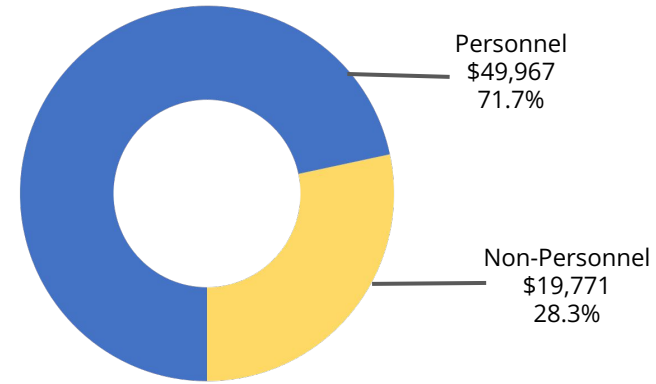
434.4 FTEs
as of Dec 31, 2025

2026 Funding Model Summary

Community Standards Branch (000s)



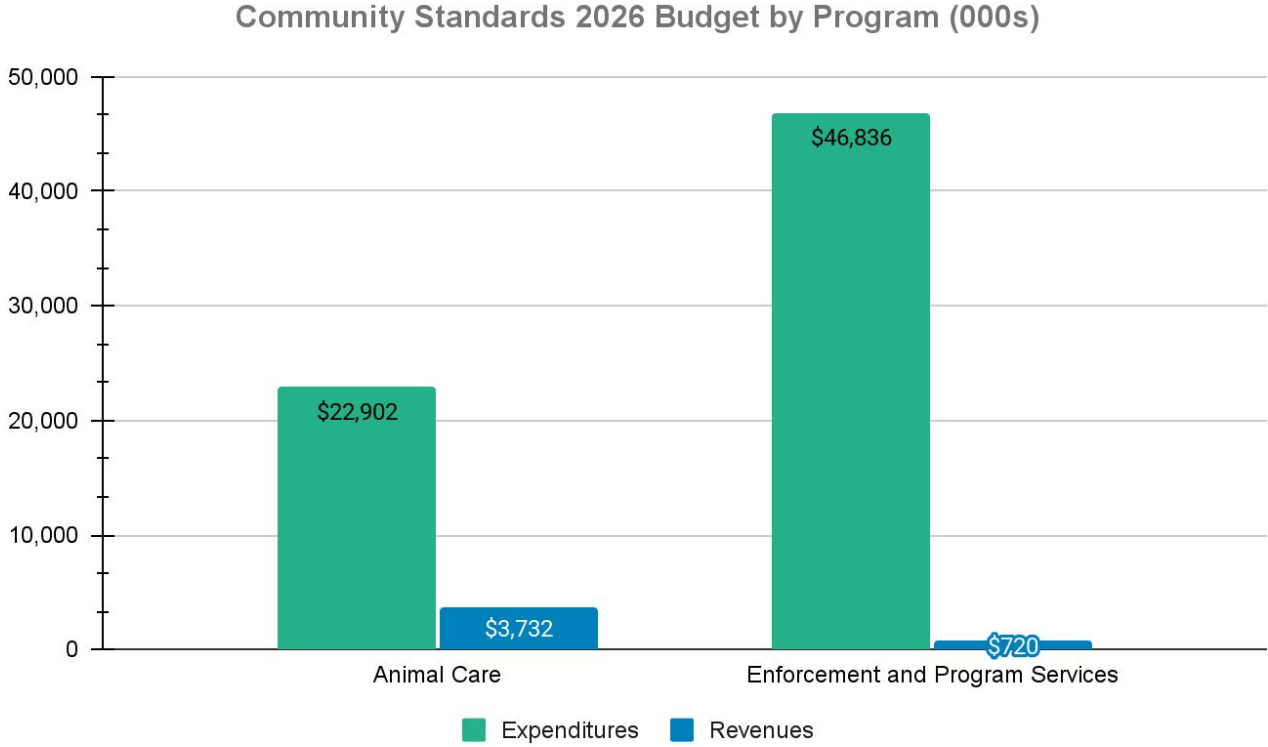
2026 TOTAL EXPENDITURE BUDGET (000s)



Funding Model

Primarily tax levy funded as well as pet licensing fees and cost recoveries.

2026 Expenditure and Revenue Budget by Program



Capital Budget (2023-2026 Cycle)

Community Standards

\$3.5M

Equipment Replacement

TRENDS:

- A growing city
- Increased demand and expansion of services
- Perceptions of safety in public spaces

RISKS:

- Staff safety and deployment
- Animal care capacity
- Ongoing procurement delays and inflation on equipment costs

Structural Budget Variance: Remaining Challenges & Solutions \$0.6 Million



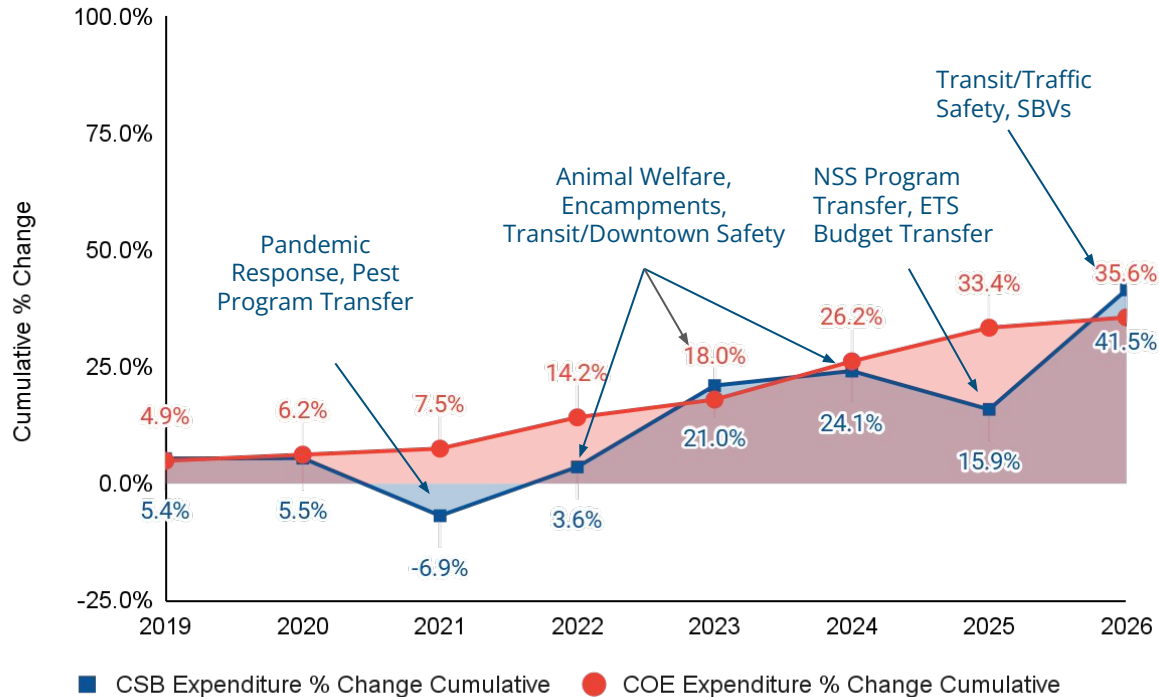
Community Standards:
\$0.6 Million
Pet Licensing \$0.6M

Pet Licensing Revenue Gap

- Issue/challenge
 - Edmonton's owned and unowned pet population is growing while the licensing rate has been steadily declining. There is misalignment between revenue targets and pet licensing numbers.
- Primary Causes
 - Financial considerations and the rising cost of living are major barriers to responsible pet ownership. Declines in licensing rates amongst the younger demographic of pet owners.
- Solution
 - The Pet Licensing Action Plan started in 2024 with proactive parks patrols, creation of a dedicated licensing team and a social media campaign focused on animal welfare.
- Results
 - Pet licensing numbers were up 6.5% in December 2025 compared to January 2025.

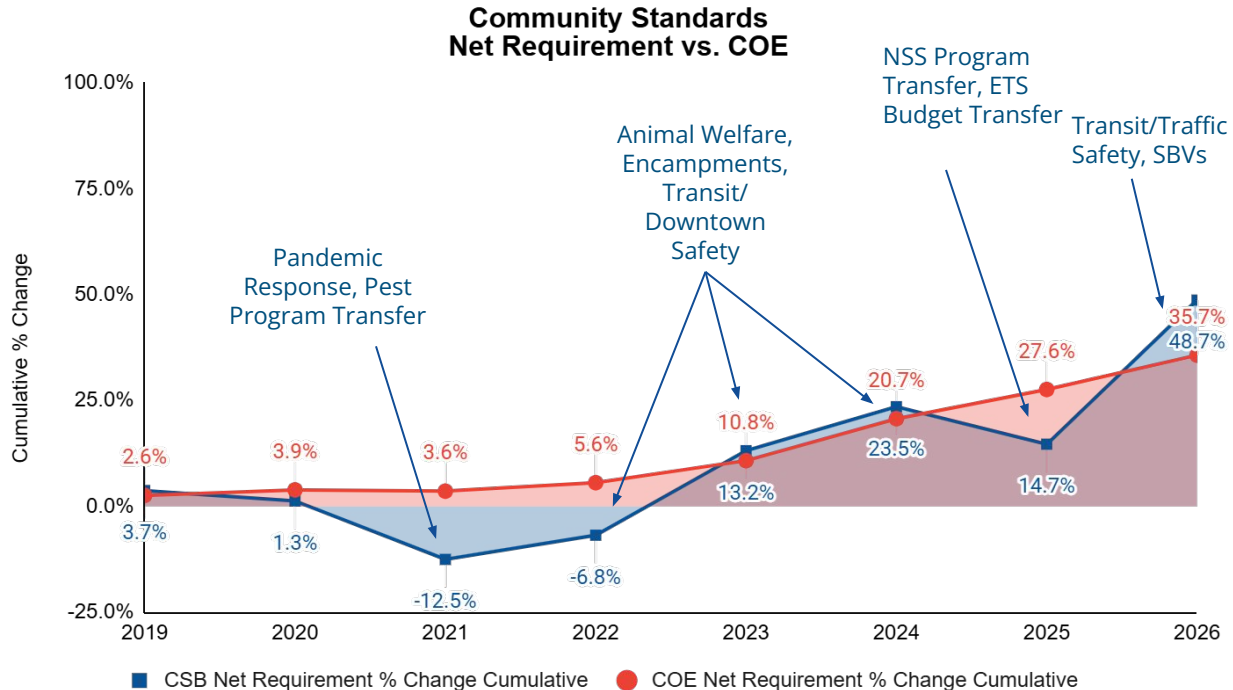
Budget Trend - Community Standards versus Corporate (Cumulative Change - Expenditures)

Community Standards Expenditure vs. COE



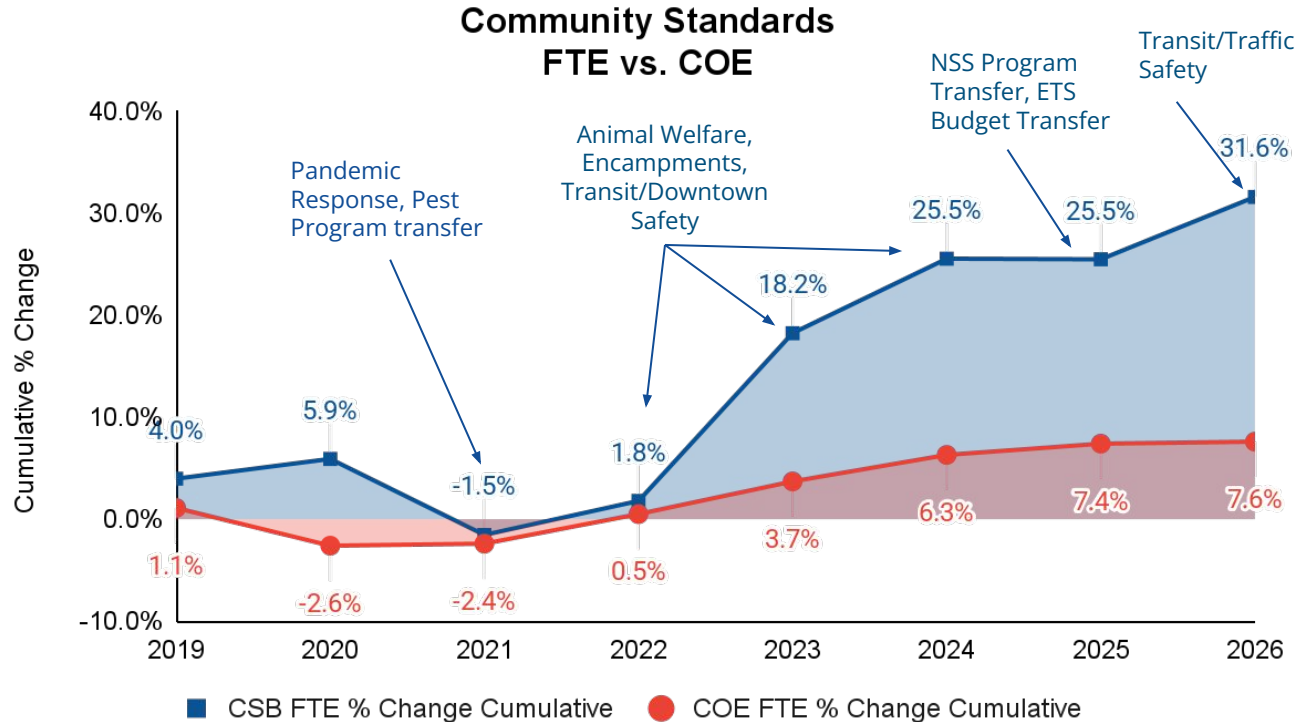
Budget Trend - Community Standards versus Corporate

(Cumulative Change - Net Requirement)



Budget FTE Trend - Community Standards versus Corporate

(Cumulative change)



Options or Levers



Policy and Regulatory

Legislative authorization additions
Bylaw changes
Regulatory enforcement prioritization

- Continue modernizing enforcement and enhancing Peace Officer authorities
- Improve relationships with other orders of government



Financial

Fine and fee increases
Improve cost recovery for services
Review of corporate procurement policies
Reallocation of capital funds
Tax levy

- Review of fine amounts
- Review of fees
- Review vendor contracts and delivery timelines with consideration to operational needs



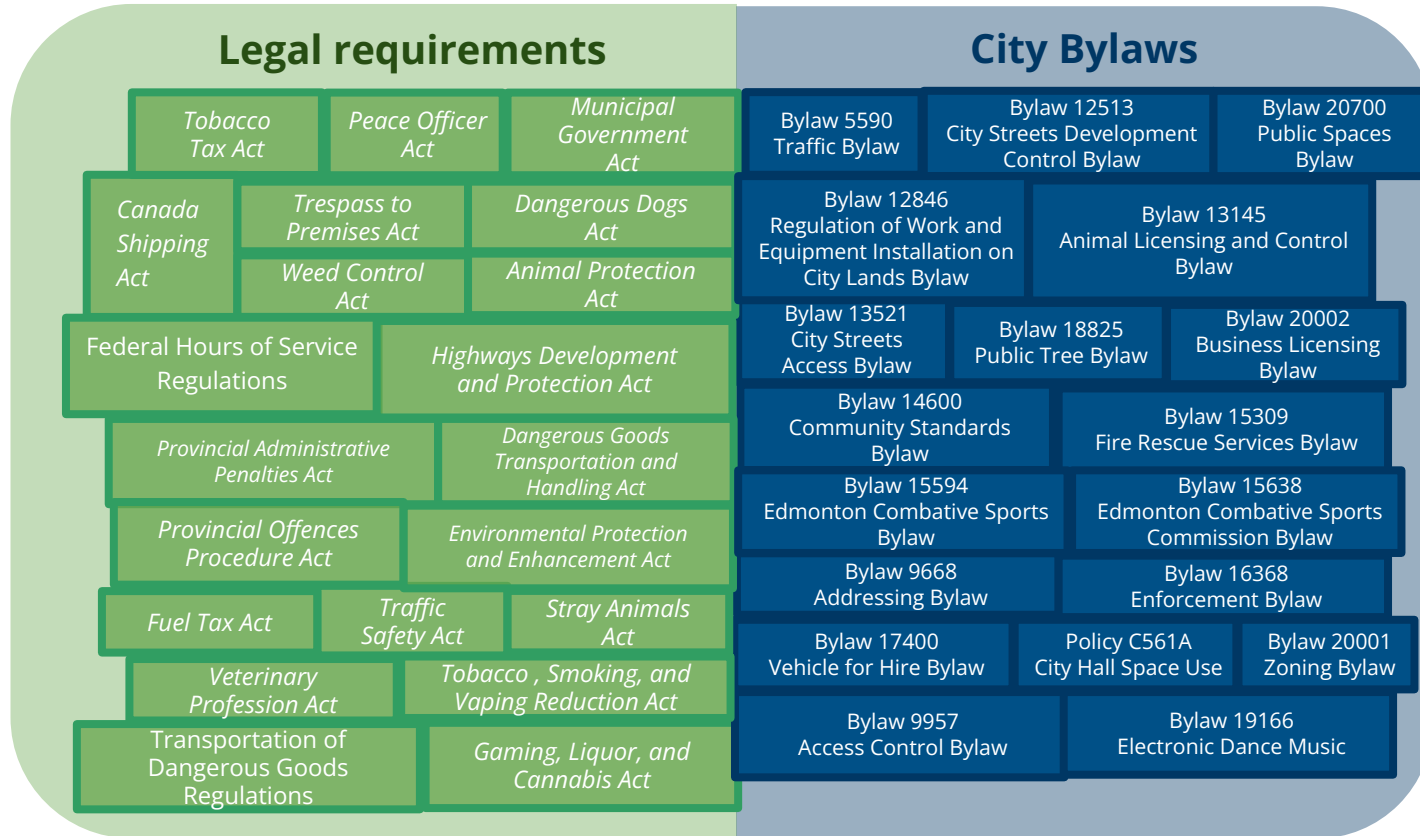
Operational

Process optimization
Service delivery prioritization and redesign
Technology Improvement
Third Party Vendor contracts

- Implement efficient and effective technology solutions, including records management

Legislation and Compliance

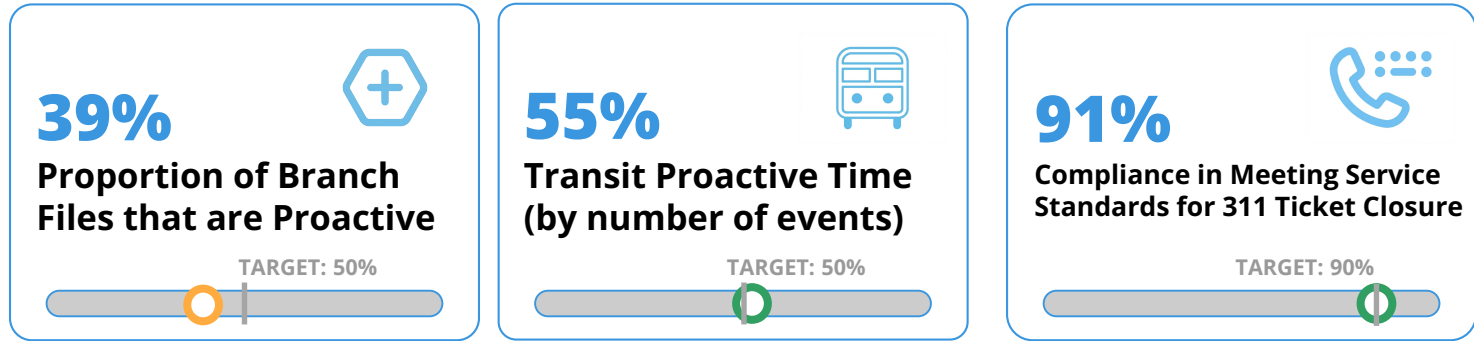
Community Standards Branch



Measures

Enterprise Performance Measures

Community Standards



Risks *Employee Health and Wellness (mental health)*
Public Perception/Branch Reputation

Jurisdictional Comparison

Community Standards Branch

Calgary Service Comparisons

	APA Enforcement	Adoption at Animal Control Centre	Community Court	Emergency Response Driving	Enhanced Authorities	Union Alignment
Edmonton	✓	✗	✗	✗	✗	✗
Calgary	✗	✓	✓	✓	✓	✓

Voluntary Compliance (2023)

Edmonton



Calgary



Encampment Response (2023)

Edmonton



Calgary



Key Service Levels - 2025 Results

Community Standards Branch



TRANSIT FARE CHECKS

Fare checks completed by
Transit Peace Officers

Result: 125%



ANIMAL COMPLAINTS

Animal complaints
investigated within service
timelines

Result: 68%



PARKING COMPLAINTS

Response to bylaw parking
complaints within 48 hours

Result: 88%



ENCAMPMENTS

Initial encampment site
assessment within 4 days

Result: 3.7 Days

Research and Engagement

Public Opinion Research



Community reporting
Feedback Surveys

- ✓ Insight Community Surveys
- ✓ Standalone Issue Surveys
- ✓ Public Pop-up Events
- ✓ Analysis of 311 calls and TransitWatch Data

Public Engagement



Engaged Edmonton tools,
workshops, interviews and
pop-up events

- ✓ Host community events and safety conversations
- ✓ Engage with local groups
- ✓ Engagement led to new bylaws and pilot programs
- ✓ Use 311 and data to schedule patrols
- ✓ Partner with BIAs to provide grants

Academic & Other Research



- ✓ Collaborate with the University of Alberta on urban coyotes and mental health opportunities for staff
- ✓ Share data with partners to support key initiatives

Listening & Learning



311



Advocacy
Groups

Reviews and Audits

Program and Service Reviews

Community Standards Branch

- **Transferred responsibility** for dead animal retrieval to the Roads Service
- **Discontinued** Animal Control Officers visiting residences of delinquent licence holders
- **Discontinued** offering wildlife cages
- **Improved functionality** and convenience for users of the online pet licensing function

2019

2018

- **Started** offering pet owners one or two-year pet licences
- **Defined a stated goal** for the Wildlife Management service and established matrix of responsibilities
- **Improved officer safety and performance** by implementing baseline training
- Municipal Enforcement Officers start **deploying directly** to enforcement area
- Began developing **Computer-Aided Dispatch** business case

Audits

- Enforcement Services Management and Support
- Enterprise Performance Management
- City's Response to 311 Requests
- Provincial Peace Officer Program

- **Re-established** Pet Licensing Animal Control Officer Team

2022/2023

2025

- **Implemented** Computer-Aided Dispatch
- **Started RFP** for pet licensing technology - unfunded

Ongoing: Monitoring target of 70% of all pet licensing transactions conducted online.

Conditionally Accepted: Zero tolerance for dogs that do not possess a pet licence within City of Edmonton off-leash parks. Reduced tolerance for other infractions in off-leash dog parks.

Audits

Community Standards Branch

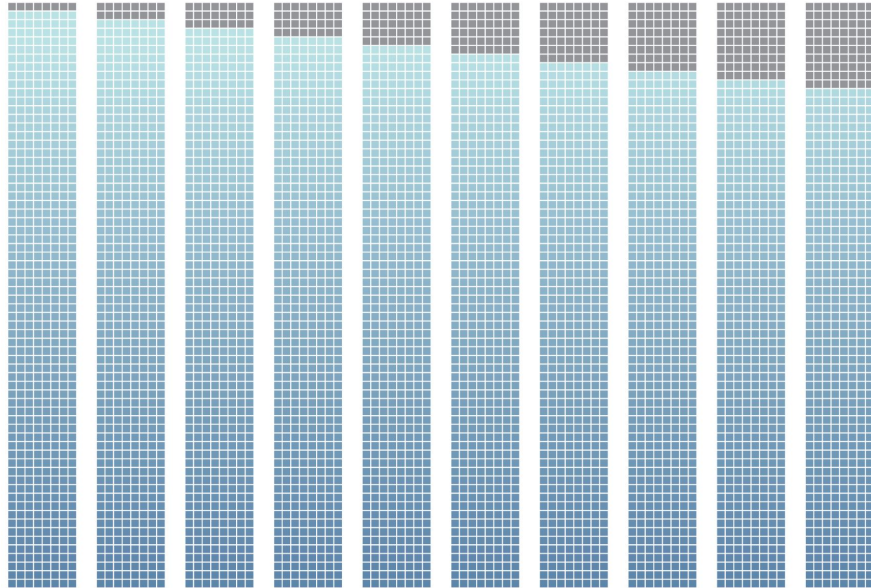
- **Provincial Peace Officer Program** (Late 2023)
- **City's Response to 311 Requests** (November 2023)
- **Enterprise Performance Management** (January 2023)
- **Enforcement Services Management and Support** (October 2022)

The Community Standards Branch does not currently have any outstanding audit recommendations or audits underway.

An audit of the **Animal Care Facility and Animal Licensing** will begin in November with recommendations being presented in 2027

Previous Reductions (2016-2025) Community Standards

10-Year Incremental Total \$11.4M



\$75.1M (18.1%)

**10-Year Cumulative
Reduction Total**

Annual Cumulative Average: \$7.5

Innovation and Continuous Improvements

Community Standards - Bylaw and Provincial Act Enforcement

Transit Safety



- A number of changes have been implemented in support of a safer transit experience. A number of initiatives and changes have taken place including:
 - Enhanced Transit Safety Plan (2022-2024)
 - Community Outreach on Transit Teams (COTT)
 - Transit Community Action Teams (TCAT)
 - Transition from security guards to peace officers (2025-2026)
 - Train Teams (Q4 2024)
 - Operation Unify with the Edmonton Police Service (Q1 2025)
- As a result, overall transit ridership reached 61.8 million in 2025, remaining consistent with 2024 and 12 per cent higher than pre-pandemic ridership in 2019.
- Transit Peace Officers are responding to more than **68,000** dispatched calls, attending over **2,300** suspected overdose related events and deploying naloxone more than **520** times, and checked over 300,000 fares.

Problem Property Initiative



- Over the last **3 years**, the Problem Property Initiative has been addressing properties that have significant negative impacts on the well-being of the surrounding community and/or those living or working in them.
- Conducted over **22,000** inspections and **5,000** enforcement actions at over **2,000** unique properties.
- Secured **639** properties that were at risk of fire and demolished **ten** unsafe vacant properties.
- Influenced approx. **440** further demolitions by owner, following City interventions, with approx. 74% of these demolished properties now redeveloped or in the redevelopment process.
- Coordinated **512** property cleanups.
- Removed **2.4 million** lbs (**1.1 million** kg) of debris and hazardous materials through demolitions and clean ups.
- Made **839** referrals for vulnerable individuals to service agencies, and re-housed **172** individuals, including **52** children, from unlivable properties.

Innovation and Continuous Improvements

Community Standards - Bylaw and Provincial Act Enforcement

Pet Licensing Action Plan



- Following the discontinuation of Animal Control Officers visiting residences of delinquent licence holders in 2018, the rate of pet licensing in Edmonton has been declining.
- Actions have included the creation of a dedicated Licensing Team, daily proactive e-bike parks patrols and an animal welfare social media campaign.
- As a result, pet licenses **increased by 6.5% in December 2025** compared to January 2025.

New Animal Care and Control Bylaw



- After **3 years** of research, public engagement and development, a new Animal Care and Control Bylaw **takes effect on May 19, 2026**.
- This new bylaw introduces higher fines and restrictions relating to dog attacks and other serious offences, new license categories, animal welfare regulations and many other enhancements to address what we heard from Edmontonians.
- Implementation planning is currently in progress and on target for a smooth transition to the new bylaw.

Innovation and Continuous Improvements

Community Standards - Bylaw and Provincial Act Enforcement

High Intensity Hazing Program



- Urban coyotes attacks and aggression have increased in recent years.
- The High Intensity Hazing program was piloted in 2023/2024 to bolster our hazing program with Pepperball Launchers to adversely condition coyotes.
- In 2025 the program was accredited by the provincial Peace Officer Program.
- As a result, total coyote complaints went **down by 6%**
 - Aggressive complaints **dropped 20%**
 - Lethal removals went **down 44%** from 2024 to 2025
- Ongoing partnership with the University of Alberta Edmonton Urban Coyote Project.

Logistics and Business Supports Pilot



- In alignment with branch growth since 2018, a pilot of a new centralized section for alleviating operational capacity concerns and implementing proper oversight of the Professional Standards, Training, and Logistics Unit, as well as the data analyst and dispatch teams.
- Pilot is ongoing, ending in 2026 - initial evaluation indicate a strong value for this model, based on the experiences of staff and studying similar integrated services models across the other City departments.

What this means, and how we proceed

CHALLENGES



Continuous Demand Increase

Demand for service has increased by 30% over 5 years



Population Growth:

Results in a lean team with limited capacity for emergent community needs.



Service Delivery:

Demand increases requires review of types of service delivered



Complex Issues:

Social and medical factors created different challenges in public spaces

STRATEGIC RESPONSE

- **Technology investment:** Further efficiencies are possible through new software, such as a records management system and advancing pet licensing technology.
- **Improve officer safety:** Closing gaps in records management would mitigate safety risks.
- **Expand law enforcement partners:** Continue to rely on and expand partnerships with EPS and other peace officer employers.
- **Increasing proactivity:** Continuing to focus on proactivity, starting with high-priority files.

Thank You