

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 21, 2015

Item 2, Report No. 15, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on April 21, 2015.

2 BY-LAW & COMPLIANCE OPERATIONAL REVIEW

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Interim Commissioner of Legal & Administrative Services/City Solicitor and the Director of By-law & Compliance, dated April 8, 2015, be approved; and
- 2) That Communication C3, presentation material entitled, *"By-Law & Compliance Operational Review"*, be received.

Recommendation

The Interim Commissioner of Legal & Administrative Services/City Solicitor and the Director of By-law & Compliance recommend:

1. That this report be received for information.

Contribution to Sustainability

Vaughan's commitment to the sustainability of public service is reinforced through several high level commitments, including Vaughan Vision 20/20 and the 2011 and 2014 Vaughan Accord in which Council committed to, among other things, responsible stewardship of City assets and optimal public service delivery.

The By-law & Compliance department plays a key role through the administration and enforcement of City by-laws, incorporating public interest and sound governance principles that contribute to community safety, protection of City assets, preservation of our green spaces and natural urban environment and supports the quality of life deserving of those who live, work and visit the City of Vaughan.

Economic Impact

Adoption of this report has no adverse economic impact for the City. However, increasing service demands may require future investment to develop greater functional efficiencies including investment associated with staff training, solutions such as expansion of on-line services and in-field technology, among others, that is not currently funded within existing operating budgets. Any future considerations will be presented to Council through the budget process within the appropriate budget cycle/year.

Communications Plan

This report and attachments will be made available through the City's web site.

Purpose

As part of refocusing the approach of the department, in early 2013 the department was re-titled "By-law & Compliance" ("BL&C") and the Commissioner of Legal & Administrative Services/City Solicitor, together with the Director, requested an operational review of the department. The objectives of the review, conducted by the Department of Innovation & Continuous Improvement, were to identify the opportunity for enhancing processes required to define an accountability

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framework for developing and drafting regulatory City by-laws, determine an optimal organizational structure, assist in the identification of core competencies required to support the proposed processes and identify resource gaps, impacts, costs/benefits associated with any proposed changes.

Background - Analysis and Options

The operational review relied on operational data, staff interviews and a survey of the public to identify key findings.

Survey Results

Residents were surveyed about which roles of the department they found most important and what they would like to see the department do differently. Some common themes emerged, mainly that:

1. Residents see the role of the department as being to protect the health, safety and well-being of residents through an escalated compliance model that includes education, deterrence, enforcement and prosecution where necessary; and
2. Residents would like to see the department be more visible in the community and proactive in its approach to compliance through outreach and education, and esponsive but equitable in its enforcement of by-laws.

The findings of the survey suggest that the department's move to a greater focus on compliance is very much aligned with the desires of residents.

Through further analysis of operational data and staff interviews, the operational review identified that the department's focus, operational function and strategic direction is aligned well with the public service values and public interests.

What Is Working Well

Management has taken a more focused approach to developing a more open and communicative culture in the department, encouraging feedback on ways to enhance operational efficiencies, effectiveness and service delivery and engaging staff in the planning and implementation of resulting initiatives.

The greater focus in the last two years on outreach, education and seeking voluntary compliance before escalating to enforcement has resulted in a better overall resident experience and in the ability of the department to use its resources in a more efficient and targeted way.

Substantial improvements have also taken place in Animal Services with higher adoption rates translating to more animals being placed in happy permanent homes, a greater public awareness of responsible pet ownership, established long term community partnerships with the pet industry, established the service as an educational partner with post-secondary institutions (e.g. Seneca College) and provided volunteering opportunities; helping to offset operational pressures relating to animal care.

The department continues to seek opportunities for greater effectiveness and efficiency through better integration of its operational and support strategies. In particular, the department has begun to develop an ITM strategy that focuses on determining the operational needs of its

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various units and how they can be best supported through existing departmental and corporate IT resources and where opportunities for investment will yield maximum future benefits. Similarly, the department is now undertaking to develop a training, development and succession strategy that will, by creating a highly skilled work force, lead to greater functional and management flexibility and enhanced delivery of core services. To this end, the department is providing development opportunities, cross training, and job shadowing, and explicitly tying such T&D activities to its current and future core competency needs and strategic requirements.

Initiatives and Challenges Going Forward

The Operational Review report made 24 recommendations. Of these, six were seen as particularly salient to the successful shift towards a compliance-based model and to improving the customer service experience and/or efficiencies in the department.

Many of the challenges identified have already resulted in initiatives intended to move the department forward, as follows:

1. The By-law Strategy adopted by Council in the summer of 2014 is being implemented. Staff expect to report back on its progress of the By-law Strategy in the Fall of 2015 and begin its systematic review of the City's regulatory by-laws shortly thereafter.
2. Unit-level strategic profiles and corresponding operating plans are being developed that will drive the identification and development of valid and reliable KPIs. This initiative is also closely tied to the department's IT strategy being developed in consultation with ITM, which may require some investment in the long-term.
3. Risks inherent in supervisory shortfalls are being assessed and addressed. This resulted in a Veterinary Technician being hired in 2014 and supervisory-level redeployments being considered in 2015/2016 to ensure span of control and operational efficiency are optimized.
4. A fuller review of animal sheltering operations is being conducted. Already, operational-level changes have been identified to relieve chronic space and staffing pressures in the short-term. Staff are now starting to look at longer-term options, including a further comprehensive analysis of alternative service delivery models.
5. The role of its Special Enforcement Unit is being re-defined to become more community service oriented and provide the high-level of visibility and outreach that residents find valuable. This includes reviewing corporate security needs and developing a strategy that optimizes higher-value resources without sacrificing core service levels.
6. The department is reviewing better ways to collect outstanding fees and fines. The first step in this initiative was to hire a collection's clerk; not only has this resulted in ensuring that convicted offenders meet their obligations, but it has also resulted in a positive net financial impact for the City.

As all of these initiatives keep moving forward, it is the intention of BL&C to keep Council abreast of the progress being made and benefits being realized.

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Relationship to Vaughan Vision 2020/Strategic Plan

This report is in keeping with the priorities previously established by Council.

Regional Implications

N/A

Conclusion

The attached executive summary report provides in brief, the necessary background, project approach, methodology and proposed solutions associated with the key findings, including findings that reflect what is working well. Through conducting a public survey, the operational review further identified that the shift to a greater focus on a compliance and education model, is aligned with public expectations and citizen service satisfaction.

Further, findings of the review have determined the department leadership continues to move in a direction that will support long term sustainability, fiscal responsibility, stewardship and optimal public service.

Attachments

Attachment 1: Operational Review Report – Executive Summary.

Report prepared by:

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(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)