

## 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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### **EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 21, 2015**

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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

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 21, 2015**

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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:**

Gus Michaels, Director  
Rudi Czekalla- Martinez, Policy Manager

(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.)

C3  
CW (ws)  
April 8/15  
Item 2.

# By-law & Compliance

## Operational Review

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### Report to Committee of the Whole (Working Session)

April 8, 2015



# Agenda

- ☐ Operational Review – Background
- ☐ Operational Review – Objectives
- ☐ Operational Review – Approach
- ☐ Operational Review – Key Findings
- ☐ What's Working Well
- ☐ Challenges and Recommendations
- ☐ Implementation Status





# Operational Review – Background

- ❑ BL&C is responsible for more than 45 regulatory by-laws
- ❑ Since summer of 2013, BL&C has been shifting towards a greater focus on obtaining voluntary compliance;
- ❑ BL&C provides:
  - ✓ Community response by patrolling the City
  - ✓ Investigation of by-law complaints
  - ✓ Animal control and sheltering services
  - ✓ Education, outreach and partnerships to promote compliance
  - ✓ AMP program to streamline judicial administration



# Operational Review – Objectives

- ☐ Enhance processes to support compliance
- ☐ Implement framework for developing/amending by-laws
- ☐ Optimize the organizational structure
- ☐ Identify and develop core competencies to support change
- ☐ Identify gaps, impacts, costs and benefits, and formulate potential solutions





# Operational Review – Approach

- ☐ Collaboration and engagement used to obtain support
- ☐ Management and unionized staff interviewed
- ☐ Data gathered through focus groups, meetings, job-shadowing and ride-alongs
- ☐ Relevant municipal comparisons performed



# Operational Review – Key Findings

- ❑ Survey of the public revealed that residents want:
  - Greater visibility within the community to deter infractions
  - Increase in proactivity with matters relating to health, safety and sustaining the lifestyle of residents
  - Greater education about obligations under by-laws



# What's Working Well

- ✓ Development and implementation of the By-law Strategy has introduced an enhanced governance model
- ✓ Engagement/education of the public and greater visibility in the community
- ✓ Improvement in response times to complaints and issues
- ✓ Effective internal administrative support and well-rounded client services to the public





# What's Working Well

- ✓ Marked improvements in key Animal Services activities
- ✓ Shift in compliance methodology is well aligned with desires of the public/residents
- ✓ Leveraging of IT resources to support operations
- ✓ Development of workforce leading to greater organizational flexibility and enhanced service delivery





# Challenges, Recommendations & Status

- ❑ Establish a governance model for the creation and amendment of regulatory by-laws to address operational challenges arising from current approach
  - ✓ Currently establishing working groups and developing a needs assessment process
  - ✓ 47 by-laws to be reviewed over a five-year lifecycle
  - ✓ Efficiency and long-term sustainability may require future investment (e.g. technology and human resources)



# Challenges, Recommendations & Status

- ❑ Develop performance measures that are aligned with departmental strategy and business models to address current limited ability to gage effectiveness and efficiency
  - ✓ Development of unit-level strategic profiles and corresponding operating plans will drive the identification and development of valid and reliable KPIs
  - ✓ Long-term technology requirements will involve investments to support existing and evolving needs





# Challenges, Recommendations & Status

- ❑ Address supervisory deficiencies to mitigate liability, span of control issues, and occupational health and safety concerns during extended/evening hours
  - ✓ Veterinary Technician hired in 2014 for Animal Services
  - ✓ Internal redeployment being utilized to optimize existing resources and alleviate immediate pressures
  - ✓ Supervisory coverage has been extended to mitigate risks, pursuant to *Occupational Health & Safety Act*
  - ✓ 2013 ARR for additional Supervisor deferred to 2016



# Challenges, Recommendations & Status

- ❑ Maintain existing facility at Tigi Court in the short run and explore long-term service delivery alternatives to address space and staffing capacity issues
  - ✓ Extension of lease at Tigi Court Animal Shelter
  - ✓ Operational changes to target efficiency drivers and mitigate the impact of staffing shortfalls
  - ✓ Analysis of service model options is continuing, with future report to Council once completed





# Challenges, Recommendations & Status

- ❑ Re-examine use of SEU for security purposes to ensure effective utilization of resources and optimum delivery of services to residents
  - ✓ Adoption of a risk-based model to help refine security work and optimally leverage existing service contracts
  - ✓ Assessment of security needs and development of a strategy to optimize resources and delivery of services
  - ✓ Enhanced compliance through an increased focus on outreach, education and visible community presence



# Challenges, Recommendations & Status

- ❑ Explore opportunities to best leverage resources and increase the collection efficiency of overdue fines and fees
  - ✓ Collaboration with Finance to leverage technology for mutual benefit
  - ✓ Partnership with Finance to standardize and centralize revenue collection efforts across the Corporation



# Questions



15

## **COMMITTEE OF THE WHOLE (WORKING SESSION) - APRIL 8, 2015**

### **BY-LAW & COMPLIANCE OPERATIONAL REVIEW**

#### **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.

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#### **Purpose**

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#### **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
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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 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.

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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:**

Gus Michaels, Director  
Rudi Czekalla- Martinez, Policy Manager

Respectfully submitted,

Heather Wilson, Interim  
Commissioner of Legal & Administrative  
Services/City Solicitor

Gus Michaels, Director  
By-law & Compliance Department



**Operational Review**

**By-law & Compliance Department**

**within**

**Legal & Administrative Services Commission**

**Final Report – Executive Summary**

***Submitted by:***

**The Innovation and Continuous Improvement Department**

**March 2015**



## Background

Within the City of Vaughan, the By-law & Compliance (“BL&C”) department is responsible for obtaining compliance with approximately 45 city by-laws (through a combination of education as well as reactive and proactive enforcement methodologies), and for providing a visible presence in the community.

BL&C Officers provide Community Response by patrolling the City to ensure citizens comply with City by-laws, as well as investigating complaints and responding to the concerns of those individuals who have contacted the City regarding specific issues. BL&C is also responsible for the delivery of Animal Services (including the operations of an animal shelter) for the City of Vaughan, the Town of Bradford West Gwillimbury and the Township of King.

BL&C also operates a Special Enforcement Unit, responsible for providing a visible presence and patrol of City parks and Community Centre properties, enhancing community responsiveness to chronic issues, providing response after-hours, responding to a variety of public nuisance complaints, liaising with other enforcement agencies and providing specialized security details for Council meetings and other high profile events.

In 2009, the City of Vaughan successfully implemented a framework for Administrative Monetary Penalties - a program designed to support parking and licensing compliance through the introduction of a streamlined internal quasi-judicial process; the City was one of the first municipalities in Ontario to do so.

In the course of its operations, BL&C has relationships with, and provides direct support to, numerous departments in both the City and the Region. Communication and information sharing is critical for these partnerships to be successful. Some of BL&C’s key interactions include those with the following stakeholders: Access Vaughan, Public Works Dispatch, Public Works Roads, Engineering Services, Building Standards, Planning, Vaughan Libraries, City Clerk’s Office, Environmental Sustainability Office, Vaughan Fire & Rescue Services, York Regional Police, Regional Health, Toronto Regional Conservation Authority, Ministry of Transportation, Ministry of Environment, and Ministry of Health.

Under New Department leadership, BL&C began moving towards a compliance-based model for managing the City’s regulatory by-law environment. The goal is to continue to provide Community Response, but also to enhance the education component, allowing community members to better understand the City’s by-laws, their purpose, and to better support a greater public awareness across the City.

A survey was conducted in November of 2013 to gain input from residents and one of the findings was that residents ranked the following as the three most important elements of the department’s role:

1. Proactively protecting health, safety and lifestyles of residents;
2. Deterring by-law infractions by being visible on streets, parks and City property; and,
3. Educating residents about City by-laws and consequences.

From the survey it is apparent that the department's move to a greater focus on voluntary compliance, with less emphasis on traditional enforcement, where appropriate, is very much aligned with the desires of residents.

### **Operational Review Purpose, Goals and Objectives**

BL&C continues to identify methodologies, utilizing community engagement and education, to deliver an enhanced service delivery model, still balancing this with the need for traditional methods of imposing penalties through ticketing and prosecution of by-law infractions, thus supporting voluntary compliance of by-laws. The driver behind this change is the view that a compliance-based model is a more effective and efficient way, intended to reduce the amount of infractions that need to be prosecuted and provides a more proactive Community Response environment in support of the City's public service values.

As part of refocusing the approach of the department, in early 2013 the department was re-titled "By-law & Compliance" 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 were to identify the opportunity for enhancing processes required to support and implement a compliance approach, define an accountability 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.

### **Project Approach and Methodology**

The Innovation and Continuous Improvement (ICI) department's approach to this operational review was to work in a collaborative fashion with the stakeholders, so that departmental understanding and obtaining support was developed for any recommendations. There were discussions with the Union to obtain support for open communication and job shadowing with unionized staff. The ICI department used different data gathering methods to obtain perspectives from stakeholders, to understand the challenges and identify potential changes necessary for BL&C with respect to moving towards a compliance-based model, while identifying opportunities for improved efficiency and/or effectiveness.

To gain a broad perspective on different expectations and experiences, it was important to engage key stakeholders throughout the review. The data gathering methods included a combination of interviews, focus groups, meetings, job shadowing and ride-alongs. The ICI department interviewed a variety of staff members, (7 management and 5 unionized staff), conducted a management focus group and job shadowed with 11 officers and 4 clerical staff. Residents were also asked to provide input through a survey.

The by-law enforcement structures of comparable municipalities (e.g. Oakville, London, Markham, Brampton) were identified (at a high level), and management was approached to provide insight into challenges, issues and learnings, particularly as they relate to moving to a more compliance-based focus. While there were many similarities, some differences of note included the case management systems

utilized (i.e. AMANDA vs. CTS), call handling (i.e. centrally vs. departmentally) and a unit dedicated to parks patrol (i.e. SEU).

### Key Findings & Recommendations

A necessary part of the operational/organizational review of BL&C was obtaining a picture of how a variety of stakeholders experience (and perceive) the services provided by the department. This input was useful in identifying potential opportunities to align departmental effectiveness (i.e. the focus on doing the right things) with stakeholder expectations and efficiency (i.e. the focus on doing things right).

In order to gather residents' thoughts and perspectives on the services provided by BL&C, a web-based survey was developed and made available to residents, and other interested parties, online and in hard copy format from November 15<sup>th</sup> to November 30<sup>th</sup> 2013, (please see Attachment A – By-law & Compliance Residents' Survey – 2013). Residents were made aware of the survey through a Corporate Communications e-mail "blast" to over 8,000 subscribers, and information posted on the City's web-site together with information posted at the City's ten community centres. Over 667 responses were collected from respondents in all wards; though hard copy survey forms were available at the community centres, none were returned from these locations.

BL&C plays a variety of roles and survey participants were asked to rank the elements of the department's roles in order of importance to them. Survey respondents ordered these elements as follows:

1. Proactively protecting health, safety and lifestyles of residents;
2. Deterring by-law infractions by being visible on streets, parks and City property;
3. Educating residents about City by-laws and consequences;
4. Ensuring specific businesses are licensed and operate appropriately;
5. Issuing by-law infraction notices;
6. Prosecuting by-law infractions;
7. Providing a "level playing field" for licensed businesses operating within the City; and
8. Collecting by-law infraction penalty payments.

Over 180 respondents provided additional perspectives, or suggestions, into what they would like BL&C to do differently. While each response was unique, several consistent themes came out, including:

- Be more visible and proactive (25%);
- Educate residents about by-laws, rationale, rights and responsibilities (13%);
- Enforce by-laws equitably (13%); and
- Be more responsive and follow-up with respect to complaints raised by residents (11%).

From this survey, it is logical to conclude that:

- The role of BL&C needs to be more clearly communicated to residents;
- The department needs to enhance responsiveness to residents' questions and concerns;
- Residents would like staff to be more visible and proactive within their communities; and
- Residents support greater education of by-laws, their rationale, benefits and residents' rights and responsibilities.

In summary, the department's move to a greater focus on compliance is very much aligned with the desires of residents.

**What is Working Well**

City of Vaughan residents annually generate over 12,000 by-law related cases that have to be “actioned” by staff in By-Law and Compliance – an average daily rate of almost 33. While By-law Enforcement Officers have to investigate and action the issues and concerns associated with these cases, e.g. Zoning, Property Standards, Signs, Parking, Animal Control/Shelter and Licensing, officers also are providing a visible presence in the community (e.g. Parking, SEU), educating residents with respect to residents' responsibilities under by-laws and, where warranted, enforcing by-law infractions. The results of the residents' survey conducted during the review demonstrated that respondents were generally positive about their recent interactions with the department.

In the past, those officers who did not deal with Property Standards issues, were focused on particular areas (or types of offences), e.g. signs, parking, parks, licensing etc., however, these officers are now able to address concerns or issues relating to multiple areas, enabling the City to quickly address growing problems (e.g. school-zone parking) and respond more effectively after hours and on weekends. The clerical staff is also knowledgeable, supportive and assists each other when there are staff shortages or emerging demands. Management has taken a more focused approach to developing a culture of open communication particularly by encouraging feedback on ways to enhance operational efficiencies, effectiveness and service delivery.

While BL&C has moved to a greater focus on compliance rather than traditional enforcement methods, it should be recognized that department staff has traditionally attempted to encourage compliance through interactions with the public, as demonstrated on “ride-alongs” conducted with a variety of officers; in many cases traditional enforcement methods were utilized only as a last resort. Residents were observed to welcome the educational component of some of these interactions, e.g. the necessity for dogs being on leashes even close to the dog park and encouraging a taxi-cab to test its emergency lights, and the responses collected in the survey clearly showed that the change in focus is aligned with the desires of residents.

Animal Services has boosted animal adoption rates at its shelter through education and by leveraging key partnerships with pet stores. The shelter also enables students and other volunteers' opportunities to provide limited and specific ancillary support equating to the similar number of hours (annually) of approximately two FTEs, helping to offset staffing pressures through individualized one-on-one attention to the animals, over and above basic care.

**Key Proposed Solutions**

The Operational Review report provides details of issues grouped into themes (e.g. Governance, Data, Supervision etc.) impacting departmental efficiency and effectiveness that were identified during the review, together with proposed solutions for addressing the issues. In total, 24 proposed solutions are provided and the comprehensive justification for the proposed solutions (and an associated approach for each) is detailed in Section 8.0 of the report. The rationale for the priority of the issues was based on which issues have a greater impact on the department with respect to successfully moving towards a compliance-based model and which issues if addressed can improve the customer service experience and/or efficiencies in the department.

Six particularly key themes, associated proposed solutions and progress on these issues to date have been outlined in the following table.



Issue	Proposed Solutions	Potential Impacts and Progress to Date
<p><b><u>Governance:</u></b> There is currently no governance model or accountability framework for the creation, amendments or communication of regulatory by-laws for the City.</p>	<p>At the time of the review, a by-law governance model ensuring that the appropriate stakeholders are identified and engaged was not in place. In June 2014, BL&amp;C rolled out a By-law Strategy to be implemented through 2014 and 2015.</p>	<ul style="list-style-type: none"> <li>➤ Currently establishing working groups and developing a needs assessment process</li> <li>➤ Given there are over 45 by-laws to review the process could require a number of years to complete. 4 reviews are currently underway.</li> <li>➤ Potential technology requirements will require investment</li> <li>➤ BL&amp;C has begun development of an IT strategy to explore where current systems can be leveraged to support departmental service and operating needs.</li> </ul>
<p><b><u>Data:</u></b> Measurements and data required to support the department's new mission/goal of a compliance-based approach to by-laws, have yet to be completely defined.</p>	<p>Develop clearer performance standards/key performance indicators (KPI's) for the department as well as individual KPI's for staff. Review thresholds for case types and set realistic targets that can be appropriately measured with the current technology available.</p>	<ul style="list-style-type: none"> <li>➤ Currently developing unit-level strategic profiles and corresponding operating plans that will drive the identification and development of valid and reliable KPI's</li> <li>➤ Technology requirements will require investment</li> <li>➤ BL&amp;C has begun development of an IT strategy to explore where current systems can be leveraged to support departmental service and operating needs.</li> </ul>
<p><b><u>Supervision:</u></b> Some units (e.g. Animal Services, Parking &amp; Sign Control) are challenged to ensure effective supervision at all times.</p>	<p>Develop business case and associated ARR's for additional supervisory resources in uniformed units (i.e., Animal Services, SEU, and Parking &amp; Sign Control).</p>	<ul style="list-style-type: none"> <li>➤ To address supervisory shortfall, a Veterinary Technician was hired for Animal Services in late 2014 and currently looking at internal re-deployment to alleviate challenges in Compliance Services</li> <li>➤ 2013 ARR for additional Supervisor has been deferred through the budget process to 2016</li> </ul>

Issue	Proposed Solutions	Potential Impacts and Progress to Date
<p><b><u>Animal Shelter:</u></b> The current Animal Shelter lease expires in 2016 and the facility may not have capacity to accommodate forecasted growing demand for services at current service levels.</p>	<p>Clearly define and articulate service level components and explore the opportunity to access a more appropriately sized facility by either leasing or building a facility that meets defined standards. Alternatively, conduct further business analysis to explore the feasibility of an alternative business model, including partnering with external shelter service provider.</p>	<ul style="list-style-type: none"> <li>➤ Currently extending lease at Tigi Court, to provide service for 5 more years</li> <li>➤ Also studying operational changes to target efficiency drivers (e.g. further increase adoption rates, decrease duration of time an animal is housed) and mitigate the impact of staffing shortfalls</li> <li>➤ Full analysis of all options, including but not limited to, assessment of various service models (e.g. contract services, etc.), is currently underway.</li> </ul>
<p><b><u>Special Enforcement Unit:</u></b> The Special Enforcement Unit is being used as Council Security for all Council Meetings, Public Meetings, Public Events and special meetings, detracting from the unit's ability to be visible and present in the community.</p>	<p>Further assess service delivery options with respect to providing Security at Council Meetings and Special Events, while ensuring that Council's mandate for the SEU is being addressed.</p>	<ul style="list-style-type: none"> <li>➤ Ability to increase focus on education and enhancing compliance</li> <li>➤ Refining Building security services contract to provide initial level of meeting security</li> <li>➤ Currently in discussion with Building &amp; Facilities Department to assess security needs and develop a strategy that optimizes higher-value resources without sacrificing core service levels.</li> </ul>
<p><b><u>Collections:</u></b> The current approach to the collection of outstanding fines/payments within the department (use of a dedicated collection clerk) has proven to be valuable. However, collection methods used across the City differ in each of the City's revenue collecting departments (i.e., BL&amp;C, R&amp;C and Tax).</p>	<p>Partner with Finance and other appropriate departments to develop a holistic approach/process to the collection of fines/payments with all departments processing outstanding fines, and explore options with respect to corporate revenue management.</p>	<ul style="list-style-type: none"> <li>➤ Opportunity to collect proportion of \$1.5M in outstanding fines. Since the implementation of a collections clerk in BL&amp;C, collections of outstanding fines continue to increase. In 2014 \$118,000 was collected.</li> <li>➤ Technology requirements will require investment</li> <li>➤ Opportunities to standardize and centralize revenue collection efforts across the Corporation will be identified and explored as part of the 2015 Revenue Management operational review.</li> </ul>

## A. Residents' Survey

A necessary part of the operational/organizational review of BL&C was obtaining a picture of how a variety of stakeholders experience (and perceive) the services provided by the department. This input is useful in identifying potential opportunities to align departmental effectiveness (i.e., the focus on doing the right things) with stakeholder expectations and efficiency (i.e., the focus on doing things right).

A survey of the By-law and Compliance stakeholder experience could specifically help identify:

- Residents' understanding of the role of the department;
- Residents' expectations for the services provided by the department;
- Residents' experience (good or bad) of interactions with department staff;
- Residents' suggestions for improving interactions with department staff; and
- Potential areas where education (of residents or staff) may be required.

### A.1 PROMOTING SURVEY PARTICIPATION

The objective was to gain input from residents across the City in all wards by:

- Providing access to the survey through the City's website;
- Directing interested residents to the survey using standard City communications tools (e.g. City's Twitter feed, Access Vaughan – BL&C queries); and
- Providing hard-copy surveys, envelopes, writing implements and collection boxes at City facilities (i.e., City Hall, community centres and libraries).

### A.2 TIMING OF SURVEY

The survey was available on-line and in hard copy format from November 15<sup>th</sup> to November 30<sup>th</sup>, 2013.

### A.3 INTRODUCTION

In order to gather residents' thoughts and perspectives on the services provided by BL&C, a web-based survey was developed and made available to residents and other interested parties. While robust surveying typically would use a methodology based on the principle of probability sampling, i.e., using random selection sampling to estimate feelings/beliefs etc. of a larger population, such surveys are often time consuming and expensive to conduct.

Self-selected surveys (such as this residents' survey) can potentially "suffer" from population biases, i.e., residents with a particular agenda may feel more compelled to participate, and under-coverage, i.e., residents with no access to the survey are not represented within the sample population. However, within a municipal service delivery context, these type of surveys can provide useful "directional" insight into how residents perceive the types and quality of delivered services and identify opportunities to improve the experience.

Given these concerns with a self-selected survey, it was important to generate as much awareness participation in the survey as possible, and to provide residents with more than one survey channel – though a recent review suggests that over 90% of Vaughan residents have access to the internet<sup>1</sup>.

Residents were encouraged to participate in the survey, through the following channels:

- Corporate Communications sent an e-mail blast and twitter feed to over 8,000 subscribers in order to notify them that the City was seeking input from residents with respect to their experiences with BL&C;
- The City's website was updated to include a surveys section within the "Have Your Say" area;
- Hard copies of the survey were prominently displayed at the City's 10 Community Centres; and
- The Citizen Service Representatives of Access Vaughan also informed residents about the survey.

#### A.4 METHODOLOGY

Residents were asked to respond to a variety of questions in order to provide demographic information (e.g. ward of residency and age), identify the most recent type of interaction with BL&C (e.g. animal services), provide a ranking by importance of the types of services provided by the department and identify respondents' perception of how different areas within the department are delivering services.

Respondents were asked about their experience during their most recent interaction with the department and were prompted to signify whether they *Strongly Agree*, *Agree*, *Neither Agree nor Disagree*, *Disagree* or *Strongly Disagree* with the following statements:

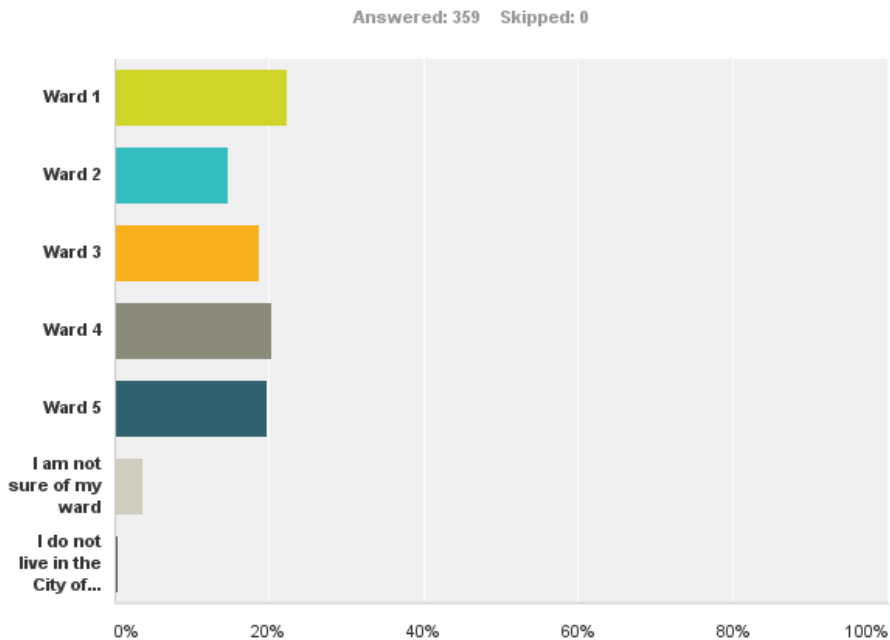
- I felt staff listened to and respected me;
- Staff provided me with the information I required;
- Staff responded to all my questions and concerns promptly; and
- I understood the role of BL&C unit.

#### A.5 FINDINGS

In analyzing the results of the survey, assigning a score to each response (e.g. *Disagree* equals 1) has been avoided but rather the total number of a particular response has been used – this removes any differences in respondents' approaches to interval weighting (e.g. between *Strongly Agree* and *Agree*). For each question, a summary net score has been calculated by subtracting the sum of *Disagree* and *Strongly Disagree* responses from the sum of *Agree* and *Strongly Agree* responses. To determine overall respondents' attitude to a particular service statement, the summary net score has been divided by the number of responses and a result of greater than 20% is defined as being positive, i.e., more than 20% of total respondents *Strongly Agree* or *Agree* with a particular service statement than the number of respondents who *Disagree* or *Strongly Disagree*. In the same way, a result of less than -10% has been defined as negative, and a result of between -10% and +20% has been defined as neutral.

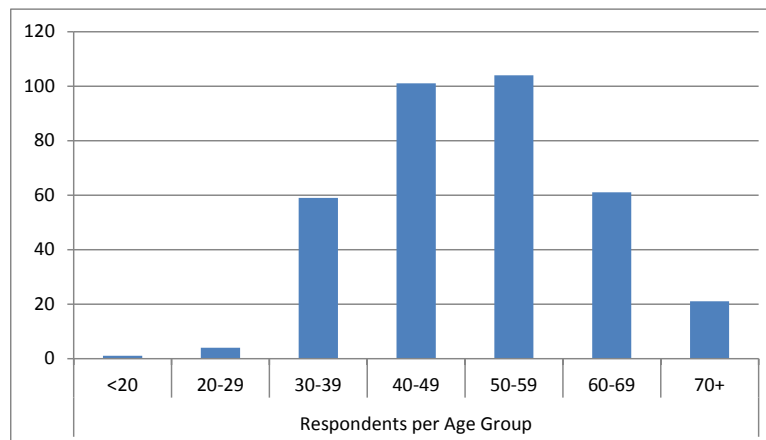
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<sup>1</sup> The Way Forward – City of Vaughan Corporate Communications Strategy p. 23 - 2013

**Figure 1: Residents' Responses – Demographic Data****Q1 In which ward do you live? (Please see ward map at Ward Map)**

There were 667 responses in total to the survey, of which 392 were completed in full and 30 were identified as being potential duplicate responses. There was a relatively even distribution of respondents per ward. The average length of residency was 18 years.

While respondents under 30 years of age (40% of Vaughan's population) were not well represented in the survey – perhaps suggesting that alternative/broader mechanisms should be considered to collect their input – other age groups did participate in the survey (Figure 5).

**Figure 2: Age Groups of Respondents**



## A.6 DEPARTMENT OVERVIEW

The following are overall findings about BL&C drawn from the survey:

- The role of Enforcement Services (or BL&C) is not well understood by the residents;
- Respondents are relatively neutral about whether the department overall is meeting their expectations – not surprisingly if residents are unsure about the role of the department; and
- Respondents are relatively positive about finding information about City by-laws through the City's website.

BL&C plays a variety of roles and survey participants were asked to rank the elements of the department's roles in order of importance to them. Survey respondents ordered these elements as follows:

1. Proactively protecting health, safety and lifestyles of residents;
2. Deterring by-law infractions by being visible on streets, parks and City property;
3. Educating residents about City by-laws and consequences;
4. Ensuring specific businesses are licensed and operate appropriately;
5. Issuing by-law infraction notices;
6. Prosecuting by-law infractions;
7. Providing a "level playing field" for licensed businesses operating within the City; and,
8. Collecting by-law infraction penalty payments.

Over 180 respondents provided additional perspectives or suggestions into what they would like BL&C to do differently. While each response was unique, several consistent themes came out including:

- Be more visible and proactive;
- Educate residents about by-laws, rationale, rights and responsibilities;
- Enforce by-laws equitably; and
- Be more responsive and follow-up with respect to complaints raised by residents.

Additional suggestions were made with respect to reducing/simplifying the number of by-laws and the requirement for complaints not to be anonymous – though it should be mentioned that these concerns may be able to be addressed through education.

Residents will often have multiple interactions with BL&C (given its variety of roles). When survey respondents were asked about their interactions with the department over the past three years, interestingly 34% admitted to no interaction with the department (but were still interested enough in this topic to participate in the survey), 35% had interacted with Parking Enforcement, 27% had interacted with By-law Enforcement and 21% had interacted with Enforcement Administration.

Of the 275 respondents who answered a question about their most recent interaction with the department, 29% had interacted with Parking Enforcement, 21% had interacted with By-law Enforcement, 16% had interacted with Enforcement Administration while 13% admitted to no interaction with the department.

### *Parking Enforcement*

Of the 78 respondents whose most recent interaction with the department had been with Parking Enforcement, over 50% of the interactions were to register a complaint or concern. In these interactions, respondents generally had a positive view of their interaction with Parking Enforcement, though they were neutral about the promptness with which staff responded to questions and concerns.

Insight was provided by 38 respondents as to how their experience interacting with Parking Enforcement may have been improved. The following major themes were:

- Improving follow-up to complainants; and
- Being more responsive and reactive (even outside of business hours).

### **By-law Enforcement**

Of the 70 respondents whose most recent interaction with the department had been with By-law Enforcement, respondents generally appeared to have a positive perception of their interactions, interestingly, the lowest degree of satisfaction was associated with how promptly staff responded to questions and concerns.

A majority of these respondents (50 of the 70) provided suggestions as to how their experience interacting with By-law Enforcement may have been improved. Beyond suggestions made previously, an additional suggestion was made with respect to educating residents about by-laws (e.g. building sheds, 60m reporting rule).

### **Enforcement Administration**

Of the 42 respondents whose most recent interaction with the department had been with Enforcement Administration, respondents generally appeared to have a positive view of their interactions, though, again, the lowest degree of satisfaction was associated with how promptly questions and concerns were responded to.

Many of these respondents (24 of the 42) provided suggestions as to how their experience interacting with Enforcement Administration may have been improved. The following major themes were apparent:

- Prompt follow-up;
- Being more considerate when dealing with residents; and
- Introduce anonymous reporting.

### **Animal Services**

Of the 16 respondents whose most recent interaction with the department had been with Animal Services, over 55% were interactions to register a complaint or concern. Respondents largely appeared to have a positive view of their interactions with the unit, with the lowest degree of satisfaction being associated with promptness of response and understanding the role of the unit.

Although 8 of the respondents took the opportunity to make suggestions as to how the department could improve the interaction experience, 50% stated that they were satisfied with their experience.

### **Sign Enforcement**

Of the 14 respondents whose most recent interaction with the department had been with Sign Enforcement, their experience appears to have been largely positive, and respondents appeared to be neutral (moving toward dissatisfied) with the way in which questions and concerns were addressed.

When asked for suggestions for enhancing the experience of dealing with Sign Enforcement, the major recommendation was “more active enforcement of by-laws”.

(As relatively few interactions were reported with the Special Enforcement Unit and the Administrative Monetary Program they have not been included in this report.)

### **A.7 SUMMARY**

The residents’ survey was a self-selected survey utilizing both on-line and hard copy response forms. Residents were made aware of the survey through a Corporate Communications e-mail “blast” to over 8,000 subscribers, information posted on the City’s web-site together with information presented at the City’s ten community centres. Over 667 responses were collected from respondents in all wards; though hard copy survey forms were available at the community centres, none were returned from these locations.

While self-selected and web-based surveys do reflect inherent biases (e.g. excluding a proportion of a population), they still can provide some useful insight into respondents’ perceptions and help organizations identify areas on which they may want to focus.

From this survey, it is apparent that:

- The role of BL&C needs to be more clearly communicated to residents;
- The department needs to focus on more prompt response to residents’ questions and concerns – including following-up;
- Residents would like staff to be more visible and proactive; and
- The department should continue and enhance education of residents about by-laws, their rationale and the residents’ related rights and responsibilities.

The survey also showed that residents ranked the following as the three most important elements of the department’s role:

1. Proactively protecting health, safety and lifestyles of residents;
2. Deterring by-law infractions by being visible on streets, parks and City property; and
3. Educating residents about City by-laws, rationale and consequences.

In summary, the department’s move to a greater focus on compliance with less emphasis on enforcement is very much aligned with the desires of residents.