

CITY OF VAUGHAN

**EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014**

Item 3, Report No. 3, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on June 24, 2014.

**3** **CITY OF VAUGHAN BY-LAW STRATEGY**

The Priorities and Key Initiatives Committee recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Legal & Administrative Services/City Solicitor and the Director of By-law & Compliance, dated June 18, 2014, be approved; and
- 2) That Communication C3, presentation material titled “City of Vaughan By-Law Strategy”, dated June 18, 2014, be received.

**Recommendation**

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

1. That the City of Vaughan *By-law Strategy* (Attachment #1) be approved.

**Contribution to Sustainability**

An effective *By-law Strategy* establishes a framework that will introduce a proactive and planned methodology for reviewing, formulating, amending and consolidating by-laws that are better aligned with community needs.

**Economic Impact**

There is no anticipated economic impact in respect of the establishment of the *By-law Strategy* for the 2014 or 2015 budget cycles. The establishment of the *By-law Strategy* will be achieved through the use of existing resources within the Legal & Administrative Services and Strategic & Corporate Services Commissions. Any future economic impacts with respect to the implementation of the *By-law Strategy* and resulting lifecycle by-law review will be addressed through the appropriate future budget processes and reported through the Finance, Audit & Administration Committee, accordingly.

**Communications Plan**

The *By-law Strategy* document will be available on the City's web site and made available in hard copy at the By-law & Compliance (“BL&C”) Department's front counter.

**Purpose**

The purpose of this Report is to seek the approval of Council of the proposed *By-law Strategy* that will establish a framework by which City by-laws are reviewed, formulated, amended and consolidated, to ensure by-laws remain relevant, effective and suitable to community needs.

**Background - Analysis and Options**

Not unlike many other municipalities, demands stemming from economic and community growth outpace the City's ability to maintain its by-laws in a current, suitable and relevant state. More often than not, community needs evolve quicker than the City's ability to keep up with emerging trends and service demands. At times, City staff has to react to multiple demands for change and justify the rationale of existing by-laws, although their relevance and suitability to current needs

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

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may have become outdated. Existing by-laws are predominantly reviewed and amended on a responsive basis, without the benefit of a planned, strategic approach intended to address anticipated demands before they arise. Similarly, the formulation of new by-laws is also predominately carried out in response to an identified concern or demand for public service.

Although staff recognize that emerging needs originating from various sources (e.g. change in legislation or public demands) cannot be controlled, staff believe that through the establishment of a strategic plan, the City can begin to better align service delivery, manage emerging needs more efficiently and proactively develop by-laws that address present and future needs of the community.

The establishment of a framework and corresponding processes for the creation of new by-laws and review of existing by-laws is in keeping with best practices to ensure that the City's regulatory by-laws are suitable and relevant to meet current and potential future needs. BL&C have already commenced compiling an inventory of by-laws for suitability and relevance, focusing priority on the outstanding issues previously identified, including but not limited to, the Sign By-law, Election Signs Section; Animal Control By-law and Fence By-law.

Through the proposed *By-law Strategy*, staff intend on establishing a Centre of Excellence through a more coordinated process under the purview of By-law & Compliance for reviewing, amending and consolidating existing regulatory by-laws and in the formulation of new ones. A primary deliverable aimed at establishing a renewable approach, includes development of a "*By-law Lifecycle*" schedule by which existing by-laws are reviewed systematically (i.e. 5 years).

The scope of the proposed *By-law Strategy* will however **not** include by-laws that are not within BL&C's purview to administer (e.g. Human Resource By-laws, Management By-laws, Procedural By-laws, etc.) or those by-laws where a delegated legislative authority lies within another department (e.g. Zoning By-law – Chief Planner and Chief Building Official).

The proposed *By-law Strategy* is targeted for implementation in a two phased approach, over a two year period (2014-2015):

#### Phase I – Planning Phase

- Create an inventory of by-laws;
- Conduct needs assessment;
- Establish criteria for prioritization of regulatory by-laws, in consultation with internal and external stakeholders as required;
- Establish a strategic, sustainable and renewable by-law life-cycle (eg. 5 years) schedule;
- Establish a coordinated process for consolidating, managing and amending by-laws under the purview of BL&C.

#### Phase II – Priority Phase

- Apply criteria to by-law inventory;
- Develop a 5 year plan/schedule for prioritization;
- Commencing by-law review as per schedule.

CITY OF VAUGHAN

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The *By-law Strategy* document (Attachment #1) provides supporting details and a high-level overview of the rationale for the approach, supported by background analysis and methodology.

The expected benefits to be realized from the establishment of a *By-law Strategy* include establishing by-laws that are current, relevant, suitable, reflective of community needs and enhance community understanding, leading to a greater likelihood of increased awareness and voluntary compliance. Consolidation of by-laws will also improve information access and greater ease for public consumption of by-law requirements.

**Relationship to Vaughan Vision 2020/Strategic Plan**

Development and implementation of a *By-law Strategy* is consistent with the priorities established by Council, as set out in Vaughan Vision 20/20, particularly:

Service Excellence – Pursuit of Excellence in Service Delivery, including promoting community health, safety and wellbeing by ensuring by-laws reflect current and anticipate future community needs.

Management Excellence – Demonstrate Leadership and Promote Effective Governance and Innovation by developing a comprehensive strategic approach and methodology to how the City manages its by-laws.

**Regional Implications**

There are no Regional implications. The Regional Municipality of York is an established key stakeholder and will continue to be engaged and consulted as required.

**Conclusion**

Staff believe that the development and implementation of the *By-law Strategy*, through its two-phased approach will establish a more streamlined and effective framework for creating, formulating, amending and consolidating by-laws.

Establishment of a more formalized by-law lifecycle, including supporting systematic processes and performance measures, accompanied by the development of a prioritization scheme aligned with the City's strategic directions, will provide a more proactive method of ensuring by-laws remain relevant and current to more effectively address the needs of our communities.

**Attachments**

1. By-law Strategy Document

**Report prepared by:**

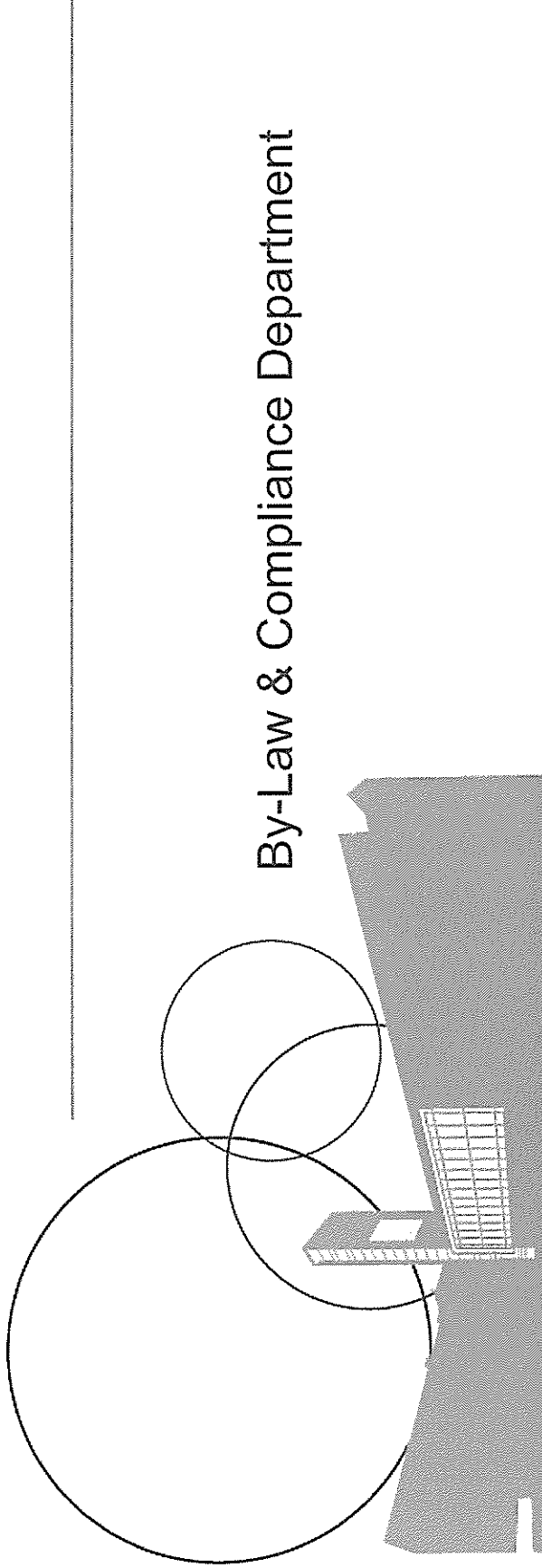
Gus Michaels, Director, By-law & Compliance Department  
Janice Heron, Office Coordinator By-law & Compliance Department

(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.)

C-3  
Communication  
PKI June 18/14  
Item: 3

# City of Vaughan By-Law Strategy

Priorities & Key Initiatives Committee – June 18, 2014

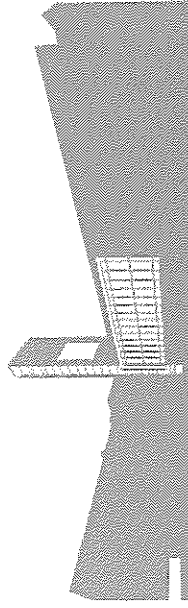


By-Law & Compliance Department



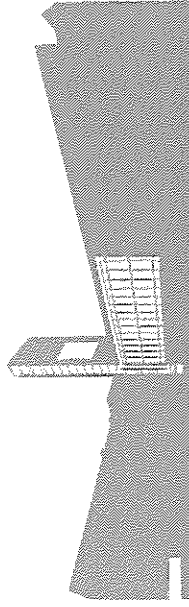
# Agenda

1. What is a By-law?
2. What is a By-law Strategy?
3. Purpose of a By-law Strategy
4. Current State
5. Scope
6. Approach to By-law Strategy
7. Proposed Process for By-law Initiation / Review
8. Costs
9. Timeframe



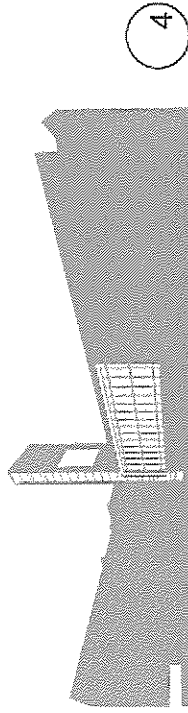
# What is a By-law?

- Local laws created by municipal governments to:
  - Meet the needs of residents and businesses
  - Address matters of public interest
  - Protect the environment
  - Support public safety, health & well-being
  - Support economic & social growth
  - Maintain order and appearance (public and private property)
  - Establish standards of conduct & regulate activity
  - Define rights and responsibilities



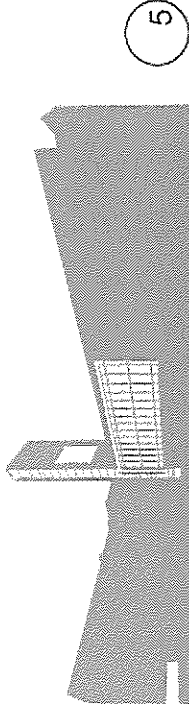
## What is a By-law Strategy?

- A framework to establish an overall plan and processes for formulating new by-laws and amending existing by-laws in a proactive, collaborative and effective manner.



## Purpose of a By-law Strategy ?

- Establish by-laws that are:
  - Relevant, effective & sustainable
  - Reflective of current and anticipated community needs
  - Inclusive (consultative process – internal and external, as required)
- Enhance community understanding of by-laws
- Lead to greater voluntary compliance
- Facilitate more effective use of limited staff resources
- Provide the ability to benchmark / measure effectiveness of by-laws

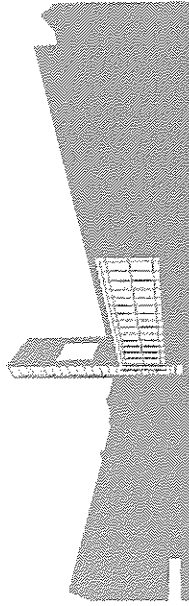




# Current State

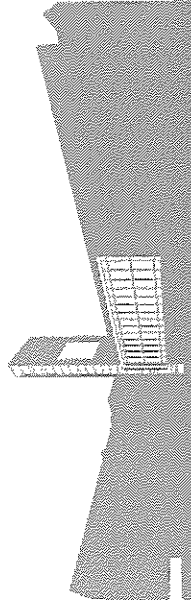
Presently, there is no formal documented process for the creation of new by-laws or amendment of existing by-laws. As a result, the creation or amendment of a by-law is:

- Fragmented
- Inconsistent
- Reactionary
- Limited collaboration
- Duplication
- Cumbersome to understand and implement



## Scope

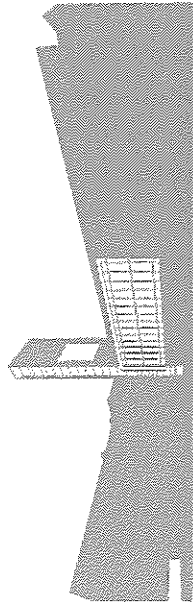
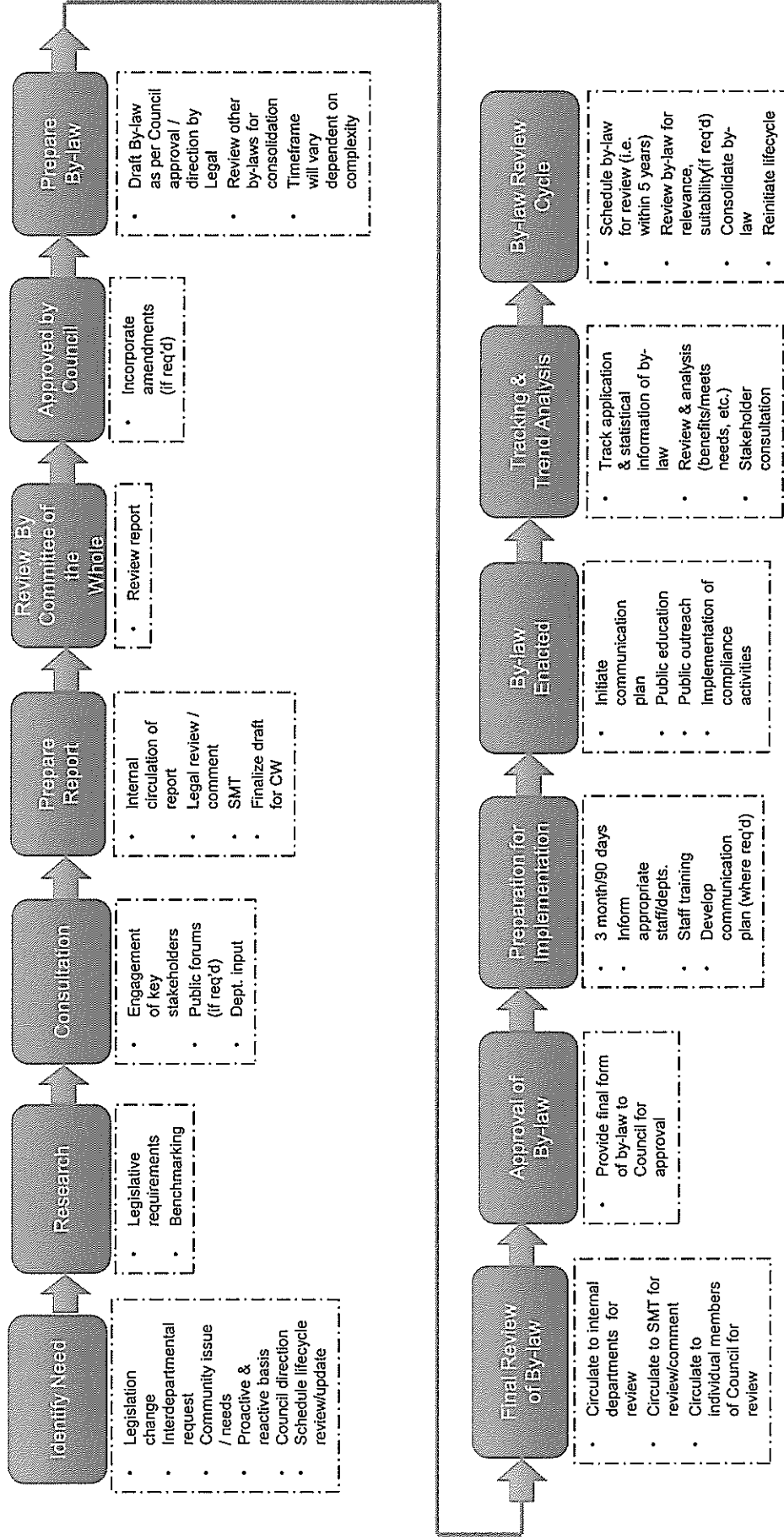
- Strategic approach to identify needs and prioritize by-law reviews, including:
  - High-level overview / rationale for the approach, supported by background analysis, methodology and purpose
  - A “*By-law Lifecycle*” to review existing by-laws for relevance and suitability in keeping with the City’s strategic corporate direction and Vaughan Vision 20/20
  - Coordinated process for creating new by-laws and amending and consolidating existing by-laws
  - Establishing a Centre of Excellence through a single point of contact to facilitate the initiation/review of by-laws
  - Identifying departmental linkages through engagement of key partners



# Approach to By-law Strategy

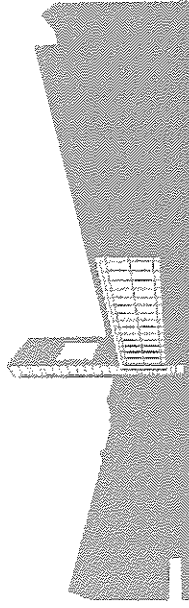
- Phase I – Planning Phase
  - Current by-law inventory
  - Needs assessment
  - Key criteria for prioritization
  - By-law lifecycle (i.e. target 5 years - for the review of regulatory City by-laws)
  - Coordinated process, including consultation
  
- Phase II – Prioritization Phase
  - Establish Centre of Excellence / singular point of contact
  - Identify and engage key partners and stakeholders
  - Apply criteria to by-law inventory
  - Develop 5 year plan / schedule for prioritization
  - Commence by-law review per schedule

# Proposed Process for By-law Initiation / Review



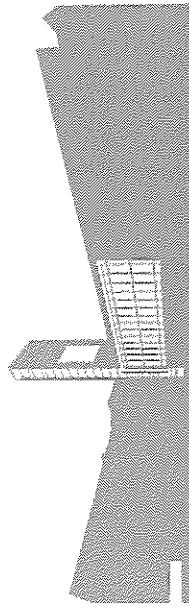
## Costs

- Policy Business Analyst position approved in 2014 Budget
- Consultation for Process Mapping - assistance from ICI
- Development of the *By-law Strategy* achieved through use of existing resources for 2014/2015 budget cycles
- Implementation of *By-law Strategy* may have future cost implications
- Any economic impacts will be addressed through future budget processes



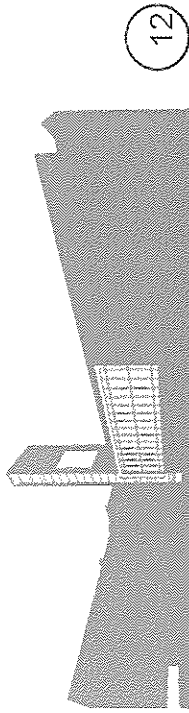
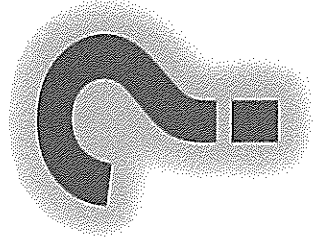
# Timeframe

- Phase I – 2014
- Phase II – 2014 / 2015



**Looking to Our Future!**

**We encourage your feedback!!**



## **PRIORITIES AND KEY INITIATIVES COMMITTEE – JUNE 18, 2014**

### **CITY OF VAUGHAN BY-LAW STRATEGY**

#### **Recommendation**

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

1. That the City of Vaughan *By-law Strategy* (Attachment #1) be approved.

#### **Contribution to Sustainability**

An effective *By-law Strategy* establishes a framework that will introduce a proactive and planned methodology for reviewing, formulating, amending and consolidating by-laws that are better aligned with community needs.

#### **Economic Impact**

There is no anticipated economic impact in respect of the establishment of the *By-law Strategy* for the 2014 or 2015 budget cycles. The establishment of the *By-law Strategy* will be achieved through the use of existing resources within the Legal & Administrative Services and Strategic & Corporate Services Commissions. Any future economic impacts with respect to the implementation of the *By-law Strategy* and resulting lifecycle by-law review will be addressed through the appropriate future budget processes and reported through the Finance, Audit & Administration Committee, accordingly.

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#### **Purpose**

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#### **Background - Analysis and Options**

Not unlike many other municipalities, demands stemming from economic and community growth outpace the City's ability to maintain its by-laws in a current, suitable and relevant state. More often than not, community needs evolve quicker than the City's ability to keep up with emerging trends and service demands. At times, City staff has to react to multiple demands for change and justify the rationale of existing by-laws, although their relevance and suitability to current needs may have become outdated. Existing by-laws are predominantly reviewed and amended on a responsive basis, without the benefit of a planned, strategic approach intended to address anticipated demands before they arise. Similarly, the formulation of new by-laws is also predominately carried out in response to an identified concern or demand for public service.

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The proposed *By-law Strategy* is targeted for implementation in a two phased approach, over a two year period (2014-2015):

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#### Phase II – Priority Phase

- Apply criteria to by-law inventory;
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- Commencing by-law review as per schedule.

The *By-law Strategy* document (Attachment #1) provides supporting details and a high-level overview of the rationale for the approach, supported by background analysis and methodology.

The expected benefits to be realized from the establishment of a *By-law Strategy* include establishing by-laws that are current, relevant, suitable, reflective of community needs and enhance community understanding, leading to a greater likelihood of increased awareness and voluntary compliance. Consolidation of by-laws will also improve information access and greater ease for public consumption of by-law requirements.

## **Relationship to Vaughan Vision 2020/Strategic Plan**

Development and implementation of a *By-law Strategy* is consistent with the priorities established by Council, as set out in Vaughan Vision 20/20, particularly:

Service Excellence – Pursuit of Excellence in Service Delivery, including promoting community health, safety and wellbeing by ensuring by-laws reflect current and anticipate future community needs.

Management Excellence – Demonstrate Leadership and Promote Effective Governance and Innovation by developing a comprehensive strategic approach and methodology to how the City manages its by-laws.

## **Regional Implications**

There are no Regional implications. The Regional Municipality of York is an established key stakeholder and will continue to be engaged and consulted as required.

## **Conclusion**

Staff believe that the development and implementation of the *By-law Strategy*, through its two-phased approach will establish a more streamlined and effective framework for creating, formulating, amending and consolidating by-laws.

Establishment of a more formalized by-law lifecycle, including supporting systematic processes and performance measures, accompanied by the development of a prioritization scheme aligned with the City's strategic directions, will provide a more proactive method of ensuring by-laws remain relevant and current to more effectively address the needs of our communities.

## **Attachments**

1. By-law Strategy Document

## **Report prepared by:**

Gus Michaels, Director, By-law & Compliance Department  
Janice Heron, Office Coordinator By-law & Compliance Department

Respectfully submitted,

**Gus Michaels**  
Director, By-law & Compliance

**MaryLee Farrugia**  
Commissioner of Legal & Administrative  
Services/City Solicitor

The image features a hand holding a piece of white, torn paper against a dark background. The paper has the text 'City of Vaughan' in a bold, sans-serif font and 'By-law Strategy' in a cursive script below it. In the background, a chessboard with several white chess pieces is visible, suggesting a theme of strategy or legal maneuvering.

# City of Vaughan

## *By-law Strategy*

June 18, 2014

### **Message from the Director:**

As head of the By-law & Compliance Department, I am proud of our on-going commitment to provide our citizens, businesses and all who live, work and visit our great City with a high quality public service.

The By-law & Compliance Department plays an intricate role in delivering these services through its philosophy of “Citizens First, through Service and Organizational Excellence” in the support of safe, vibrant and sustainable communities. As our City continues to grow, so does our commitment to sustaining the Vaughan lifestyle and being a strong community partner.

The *By-law Strategy* provides the necessary framework that will provide a renewable strategy for reviewing existing regulatory by-laws (e.g. Animal Control, Parks, Parking, Signs, Property Standards, Smoking, Licensing and Nuisance By-laws) and establishing a by-law “lifecycle” to ensure municipal laws remain current, relevant and suitable to the needs of our growing communities.

Join us in celebrating the future successes of our great City.

*Gus Michaels*

## By-law Strategy

*Sustaining our Future:  
A 5-Year Sustainability Plan  
2015 - 2020*

**The Lifecycle of City By-laws**



## **Table of Contents**

1. Executive Summary
2. Background
3. Scope & Key Deliverables
4. Project Methodology
5. Project Timeframes
6. Conclusion

## 1.0 EXECUTIVE SUMMARY

In support of Vaughan Vision, one of the By-law & Compliance Department's ("BL&C") primary objectives is to provide service excellence to its residents, business community and those who live, work and play in our great City. The service delivery model of BL&C must evolve to ensure suitability, sustainability and performance excellence.

As the needs of our communities continue to grow and become more sophisticated, so too does the need for identifying new and innovative solutions. Through its delivery of regulatory by-law and compliance activities, including public education and awareness, BL&C remains a key stakeholder in sustaining the standards and quality of life that formulate the core values of our communities.

Establishing the best approaches is a primary objective to ensure that the City's regulatory by-laws are suitable and relevant to meet current and potential future needs. The *By-law Strategy* provides a framework for the governance of all regulatory by-laws for the City.

There are three targeted deliverables arising from the implementation of the *By-law Strategy*:

1. By-laws that are relevant, effective and sustainable;
2. A coordinated process for managing and amending regulatory by-laws, creation of new by-laws and establishment of a renewable lifecycle model;
3. A centre of excellence and single point of contact for initiation of by-law reviews and procedural oversight.

BL&C is targeting a proposed implementation period over 2 years (2014-2015) for the two following phases of the *By-law Strategy*:

### Phase I – Planning Phase

- Create an inventory of by-laws;
- Conduct needs assessment;
- Establish criteria for prioritization of regulatory by-laws, in consultation with internal and external stakeholders as required;
- Establish a strategic, sustainable and renewable by-law life-cycle (eg. 5 years) schedule;
- Establish a coordinated process for consolidating, managing and amending by-laws under the purview of BL&C.

### Phase II – Priority Phase

- Apply criteria to by-law inventory;
- Develop a 5 year plan/schedule for prioritization;
- Commencing by-law review as per schedule.

## 2.0 BACKGROUND

As the City evolves and communities become more cultured in service expectations, so should the model for refining and delivering a high quality public service.

By-laws are local laws created by municipal governments, primarily to meet the needs of residents and businesses, as well as dictate processes to address issues and concerns of the local community. By-laws can also regulate or define the rights and responsibilities of residents, visitors and businesses by prohibiting, permitting or otherwise controlling certain uses and activities.

By-laws are created to protect the environment (water, open spaces, parks, trees, ravines, trails, etc.), public health (food safety, illegal sale of tobacco products, etc.), public and visitor safety; and to maintain an orderly appearance of the environment (public and private lands). They also address matters of public interest, and enforce standards of conduct and safety codes.

As our growing communities continue to outpace departmental capabilities, staff must use innovative approaches to meet related service demands.

As a first step, BL&C identified two key strategies that would support its primary objective of enhanced service delivery:

1. Establishing a baseline through the implementation of a comprehensive Departmental Operational Review;
2. Developing a complementary *By-law Strategy* to provide an enhanced operating methodology.

The Operational Review began in 2013, concluding its first stage – “Current State Assessment”, to be followed by development of recommendations and a report to the appropriate Committee and City Council in the Fall of 2014.

The *By-law Strategy* will provide a governance model through a 5 year sustainability plan (i.e. *By-law Lifecycle*) and the strategic framework by which City by-laws are reviewed, developed, implemented and sustained; promoting a consistent approach to both the formulation of by-laws and amendments, and will form the foundation that will provide principles to guide related compliance activities.

Not unlike many other municipalities, demands stemming from economic and community growth outpace the City’s ability to maintain its by-laws in a current, suitable and relevant state. More often than not, community needs evolve quicker than the City’s ability to keep up with emerging trends and service demands. At times, City staff has to react to multiple demands for change and justify the rationale of existing by-laws, although their relevance and suitability to current needs may have become outdated. Existing by-laws are predominantly reviewed and amended on a responsive basis, without the benefit of a planned, strategic approach intended to address anticipated demands before they arise. Similarly, the formulation of new by-laws is also predominately carried out in response to an identified concern or demand for public service.

Although staff recognize that emerging needs originating from various sources (eg. change in legislation or public demands) cannot be controlled, staff believe that through the establishment of a strategic plan we can begin to better align service delivery, manage emerging needs more efficiently and proactively develop by-laws that address present and future needs of the community. Through the proposed *By-law Strategy*, staff intend on establishing a centre of excellence through a more coordinated process under the purview of BL&C for reviewing and amending existing by-laws and formulating new by-laws.



## ***Legislative Framework and Purpose for Creation of By-laws***

The duties and powers of a municipality are derived from the provincial legislature. By-laws are created to protect and support the public, community interests, the environment, quality of life, economic viability, consumer protection and public health & safety.

Regulatory by-laws establish acceptable minimum standards, maintain an orderly appearance for both public and private lands and establish necessary regulations to address public interest, acceptable conduct, control activities, land uses and public safety. By-laws can also regulate and define the rights and responsibilities of residents, visitors and businesses by permitting, prohibiting or otherwise controlling certain uses and activities. By-laws must adhere to an established rationale derived from law, commonly referred to as having a “municipal purpose”.

A variety of Provincial legislation are relied upon by a municipality in enacting by-laws, including (but not limited to):

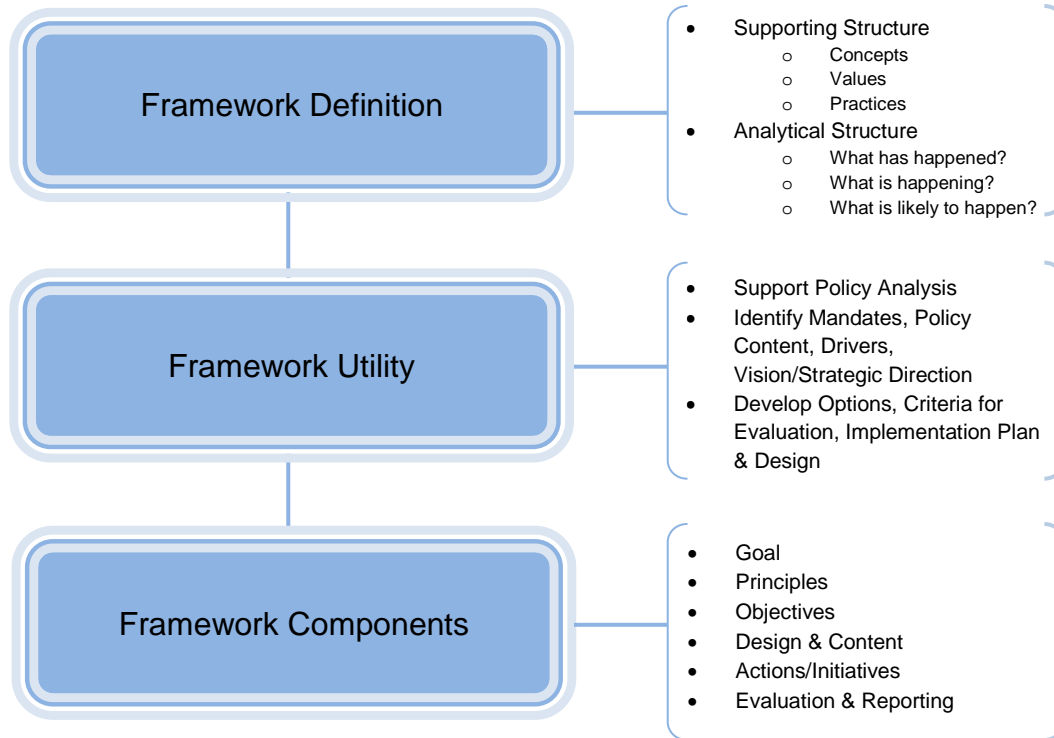
- *Provincial Offences Act*
- *Municipal Act*
- *Highway Traffic Act*
- *Planning Act*
- *Building Code Act*
- *Animals for Research Act*
- *Conservation Authorities Act*
- *Elections Act.*

The most common reasons a municipality creates by-laws is to deal with:

- Public safety;
- Resident and visitor health and welfare;
- Protection of private and public property;
- Nuisances control and unsightly premises;
- Transportation;
- Business activities (eg. licensing, inspection);
- Utilities; and
- Animal control.

## **Framework – Steps and Process**

The most common processes for initializing a framework are listed in the chart below:



The typical steps in a framework for creating or amending a by-law include (but are not limited to):

1. Identifying a need (i.e. the problem or opportunity);
2. Researching and examining the options to determine whether a by-law is the best intervention model;
3. Confirming findings from steps 1 and 2 with Council to obtain their support, input and direction;
4. Preparing a draft by-law;
5. Presenting to Council for approval; and
6. Implementation of the by-law.

### **Framework Definition – Structure for Developing a By-law**

A framework is a structure for supporting or enclosing something else, as such, a framework is a fundamental structure for policy analysis. A framework encompasses a set of assumptions, concepts, values and practices that constitute a way of understanding and analyzing issues.

Additionally, a framework provides a way of seeing, analyzing and moving forward in a manner that is logically consistent and evidence based, but facilitates a disciplined way of understanding the issues, operating environment and assessing defensible response options.

Finally, frameworks provide an analytical structure, particularly in cases where data/information is incomplete, inconsistent or contradictory, expose possibilities and facilitate the emergence of options. Ultimately, a framework clarifies three critical policy analysis questions:

1. What has happened?
2. What is happening?
3. What is likely to happen?

### ***Framework Utility***

The utility of a well-constructed framework is reflected in a number of effective ways that support policy analysis, including:

- Identifying/confirming the mandates and core business areas of the departments involved;
- Identifying/confirming the legislative, regulatory and policy context, (and the hierarchy of) responsibilities and authorities (which provide the rationale for the policy position/choice), drivers and key considerations, including vision and strategic direction;
- Identifying core principles;
- Identifying and assessing the associated issues through a risk management perspective;
- Identifying gaps in understanding and data;
- Informing of the development of potential options;
- Providing criteria for evaluation of options (risks; liabilities; advantages);
- Providing a synthesis model to facilitate decision-making;
- Informing of the implementation plan (for the selected option/strategy); and
- Informing of the design of a monitoring, accountability and reporting plan.

## **3.0 SCOPE AND KEY DELIVERABLES**

The *By-law Strategy* will provide a framework for the governance of all existing and new regulatory by-laws of the City. There are 3 expected key deliverables:

1. By-laws that are relevant, effective and sustainable that will form the basis for compliance activities to better align with and maximize limited resources that offer the greatest value and minimize non-value added functions;
2. Coordinated process for managing and amending regulatory by-laws, creation of new by-laws and establishment of renewable '*By-law Lifecycle*' model (5 year plan), including prioritization;
3. Centre of Excellence and single point of contact for initiation of by-law reviews under the purview of BL&C.

The By-law Strategy will **not** include non-regulatory by-laws, corporate by-laws and other by-laws that are not within the BL&C Department's purview (e.g. Human Resource By-laws, Management By-law, Procedural By-laws, etc.), or where delegated legislative authority lies with another department (eg. zoning by-law, under the purview of the Chief Planner and Chief Building Official).

Establishment of the *By-law Strategy* will occur in 2 phases:

#### Phase I – Planning Phase

The initiation of Phase 1 will commence in the late summer/early fall of 2014 and will include the following:

- Taking an inventory of current regulatory by-laws;
- Initiation of a needs assessment to determine which of those current by-laws require updating/amending;
- Establishing key criteria for prioritization of regulatory by-laws;
- Establishing a strategic, sustainable and renewable by-law lifecycle (i.e. target 5 years) for the review of regulatory City by-laws;
- Establishing a coordinated process for consolidating, managing and amending regulatory by-laws.

#### Phase II – Priority Phase

Phase II will commence in 2015 and will include the following:

- Identifying and engaging key partners and stakeholders;
- Applying criteria to by-law inventory;
- Developing a 5 year plan/schedule for reviewing current by-laws;
- Commencing by-law review per schedule.

## **4.0 PROJECT METHODOLOGY**

### ***Current State***

The responsibility of managing amendments and/or formulating new regulatory by-laws currently falls in various departments having an interest, in some cases in more than one, followed by engagement of the Legal Department at various stages. This fragmented approach creates reactionary attention by the various departments and is not necessarily the most effective use of resources. Having a more coordinated and systematic approach is intended to address this challenge. BL&C's new Policy Business Analyst position will play a key role in supporting and implementing this *By-law Strategy* initiative.

The establishment of a baseline and discovery process necessitated consideration of the existing more independent processes relating to a reactive review of existing regulatory by-laws. The process currently initiated through various departments has increased the possibility of by-laws becoming outdated, at times creating duplication in efforts and producing situations where demands for review,

amendments and consideration for creation of new by-laws is outpacing staff's capabilities to devote the appropriate level of attention to each matter.

Existing practices have resulted in:

- Inconsistent review of by-laws;
- By-laws becoming outdated, irrelevant or unsuitable and potentially unenforceable;
- Inefficient use of staff time and resources;
- Greater possibility of limited intra-departmental and stakeholder consultation;
- Amendments made in isolation;
- Overlap and duplication of efforts between departments potentially impacting other existing by-laws, leading to greater possibility of inaccurate information sharing; and
- Lack of data and information transfer with appropriate departments, leading to greater possibility of inconsistencies and indirectly reducing ability to achieve compliance.

### ***Expected Benefits of By-law Strategy***

Although some by-laws may need to remain under the purview of the appropriate department (e.g. for legislative requirements), staff believe that the majority of regulatory by-laws can be managed under the purview of BL&C, with some exceptions (e.g. Zoning By-law amendments, Planning matters). See existing Regulatory By-law Inventory Chart (Attachment # 2).

Through the introduction of a more coordinated model, staff believes an enhancement in service delivery will be achieved. Coordination would include instituting a single point of contact, where requests may be initiated through BL&C regardless of origin. These requests would follow a triage process (to be established) which would include interdepartmental collaboration. The proposed process for the by-law lifecycle will achieve:

- Establishment of a proactive and strategic approach to review by-laws (e.g. 5 year cycle calendar);
- More effective alignment of resources to strategic directions and community needs;
- More efficient use of limited resources;
- More suitable and effective by-laws; and
- Reduction in possibility of amendments made in isolation.

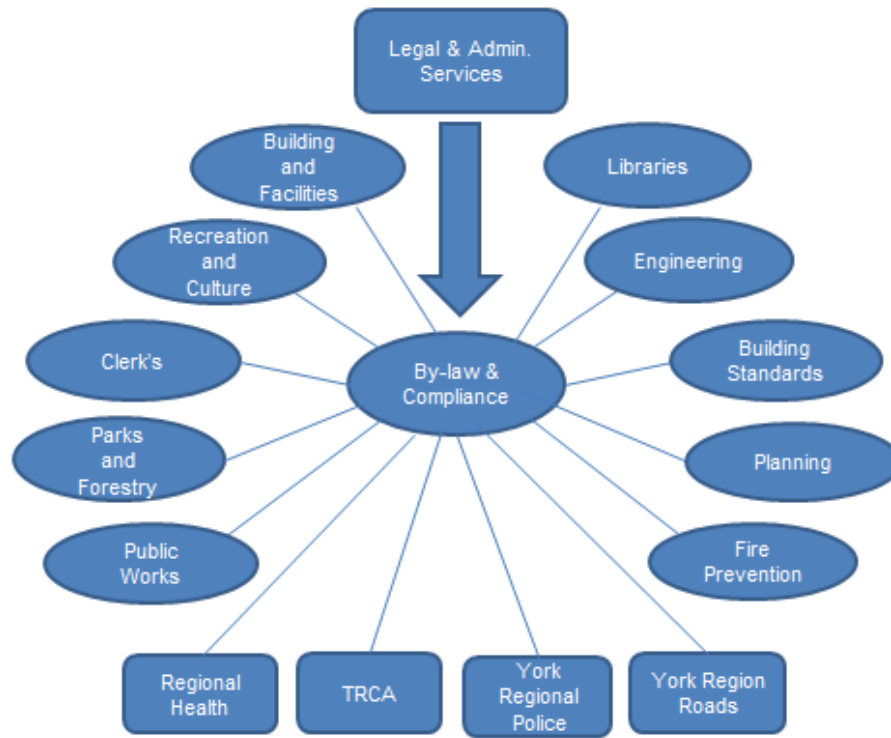
### ***Methodology***

A primary deliverable aimed at establishing a renewable approach includes development of a "By-law Lifecycle" schedule (Attachment # 1) by which all existing by-laws are reviewed systematically (i.e. 5 years or less). This activity will entail:

- Completing an inventory of all regulatory by-laws to begin identifying priorities;
- Identifying departmental linkages and engaging key partners to review current processes across various Commissions;

- Developing a priority system to review by-laws aligned with identified needs (e.g. corporate initiatives, systemic community issues, legislative changes or requirements, etc.);
- Managing and establishing renewal schedule for all by-laws (e.g. *By-law Lifecycle*); and
- Developing coordinated and standardized templates for creation, review and amendment of relevant by-laws.

### Departmental Linkages



### **5.0 PROJECT TIME FRAMES**

The projected timeframe for the implementation of the *By-law Strategy* is anticipated to take approximately 2 years, commencing late Summer/early Fall of 2014 and to continue through 2015.

### **6.0 CONCLUSION**

The development of the *By-law Strategy* will provide a Centre of Excellence for service delivery and identify departmental linkages through engagement of key partners. Through its two-phased approach, the *By-law Strategy* will establish a more streamlined and effective framework for creating, formulating and amending regulatory by-laws.

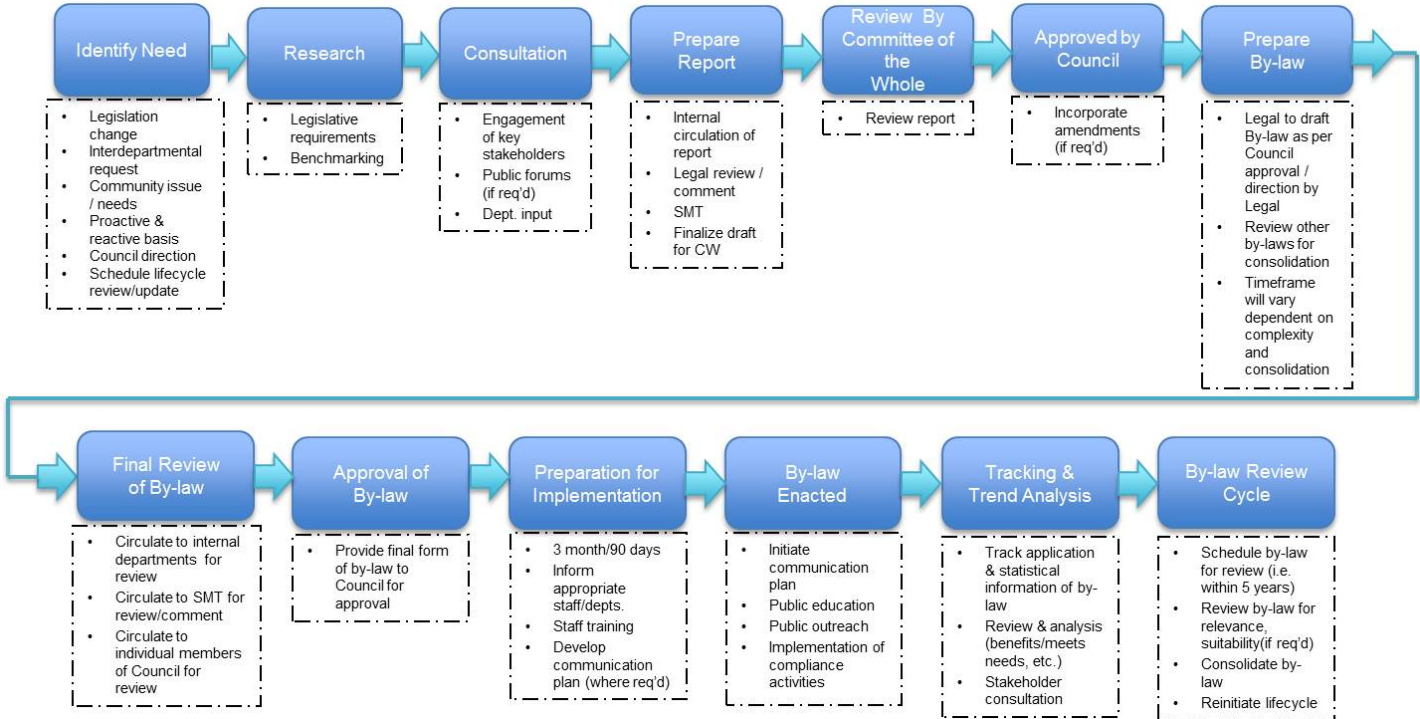
Establishment of a more formalized by-law lifecycle, including supporting systematic processes, accompanied by the development of a prioritization scheme aligned with the City's strategic directions, will provide a more pro-active method of ensuring by-laws remain relevant and effective.

The *By-law Strategy* has been developed in support of the Vaughan Vision 20/20 for Service Excellence, Management Excellence and Staff Excellence.

*“Looking to Our Future!”*

# ATTACHMENT # 1

## PROPOSED BY-LAW LIFECYCLE





## ATTACHMENT # 2

### REGULATORY BY-LAW INVENTORY BY-LAW & COMPLIANCE DEPARTMENT

*(Note: This list is not inclusive of all by-laws and amendments)*

<b>BY-LAW NAME</b>	<b>BY-LAW NUMBER</b>	<b>DESCRIPTION</b>
<b>ADMINISTRATIVE PENALTIES</b>	<b>156-2009, 158-2009</b>	A By-law to further amend Licensing By-law 315-2005, as amended, to provide for a system of administrative penalties.
<b>ANIMAL</b>	<b>53-2002</b> <i>Further amending By-laws 272-2006, 2-2010, 52-2014</i>	A By-law to regulate the keeping of animals in the City of Vaughan, including provisions for animal identification.
<b>ANTI-GRAFFITI</b>	<b>46-2009</b>	A By-law to prohibit graffiti on public and private property and to require public and private property to be kept free of graffiti.
<b>BUILDING NUMBERING</b>	<b>44-86</b>	A By-law to provide for the numbering of buildings in the Town of Vaughan.
<b>CITY BOULEVARDS</b>	<b>202-2006</b>	A By – law requiring owners or occupants to cut grass on City boulevards fronting or adjacent to privately owned lands.
<b>DEBRIS</b>	<b>263-2001</b> <i>Further amending By-laws 246-2003</i>	A By-law to regulate the filling up, draining, cleaning and clearing of any grounds, yards and vacant lots and to prohibit the throwing, dumping, placing or depositing of debris in private property within the City of Vaughan.
<b>ENCROACHMENT</b>	<b>244-2005</b>	A By-law of the Corporation of the City of Vaughan regulating encroachments on public lands.
<b>FENCE BY-LAW</b>	<b>80-90</b> <i>Further amending By-laws 240-99, 162-2004, 203-2006, 208-2007 and 29-2014</i>	A By-law for prescribing the height and description of lawful fences and for establishing minimum standards for swimming pool fences.
<b>FENCE – APPORTIONMENT OF COSTS</b>	<b>175-93</b>	A By-law to determine the apportionment of costs of division fences.

<b>FILL</b>	<b>189-96</b> <i>Further amending By-laws 44-2004 and 265-2006</i>	To prohibit or regulate the placing or dumping of fill in areas of the City of Vaughan.
<b>FILMING EVENT (PERMIT)</b>	<b>371-2004</b> <i>Further amending By-law 175-2013</i>	A By-law to provide for the issuing, revoking, and/or suspending of permits and for regulating and inspecting filming events within the City of Vaughan.
<b>FIREARMS</b>	<b>21-86</b> <i>Further amending By-laws 208-2006</i>	A By-law to prohibit the discharge of guns, or other firearms, air guns and spring guns.
<b>FIREWORKS AND PYROTECHNICS</b>	<b>142-2006</b>	A By-law to regulate the possession and setting off of fireworks or any class or classes thereof and pyrotechnics special effects.
<b>FORTIFICATION OF LAND</b>	<b>328-2003</b>	A By-law to regulate the Fortification of Land and to Prohibit Excessive Fortification of Land and to Prohibit the Application of Excessive Protective Elements to Land within the City of Vaughan.
<b>GRASS (City Boulevards)</b>	<b>202-2006</b>	A By-law requiring owners / occupants to cut grass on City boulevards fronting or adjacent to privately owned land.
<b>GEESE</b>	<b>256-99</b>	A By-law to prohibit the feeding of geese on City property.
<b>IDLING OF VEHICLES</b>	<b>170-2004</b>	A By-law to provide for the control of the idling of vehicles.
<b>LICENSING (Consolidated)</b>	<b>315-2005</b> <i>Further amending By-law 70-2006</i>	A By-law to provide for the licensing, regulating and governing of certain businesses, activities and undertakings the City of Vaughan.
<b>LITTERING and DUMPING</b>	<b>3-2004</b> <i>Further amending By-law 83-2012</i>	A By-law to prohibit the dumping of waste on private or other property within the City of Vaughan.
<b>NEWSPAPER BOX BY-LAW (PERMIT)</b>	<b>372-2004</b> <i>Further amending By-law 176-2013</i>	A By-law to provide for the issuing, revoking, and/or suspending of permits and for regulating and inspecting newspaper boxes within the City of Vaughan.

<b>NOISE CONTROL</b>	<b>96-2006</b> <i>Further amending By-laws 207-2007</i>	A By-law to control noise.
<b>NUISANCE</b>	<b>195-2000</b>	A By-law to prohibiting and abating public nuisances on public land or in public buildings within the City of Vaughan.
<b>OUTDOOR EXHIBITION (PERMIT)</b>	<b>373-2004</b>	A By-law to provide for the issuing, revoking, and/or suspending of permits and for regulating and inspecting outdoor exhibitions within the City of Vaughan.
<b>PARK</b>	<b>134-95</b> <i>Further amending By-laws 343-99, 196-2000, 283-2002, 244-2005 and 116-2009</i>	A By-law for the Use, Regulation, Protection and Government of Parks in the City of Vaughan.
<b>PARKING</b>	<b>1-96</b> <i>Further amending By-laws are too numerous to list, the information can be obtained from the Clerks' Dept.</i>	A By-law to consolidate the By-laws that regulate parking of motor vehicles on roads under the jurisdiction of The Corporation of the City of Vaughan.
<b>PESTICIDE</b>	<b>88-2008</b>	A By-law to regulate the use of pesticides on public and private property in the City of Vaughan.
<b>PHOTOGRAPHY PERMITS</b>	<b>82-2006</b> <i>Further amending By-laws 207-2006</i>	A By-law to provide for the administration, issuance and enforcement of permits for commercial photography on City lands.
<b>PROPERTY STANDARDS</b>	<b>231-2011</b>	A By-law to prescribe the Standards for maintenance and occupancy for all properties within the City of Vaughan.
<b>ROAD SIDE SALES</b>	<b>125-98</b>	A By-law to regulate sales by retail on highways or on vacant lands adjacent to them.
<b>SCREENING AND HEARINGS OFFICER</b>	<b>157-2009</b>	A By-law to establish the position of Screening Officer and Hearings Officer and to appoint persons as Screening Officers and Hearings Officers.

<b>SEWER</b>	<b>12-74</b> <i>Further amending By-laws 66-75, 17-76, 43-81, 54-82, 140-82, 59-83, 91-84, 115-85, 336-85, 337-85, 103-86, 118-87, 137-89, 94-90, 94-94, 225-2001, 166-2002, 167-2002, 217-2003, 219-2004 and 162-2005</i>	A By-law prohibiting and regulating the discharge of any gaseous, liquid or solid matter into land drainage works, private branch drains and connections to any sewer, sewer system or sewage works for the carrying away of domestic sewage or industrial wastes or both.
<b>SHED &amp; ACCESSORY STRUCTURES</b>	<b>152-2002</b>	Amending By-law to 1-88 regarding the sizes and set backs of sheds and accessory structures.
<b>SIGN</b>	<b>203-92</b> <i>Further amending By-laws 212-94, 9-96, 58-96, 168-96, 19-97, 110-97, 179-2003, 275-2006, 209-2007, 107-2011, 54-2012 and 091-2013, 50-2014</i>  <b>178-2003</b> <i>Further amending By-laws 209-2007</i>  <b>58-96</b>	A By-law to regulate signs and other advertising devices in the City of Vaughan.  A By-law to regulate signs and other advertising devices on public properties and road allowances under the jurisdiction in the City of Vaughan.  A By-law for the licensing and governing of persons who carry on the business of leasing or renting mobile signs.
<b>SNOW CLEARING</b>	<b>300-93</b> <i>Further amending By-laws 56-96</i>	A By-law requiring owners and occupants to remove snow and ice from sidewalks.
<b>SMOKING</b>	<b>84-2012</b> <i>Further amending By-laws 127-2013</i>	A By-law to prohibit smoking outside municipal buildings and recreational areas in the City of Vaughan.
<b>SPECIAL EVENTS</b>	<b>370-2004,</b> <i>Further amending By-law 172-2013</i>	A By-law to provide for the issuing, revoking, and/or suspending of permits and for regulating and inspecting special events within the City of Vaughan.
<b>STANDING WATER BY-LAW</b>	<b>143-2003</b>	A By-law to regulate standing water in The Corporation of the City of Vaughan.
<b>THEATRICAL FIREWORKS (PERMIT)</b>	<b>369-2004</b>	A By-law to provide for the issuing, revoking, and/or suspending of permits and for regulating and inspecting display and theatrical fireworks within the City of Vaughan.

<p><b>TREE PROTECTION</b></p> <ul style="list-style-type: none"> <li>• Public Property</li> <li>• Private Property</li> </ul>	<p><b>95-2005</b></p> <p><b>185-2007</b> <i>Further amended by By-law 205-2007</i></p>	<p>A by-law to protect trees located on public property in the City of Vaughan.</p> <p>A by-law to prohibit or regulate the destruction or injuring of trees located on private property in the City of Vaughan.</p>
<p><b>WASTE COLLECTION</b></p>	<p><b>217-2010</b></p>	<p>A By-law to establish and maintain a system for the collection of Resource Materials and Residual Waste in the City of Vaughan.</p>
<p><b>WATER USE</b></p>	<p><b>122-2003</b></p>	<p>A By-law to regulate the supply and use of water within the serviced area of the Corporation of the City of Vaughan.</p>
<p><b>WRECKING YARDS</b></p>	<p><b>2549</b></p>	<p>A By-law to provide for the regulating, inspecting and licensing of lands or structures used for storing used motor vehicles for the purpose of wrecking them and disposal of parts thereof.</p>
<p><b>ZONING BY-LAW</b></p>	<p><b>1-88</b> <i>Further amending obtained from the Clerks' Dept.</i></p>	<p>A By-law to regulate the use of lands and the character, location and use of buildings and structures within the City of Vaughan.</p>