



# **Bylaw & Regulatory Services**

## **6-Month Review**

### **Update To General Committee**

**Chris Bullen, Manager**  
**June 7, 2022**



## Purpose

As requested by General Committee:

- To provide a progress report on key initiatives and activities undertaken in Bylaw Enforcement & Regulatory Services since the establishment of a new Division reporting to the Commissioner of Corporate Services, effective January 1, 2022



## Agenda

1. Context
2. Mandate
3. What We Do
4. How We Are Organized
5. 2022 Budget Overview
6. Internal/External Partners & Stakeholders
7. Key Objectives – 2022
8. Current Priorities & Focus
9. Achievements
10. Recommendation





## Context

- Bylaw enforcement plays an important role in the work of local government.
- Fair, reasonable and transparent practices in bylaw enforcement can enhance citizen confidence in local governments and save taxpayer dollars through early and effective dispute resolution.
- Ultimately, good bylaw enforcement practices can foster community harmony and good neighbor relations.
- Through 2020 & 2021, COVID monitoring & enforcement were key priorities for Bylaw Services Staff.
- As of January 2022, Staff have returned to regular Parking and Bylaw enforcement duties.



## Mandate

- The mandate of Bylaw Enforcement & Regulatory Services is to achieve compliance with municipal bylaws through a variety of methods, including community education, voluntary compliance, and formal legal proceedings, if voluntary compliance is not achieved.
- Bylaw Services operates on a complaint-based model. Staff investigate complaints related to private and public property to ensure compliance with existing bylaws.
- Proactive targeted enforcement, related to specific matters of public interest and concern, is also undertaken, often with other community partners.

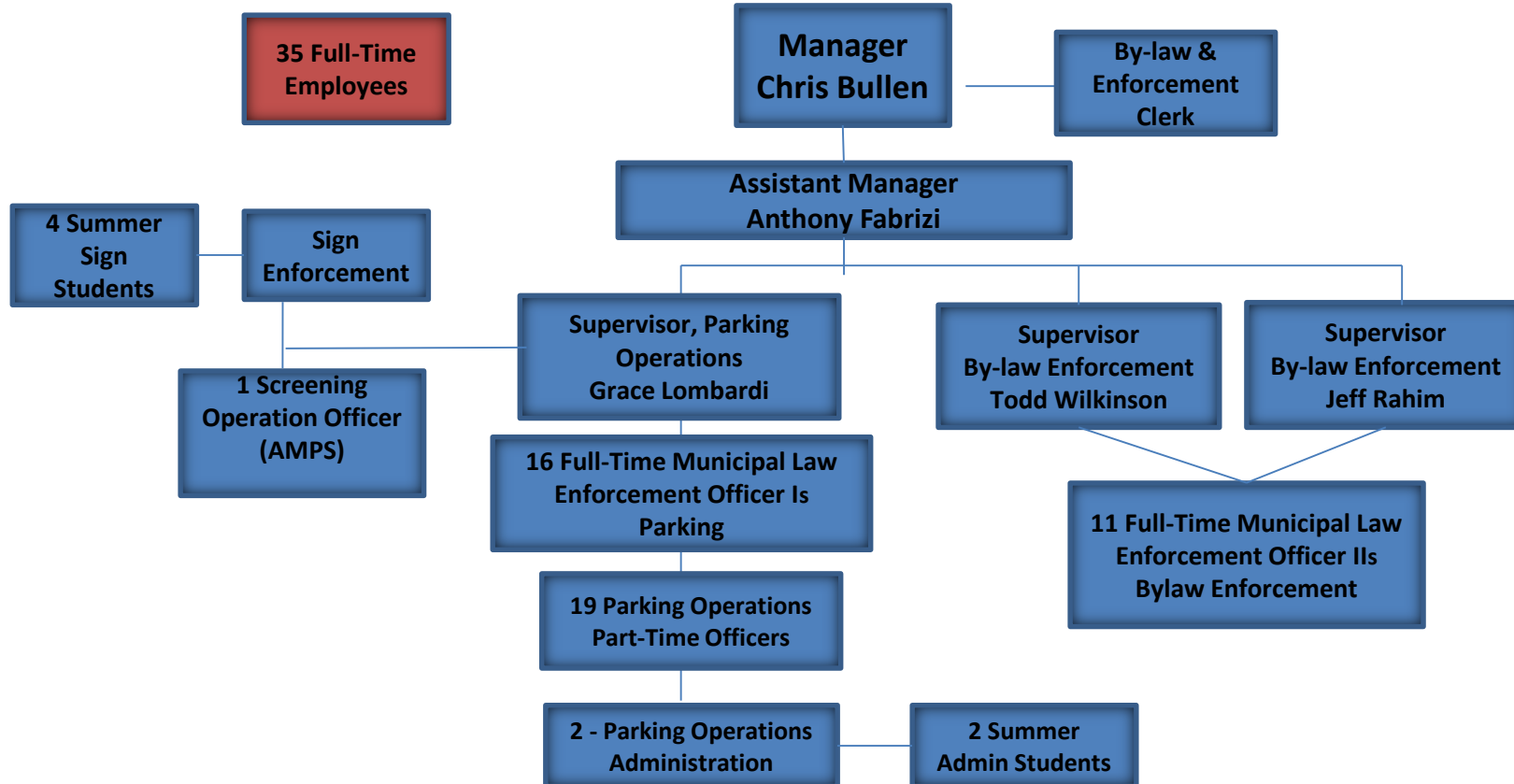


## What We Do





## How We Are Organized





## 2022 Budget Overview

Budget	Revenue	Expenses	Total
Annual Budget	(\$3,788,318)	\$4,447,551	\$659,233
Year To Date - April 30	(\$826,636)	\$1,256,172	





## Key Internal Partners



Engineering



Environmental Services



Operations/Parks



Zoning/Building



Legislative Services - Licensing & Animal Services; Corporate Communications; Contact Centre



Fire & Emergency Services



Legal Services



Sustainability and Asset Management - Security



## Key External Partners/Stakeholders



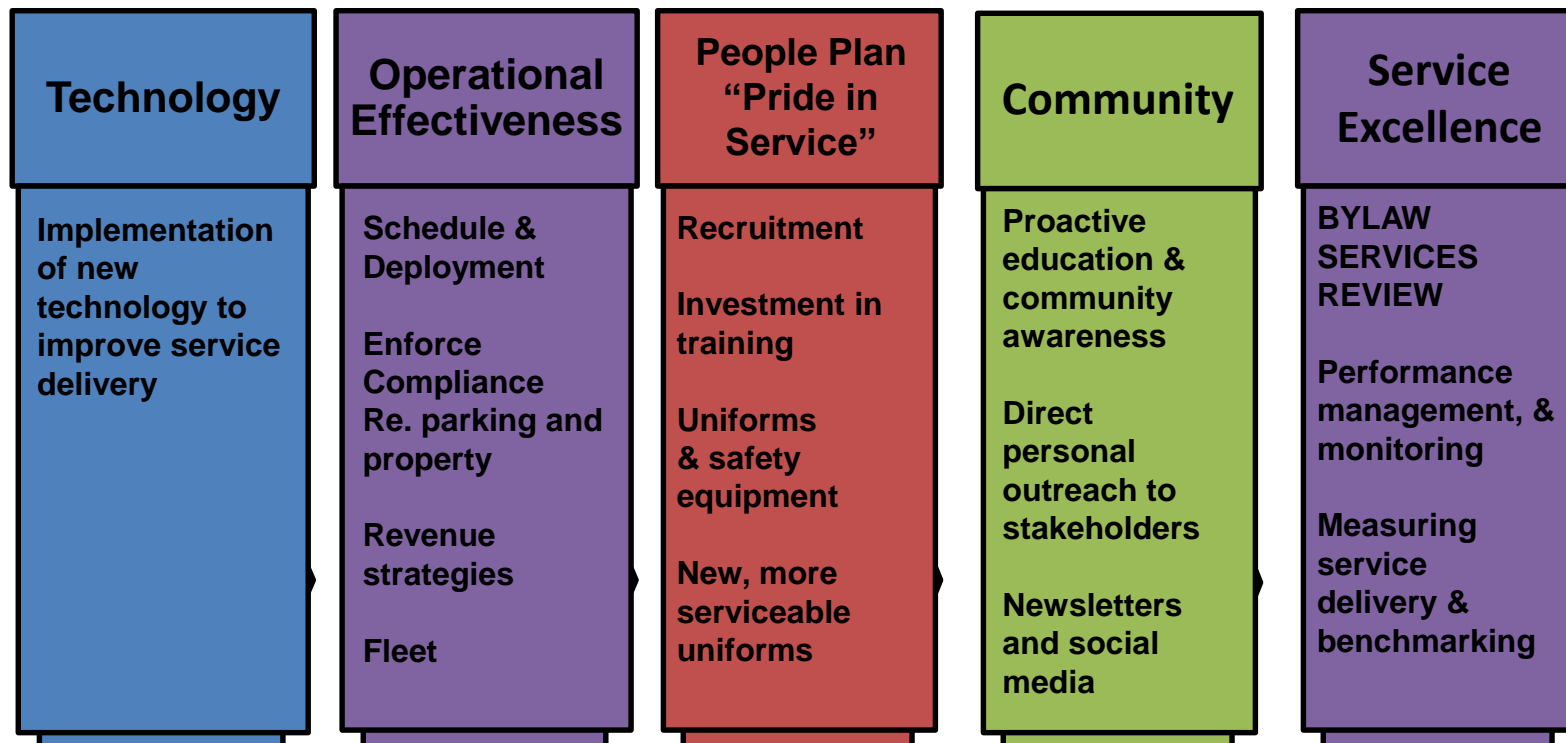


## Key Objectives for 2022

- Continue to respond effectively to customer complaints, and enhance public awareness & education, and local mediation efforts
- Investigate and enforce compliance with City bylaws to support public safety and community standards
- Adopt best practices and more efficient processes & technology to enhance service delivery
- The **Bylaw Services Review** will identify opportunities to optimize service delivery and improve effectiveness and create a blueprint for the next 3-5 years
- Support the health & safety of Bylaw staff to ensure appropriate equipment, training, and work environment
- Advance work to create a diverse, equitable and inclusive workforce by ensuring the hiring, retention and promotion of diverse talent



## Current Priorities & Focus





## Achievements To Date - Technology

- New e-ticketing solution – G-Techna:
  - System will replace current parking application, but offers many innovative features, and can be scaled for use with expanded AMPS program
  - Final User Assessment Testing is currently underway
  - Implementation Fall 2022
  - Pilot project underway to test license plate recognition for parking infractions
- AMANDA 7
  - Enhanced security by minimizing software vulnerabilities
  - Smooth management of folders through modernizing user interface
  - Advanced search functions and notifications
  - Rollout and training component – Completed
- Pilot project underway for radio communications through YRP and Motorola



## Achievements To Date – Operational Effectiveness

- Third supervisor hired to oversee daily and after hours operations
- MLEO1 and MLEO2 vacancies filled
- On-call supervisor now available to cover all working hours
- Implemented after hours triage to on-call team lead through contact centre /security for critical issues
- Negotiated new seasonal schedule with CUPE to improve coverage
  - Bylaw Officers 7 days per week
  - Weekdays from 8am to 9pm summer; 8am to 6pm in winter
  - Weekends from 8am to 4pm, winter and summer
  - Parking Officers 23/7; includes after-hours coverage for MLEO 2s
- Fleet upgraded to ensure vehicle reliability & utility
- Strengthened case management for complex bylaw issues
- Policy developed for case management and investigative process with 80% of property standards folders closed within twenty (20) business days.
- Supporting effective provincial and municipal election sign management & enforcement



## Calls for Service – 2022 YTD

Month	Unit	Cases Opened	Cases Closed	Outstanding Cases (Month to Month)
January	Parking	89	114	63 <i>*includes carry-over from 2021</i>
	Properties	322	394	1425
February	Parking	130	15	187
	Properties	234	38	1637
March	Parking	116	254	57
	Properties	420	1386	578
April	Parking	142	153	64
	Properties	577	766	498
4-Month Total	Parking	477	536	
	Properties	1553	2584	
GRAND TOTAL		2030	3117	



## Achievements To Date – People Plan

- Staff training including:
  - First Aid & CPR
  - Use of force & de-escalation training
  - Mental health awareness workshops, including suicide awareness & prevention with YRP
- Succession planning; temporary assignments (election signs, zoning & licensing assistance)
- Provided new, more serviceable uniforms for all bylaw staff
  - Policy developed for uniform attire & department as well as safety vest equipment care
- Policies developed on: reporting for duty, code of conduct, end of duties summary, de-escalation, managing, reporting and tracking complex screening appointments.
- Instituted monthly meetings with CUPE to proactively resolve staff issues





## Our Team

### Parking Operations

Linda Canton Yuen  
Melody Chan  
Al Ally  
Jeffrey Kan  
Adam Khan  
Cameron Elrick  
Benny Wan  
Manny Garcia  
Ray Dumo  
Shubham Narula  
Brandon Sanders  
Arian Agahi  
Chris Gogos  
Griffin De Guzman  
Daniel Baboulas  
Barry Hails  
Benjamin Perez  
Kristi Robertson  
Sunny Kao

### Property Standards

Milad Hamzavi  
Shannon Whittaker  
Wesley JC Fung  
Kevin Chu  
Johnathan Luciano  
Kim Gray  
Carrie Seeberan  
Todd Holmes  
Julie Knight  
Lydia Murphy  
Paolo Apostol  
Sam Allen  
Karan Sharma  
Tony Ke  
Matthew Palladinelli  
Maegan Gribbon

Brett Adams  
Harmeet Bhatia  
Richard Ehrlund  
Stephanie Edwards  
Gary Feng  
John Fourtounas  
Peter Nikolaidis  
Mark Sfetkopoulos  
Ivan Kholodkov  
Nicolino Brusco  
Carissa Boyko  
Alex Spasewski  
Mike Kourtsidis

### Administration

Melissa Mineo  
Sohni Hussain  
Arthie Mahendran  
Screener:  
Angela Falconi

### Management

Chris Bullen  
Anthony Fabrizi  
Grace Lombardi  
Todd Wilkinson  
Jeff Rahim



## Achievements To Date - Community

- Regular meetings with Ratepayer groups
- Complex files – facilitated multi-departmental engagement
- School Board liaison & parent education
- Community engagement efforts: March Break, Family Day, weekends
- “Positive ticketing”
- Enhanced communications
- Established cross-department campaign to enhance public education on winter safety
- Updated portal website to ensure residents of Markham have the most current date information
- Support to City Parking Strategy project
- Let City of Markham Community Food Drive & supported Fire Toy Drive and 360 Kids



## Community Engagements – 2022 YTD

Month	Total Events
January	16
February	17
March	22
April	9
May	15
<b>YTD Total</b>	<b>79</b>



## Achievements To Date – Service Excellence

- Request for Proposal (RFP) for towing services
  - Enforcement of parking operations concerns such as habitual offender removal
  - Removal of unauthorized mobile signs
- Site Alteration Bylaw review in progress with Engineering and Legal Services
- Participation in project to expand AMPS program to streamline administration for full range of bylaw infractions



## Bylaw Services Review

- The Bylaw Services Review is underway, in consultation with key stakeholders. Completion expected Fall 2022.
- Review will:
  - Map processes utilizing LEAN Six Sigma to identify efficiencies
  - Analyze workload, current service levels and resource & technology utilization
  - Assess opportunity to shift from reactive to proactive enforcement & related implications
  - Identify opportunities for service delivery improvements including optimal organizational structure
  - Assess customer service & client satisfaction
  - Review bylaws and recommend updates, consolidation or elimination
  - Provide recommendations and short, medium & longer term roadmap



## Recommendation

- That the presentation entitled Bylaw Enforcement & Regulatory Services Update to General Committee be received.



## Contact Us

For any Bylaw-related concerns or questions  
please contact us at **905.477.5530** or visit  
[www.markham.ca](http://www.markham.ca)

Stay in the know with updates on twitter!  
Follow us **@Markhambylaw**

