



**BYLAW ENFORCEMENT
SERVICE DELIVERY REVIEW
PRESENTATION TO GENERAL
COMMITTEE
JUNE 6, 2023**

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Project Overview



Bylaw Enforcement

Service Delivery Review Objectives and Deliverables

Objectives

- **Assess opportunities for improved service delivery**
- **Review all policies, processes and procedures to assess the current state**
- **Assess technology based customer service relationship management systems vis a vis ability to meet customer demands**
- **Consult and survey key stakeholders**
- **Assess utilization of resources and technology.**
- **Benchmark against other municipalities.**
- **Assess and map current processes utilizing LEAN Six Sigma methodologies.**

Deliverables

1. **With the expansion of Administrative Monetary Penalties (AMPs), identify opportunities for alternative enforcement tools.**
2. **Develop fully integrated service delivery model and strategy with cost/benefit analysis, technological solutions and policies.**
3. **Provide recommended LEAN/future state business process maps with the associated staffing requirements and Responsibility (RACI) matrix.**
4. **Outline recommendations along with an implementation roadmap with short-, medium- and long-term focus addressing resources, policy, processes and training requirements.**



Recommendations

SERVICE DELIVERY REVIEW DESIRED OUTCOMES



CUSTOMER FOCUSED SERVICES

Outcome: Improved Customer Satisfaction, Reduced Costs



GREATER OPERATIONAL INTEGRATION

Outcome: Better decision Making and management, Improved Delivery Mechanisms.



ALTERNATIVE SERVICE DELIVERY, GREATER ECONOMY

Outcome: Reduced Costs and Improved Services



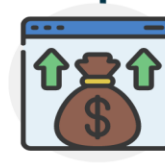
IMPROVED PROCESSES

Outcome: Reduced Waste, Greater efficiency , productivity and Improved controls



MEET NEW OR INCREASED DEMAND

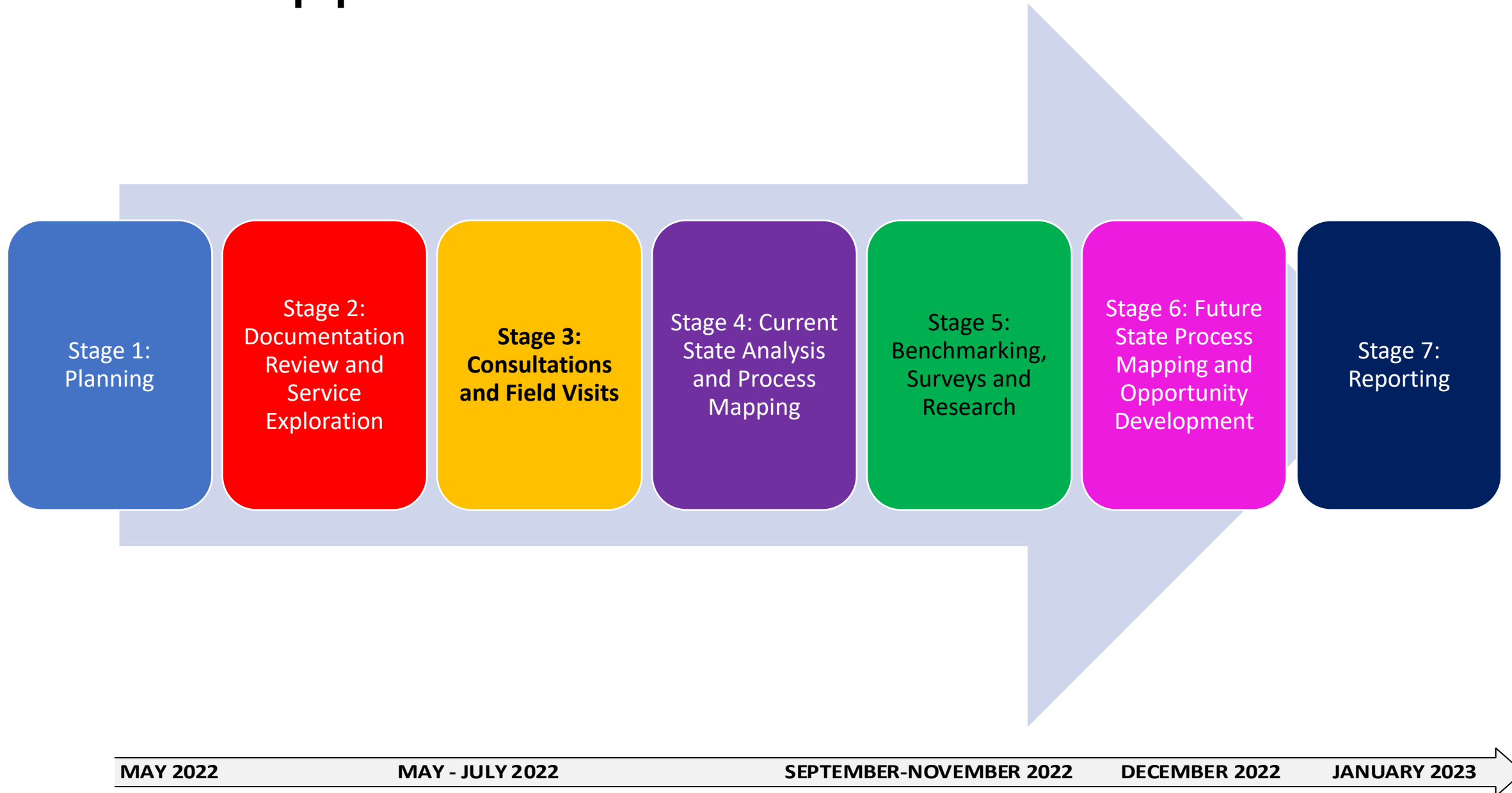
Outcome: Economic Development, Immigration, Growth



INCREASED REVENUES

Outcome: Fiscal Sustainability, Flexibility and reduced vulnerability

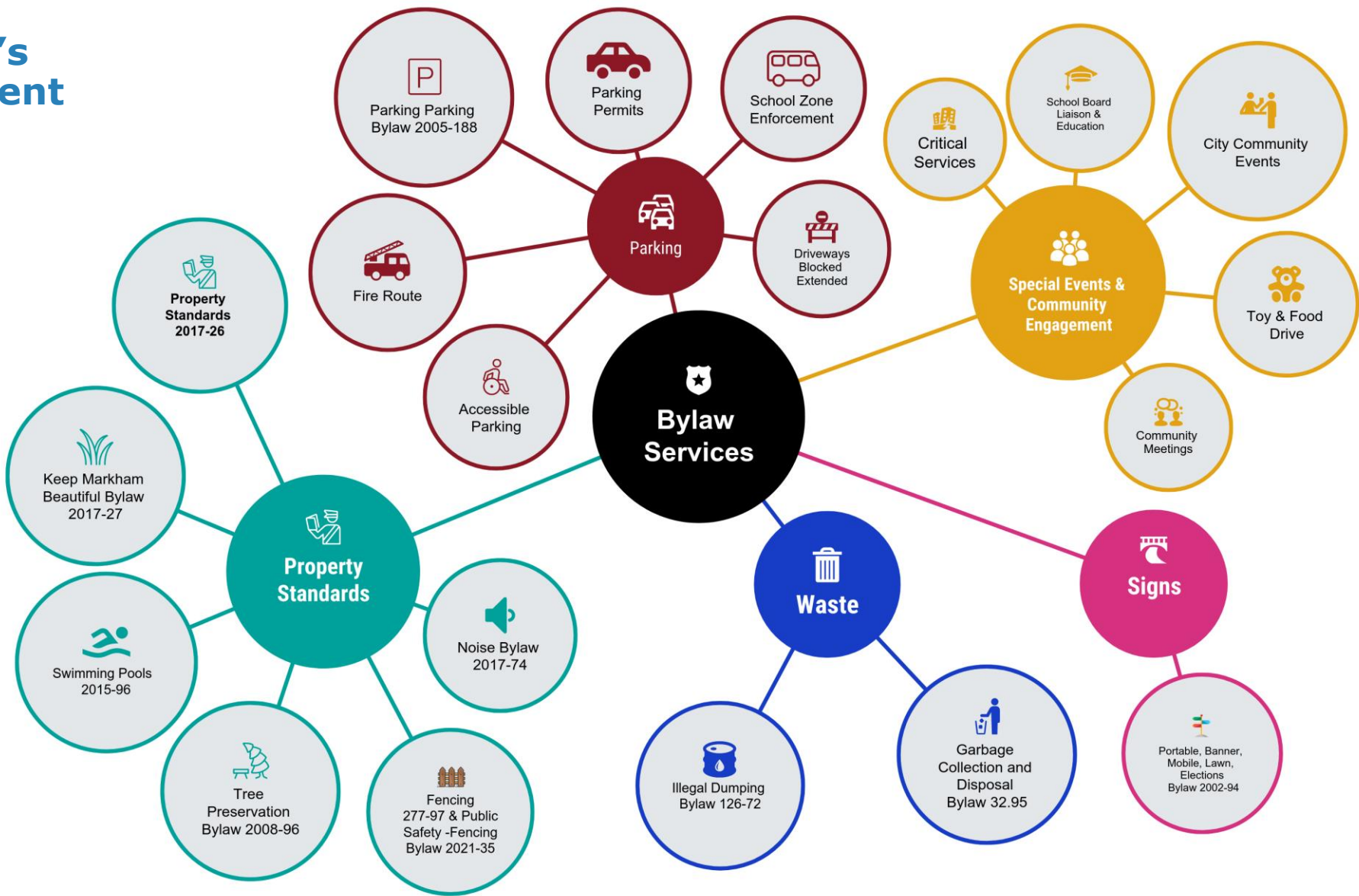
Our Approach



About the City's Bylaw Services



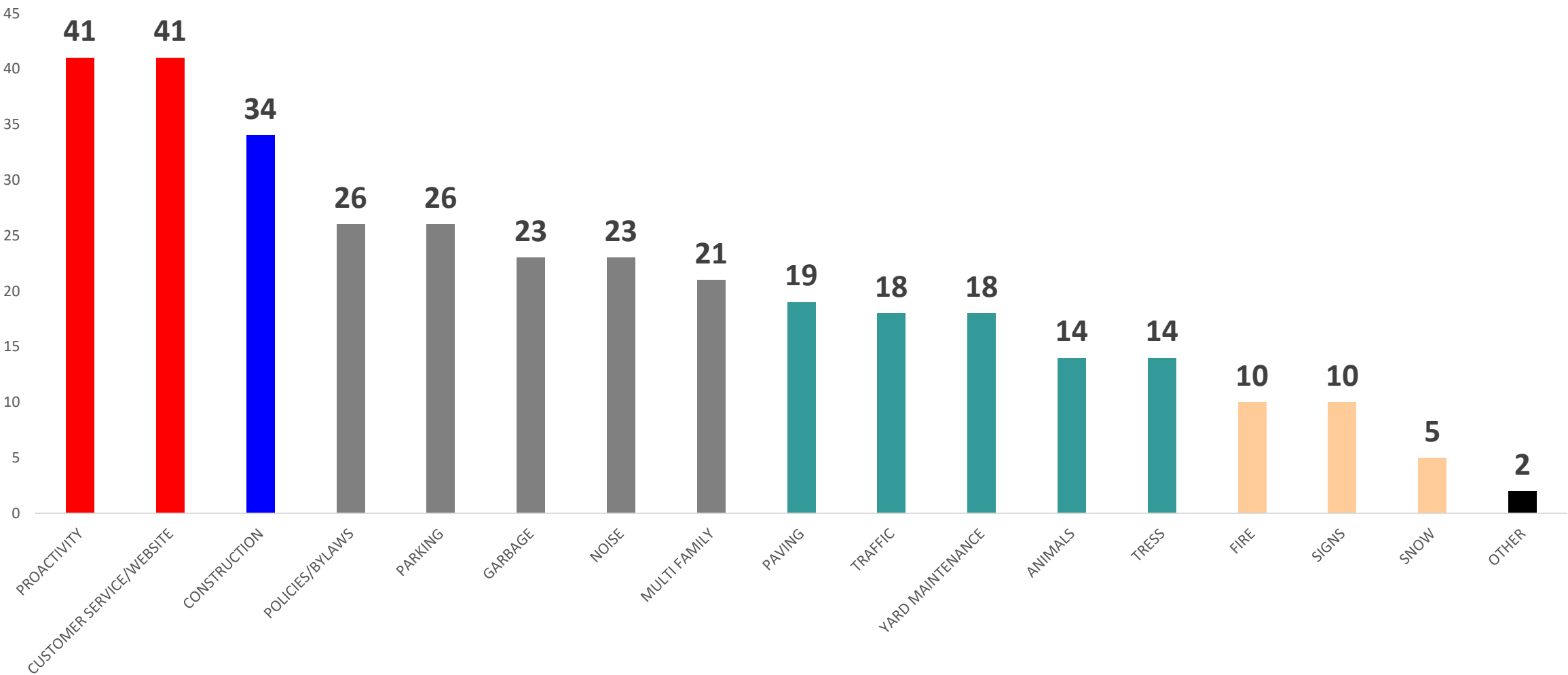
About the City's Bylaw Enforcement Services



Key Bylaws Enforced Bylaw Enforcement Services

Note: Licensing Enforcement Activities have been done in the past and included in the bylaw statistics contained in this report.

PUBLIC SURVEY– TOP CONCERNS



BYLAW ENFORCEMENT PUBLIC SURVEY RESULTS

GENERAL

Contact with City



78%

said that they had contacted the City about a Bylaw Issue in the past four years



50%

Contacted by Phone



18%

Contacted their Councillor

Response



50%

Received a response within 72 hours



63%

Received sufficient information about the process



47%

Were kept informed of the status of their bylaw complaint

Staff Interaction



84%

Said Staff were courteous

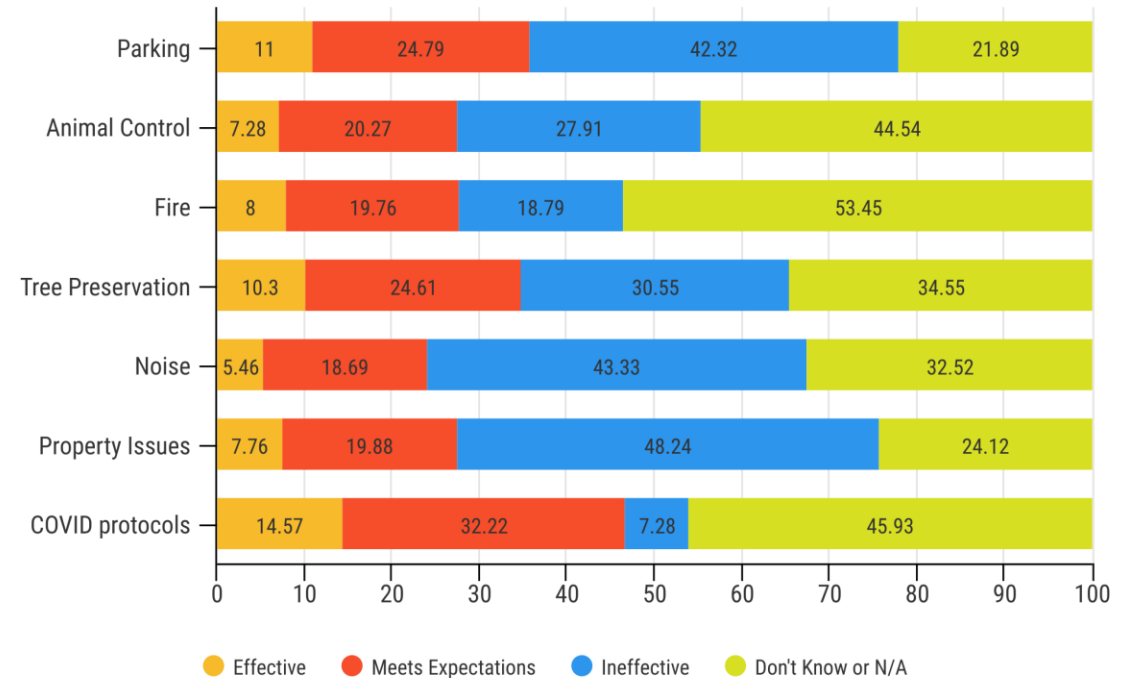


30%

Said Staff understood their issue

EFFECTIVENESS OF BYLAW SERVICES

Opinions: Effectiveness of Bylaw Enforcement

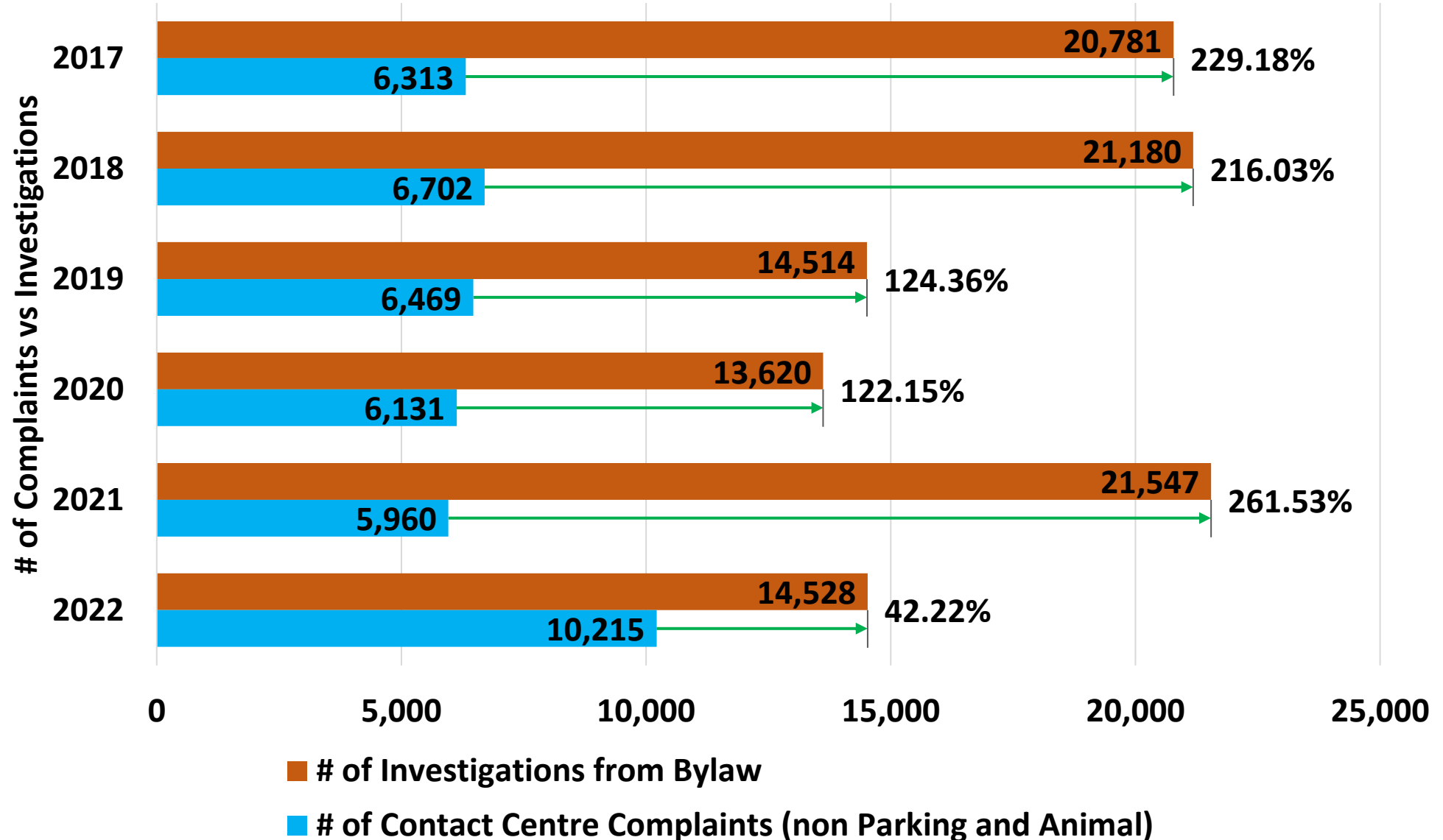


Note: Combined survey with Infill Development 1530 respondents in total (0.5% of the population)

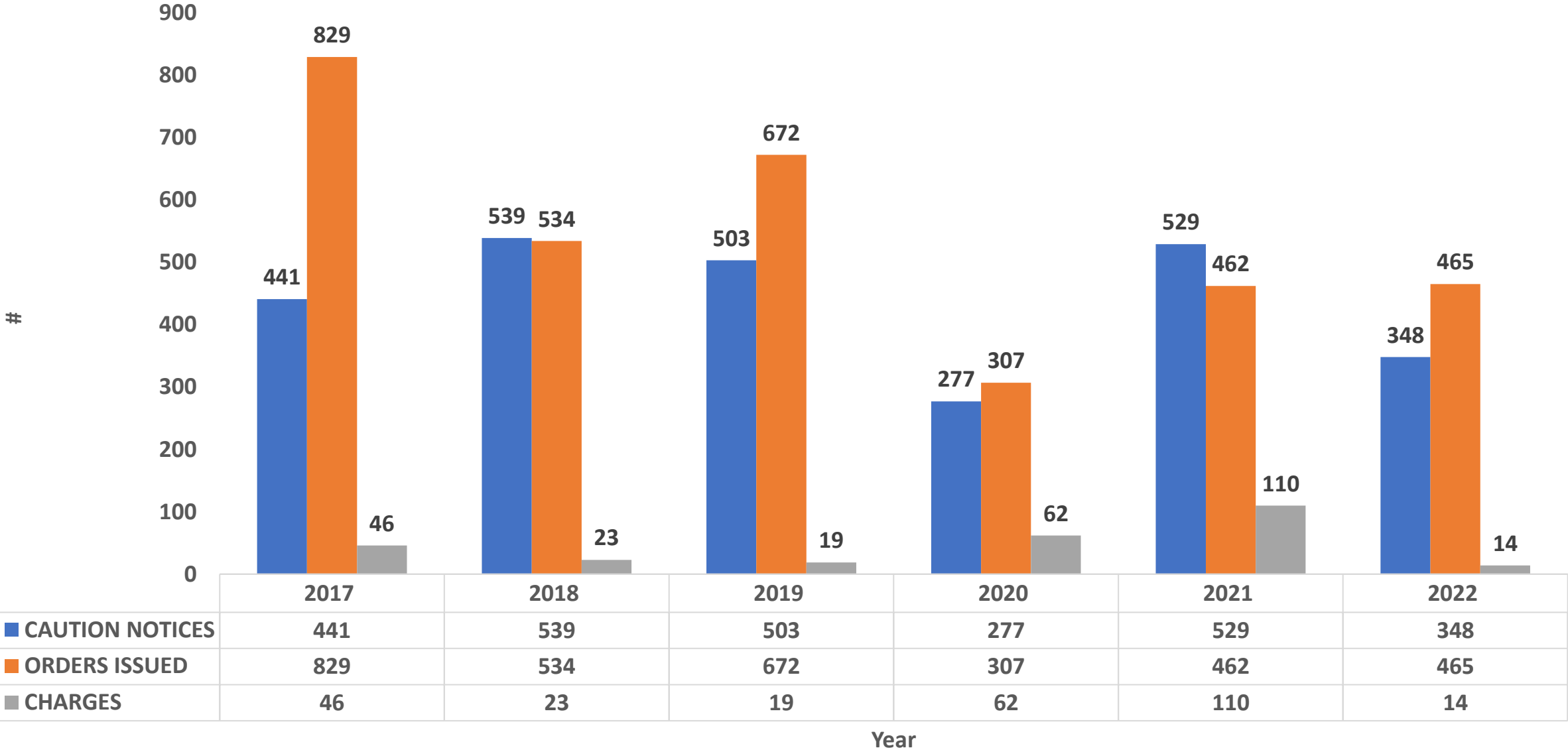
Survey Monkey - Administered online from September 22, 2022 to November 9, 2022

Bylaw Activities – Complaints vs Investigations

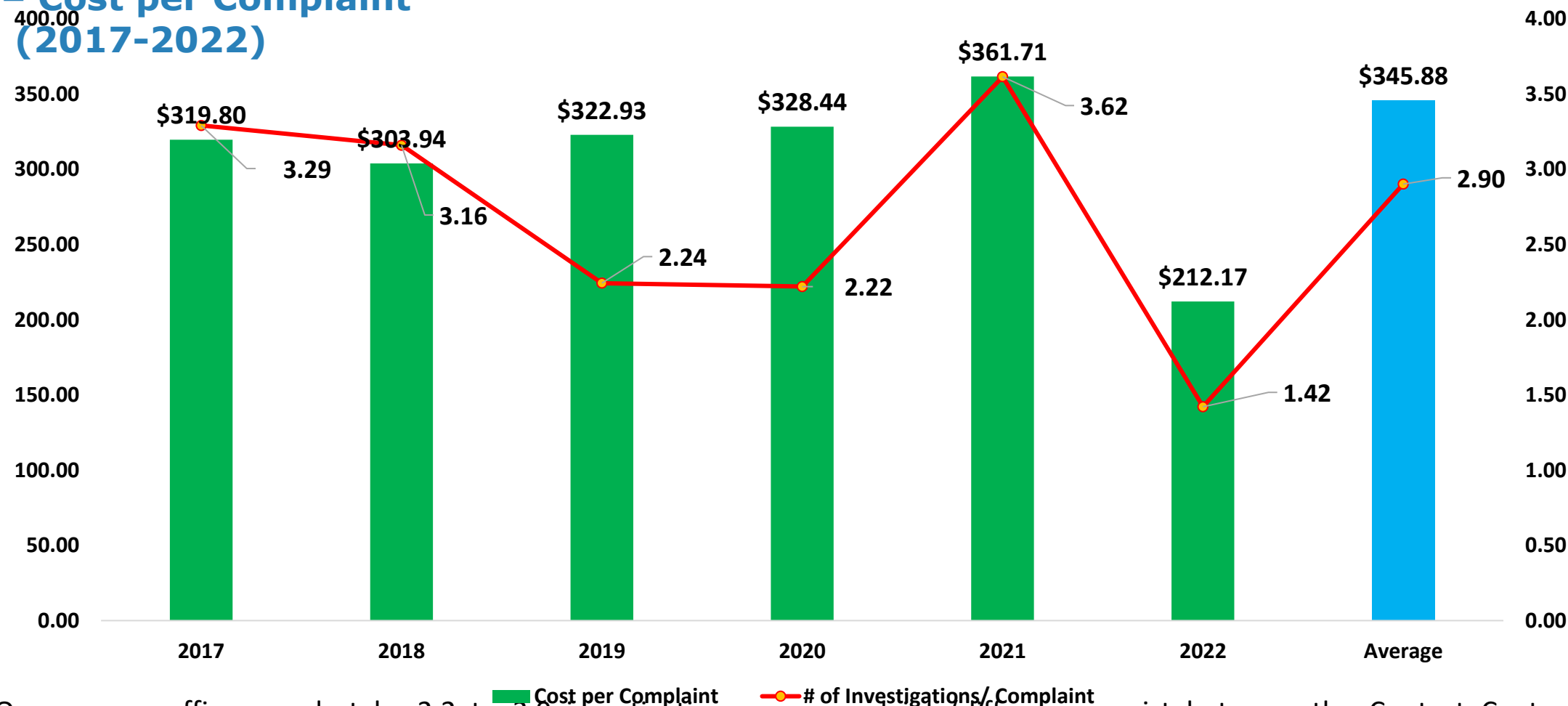
Bylaw Activities – Not including Parking or Animal (Complaints vs Inspections)
2017-2022 (Source: Contact Centre and Bylaw Services)



Bylaw Notices/Orders Issued and Charges Laid
(2017-2022 – Source: Bylaw Services)



Bylaw – Cost per Complaint (2017-2022)



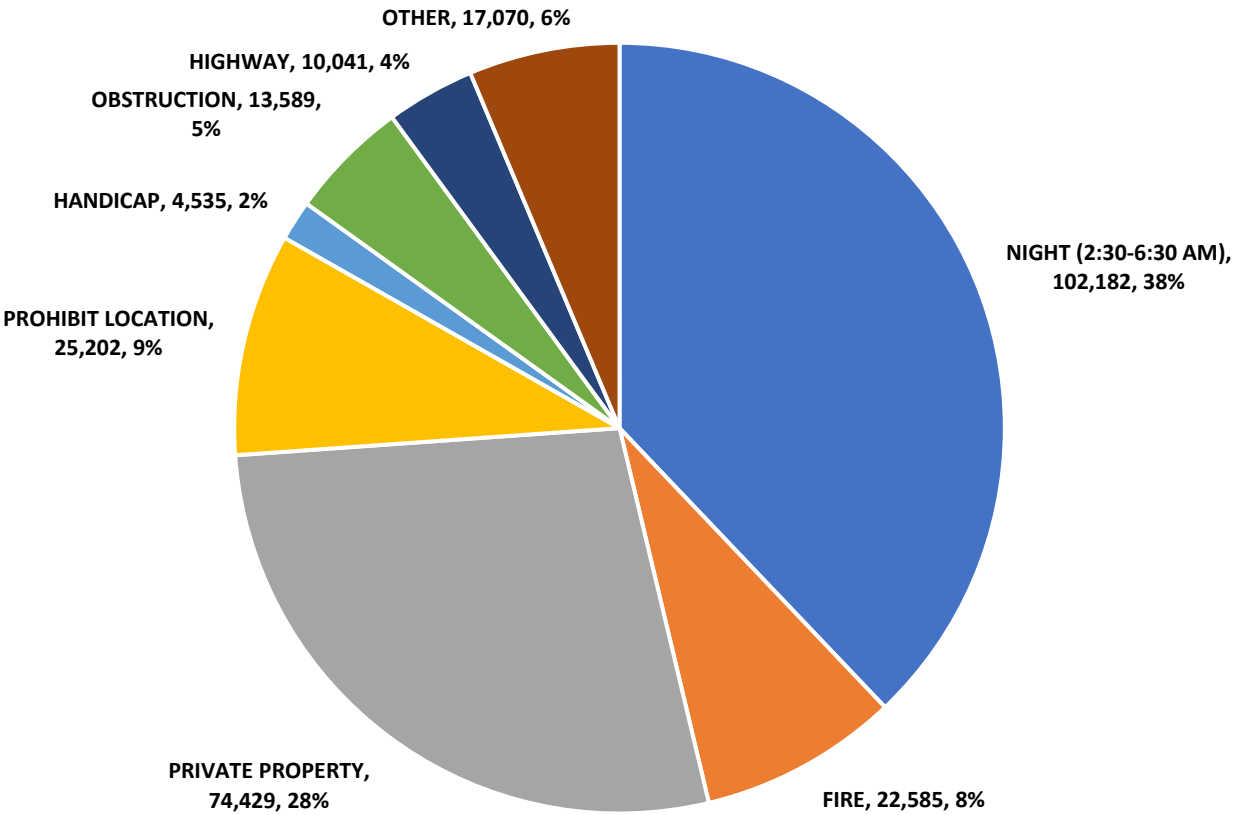
On average, officers undertake 2.2 to 2.9 investigations per complaint (differences exist between the Contact Centre information and AMANDA are evident. This indicates a challenge with gaining compliance. Benchmarked municipalities (MBN Canada) show an average of 1.6 investigations per complaint in 2021 (up from 1.25 in 2020). The cost per complaint is thus \$345 and \$136 per investigation. Given that the average Markham municipal taxes per household is approximately \$1,500 per year, that equates to 4.6 complaints per household.

The backlog identified is unresolved cases which, in some situations, are more complex matters.

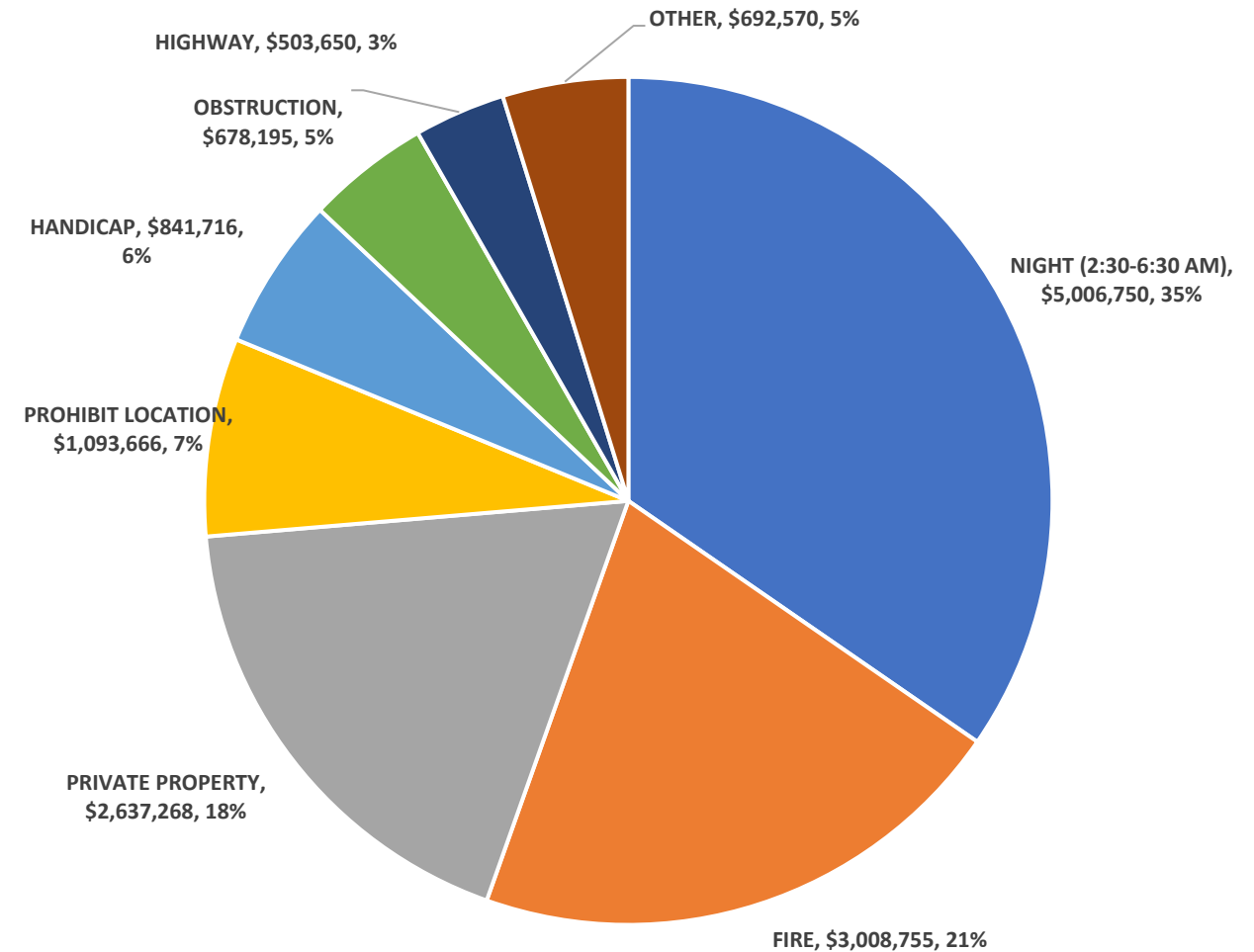
Parking Enforcement – Tickets by Type (2017-2022 Nov YTD)

Source: Bylaw and Regulatory Services – Parking Operations

of Tickets

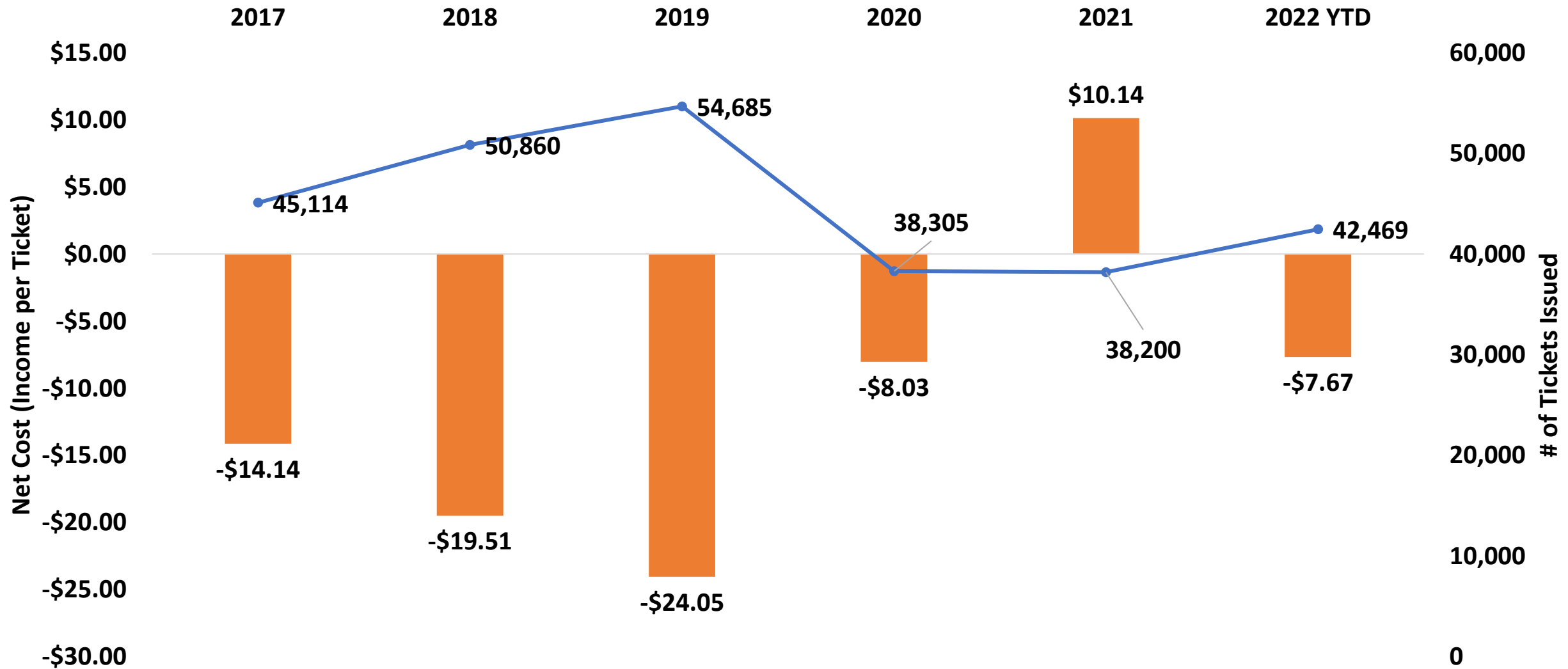


\$FINES



Parking Enforcement – Net Cost per Ticket (2017-2022 Nov YTD)

Source: Bylaw and Regulatory Services – Parking Operations



Current Strengths

Parking Revenue Streams

Knowledgeable, Dedicated Staff

Teamwork/Staff Engagement

Contact Centre **AMPS** Mix of Seasoned and New Resources

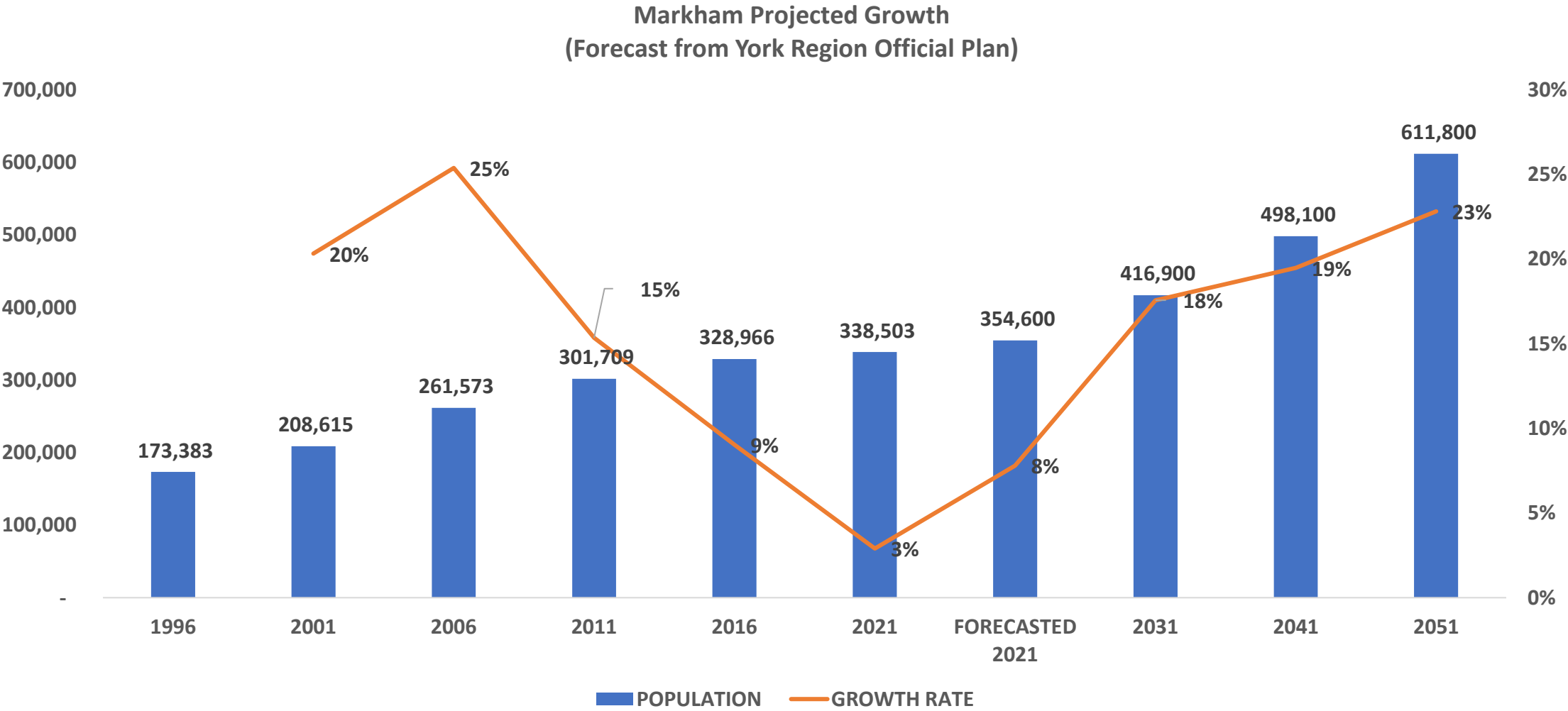
Diverse Community New Management **New Training Program**
AMANDA/ACR Integration

Regional Collaboration **GTECHNA** Mobile Work Environment
Council Support

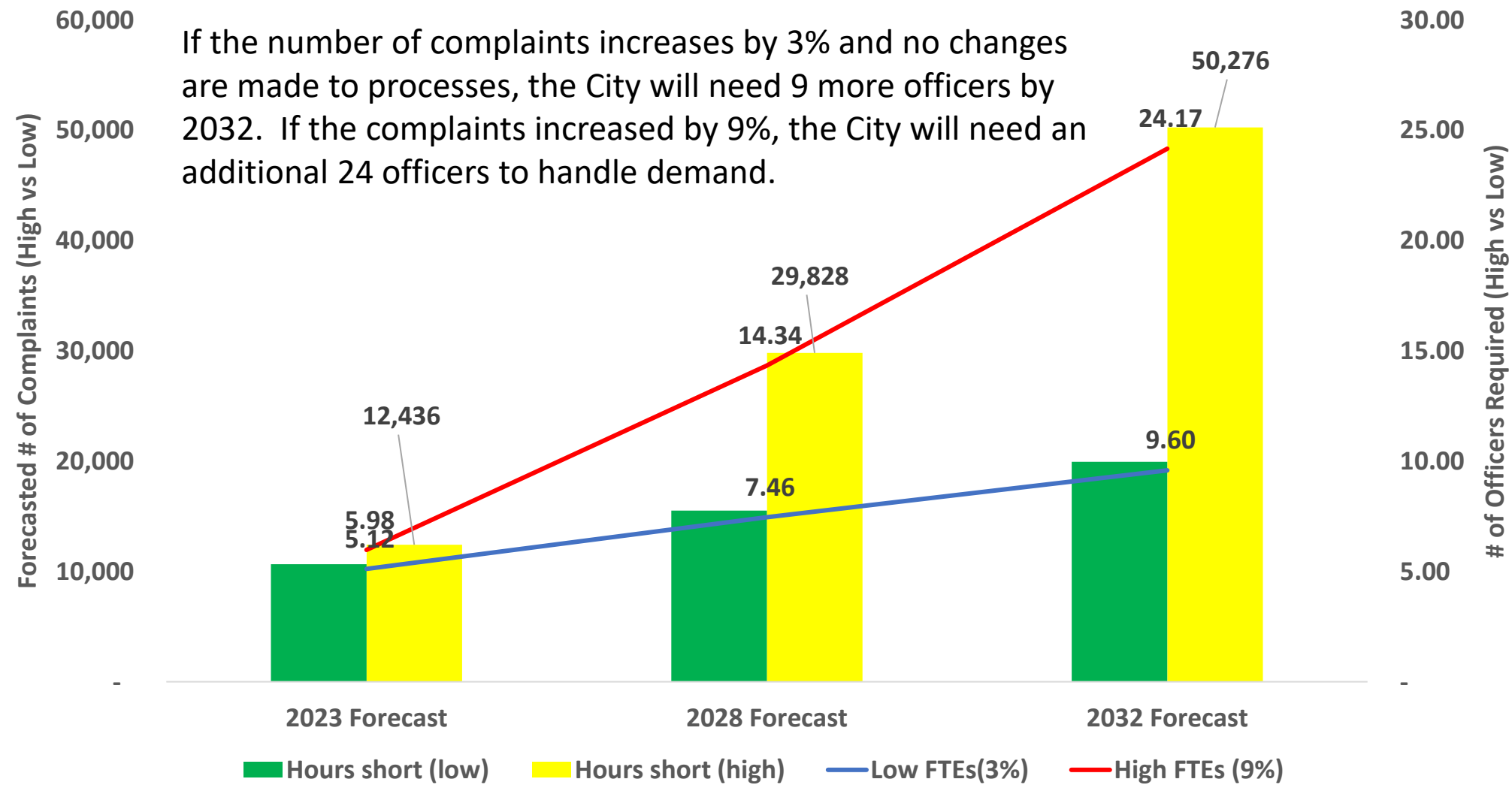
24/7 Parking Operations

Markham App

Markham's Projected Growth



Bylaw Enforcement
Takt time Calculation = Available Production Time/Customer Demand –
Low Forecast 3% vs High Forecast (9%)





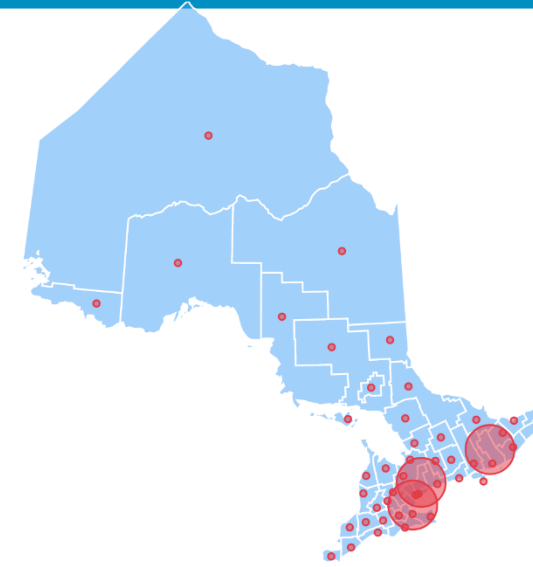
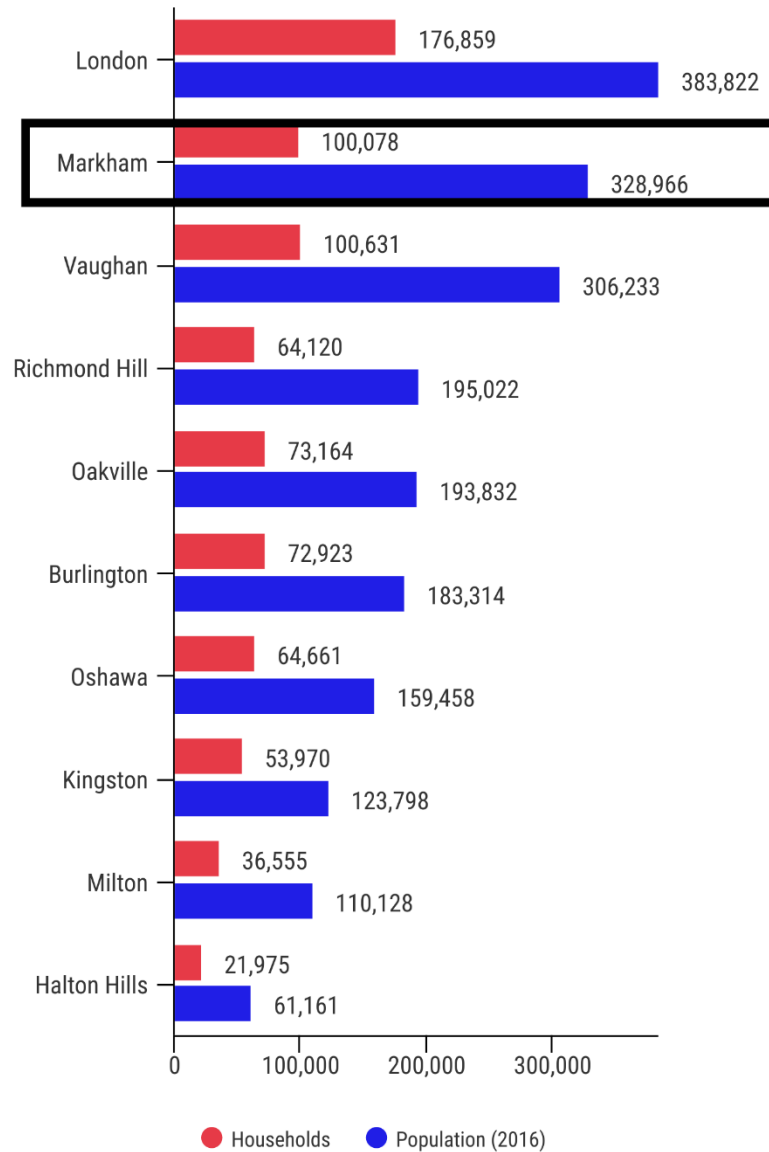
benchmarking analysis



MK BENCHMARKS

BENCHMARKING SURVEY

Population & Households



Municipality	Population % (2016-2011) Change	Land area	Population density Km 2
London	4.80%	420.35	913.10
Markham	9.00%	212.35	1,549.17
Vaughan	6.20%	273.56	1,119.44
Richmond Hill	5.10%	101.11	1,928.81
Oakville	6.20%	138.89	1,395.58
Burlington	4.30%	185.66	987.36
Oshawa	6.60%	145.64	1,094.88
Kingston	0.40%	451.19	274.38
Milton	30.50%	363.22	303.20
Halton Hills	3.60%	276.27	221.38

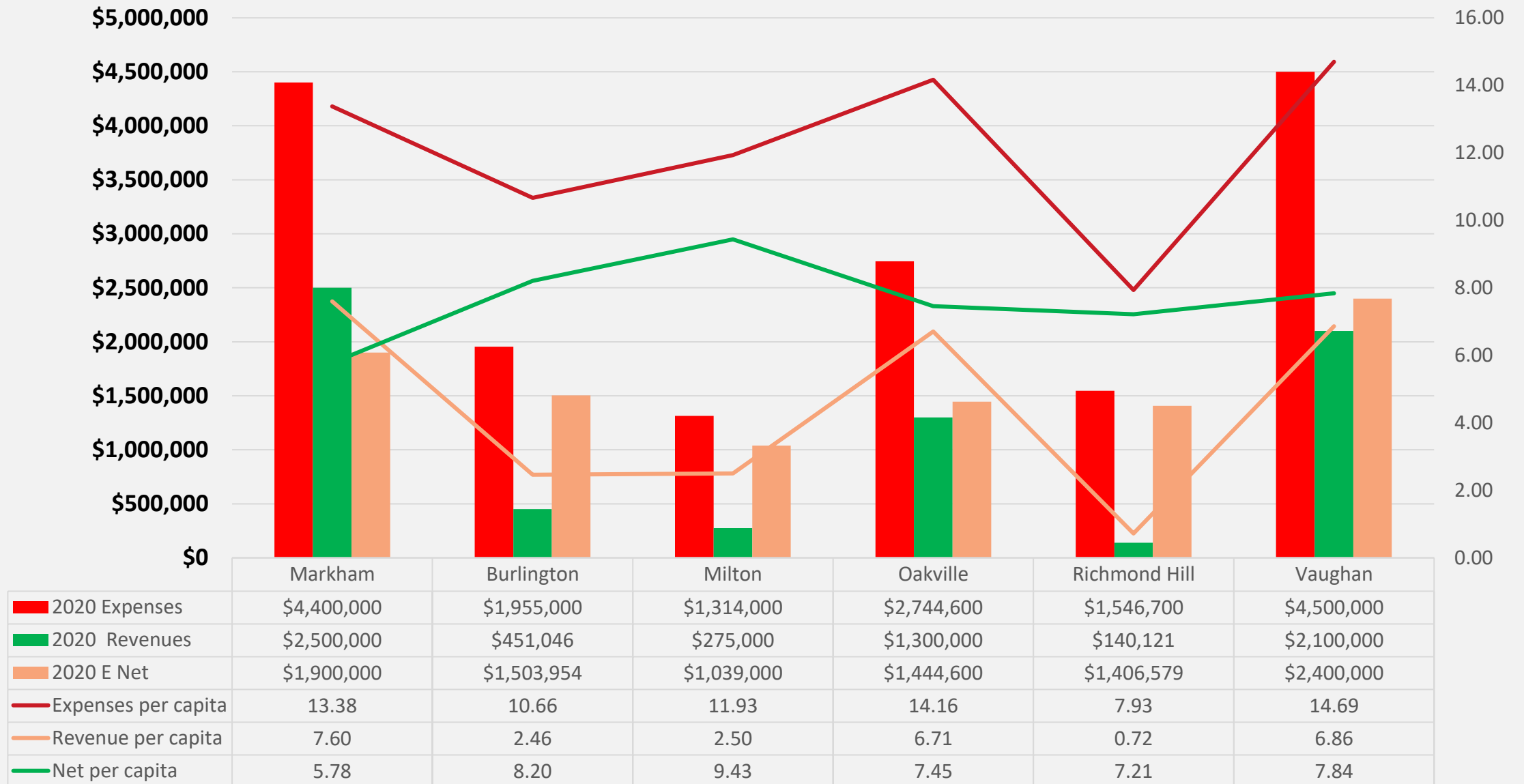
Key Findings: Total Enforcement Expenses varies considerably across municipalities

	Responses
Markham	\$4.4 M
Burlington	\$1.955 M
Milton	\$2.19 M
London	2020 is not a accurate window due to pandemic - refer to the MBNC data
Oakville	\$1.27 M
Richmond Hill	\$1.55 M
Vaughan	\$4.5 M (does not include animal control)

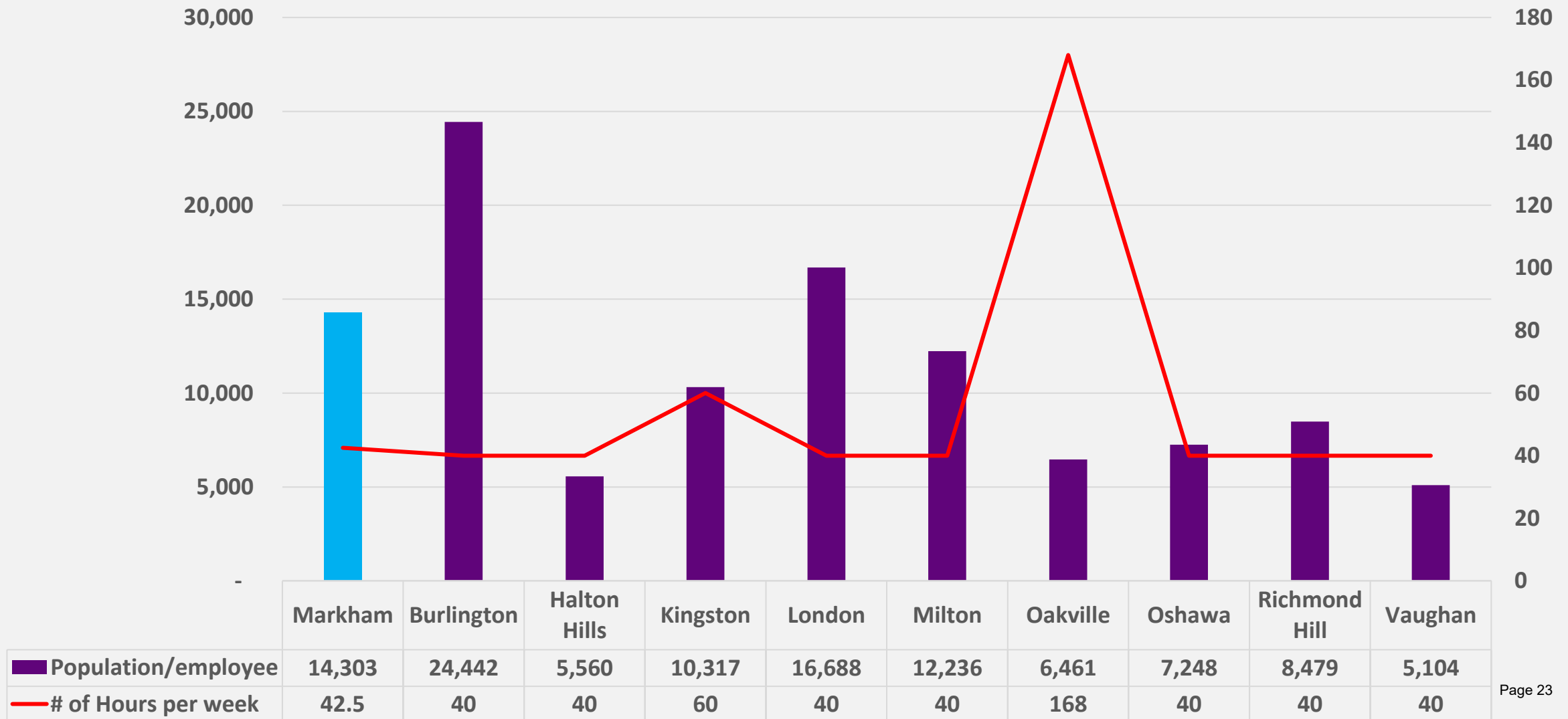
Key Findings: Total Enforcement Revenue varies substantially across municipalities

	Responses							
Markham	\$2.5 million							
Burlington	\$451,046 generated through recoveries (e.g inspection fees etc.)							
Milton	Parking Revenues: \$1,507,000, Bylaw Revenues: \$275,000, Animal Control Revenues: \$92,000							
Oakville	Municipal enforcement \$1.3M / Parking \$4.7M							
Richmond Hill	\$140,121.00							
Vaughan	\$2.1M from administrative monetary penalties in 2020; \$3.5M in 2019.							

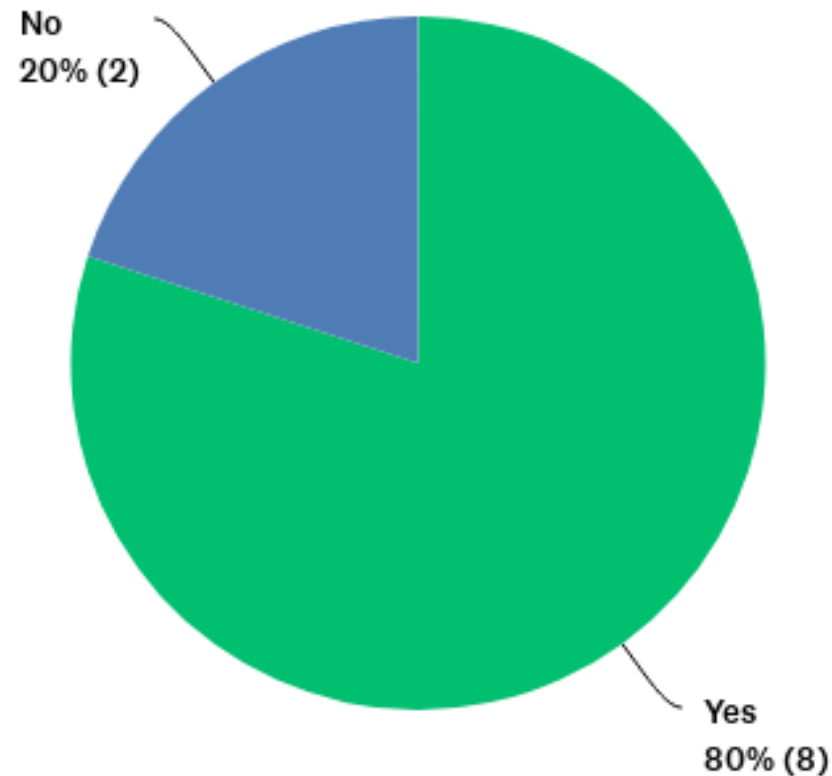
Expenses and Revenues – Bylaw of Comparators (Estimated 2020)



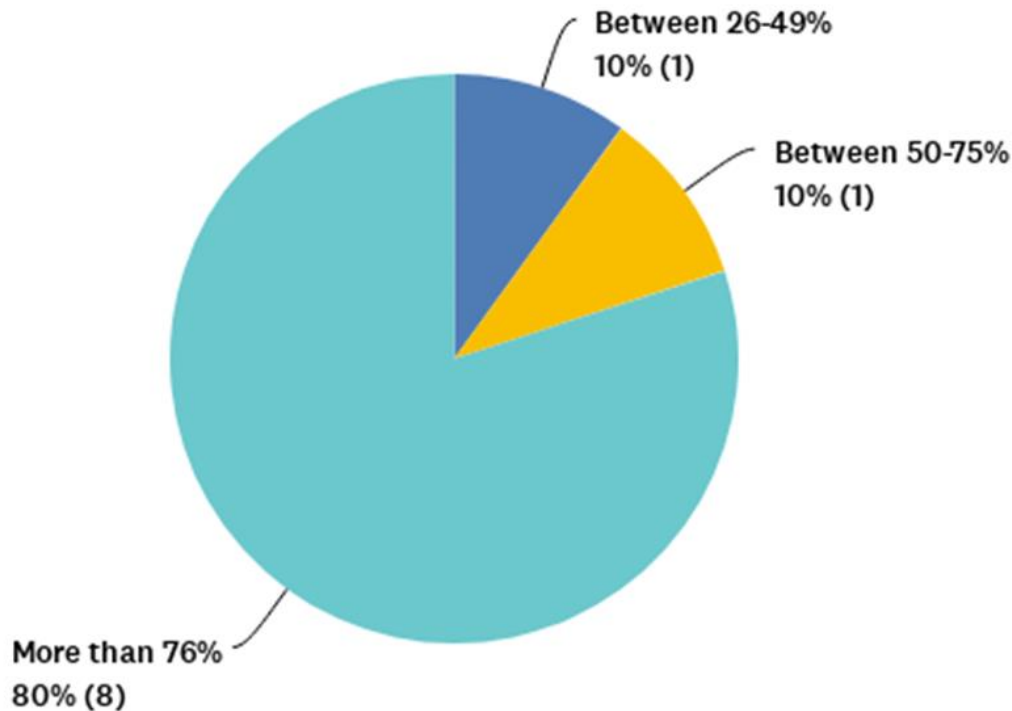
Population covered per staff resource & service hours (2021)



Key Findings: Most municipalities have a separate Bylaw Enforcement Unit



Key Findings: Most bylaws across municipalities are handled by a separate enforcement unit



High percentage of bylaws (more than 76%) assigned to enforcement unit



BYLAW SERVICES SDR RECOMMENDATIONS

1. ENVIRONMENT AND COMMUNITY

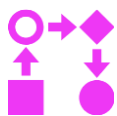
- 1.1 Work with Corporate Communications to promote the 'vision' for the new Municipal Law Enforcement Unit's Strategy including a Community Partnership Plan to "Keep Markham Beautiful – its Everyone's Responsibility."**
- 1.2 To support the Community Partnership, implement a Self/Complainant Reporting Portal (New CRM with integration with AMANDA). CRM to provide status updates and online investigation maps.**
- 1.3 Undertake Comprehensive Website Review for the Bylaw area with the Voice of the Customer. Should include public in consultations.**
- 1.4 Consider more effective communication tools to reflect the City's diversity and provide regular reports on performance.**
- 1.5 Deliver a Bi-annual Bylaw Training Session to Council to educate on trends and performance and receive valuable feedback on potential future policy opportunities.**



BYLAW SERVICES SDR RECOMMENDATIONS

2. POLICIES AND MATERIALS

- 2.1 Develop a Municipal Law Enforcement Policy And Strategy To Move To Hybrid Reactive/Proactive Model integrated with AMPS implementation.**
- 2.2 As part of this strategy, develop service level agreements in partnership with departmental 'customers' with regular performance reporting.**
- 2.3 Undertake comprehensive review of bylaws in conjunction with the strategy and AMPS implementation.**
- 2.4 Following the adoption of the City-wide parking strategy, explore options for utilization of contractors for enforcement.**
- 2.5 When AMPS are implemented, undertake and new Municipal Law Enforcement Unit in place, review mandate and services. Consider licensing and animal services review.**



3. METHODS AND PROCESSES

- 3.1 Goal should be for single point of data capture (enter information in ONE PLACE, ONE TIME). Once AMANDA processes are in place to capture all data and evidence, change process to require all time to be entered against the Bylaw investigation. Explore possible integration with ADP and scheduling software options.
- 3.2 With the new organization in place, assign the Supervisor of Triage to create a work planning model to balance reactive, proactive, infill and team based back up.
- 3.3 Eliminate the “check in” email process in favour of Microsoft teams check in – can be achieved through the mobile application.



4. PERFORMANCE MEASUREMENT

- 4.1 Create/update a multi-year MLEU business plan with assigned resources and performance management framework in line with the bylaw strategy including performance metrics. Each Team and Officer's performance agreement should be developed from this plan. Performance metrics should be balanced (time, cost, effectiveness).
- 4.2 Work with IT to develop more effective AMANDA reporting for performance management. KPIs should include time to respond/resolve, downtime, net cost per investigation, number of repeat offences etc.
- 4.3 Undertake a budget review based upon the bylaw strategy with realistic revenue targets – updated when AMPS are implemented. Move towards cost recovery model to justify AMPS fees.
- 4.4 Undertake a fleet study with the objective to charge out fleet costs against each inspection/case.



BYLAW SERVICES SDR RECOMMENDATIONS

5. EQUIPMENT AND TECHNOLOGY

- 5.1 Accelerate the implementation of GTECHNA (Underway) to support AMPS (a key for long term future success).**
- 5.2 Develop AMANDA training, with Bylaw approaches but expand to other departments to support AMPS/GTECHNA.**
- 5.3 Explore with ITS technology advancements to improve mobile connectivity, radios and smart phones for mobile workforce.**
- 5.4 In partnership with ITS, develop technology roadmap, invest and provide proper equipment with an appropriate replacement plan. Include after hours services/dispatch – access to Contact Centre information.**
- 5.5 Work with Fleet to develop a standard specification for every Bylaw vehicle (field office) including AVL/GPS (hands-free capability), ergonomic laptop mounts, printers etc.**



BYLAW SERVICES SDR **RECOMMENDATIONS**

6. HUMAN RESOURCES - STRUCTURE

- 6.1 Establish a centralized “Municipal Law Enforcement Unit ” with a Team Based Approach and hybrid – Reactive and Proactive approach. Teams to ‘own’ the complaint through the lifecycle.**
- 6.2 Reorganize structure to focus on enforcement teams and transfer all AMPS activities, staff and management to a new AMPS unit. In 2024, review officer roles and workload for short and long term requirements(number of officers and skill sets).**
- 6.3 In the interim, three positions are needed to return the unit to existing staffing levels affected by absences.**
- 6.4 When hiring new positions, consider skill sets required for new MLEU Strategy.**
- 6.5 To address immediate and seasonal workload, consider additional staff for ‘blitzes” in the spring/summer period. Establish a Goal of 1.5 inspections per complaint. Move to utilization of MLE01’s to address ‘follow ups’ during patrolling in team areas.**

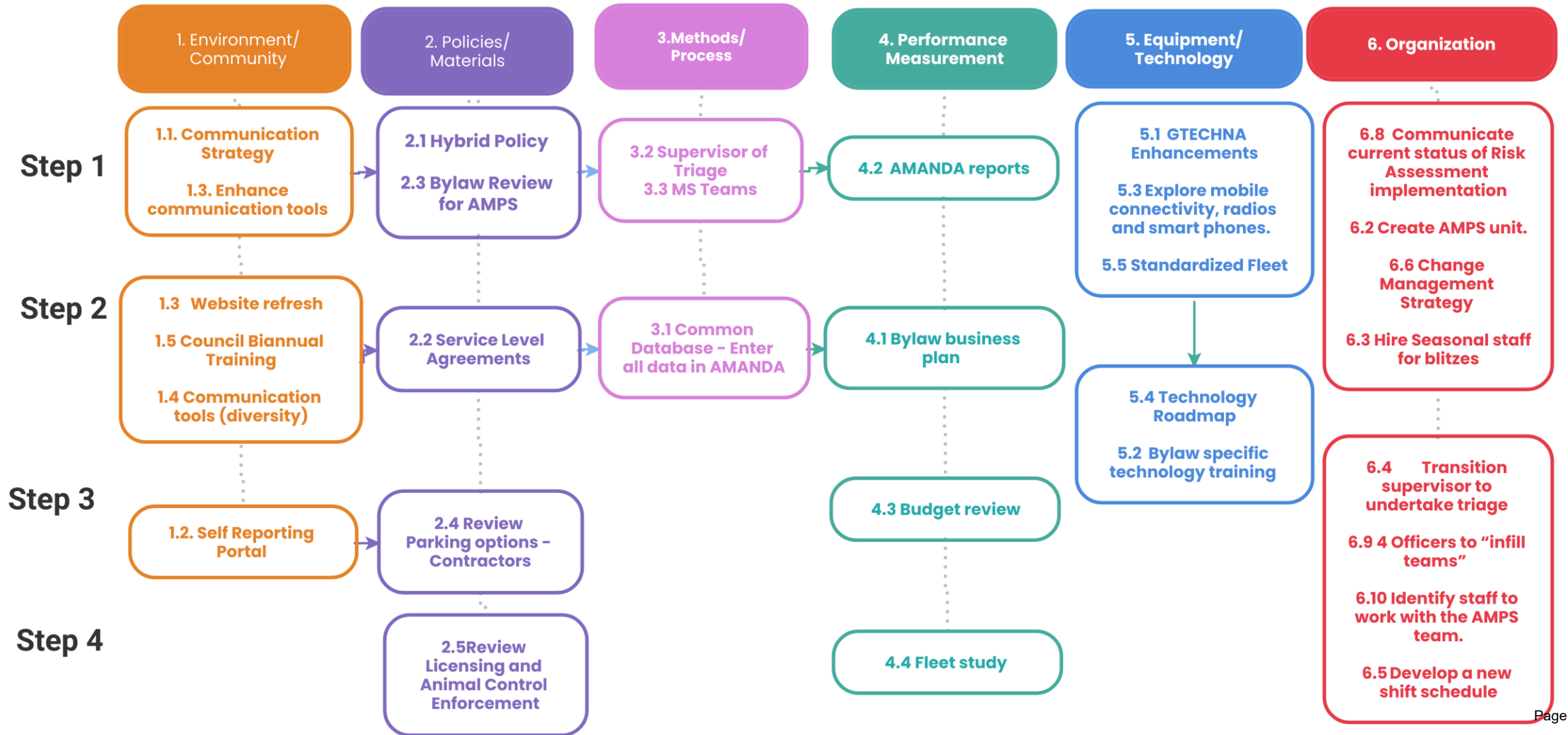


BYLAW SERVICES SDR RECOMMENDATIONS

6. HUMAN RESOURCES - COMMUNICATIONS, TRAINING AND SAFETY

- 6.6 Transition one supervisor to undertake triage and work planning.**
- 6.7 With teams in place, develop a new shift schedule that meets Bylaw Strategy requirements.**
- 6.8 Develop a Change Management Strategy to facilitate recommendations and engage staff through transition.**
- 6.9 Develop formal departmental and personalized training plans to support teams and specialization – to include technology/technical skills based upon training assessment and gaps.**
- 6.10 Communicate current status of Risk Assessment implementation and plans to all staff.**
- 6.11 Identify a minimum of four officers to be resources on the “infill teams” to ensure backup, coverage and receive appropriate training (see Infill SDR).**
- 6.12 Identify staff to work with the AMPS team for transition.**

Bylaw SDR Recommendations Implementation Plan




Change Management – Steps for Success

Top contributors to success:



Estimated Costs/Savings – 3 Years

		Sum of Estimated Net Productivity/ Capacity	
Category	 Estimate Costs	Costs (Savings) - 3 Years	Net Costs
1. Environment/Community	\$110,000		\$110,000
2. Policies and Materials	\$25,000		\$25,000
3. Methods		-\$108,000	-\$108,000
4. Performance Measurement	\$35,000		\$35,000
5. Equipment/Technology	\$171,000	-\$56,000	\$115,000
6. Organization	\$330,000	-\$200,000	\$130,000
Grand Total	\$671,000	-\$364,000	\$307,000

Note: These are estimates and only include the cost for Bylaw portion of any technological changes. They do not include the corporate wide requirements (eg. Website, CRM etc).

Recommendation

- That the presentation entitled Bylaw Enforcement Service Delivery Review be received.
- That staff report back in the Fall, 2023 with a proposed implementation plan.



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