



The Corporation of the City of Courtenay

Briefing Note

To: Council
From: Director of Corporate Services
Subject: Strategic Plan for Bylaw Compliance - Update

File No.: 3900-20
Date: February 14, 2024

PURPOSE: To provide an update to Council on the 2024 activities outlined in the Strategic Plan for Bylaw Compliance.

BACKGROUND:

Council adopted the Bylaw Compliance Policy and Strategic Plan for Bylaw Compliance at the December 6, 2023 Council meeting. An update to the Bylaw Compliance Policy was needed to ensure the City has the necessary resources and systems in place to meet current and future service expectations. To accomplish the priorities and objectives of the Bylaw Compliance Policy, the Strategic Plan for Bylaw Compliance is dedicated to reinforcing adherence, fostering awareness, and streamlining enforcement to the benefit of all community members, providing a clear roadmap to effectively implement the following six objectives:

- Collaboration and Partnership
- Balancing Enforcement and Trust Building
- Build Cross-Departmental Teams
- Process Streamlining
- Leveraging Existing Resources
- Trauma and Culture Informed Practices

DISCUSSION:

Updates are provided on the 2024 strategic initiatives:

Objective 1: Collaboration and Partnership	2024
Enhance relationships with key contributors including outreach support services, health services and the RCMP by participating in roundtables and identifying communications channels to facilitate collaboration.	Staff are currently reviewing options to enhance communication and collaboration with various contributors within the community with the objective to explore community-based initiatives that will increase compliance with City regulations. As Bylaw Services addresses compliance requirements of all City Bylaws, contemplated approaches will need to seek participation from a wide variety of contributors and interested parties. Additionally, methods of engagement and communication need to be effective and sustainable both for the City and for external participants.

	<p>Considering current bylaw trends, staff are prioritizing approaches that explore the establishment of partnerships and enhance communication to address complex social issues contributing to bylaw non-compliance.</p>
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Objective 2: Balancing Enforcement and Trust Building	2024
<p>Create awareness about the purpose and benefits of bylaw enforcement through the development of a Good Neighbour Guide.</p>	<p>The City’s bylaw team is currently identifying the bylaw compliance items across activities/personas (e.g. Business Owner, Resident/Property Owner, Parks User, Animal Owner etc.) that are the subject of the most common violations. Working with an external design firm, persona-based tri-fold brochures will be created and distributed as awareness raising tools to increase voluntary compliance with regulations. By focusing on the activity/persona vs. a specific bylaw, the hope is to simplify the way in which the public is informed of bylaw regulations and compliance expectations.</p> <p>Good Neighbour Guides will be released throughout 2024. Released at seasonally relevant times, they will be accompanied by an online launch, promoted through in-person interactions, and highlighted on our social media channels.</p>
<p>Provide conflict resolution training to bylaw enforcement officers to enhance communication.</p>	<p>Staff have engaged a facilitator to host a conflict resolution workshop with bylaw staff in Q1 of this year.</p>

Objective 3: Build Cross-Departmental Teams	2024
<p>Form a cross-departmental working group to coordinate bylaw enforcement responses.</p>	<p>The cross-departmental working group will be established in Q2. The working groups is tasked with developing the processes/procedures needed to implement a new Calls for Service Tempest Module, enhancing coordination between departments on bylaw compliance, and clarifying enforcement roles and responsibilities.</p>
<p>Leverage technology to facilitate efficient information sharing between departments to enhance coordination and service delivery.</p>	<p>Implementation of the Tempest Calls for Service Module will begin at the end of Q2.</p> <p>The Calls for Service Module will allow staff to pull from the City’s existing property database, both in the office</p>

	<p>and while in the field. For example, using the Mobile Calls for Service Module, a BEO would be able to determine if a building permit had been issued for a specific property from a tablet device in the field.</p> <p>The Calls for Service Module will allow staff to input data in real time that can be accessed by appropriate staff in various departments such as building services.</p> <p>Linking Bylaw Services to Tempest will allow for some processes, such as the issuance of mailed compliance notices, to become automated increasing department efficiencies and service levels.</p>
<p>Protect personal information by developing policies and practices that ensure information shared between departments is compliant with the Freedom of Information and Protection of Privacy Act.</p>	<p>This work will be undertaken as part of the Calls for Service implementation and incorporated into interdepartmental procedures. To ensure the protection of personal information a Privacy Impact Assessment will also be conducted (legislatively required).</p>

<p>Objective 4: Process Streamlining</p>	<p>2024</p>
<p>Identify and implement efficient ticket dispute and adjudication processes.</p>	<p>The Bylaw Adjudication system has been identified as a Council Strategic Priority. Staff have engaged regional partners on administrative collaboration opportunities to facilitate the adjudication process, and are in the process of requesting Council support to begin drafting the bylaws necessary to initiate the transition to a hybrid MTI/Adjudication bylaw enforcement model.</p>
<p>Provide training and support to staff to adapt to new procedures and investigative approaches, leveraging digital solutions.</p>	<p>Staff will look for opportunities through the implementation of the Calls for Service Module, and the Interdepartmental Working group to standardize investigation procedures incorporating new technology in the approaches and processes.</p>

<p>Objective 5: Leveraging Existing Resources</p>	<p>2024</p>
<p>Allocate staff resources to align with identified priorities as outlined in the Bylaw Policy.</p>	<p>To support the priorities outlined in the Bylaw Compliance Policy, Management is currently updating job descriptions and operational schedules.</p>

Objective 6: Trauma and Culture Informed Practice	2024
Identify training opportunities for bylaw enforcement staff that focus on culture-informed practice, trauma-informed practice, mental health, violence de-escalation and prevention, and addiction.	Related to Objective 1: Collaboration and Partnerships. Staff will engage with community and health services, and other community partners to identify appropriate training opportunities to be incorporated into standardized training requirements for BEOs. Although BEOs have engaged in training related to culture and trauma informed practice, mental health and addictions, de-escalation and violence prevention, the goal is to create a training standard.

POLICY ANALYSIS:

The Strategic Plan for Bylaw Compliance supports the objectives outlined in the City’s Bylaw Compliance Policy.

FINANCIAL IMPLICATIONS:

New technology, administration support for collaborative efforts, and development costs for promotional and awareness raising materials are contemplated in the 2024 operations budget, and will be presented to Council for consideration at the February 28th, 2024 Council meeting.

ADMINISTRATIVE IMPLICATIONS:

Administrative support for the 2024 activities outlined in the Strategic Plan for Bylaw Compliance will be provided by the proposed (2024 budget) Corporate Services’ Department Clerk position.

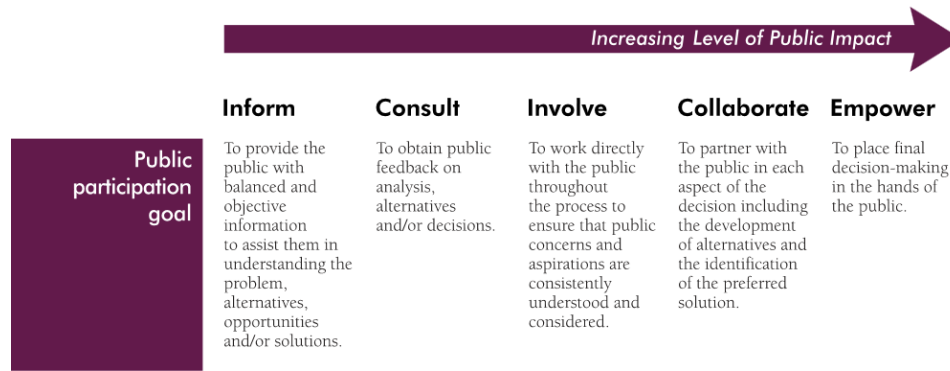
STRATEGIC PRIORITIES REFERENCE:

This initiative addresses the following strategic priorities:

- Organizational Well-Being and Sustainability - Ensure capacity to accommodate big change resulting from direct and indirect impacts to our community
- Streets and Transportation - Review City's approach to parking standards downtown: Bylaw Enforcement Policy review and update

PUBLIC ENGAGEMENT:

Staff would inform the public quarterly of the status of 2024 Bylaw Services priorities based on the IAP2 Spectrum of Public Participation:



RECOMMENDATION: THAT Council receive the “Bylaw Strategic Plan Initiatives – Update” briefing note.

ATTACHMENTS:

1. Strategic Plan for Bylaw Compliance
2. Bylaw Compliance Policy

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