

Strategic Plan for Bylaw Compliance

Bylaw compliance is essential for maintaining a peaceful community while ensuring public safety, and upholding the quality of life for all residents.

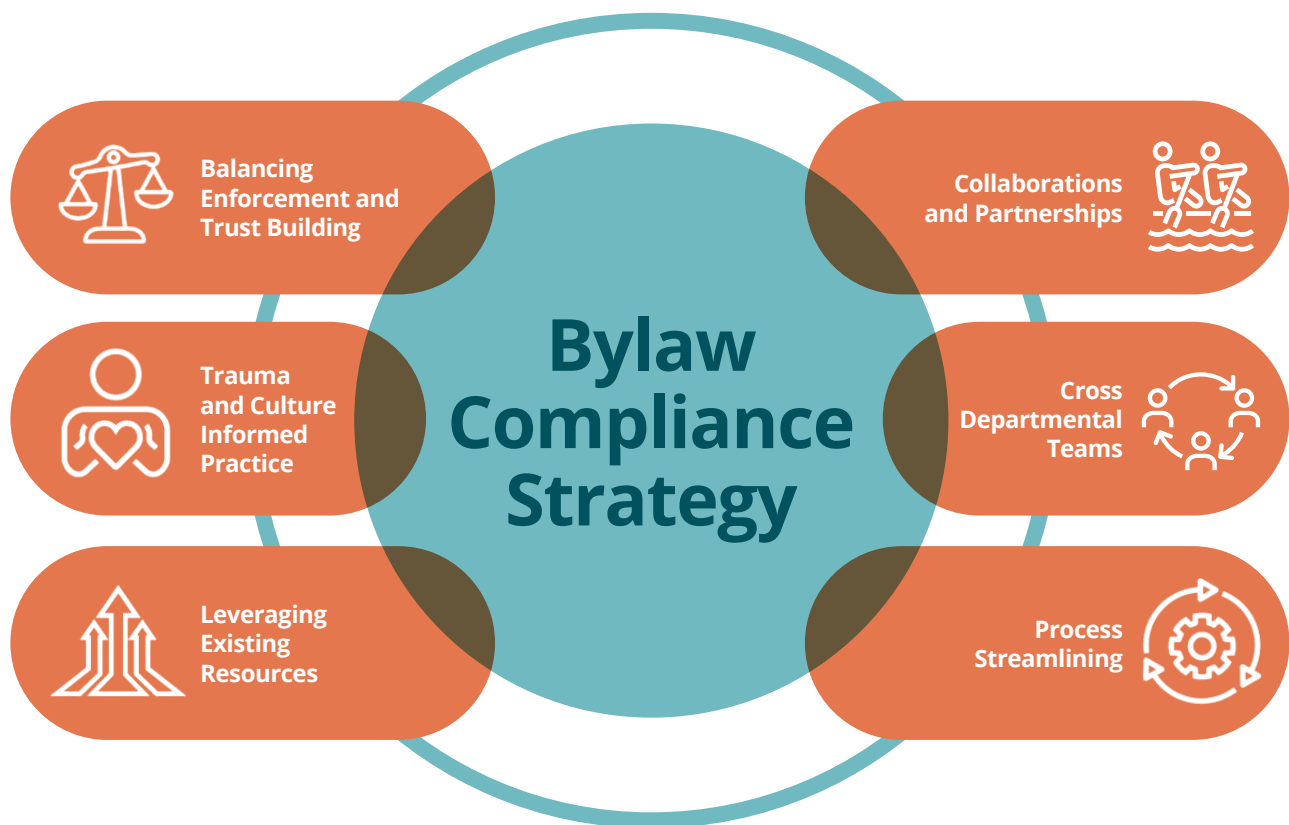


**City of
Courtenay**

courtenay.ca

Thinking Strategically

To develop a customer-centric bylaw compliance strategy that reflects the communities' strengths, challenges, and opportunities, the City engaged and sought input from residents, businesses, community organizations, and internal departments. Through this engagement process, six priority themes were identified, resulting in the following six objectives:



The City of Courtenay's Strategic Plan for Bylaw Compliance is dedicated to reinforcing adherence, fostering awareness, and streamlining enforcement to benefit all community members, providing a clear roadmap for implementing these six objectives effectively.

GOAL

Our goal is to establish a comprehensive and responsive bylaw compliance framework that addresses social challenges, fosters collaboration, builds trust, streamlines processes, and optimizes resource utilization, all while upholding the integrity of our community.



Objective 1: Collaboration and Partnerships

The City of Courtenay is committed to nurturing partnerships to build a stronger, more peaceful community.

Objective one focuses on working collaboratively with community partners, including outreach support services, health services, and the RCMP. Strong relationships, communication, and collaboration will help to enhance service capacity in resolving bylaw issues. The strategies for objective one will focus on the importance of unity and the impact of combined efforts.

STRATEGIES	2024	2025	2026
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.			
Share appropriate resources and data to enhance the collective approach to problem-solving complex compliance issues.			



Objective 2: Balancing Enforcement and Trust Building

The significance of bylaws in preserving the community's aesthetic appeal, and increasing community safety is widely agreed upon by Courtenay residents. Enforcing bylaws consistently encourages accountability and responsibility among residents.

Enhancing public awareness and transparency of Bylaw Services policies and procedures will help build trust within our community.

Objective two focuses on promoting clear policies to enhance transparency while striving to build community relations.

STRATEGIES	2024	2025	2026
Create awareness about the purpose and benefits of bylaw enforcement through the development of a Good Neighbour Guide.			
Develop and update staff policies and procedures to create consistency in processes with handling resident complaints.			
Provide conflict resolution training to bylaw enforcement officers to enhance communication.	YES		YES



Objective 3: Cross-Departmental Teams

The City of Courtenay is committed to creating an interconnected approach that enhances problem-solving and decision-making in order to provide an efficient and transparent staff experience throughout the organization.

Objective three embraces the opportunity to strengthen communication, enhance collaboration, and ensure coordination amongst internal departments.

STRATEGIES	2024	2025	2026
Form a cross-departmental working group to coordinate bylaw enforcement responses.			
Leverage technology to facilitate efficient information sharing between departments to enhance coordination and service delivery.			
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.			



Objective 4: Process Streamlining

Streamlined systems and processes for staff will improve the resident experience when engaging with Bylaw Services. By streamlining operational workflows, staff will be able to increase operational efficiencies and ensure a more effective interaction for customers.

Objective four focuses on increasing operational efficiencies by implementing standardized workflows to enhance the resident experience.

STRATEGIES	2024	2025	2026
Create standardized workflows and procedures cross-departmentally.			
Identify and implement complaint management tools that will enhance service and efficiency.			
Identify and implement efficient ticket dispute and adjudication processes.			
Provide training and support to staff to adapt to new procedures and investigative approaches, leveraging digital solutions.			



Objective 5: Leveraging Existing Resources

Transitioning to digital platforms where appropriate, and analyzing resource (human and technology) allocation will expand capacity through increased efficiency.

The strategies for objective five focus on identifying and utilizing the strengths and capabilities already present within the organization to achieve efficient outcomes and address challenges effectively.

STRATEGIES	2024	2025	2026
Allocate staff resources to align with identified priorities as outlined in the Bylaw Policy.			
Develop a talent management strategy to retain and develop personnel.			
Enhance and promote digital platforms for residents to access bylaw services.			



Objective 6: Trauma and Culture Informed Practice

The City of Courtenay puts emphasis on the importance of taking a trauma-informed approach and recognizes the diverse cultural experiences of our community members. By combining culturally informed practice and trauma-informed practice, the City can ensure that the enforcement process is not only effective but also an empathetic and considerate of the diverse backgrounds and experiences of community members. These approaches help build trust, foster better community relations, and contribute to the overall well-being and safety of the community. Ensuring Bylaw staff are trained in trauma and culture-informed practice is particularly important when responding to issues related to homelessness in our community.

The strategies for objective six will focus on building the City's understanding of the diverse experiences of our community members, and how those experiences shape our compliance approach.

STRATEGIES	2024	2025	2026
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.	[Active]	[Active]	[Active]
Review and update bylaw compliance procedures to reflect the principles of trauma and culture-informed practice.	[Active]	[Active]	[Active]
Collaborate with internal and external agencies to create approaches to responding to bylaw matters related to the unhoused to ensure enforcement activities do not lead to re-traumatization.	[Active]	[Active]	[Active]

Monitoring and Evaluation

To ensure effective monitoring and evaluation of our Strategic Plan, the City of Courtenay will:

- Regularly assess the impact of each strategy and analyze progress to date based on the pre-identified timeline.
- Solicit feedback from community partners and residents, adjusting strategies where appropriate.
- On an annual basis, report on strategic initiatives and their impacts.

Conclusion

This strategic plan is a roadmap for achieving effective bylaw compliance within our community. By focusing on the six primary objectives and implementing the outlined strategies over the next three years, we are committed to creating a safer, more harmonious, and peaceful environment that promotes collaboration, trust, and efficiency. Together, we will uphold the values of our organization and positively impact our community.