



BYLAW COMPLIANCE strategy 2020



Education is the foundation of the City's progressive by-law compliance and enforcement approach.

A woman with long dark hair, wearing a white long-sleeved blouse with a bow at the waist and black trousers, stands smiling in front of a white vehicle. The background shows a parking lot with other vehicles and a building.

BYLAW COMPLIANCE strategy

Introduction

The City of Abbotsford Council's Strategic Plan for 2019-2022 includes the development of a Bylaw Compliance Strategy. We recognize that a strategic approach to bylaw compliance and enforcement is necessary to upholding public trust, providing a high quality of life for residents, and delivering excellence in service to our customers.

This Bylaw Compliance Strategy supports Council's Strategic Plan, which outlines a commitment to Organizational Alignment encompassing consistent governance and aligned operations. It sets out a path for how the City will deliver its bylaw compliance and enforcement services with a strong focus on public awareness, consistency, fairness, and commitment to service quality.



City of Abbotsford Bylaw Compliance Strategy

Four Objectives

The Bylaw Compliance Strategy will align with the strategic direction adopted by Abbotsford City Council, will provide enhanced customer service and achieve the following four primary objectives:

- 1. Builds upon Council adopted Bylaw Compliance Policy** which prioritizes how calls for service are triaged.
- 2. Customer centric and community focused**
 - Proactive, partnerships & problem solving.
 - Bylaw Modernization Project: “produce a modern, simpler and more coherent set of regulations modeled after best practices in legislative drafting.”
- 3. Service delivery model aligns with current and future service demands**
- 4. Consistency and clarity in responses to non-compliance**

Roadmap

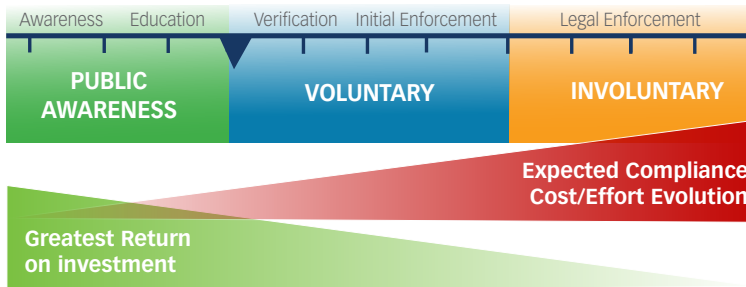
Review current bylaw enforcement service delivery model: Stakeholder input feedback & Assessment

Analyze historic calls for services data: Data research and analysis to identify top non-compliant issues

Comparative Municipal Benchmarking: External comparison to other municipalities

Present bylaw compliance: Strategic framework and recommended actions

Where we want to be



Our Numbers



City regulatory bylaws

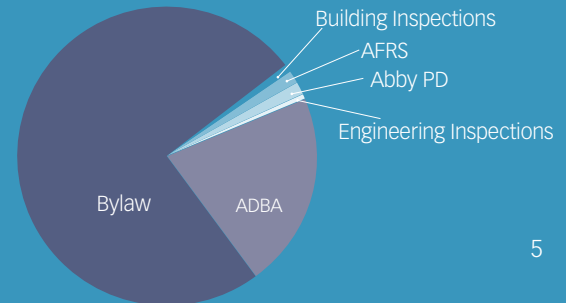
Departments with responsibility for bylaw compliance enforcement



Non-Compliance Files: 2018



Non-Compliance Fines: 2019





Our Approach

The City of Abbotsford's goal is to have the majority of compliant and enforcement activities in the Public Awareness Compliance and the Facilitated Voluntary Compliance categories. Considering City and organizational growth, organizational and process improvement and automation, a Strategy Framework has been developed to meet this goal.



Public Awareness Compliance:
Complying without personal interaction with the City

Facilitated Voluntary Compliance:
Complying with support, processes and interactions with the City



Involuntary Compliance:
Complying only after follow-up with the City

Non-Compliance: (Enforcement)
Either a known or unknown violation.

Strategy Framework

Strategy #1:

“One Stop Shop” for Customer Inquiries and Bylaw Complaints

This model offers a common strategic direction and fosters agreement on priorities. Internal and external clients look to Bylaw Services as the logical contact point for all bylaw contravention matters.

Transferring users to another division complicates the customer’s experience with the City and reduces the level of service from the perspective of the customers.

Furthermore, inconsistent approaches to bylaw compliance and regulation cause confusion.

Actions:

- Consolidating direct enforcement functions from other divisions to Bylaw Services
- Implementing consistent investigative records to facilitate potential enforcement action

These actions enable the City to better align similar work functions, reduce overlapping responsibilities and ensure a service delivery model that is efficient (maximum use of resources) and effective (doing the right things to achieve mandate). All functions related to non-compliance and investigation to be consolidated to Bylaw Services.



Strategy #2:

Public Awareness Programs

When people know the rules it's easier to follow them. This strategy will put a comprehensive plan in place to educate and inform our wide customer base — from residents and renters to business owners and developers — about the standards we follow to live, work and play in our community.

Actions:

- Present bylaws in a user-friendly format to make it easier for customers to understand City regulations and increase voluntary compliance
- Ensure bylaws are current and updated so that they can be legally enforced
- Present information on “self-help” options for neighbour disputes beyond the City’s jurisdiction. This will expand our customer service model, and provide resources and positive customer interactions
- Increase maximum fines for Offence Act prosecutions to \$50,000
- Educate public on private/civil remedies

Strategy #3:

Address Retention of Non-compliant Files

When processes are organized and aligned, efficiencies increase across the organization. The City of Abbotsford has strong, consistent governance and is continually striving to work efficiently to provide an effective level of service and positive customer experience. We can only do this if our day-to-day operations are organized, aligned and up-to-date.

- Review, assess, and address open non-compliant files
- Implement consistent “bring forward” system for all non-compliance files
- Implement regular dashboard reporting to identify aging files

Developing a multi-disciplinary legal and resource strategy to review and address all existing open files will improve efficiencies and result in a streamlined bylaw operation.



Strategy #4:

Leverage Technology Automation

Technology enables us to work “smarter, not harder” and organize and align our processes across the organization for efficient service delivery. This strategy will enable us to continue to utilize and improve upon technology solutions to streamline our workflows and increase our capacity for service.

- Align with Digital Strategy
- E-tickets
- Electronic evidence gathering and record keeping

By improving our interface with the current AMANDA mobile technology project we will be able to develop a City-wide integrated compliance and enforcement reporting and monitoring capacity while preserving our ability to effectively prosecute offences and streamline workflows.

Strategy #5:

Workforce Optimization

This strategy will allow our staff to specialize and streamline our operations. By enabling teams of staff to focus resources on similar issues, we will be able to better monitor and control our levels of service.

For example, a first tier of bylaw officers will focus on parking enforcement, related street nuisances and obstructions, and unauthorized encampments. A second tier of bylaw officers will focus on proactive compliance and more complex investigation work (e.g., unauthorized land uses, unsightly premises, environmental concerns, unlicensed businesses).

Actions:

- Introduce tiered level of enforcement
- Monitor and report levels of service

By optimizing the work teams and introducing a tiered level of enforcement we will improve our operational efficiencies and be better able to enforce and monitor our levels of service.

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