

Bylaw Education & Compliance

Led by: Director of Emergency Management & Community Safety

Service Description

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and to help Calgarians live in harmony with their neighbours. Community peace officers provide bylaw education to achieve compliance and enforce municipal bylaws and provincial statutes in the interest of community safety.

Service Updates

Key Service Results

Community Safety peace officers ensure the safety, security, and well-being of the unhoused community and nearby residents downtown through regular bike and foot patrols.

With funding from the Downtown Revitalization Fund, maintenance around Dermot Baldwin Way S.E. increased from five to seven times weekly, contributing to enhanced client safety and a notable reduction in criminal activity around the Drop-In Center. (Initiative 2)

In 2023, City business units and agencies collaborated to strategically address city-wide encampments. This collaborative effort, recognized as Calgary's compassionate response, included Calgary Police Service, Calgary Transit, Downtown Ambassadors, Calgary Municipal Land Corporation, Human-Centered Engagement Liaison Partnership team, and RioCan security staff. Weekly meetings at the East Village Safety Hub were crucial for discussing ground-level actions to tackle challenges like petty crime and social disorder. The Extreme Weather Steering Committee, which included the Calgary Fire Department and Community Strategies, mobilized resources swiftly to aid the vulnerable population during extreme cold weather. (Initiatives 1, 2)

Service Challenges

Despite adding two recruit classes, staffing challenges persisted into 2023 due to the impact of COVID-19 on recruitment. The pandemic suspended hiring and redirected focus from traditional bylaw enforcement to addressing protests and substance abuse in public spaces, particularly downtown. Limited staff, evolving priorities and the need for interagency coordination to address social disorder have been key challenges.

In 2023, Council approved public safety initiatives and new specialty units, including expanding Problem Properties Team, Community Traffic Safety Team, and the Community Resource Officers Program to help advance anti-racism and reconciliation objectives in communities. These teams will be formed by existing staff, prompting further recruitment. The service navigates challenges by broadening candidate requirements and emphasizing community-based experience over enforcement backgrounds, aiming to build an adaptive officer base that aligns with evolving needs of the city.

Trends & Potential Uncertainties

Community Safety has successfully transitioned the community peace officer program to Level 1 status, which has allowed them to benefit from enhanced training and increased enforcement authorities to address emerging city challenges. Despite this progress, ongoing staffing challenges are straining resources, impacting their ability to meet growing expectations from Council and the public. Growing political and ideological division and heightened awareness of global events and social issues are fueling a rise in protests that require Community Safety support, a trend expected to persist in 2024. These evolving conditions demand adaptability from Community Safety and the need for ongoing collaboration to maintain public safety and compliance with City Bylaws.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

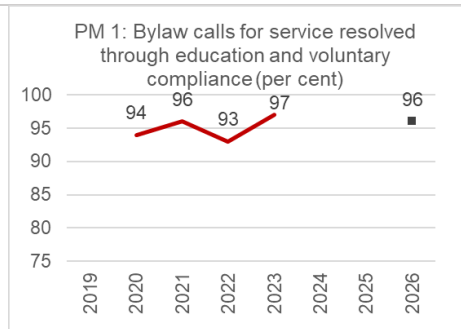
→ Progressing as planned

⊖ Not progressing as planned

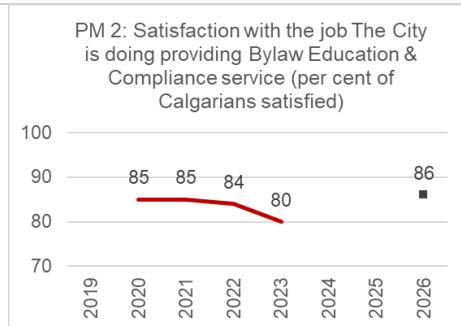
Performance Measures

Story behind the numbers

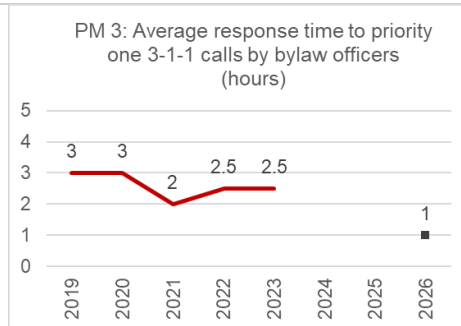
Status



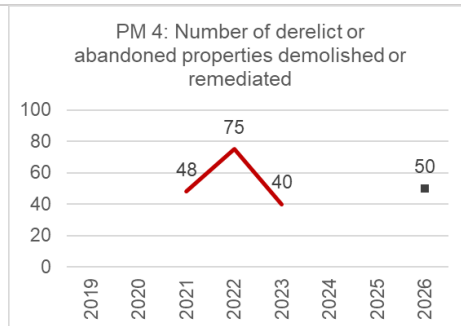
Community Safety has been able to address the evolving needs of Calgarians by continuing to adapt existing strategies for engagement, education and enforcement practices. The philosophy of “education before enforcement” has enabled high rates of compliance. In 2023, Community Safety applied an education-first approach to more bylaw concerns such as vehicle infractions and water use during restrictions.



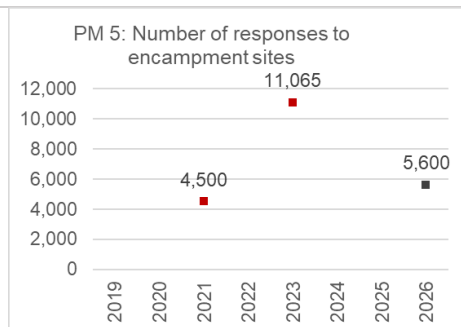
According to the 2023 Spring Survey of Calgarians, Bylaw Education and Compliance services were identified as a high importance service and an area with increases in interest for more investment. The survey found that Calgarians were moderately satisfied with services in 2023 with a satisfaction rating of 80 per cent.



For Emergency 3-1-1 calls created in 2023, the average response time by bylaw officers is 2.5 hours, returning to average response time seen in previous years. Community Safety strives to maintain responsiveness in a complex environment that has been challenged by emerging issues and trends that impact public safety.



Community Safety’s Problem Properties Team has overseen the demolition of 31 and the remediation of 9 derelict or abandoned properties across the city. With development of the Problem Properties Team, Community Safety will continue to develop and maintain an established response and monitoring program to address the broad spectrum of problem properties and aim to meet the 2026 expected future performance.



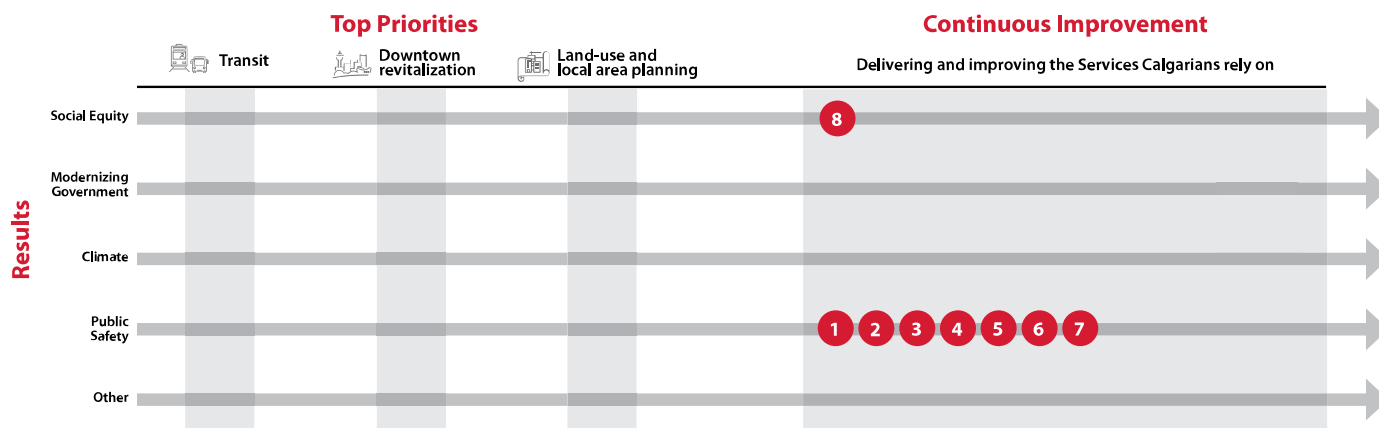
In 2023, Community Safety saw a citywide increase in encampment sites with a record number of 7,111 concerns reported. This resulted in 11,065 responses by officers, including reviewing each concern and subsequent visits, increasing the number of responses per concern over the year. Addressing encampments necessitates a collaborative effort between the Encampment Team and support services. Bylaw officers, through this coordination, uphold public safety and safeguard the unhoused community.








Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

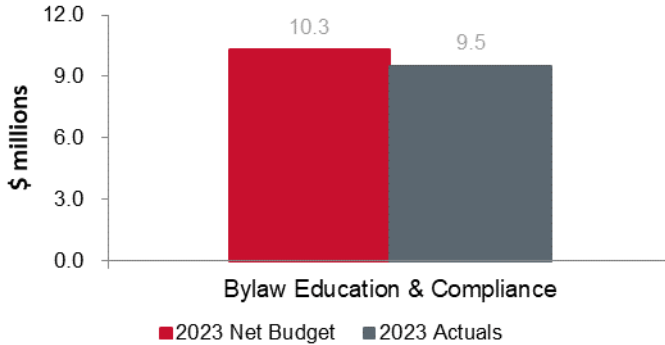
Initiative	Initiative Update	Status
1 Link populations experiencing vulnerabilities with partnering agencies and support services by evolving the front-line officer outreach model.	In 2023, the Encampment Team, formerly known as the Partnership Agency Liaison (PAL) Team, grew to three teams of officers. They employ a unique model focused on creating positive relationships to support vulnerable populations. This is done in collaboration with the Alpha House Human-Centered Engagement Liaison Partnership to facilitate outreach activities, connecting encampment residents with social services, including temporary shelters. The Extreme Weather Steering Committee was formed in the same year to enhance encampment response during severe weather conditions and ensure warming space	
2 Address localized social disorder and improve safety in the downtown core by increasing community peace officer capacity.	In 2023, the Encampment Team was formed by adding a third officer team to address the needs of the vulnerable population. With the inclusion of a third team, there is now an enhanced capability to address encampment issues citywide. Specifically, one team focuses on downtown response, while the remaining two teams manage concerns in other areas of the city.	
3 Strengthen employee resiliency by delivering training and resources designed to improve officer safety and support mental and physical wellness.	To enhance learning and development, staff regularly receive updates on training opportunities. In 2023, these opportunities included Before Operational Stress, Crowd Management, Boat Patrol/Water Safety Training, Field Training Officers, and Control Tactics Instructors. The Peer Support Team contacts are integrated into the daily operational schedule, offering knowledge, practical assistance, and emotional support during traumatic events. To bolster psychological support for the mental health of front-line members in EMCS, an additional psychologist was added to the existing team.	
4 Improve responsiveness to emerging local issues and citizen needs by leveraging new technology to modernize service delivery.	The One City Records Management Solution (OCRMS) is a strategic capital investment that offers a unified system with streamlined workflow, modern technology, and integrated information. Phase 2 preparations (of the 3-phase project) concluded in 2023 and set the stage for testing and training in Q1 2024, leading to the planned go-live in Q2 2024. This comprehensive solution minimizes reliance on multiple applications and manual workarounds, ensuring efficiency and coherence.	
5 Address problem properties in Calgary by increasing capacity to develop and maintain an established coordinated response and monitoring program.	In 2023, Council approved the Problem Properties Notice of Motion, which incorporated bylaw amendments, advocacy strategies, and operational changes to better tackle issues linked to problem properties. The bylaw enhancements allow Community Peace Officers flexibility in handling complex property-related concerns. Additionally, the mid-cycle budget request was granted, with staffing set to commence in 2024. The additional staff will mean the expansion of the Problem Properties Team by adding dedicated support staff and legal representation.	

Initiative	Initiative Update	Status
6 Promote bylaw compliance and community safety by increasing community engagement efforts.	The Community Safety team actively engages with local schools to promote community safety and educate students about bylaws. In Q4 2023, two Community Resource Officer positions were created to carry out this type of community engagement through schools full-time starting in 2024. Uniformed staff continue to participate in community engagement events like Coffee with a Uniform and with other agencies accessing the Stephen Avenue Safety Hub and East Village Safety Hub while increasing multi-agency community presence.	
7 Improve citizen awareness on illegal dumping and temporary sign bylaws through targeted education, programming and increased enforcement practices.	In 2023, Community Safety diligently enforced the illegal placement of signs in areas prone to excess signage. Officers conducted quarterly blitzes in partnership with the Ward 5 Councilor's Office to educate business owners and impound signs. 'Trail cams' deployed in hotspot areas served as effective deterrents, resulting in a decrease in illegal dumping. In Q3, the pilot transitioned to a newly formed team of officers tasked with gathering and monitoring trail cam data. This team coordinates with other business units to proactively identify emerging hotspots and address issues promptly.	
8 Promote inclusive public engagement by strengthening relationships with Indigenous and Racialized communities and aligning enforcement practices with the Corporate Anti-Racism strategy.	In 2023, Community Safety collaborated with members of the Anti-Racism Strategy team to develop and deliver training, including in-person Equity, Diversity, Inclusion and Belonging (EDIB) training. This training was delivered to EMCS leadership in Q4 2023, with further roll out to remaining EMCS staff in Q1 2024. Alongside this training, a new employee resource group for EMCS staff will be developed to support the training and assist with job-specific scenarios the in-person training can connect to. The Anti Racism Team continues to provide consultation to the Peace Officer Policy Review Team.	



Service Updates on Financial Performance

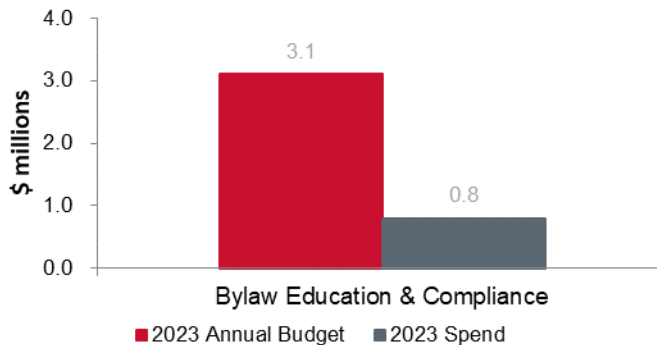
Net Operating Budget and Actuals as of December 31, 2023



Operating Budget Updates - 2023 net operating budget vs actuals:

Bylaw Education & Compliance has a favourable operating variance of \$0.8 million. The primary driver of the variance was temporary vacancies through reprioritization of recruitment activity and training resources towards public transit safety initiatives for the first three quarters of the year, with recruitment classes opening up for Community Safety officers in the fourth quarter.

Capital Budget and Spend as of December 31, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Bylaw Education & Compliance has spent 26.2 per cent of the 2023 approved capital budget. Lower capital spend is due to reprioritization of funding for One City Coordinated Records Management System (OCRMS) from other departments (i.e. IT) which has pushed out funding requirements within Bylaw service line to 2024.

In 2023, the capital work includes acquisition and life cycle of equipment required for Community and Vehicle Standards Peace Officers, as well as modernization of government through technology initiatives such as the ongoing investment in the OCRMS program and assessment of a solution to replace and enhance the functionality of the existing Animal Licensing Payments Online (ALPO). Bylaw is also the steward of capital programs for technology modernization and equipment lifecycle across Community and Vehicle Standards.