

Bylaw Education & Compliance

Led by: Calgary Community Standards

Description:

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and help citizens live in harmony with neighbours. The service includes enforcement of municipal bylaws, provincial statutes and bylaw education that encourage compliance. Peace officers actively enforce bylaws and seek to create resolutions between citizens, creating safe communities.

Customers:

- Citizens reporting a concern
- Businesses seeking compliance
- Other lines of service (Parks & Open Spaces, Streets, Waste Water & Treatment, Fire & Emergency Response, Police Service)
- Citizens benefiting from desirable and welcoming neighbourhoods

What is delivered to customers:

Enforcement of 24 municipal bylaws and 11 provincial statutes, including but not limited to:

- Snow and ice
- Untidy properties
- Weeds
- Noise violations
- Graffiti
- Smoking, vaping and cannabis
- Lewd public behavior in public spaces

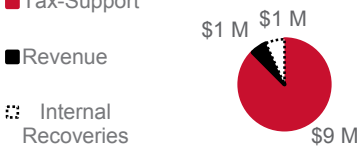
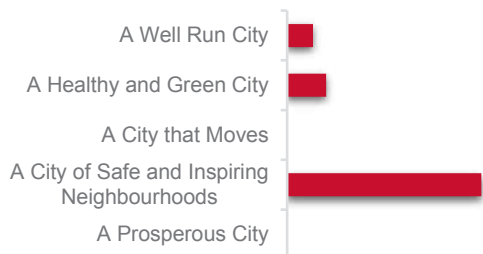
Partners:

- Other lines of service: Police Service; Building Approvals; Neighbourhood Supports; Parks & Open Spaces; Streets; Waste Water & Treatment; Business Licensing; Fire & Emergency Response; and Taxi, Limousine & Private Vehicles-for-Hire
- Other agencies: Calgary Alpha House Society, The Safe Communities Opportunity and Resource Centre
- Business Revitalizations Zones

Service need (value proposition):

Our service fulfills the need for timely resolutions to be delivered when citizens encounter issues/concerns with neighbours, communities and weather events.

Current state service value

<p>59,000 Bylaw calls for service received in 2017</p> <p>84% Level of customer satisfaction</p>	<p>2 hours Average response time to priority call</p> <p>97% Calls resolved through compliance</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>\$8 Cost per resident to enjoy clean and vibrant neighbourhoods through compliance and awareness.</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes This service has no sub-services.</p> <p>Key Capital Investments The OneCity Records Management System provides updates for animal peace officer safety based on enhanced communication systems which enable intelligence gathering on emerging community trends (Opioid use) and align with provincial recommendations.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Overall, we continue to meet Calgarians expectations for service.

The 2017 Quality of Life and Citizen Satisfaction Survey indicated:

- 86 per cent of Calgarians think The City should invest more, or the same amount, in bylaw services.
- 84 per cent of Calgarians feel bylaw services for issues such as noise complaints, fire pits and weeds are important to them.
- 84 per cent of Calgarians are satisfied with the job The City is doing in providing bylaw services.

The 2018 Spring Pulse Survey confirmed:

- 96 per cent of Calgarians feel snow removal is important to them.
- 89 per cent of Calgarians feel bylaw services are important to them.
- 84 per cent of Calgarians are satisfied with the job The City is doing in providing bylaw services.

What Council has directed

N1: Council's approval of the Cannabis Consumption Bylaw requires the development of effective strategies to engage citizens in awareness and compliance.

N1: Council's amendments to the Streets Bylaw (20M88) to increase the fines and enforcement for failure to clear sidewalks of snow will improve the safety of neighbourhoods and aligns with the 2016 Pedestrian Strategy, Calgary Transportation Plan and Municipal Development Plan.

W1: Monitoring citizens' expectations through the Citizen Satisfaction Survey and Spring Pulse Check ensures we stay in touch with citizens and emerging trends.

W2: Implementing the Hybrid Officer Program and OneCity Records Management System will create efficiencies in the way we work with other service lines and improve our response to citizens.

What are we watching?

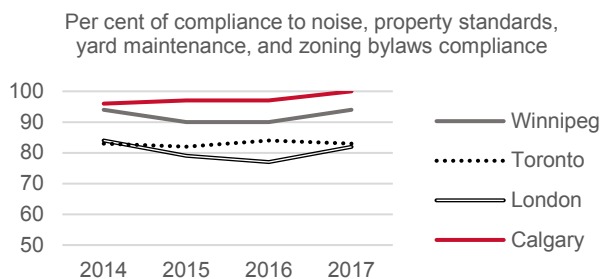
Demographic Change: Aging population, urban sprawl and immigration are influencing the volume of bylaw calls, types of calls and bylaw education.

Economic Change: We may see an influx of people to the city as a result of favorable economic environment, which may impact our ability to meet service needs.

Technology Change: Citizens expect to get faster City services through online or automated technology (311 system).

Legislative Change: The province, through the Solicitor General's Office, is changing the Peace Officer Program due to the findings of a fatality report that will have serious impacts on the structure of our workforce with significant financial impacts. New federal legislation and provincial legislation in the next four years may have an impact on service delivery (legalization of cannabis). Lack of regulatory framework and direction from other orders of government to The City to implement the legislative changes (e.g. legalization of cannabis).

Benchmarking



Source: Municipal Benchmarking Network Canada

Compared against eight other municipalities in Canada, Calgary is well above the MBNCanada group average of 84 per cent in 2017. An increased focus on public education and awareness programs have a positive impact on bylaw compliance rate. Bylaw Education & Compliance will continue its efforts to achieve high levels of compliance through ongoing public awareness based on education programs and awareness that encourage compliance with bylaws and are delivered by competent Community Peace Officers.

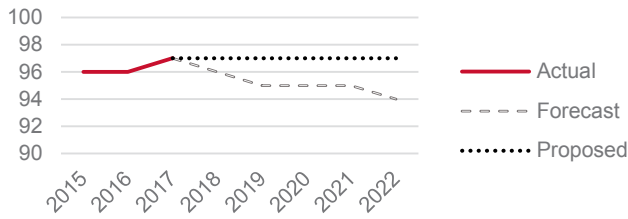
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	Citizen complaints and bylaw issues are responded to and resolved in a timely manner.
Safety	Citizens feel safe and protected in their communities.
Fairness	Bylaw enforcement service is transparent, fair and consistent, and delivered by competent Community Peace Officers.

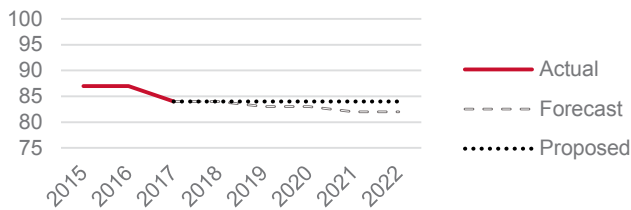


How is the Service performing? Where we are headed and where do we want to go?

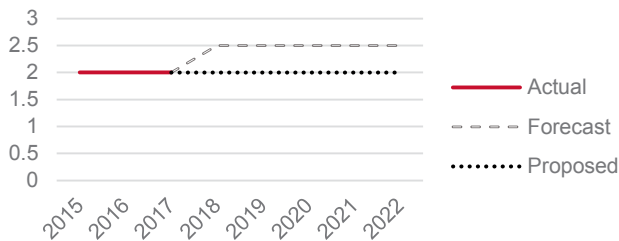
Per cent of bylaw calls for services resolved through education and voluntary compliance (Percentage)



Per cent of citizens satisfied with the job the City is doing in providing bylaw services for issues such as noise complaints, fire pits and weeds (Percentage)



Average response time to priority one 311 calls by bylaw officers (Hours)



Story behind the curve

Education contributes to positive community impacts, demonstrating effectiveness and improving overall satisfaction of services for citizens. A changing city creates new service needs (e.g. proposed changes in short-term rentals and the Cannabis Consumption Bylaw will impact citizens) which will require new levels of engagement, education and enforcement. Ensuring citizens feel safe, engaged and educated about changes to bylaws aligns with citizens values of fairness and responsiveness.

Bylaw Education & Compliance satisfaction has been high, but Provincial Weed Control changes have impacted satisfaction with dandelions, as they are not classified as a controlled weed. Impacts from competing/emerging priorities create new demands, placing a high demand on resources and impacting citizen satisfaction. Proposed strategies would allow Bylaw Education & Compliance to engage communities in preparation for legal changes to cannabis consumption and short-term rentals, while maintaining current service levels.

Past performance for priority one 311 calls (e.g. animal bites) ensured citizens receive action within two hours. Population growth and emergent pet ownership trends have created a complex operating environment which will challenge future response. Creating efficiencies through a Hybrid Officer Program will reduce existing gaps in service delivery to ensure response readiness meets citizens' expectations.



What do we propose to do?

What we propose to continue doing

STRATEGY
Enhance a front line officer outreach model to link vulnerable populations to support services.
Ensure ongoing safety and priority response in Calgary communities, including new growth areas.
Implement a funding sustainability plan to ensure reliable funding for programs, promoting community standards through community outreach.
Implement changes to the Public Safety Peace Officer Program.

Why?

Citizens' needs are evolving. A growing population, severity of weather and changes in cannabis regulations will require Bylaw to maintain education and engagement approaches. Modification of strategies will need to occur as regulatory needs, such as changes in the Peace Officer Program, bring responsibilities and opportunity to adapt services, improve response through service partners and citizen satisfaction.

What we propose to do less of

STRATEGY
The number of repeat visits through implementation of a Hybrid Officer Program to enhance customer interaction.

Why?

Community peace officers will be capable of delivering enforcement and compliance in one visit, reducing the number of visits received by a citizen. Efficiency through the Hybrid Officer model will enable more comprehensive action through reduced number of visits.

What we propose to do more of or include as a new offering

STRATEGY
Calgary-specific regulation to cannabis legalization and approved Cannabis Consumption Bylaw, requiring additional enforcement/education.
The possible introduction of short-term rentals and additional enforcement activities to address changes in the sharing economy.
Bylaw Education & Compliance response to recommendations resulting from Lazenby's homicide inquiry.

Why?

Legalization of cannabis requires a Cannabis Consumption Bylaw that balances compliance, safety and education. Short and long-term industry change require separate approaches, reflecting government regulation, citizens and business interests. The continued growth of short-term rentals creates need for enforcement and compliance to ensure safety of citizens.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Per cent of bylaw calls for services resolved through education and voluntary compliance (Percentage)	96	↔
Per cent of citizens satisfied with the job The City is doing in providing bylaw services for issues such as noise complaints, fire pits and weeds (Percentage)	84	↔
Average response time to priority one 311 calls by bylaw officers (Hours)	2.5	↔

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	8,871	11,668	10,964	11,137
Less Previous Year one Time	-	(1,000)	-	-
Base	8,871	10,668	10,964	11,137
Revenue Changes	-	-	-	-
Internal Recovery Changes	-	-	-	-
Inflation	32	41	38	37
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	30	120	-	-
Efficiencies	-	-	-	-
Service Reductions	-	-	-	-
Service Increases	1,735	135	135	-
One Time	1,000	-	-	-
Realignments	-	-	-	-
Total	11,668	10,964	11,137	11,174

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	10,132	11,929	1,000	12,929	12,225	-	12,225	12,398	-	12,398	12,435	-	12,435
Recoveries	(684)	(684)	-	(684)	(684)	-	(684)	(684)	-	(684)	(684)	-	(684)
Revenue	(577)	(577)	-	(577)	(577)	-	(577)	(577)	-	(577)	(577)	-	(577)
Net	8,871	10,668	1,000	11,668	10,964	-	10,964	11,137	-	11,137	11,174	-	11,174



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		225	225	225	225	-	900
480405	CCS ByLaw Equip Lifecycle	225	225	225	225	-	900
Project(s)		-	-	-	-	-	-
Program(s)		-	50	-	-	-	50
480401	OneCity Coord RMS - Bylaw	-	50	-	-	-	50
Sub-Total (New Budget Requests)		225	275	225	225	-	950
Previously Approved Budget Remaining		20	-	-	-	-	20
Total Capital Investment		245	275	225	225	-	970

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 480405: CCS ByLaw Equip Lifecycle

New Budget Request of \$900 thousand to ensure that Bylaw technologies and equipment are configured, operated and maintained in the most efficient, safe, reliable and sustainable manner.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: This request requires \$30 thousand base funding of operating costs starting in 2019.

Program(s)

Activity 480401: OneCity Coord RMS - Bylaw

New Budget Request of \$50 thousand to create an integrated information management system, for coordinated information sharing to support effective service delivery, investigations and enforcement.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: This request requires \$120 thousand base funding of operating costs starting in 2020.