

District of Squamish

Business Case Title: Bylaw Enforcement Officer  
 To: Jeff Sim  
 Prepared by: Rick Farina  
 Date submitted: January 04, 2017

Supplementary Business Case Information for:	
<input checked="" type="checkbox"/> Proposed Service Level Change	<input type="checkbox"/> Special Operating Projects Future Years
<input type="checkbox"/> Special Project Request	<input type="checkbox"/> Capital Plan Future years

Type of Project:	
<input checked="" type="checkbox"/> Operating Project	<input type="checkbox"/> Capital project

Division:	HR and Public Safety	General Manager:	Jeff Sim
Department:	Bylaw Enforcement	Budget Manager:	Rick Farina

Project Summary & Recommendation
<p>Provide a brief description of the project.</p> <p>The District of Squamish takes a multi-faceted approach to Bylaw enforcement with the goal of obtaining Voluntary Compliance whenever possible and appropriate. Proactive reporting and complaint driven concerns have increased as demonstrated during the period from January 2015 to Dec 13, 2016. Bylaw Enforcement realized a 60% increase in complaints, 2/3 of which were publicly driven.</p> <p>Community pressures and expectations exceed Bylaw Enforcements' ability to respond to the volume of complaints in a timely manner. Bylaw Enforcement Officers have evolved from performing roles of parking enforcement officers to now being highly skilled professional investigators and community problem solvers. Often Bylaw Enforcement Officers are first on the scene, "boots to the ground" front line officers working to resolve significant social issues and Council priorities such as Homelessness, Illegal Camping, Substance Addiction, Mental Health, Unsightly Properties, Safe Routes to Schools, and Neighbour Disputes.</p> <p>This assertion was recently supported in the report by the Auditor General for Local Government with regards to Human Resources. In that report, they identified that Bylaw Enforcement have had no significant staffing increases in the past 5 years and identified that <i>"the nature of the work has</i></p>

*increased in complexity, and investigative work and enforcement takes longer and is more labour intensive than in the past.”*

Bylaw Enforcement Officers are currently assigned to work Monday through Friday (generally 7:30 am – 5:30 pm) and reassigned to cover weekends during peak periods such as the summer. This reassignment results in weekdays consistently under serviced. The sustained volume throughout the year eliminates the concept of “peak period” and as such resourcing to provide service during the evenings and weekends is unavailable outside of overtime and/or casual employee use.

While metrics of complaints about the level of service do not exist, quite typically, when a complaint is received from a resident or business about a bylaw infraction, they also complain (or comment) negatively about the level of service and/or lack of service on weekends and evenings. The volume of complaints combined with the complexity of investigations results in slower response times to complaints and increased time to complete investigations. This has a direct result in customer service and customer satisfaction – as experienced directly by the officers’ in feedback from the public.

Looking forward, greater pressures are anticipated for Bylaw Enforcement and Animal Control given growth and new initiatives / programs such as the Downtown Parking Strategy. The intent of this position is to improve internal and external customer service while performing all Bylaw Enforcement related duties, (and supplement Animal Control where and when necessary) increasing coverage by the Department to include evenings and regular weekends throughout the year.

The recommendation is to approve 1 FTE Bylaw Enforcement Officer for 2017.

**Terms of Reference**

Include more in depth discussion around the following:

**Background**

Discuss the problem/opportunity. Where we’ve been, where we are now, where we are headed.

Refer to Appendix B for a comprehensive description of the day-to-day activities of a Bylaw Enforcement Officer.

**Desired Result: General Goals & Specific Objectives**

**General Goals**

List and explain how they support the Strategic, Capital, or Annual Action Plan

(To reference Strategic Plan Item- Use Header Name and include Bullet Point number)

- Forward thinking and responsive to community concerns and expectations.
- Connected to Community and Community Events.
- Corporation-Enhance customer service program to further engage employees in delivering outstanding service.

**Specific Objectives**

Specific Objectives should relate directly to goals and identify the Related Action Plan item

Improve customer service by increasing coverage during non-business hours. Respond to client concerns effectively and within a reasonable time frame.

<ul style="list-style-type: none"> <li>• Corporation-Identify alternative revenue generated opportunities.</li> <li>• Community- Maintain active involvement in “Housing Task Force” and “Safe Routes to School “programs.</li> </ul>	
<p><b>Stakeholders</b> List and discuss their interests</p>	
<ul style="list-style-type: none"> <li>• Internal District Departments-Provide expert direction and advice. Collaborate to solve community issues and concerns.</li> <li>• Support internal departments with Bylaw enforcement.</li> <li>• Wildsafe BC, partner with and provide enforcement support.</li> <li>• Farmers Market- Parking Enforcement.</li> <li>• BIA DT Parking Strategy-Greater turnover of available parking.</li> <li>• Safe Routes to School</li> <li>• Finding Homes Committee</li> <li>• Partnering with external agencies (RCMP, Squamish Fire Rescue, Sea to Sky Community Services, Vancouver Coastal Health, Helping Hands, Conservation Service, Forest Lands and Natural Resources etc.) to resolve community issues.</li> </ul>	
<p><b>Limitations</b> Discuss any limitations (resources, labour, \$\$...)</p>	
<p>Limitations are directly related to funding. Without increased resourcing, Bylaw Enforcement is unable to provide services during weekends and evenings. The public regularly requests improved Bylaw Enforcement coverage and enforcement, specifically during these times and as a result addresses the community concerns relating to Bylaw enforcement, response, and coverage.</p>	
<p><b>Assumptions</b> Note any assumptions (projected costs, benefits, interest rates, inflation rates...) Provide sources where applicable</p>	
<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Regular Weekend coverage enabling Bylaw Enforcement to respond to community complaints, Special Events, Filming and Animal Control related complaints.</li> <li>• Some evening coverage enabling Bylaw Enforcement to respond to after-hours complaints.</li> <li>• Improved Customer Service.</li> <li>• Support Internal and External partner agencies during non-traditional business hours.</li> </ul>	
<p><b>Alternatives</b> Discuss how they do/do not meet goals &amp; objectives, and how they align with the Strategic Plan</p>	
<p><b>Maintain current authorized staffing level</b> – Due to significant demand during the week (Mon-Fri) Bylaw Enforcement weekend coverage will be reduced and/or eliminated on weekends during summer months. Response to complaints for service during the week will be longer than in previous years as</p>	

there is a greater time commitment to “catch up” on complaints generated on weekends and evenings during the week. Supporting internal/external partners and programs will be slow to complete and /or may not be completed in a timely manner.

**Quantitative Analysis**  
Please use the excel template “Business Case- Appendix A” to generate the figures below  
(Please be sure to include all negative or Nil values)

<b>“Cent on the Dollar” Investment (\$)</b> Calculates Internal District funding required per dollar of investment required		
<b>% External Funding (%)</b> Percentage of External investment as a percentage of the whole investment		
<b>Break Even Point (Years)</b> Calculates the amount of time required to repay the investment	Total Investment:	Net Investment:
<b>Return (Loss) on Investment over 10 years (%)</b> Calculates the profits of an investment as a percentage of the original cost	Total Investment:	Net Investment:
<b>Net present value of Cash Flows (\$)</b> Compares the present value of <u>o</u> utflows and <u>i</u> nflows over a period of time. Considers interest.	Total Investment:	Net Investment:
	(302046)	(302046)
<b>Payback of Project Investment (Years)</b> The amount of time (years) it takes for expected cash inflows to cover the initial cash outflow	Total Investment:	Net Investment:

*Please ensure the Quantitative Analysis section above has been completed with figures from the “Business Case Template- Appendix A” (Found on the Intranet under Finance Templates).  
Please Note: A completed copy of this Appendix is required with the final Business Case submission.*

**Qualitative Analysis**  
Discuss how this project supports the following Strategic Plan Priority Focus Areas  
(If areas are not supported- please note that as well)

<b>Open and Enterprising Government:</b>	<ol style="list-style-type: none"> <li>1. Forward thinking and responsive to community concerns and expectations.</li> <li>2. Connected to Community and Community Events.</li> <li>3. Dedicated to continual improvement of processes and officer training/knowledge.</li> </ol>
<b>Healthy Community:</b>	<ol style="list-style-type: none"> <li>1. Prioritizing public safety</li> <li>2. The Bylaw Enforcement Department supports a Healthy Community by actively collaborating with internal and external partners regarding significant social issues such as Homelessness, Substance Addiction and Mental Illness.</li> <li>3. We actively participate in District sponsored activities such as “Safe Routes to School” and “Finding Homes”.</li> </ol>

<b>Economy:</b>	N/A
<b>Environment:</b>	1. The Bylaw Enforcement Department supports the environment through enforcement of District Bylaws such as the Outdoor Water Use Bylaw, the Site Alteration Bylaw, Wildlife Attractant Bylaw and the Motor Vehicle Idling Bylaw.
<b>Other:</b>	N/A