

SUBJECT: By-law and Regulatory Services 2021 and 2022 Annual Reports

File Number: ACS2023-EPS-BYL-0001

**Report to Emergency Preparedness and Protective Services Committee on 20
April 2023**

and Council 26 April 2023

**Submitted on April 11, 2023 by Roger Chapman, Director, By-law and
Regulatory Services**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE

**OBJET : Services des règlements municipaux – Rapports annuels 2021 et
2022**

Dossier : ACS2023-EPS-BYL-0001

**Rapport au Comité des services de protection et de préparation aux situations
d'urgence le 20 avril 2023**

et au Conseil le 26 avril 2023

**Soumis le 11 avril 2023 par Roger Chapman, Directeur, Services des règlements
municipaux**

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REPORT RECOMMENDATION(S)

**That the Emergency Preparedness and Protective Services Committee
recommend that Council receive this report for information.**

RECOMMANDATION(S) DU RAPPORT

Que le Comité des services de protection et de préparation aux situations d'urgence recommande au Conseil de prendre connaissance du présent rapport.

EXECUTIVE SUMMARY

This report outlines By-law and Regulatory Services' activities during 2021 and 2022 by providing program details, enforcement data and COVID-19 related initiatives. This report also serves to fulfill the annual reporting requirement under the Emergency Preparedness and Protective Services Committee's Terms of Reference.

Assumption and Analysis

By-law and Regulatory Services, within the Emergency and Protective Services department, is responsible for the administration and enforcement of more than 50 municipal by-laws and Provincial acts within the City of Ottawa addressing a wide range of municipal issues. This report provides an overview of By-law and Regulatory Services activities and presents the performance metrics during 2021 and 2022.

Financial Implications

There are no financial implications associated with the recommendations of this report.

Public Consultation/Input

Public consultations were not undertaken as this report is administrative in nature.

RÉSUMÉ

Ce rapport décrit les activités des Services des règlements municipaux en 2021 et 2022 en fournissant des renseignements sur les programmes ainsi que des données sur l'application de la loi et en présentant des initiatives liées à la COVID-19. Un autre objectif du présent rapport est de remplir l'obligation annuelle en matière de production de rapport prévue par le mandat du Comité des services de protection et de préparation aux situations d'urgence.

Hypothèse et analyse

Les membres de l'équipe des Services des règlements municipaux, qui font partie de la Direction générale des services de protection et d'urgence (DGSPU), sont responsables de l'administration et de l'application de plus de 50 règlements municipaux et lois provinciales dans la ville d'Ottawa; ceux-ci traitent d'un large éventail de questions municipales. Ce rapport donne une vue d'ensemble des activités des Services des règlements municipaux et présente les indicateurs de rendement pour 2021 et 2022.

Incidences financières

Aucune répercussion financière n'est associée à la mise en œuvre des recommandations du présent rapport.

Consultation publique et suggestions

Aucune consultation publique n'a été entreprise, ce rapport étant de nature administrative.

BACKGROUND

This report fulfills the requirement under the Emergency Preparedness and Protective Services Committee Terms of Reference for By-law and Regulatory Services to prepare an annual report detailing the current levels of service.

During 2021 and 2022, By-law and Regulatory Services undertook several new initiatives as part of its commitment to the City of Ottawa's 2019-2022 [Strategic Plan](#). By-law and Regulatory Services also continued to lead the City of Ottawa's enforcement response to the evolving global pandemic.

Description of By-law and Regulatory Services

By-law and Regulatory Services is responsible for the enforcement and administration of more than 50 municipal by-laws, as well as Provincial acts within the city of Ottawa.

By-law and Regulatory Services operates 144 hours per week, a near 24-hour service model, and strives to provide a level of performance that meets the expectations of the residents and visitors to Ottawa.

Overview of Services

The following is an overview of services provided by By-law and Regulatory Services and associated staffing in its current state as of December 2022.

By-law and Regulatory Services is comprised of 188 budgeted full-time equivalents and is overseen by one Director and four Program Managers and is supported by a Public Information Officer and an Issues Management Specialist.

By-law and Regulatory Services is organized into four branches and the Director's Office.

By-law Enforcement Services Branch

This branch is responsible for general by-law enforcement and consists of 68 full-time staff. This unit provides city-wide service coverage seven days a week from 6:00 a.m. until 2:00 a.m., with extended hours until 4:00 a.m. on Saturday and Sunday, and is responsible for enforcement related to:

- Animal Care and Control, including domestic animal and wildlife transport
- Noise
- Parks and Facilities
- Property Standards and Maintenance
- Zoning
- Temporary Provincial COVID-19 regulations

This branch also has a dedicated Property Standards Team for property standards, maintenance, and zoning issues.

Licensing Administration and Enforcement Branch

The Licensing Administration and Enforcement branch is responsible for the administration and enforcement of the licensing and permitting, including the 35 schedules under the Licensing By-law, and consists of 22 full-time staff coordinating this activity.

The regulations and programs coordinated by this staff include:

- Vehicle-for-Hire By-law (taxis, limousines, private transportation companies)
- Pet Registration
- Temporary signs
- Business Ambassador Program
- Enforcement of the provincial and municipal smoke-free regulations
- Administration of lotteries on behalf of the Province
- Enforcement of temporary Provincial COVID-19 regulations
- Tow truck licensing (2022)
- Short-term rental licensing (2022)

Operational Support and Regulatory Services Branch

This branch consists of 14 full-time and six part-time staff and is responsible for functions that support other By-law and Regulatory Services activities, such as the dispatching of service requests and the coordination and administration of various City programs including:

- Animal Control Tribunal and Property Standards and License Appeals Committee
- Business intelligence gathering, analysis and interpretation
- Branch-wide administrative support
- By-law Dispatch
- Dogs-in-parks and fire route designations
- Municipal Animal Shelter Services Agreement with the Ottawa Humane Society
- Private Parking Enforcement Agency agreements and training
- Noise exemptions
- Spay/Neuter Clinic
- Training coordination

- Large Wild Mammal Emergency Response

The City's Spay/Neuter Clinic supports By-law and Regulatory Services' objectives related to both animal care and control and public safety by performing pet sterilization surgeries, issuing pet registrations, and administering permanent microchip identification implants.

By-law Dispatch is a central component of Operational Support and Regulatory Services, handling all By-law service requests from ServiceOttawa, monitoring the radio system to ensure efficient deployment of staff and most importantly, ensuring officer safety.

Additionally, the Dispatch Team administers the alternate response program wherein letters are issued to complaint addresses for first-time offences for a certain subset of low-priority calls.

Parking Enforcement and Logistics Branch

This branch is responsible for facilitating the city-wide parking management pursuant to the [Traffic and Parking By-law \(No. 2017-301\)](#). Comprised of 43 full-time and 29 part-time staff, the Parking Enforcement Team responds to service requests initiated by residents and conducts proactive patrols to ensure traffic flow, pedestrian and vehicular safety, and vehicle turnover for businesses.

This branch coordinates By-law and Regulatory Services' role in special events in conjunction with Emergency and Protective Services department's Event Central branch and provides logistical support with respect to vehicles, uniforms, equipment, technology services and other requirements.

Director's Office

The By-law and Regulatory Services Director's Office consists of the Director of By-law and Regulatory Services and the Public Information Officer, Issues Management Specialist and Executive Assistant.

The Director's Office is responsible for decision-making, strategic planning, providing subject matter expertise and acting as the primary information-broker.

Interdepartmental Support and Other Duties

In addition to its normal day-to-day operations, By-law and Regulatory Services supports a variety of City partners, including:

- **Public Works Department:** By-law and Regulatory Services supports Roads and Parking Services in Public Works by providing parking enforcement services to assist with snow removal operations from December to April each year. By-law and Regulatory Services tickets and tows vehicles which are impeding the snow removal operations.
- **Recreation, Cultural and Facility Services Department:** By-law and Regulatory Services supports Recreation, Cultural and Facility Services by enforcing the [Parks and Facilities By-law \(No. 2004-276\)](#) as required.
- **Planning, Real Estate and Economic Development Department:** By-law and Regulatory Services enforces the [Right of Way Patio By-law \(No. 2017-92\)](#) and the [E-Scooters By-law \(No. 2020-174\)](#), as required, and administers the [Ottawa Mural By-law \(No. 2022-304\)](#).
- **Infrastructure and Water Services Department:** By-law and Regulatory Services enforces the [Water By-law \(No. 2019-74\)](#) as required.
- **Ottawa Police Service and the Office of Emergency Management:** As part of the [Emergency Management Program Municipal Emergency Plan](#), By-law and Regulatory Services supports Ottawa Police and the Office of Emergency Management during emergencies.

Unique Responsibilities

In addition to supporting its partners within the City of Ottawa, By-law and Regulatory Services undertakes enforcement duties and programming which many other jurisdictions in Ontario do not, including:

- Enforcement of the [Smoke-Free Ontario Act](#)
- Noise By-law enforcement
- Public engagement and outreach with a dedicated Public Information Officer

- Large Wild Mammal Emergency Response

DISCUSSION

COVID-19 Impact and Enforcement Response

With the continuation of the pandemic into 2021, By-law and Regulatory Services remained in an agile operating model to rapidly re-deploy as duties and demands evolved throughout the year.

Pandemic-related duties undertaken by By-law and Regulatory Services in 2021 and during the first half of 2022 were often resource and labour intensive. During this period, By-law and Regulatory Services responded to:

- 10,173 pandemic-related service requests. In addition to these service requests, By-law and Regulatory Services conducted other proactive initiatives, such as park patrols and business compliance with Provincial Orders.
- 1,834 service requests relating to the Temporary Mandatory Mask By-law. These service requests were actioned between January 1, 2021 and the expiry of the Temporary Mandatory Mask By-law on August 26, 2021.
- 1,409 COVID-19 inquiries received through the Councillor Liaison and the COVIDQuestion inbox during 2021, and a further 147 in the first quarter of 2022. The COVIDQuestion inbox was established and monitored to provide timely, expert advice to Councillors, members of the public and other City departments.

To ensure business continuity and in the interest of public health, the Animal Control Tribunal and the Property Standards and License Appeals Committee remained virtual throughout 2021 and 2022.

COVID-19 Special Enforcement Initiatives

In collaboration with its enforcement partners, By-law and Regulatory Services also led numerous special enforcement initiatives during 2021 and in the first half of 2022, including:

- Enforcement of Class Orders made pursuant to Section 22(5.0.1) of the [Health Protection and Promotion Act](#) and associated court proceedings.
- Enforcement of Contravention Orders made pursuant to Section 102(1) of the [Health Protection and Promotion Act](#) and associated court proceedings.
- Enforcement of Ottawa Public Health Letters of Instruction.
- The deployment of the Community Vaccine Support Team which offered logistical assistance at eight vaccine clinics from March 16 through to August 11, 2021, and then again during the month of November 2021.
- Providing a weekly enforcement statistics report to the Office of the Solicitor General.

These special enforcement initiatives were often complex, technical in nature, and were undertaken in collaboration with Legal Services and Public Health officials.

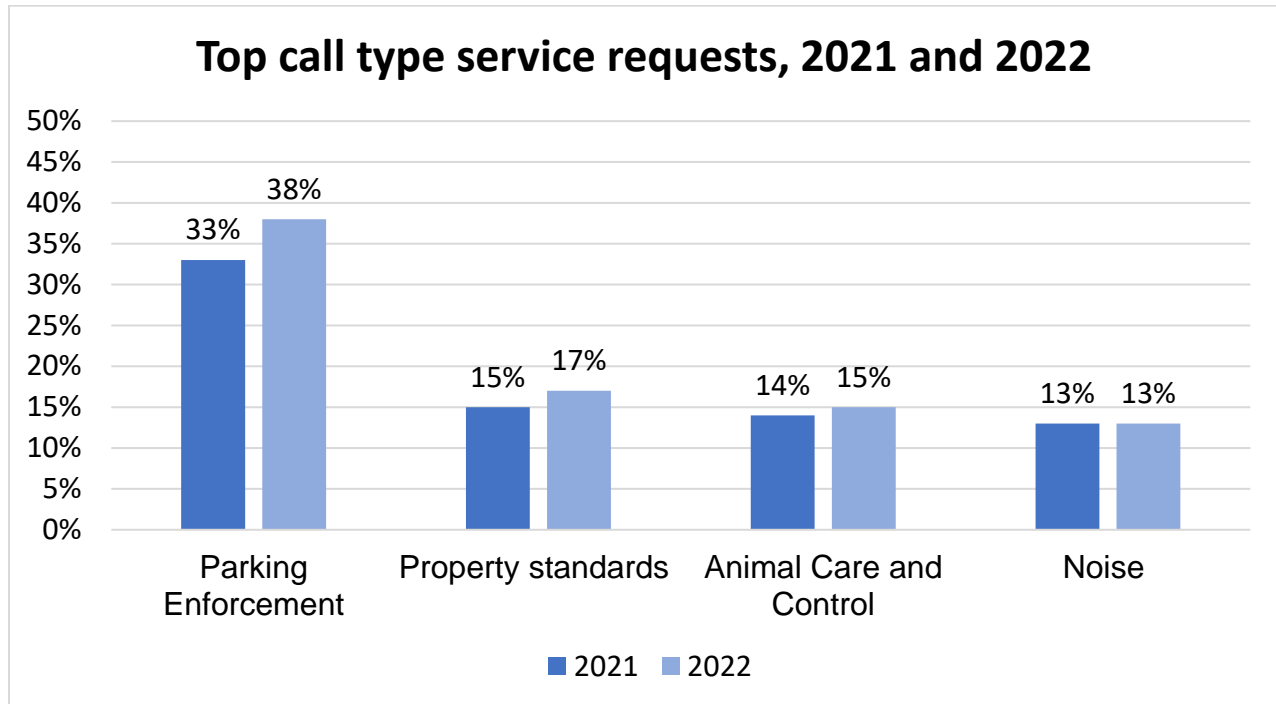
Performance Trends

In 2021 and 2022, By-law and Regulatory Services responded to 95,245 and 93,010 service requests, respectively.

The top four request types, as outlined in Figure 1, in 2021 and 2022, in turn, were:

- Parking enforcement – 33 per cent and 38 per cent
- Property standards – 15 per cent and 17 per cent
- Animal care and control – 14 per cent and 15 per cent
- Noise – 13 per cent and 13 per cent.

Figure 1 - 2021 and 2022 Service Requests – Top Call Type as a Percentage of Total



Performance Metrics and Level of Service

The work of By-law and Regulatory Services falls into three broad categories:

- Service requests which are assigned a priority level based on call type
- Service requests which are prioritized and dispatched based upon the details and context of the call
- Work activities that do not have a related service request created in the software system MAP

In 2021 and 2022, 65 per cent of the service requests received are assigned a priority level based on call type. Service requests (excluding parking calls) are categorized as Priority 1, 2 or 3 calls. The priority of the call is based on the immediate safety risk associated with the concern being reported.

The remaining 35 per cent of service requests are not assigned a priority level upfront. The largest group of these are parking related. These are not assigned a pre-determined priority level upon receipt, but rather, each is assigned by By-law and

Regulatory Services dispatchers based on the specifics of the call, such as a blocked fire lane for example, which would be a high priority call and dispatched immediately.

The service request priority type as a percentage of total service requests is depicted in Figures 2 and 3. In summary, in 2021 and 2022, respectively:

- Priority 1 service requests represented 27% and 14% of the total
- Priority 2 service requests represented 21% and 11% of the total
- Priority 3 service requests represented 52% and 75% of the total

Figure 2 – 2021 Service Request Priority Type as a Percentage of Total

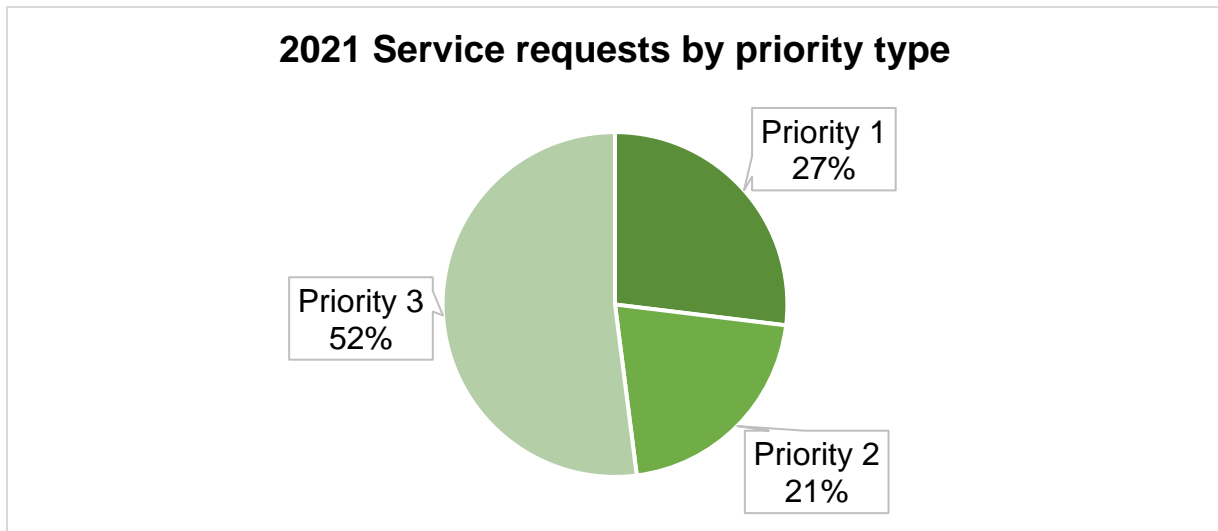
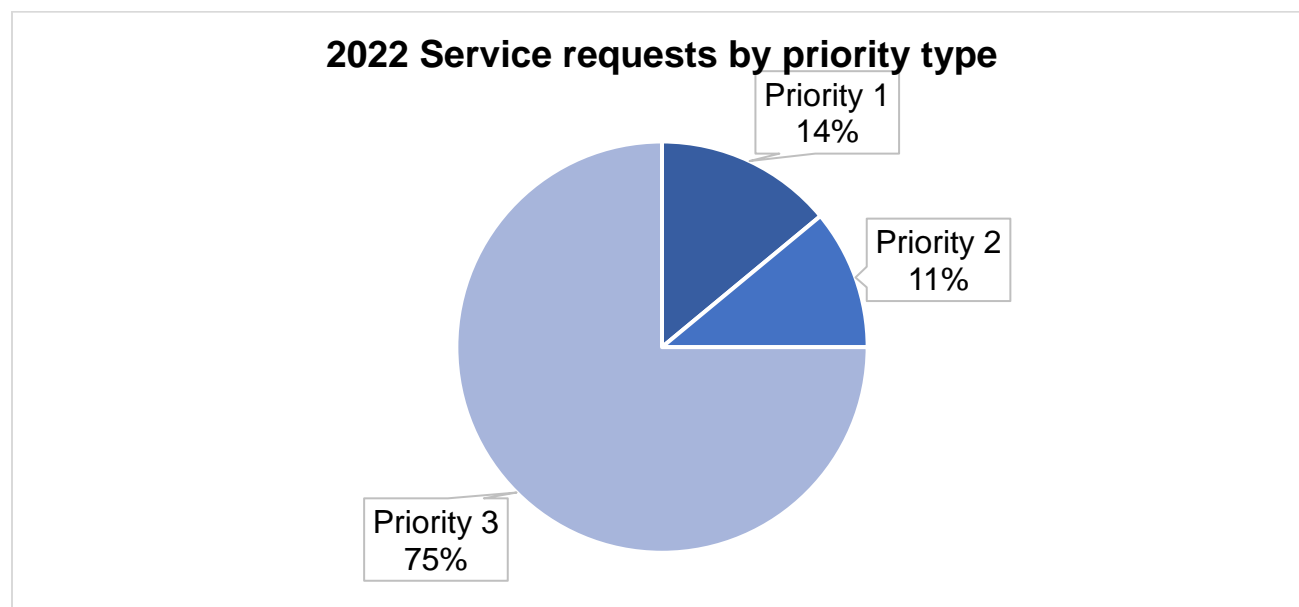


Figure 3 - Service Request Priority Type as a Percentage of Total Service Requests, 2022



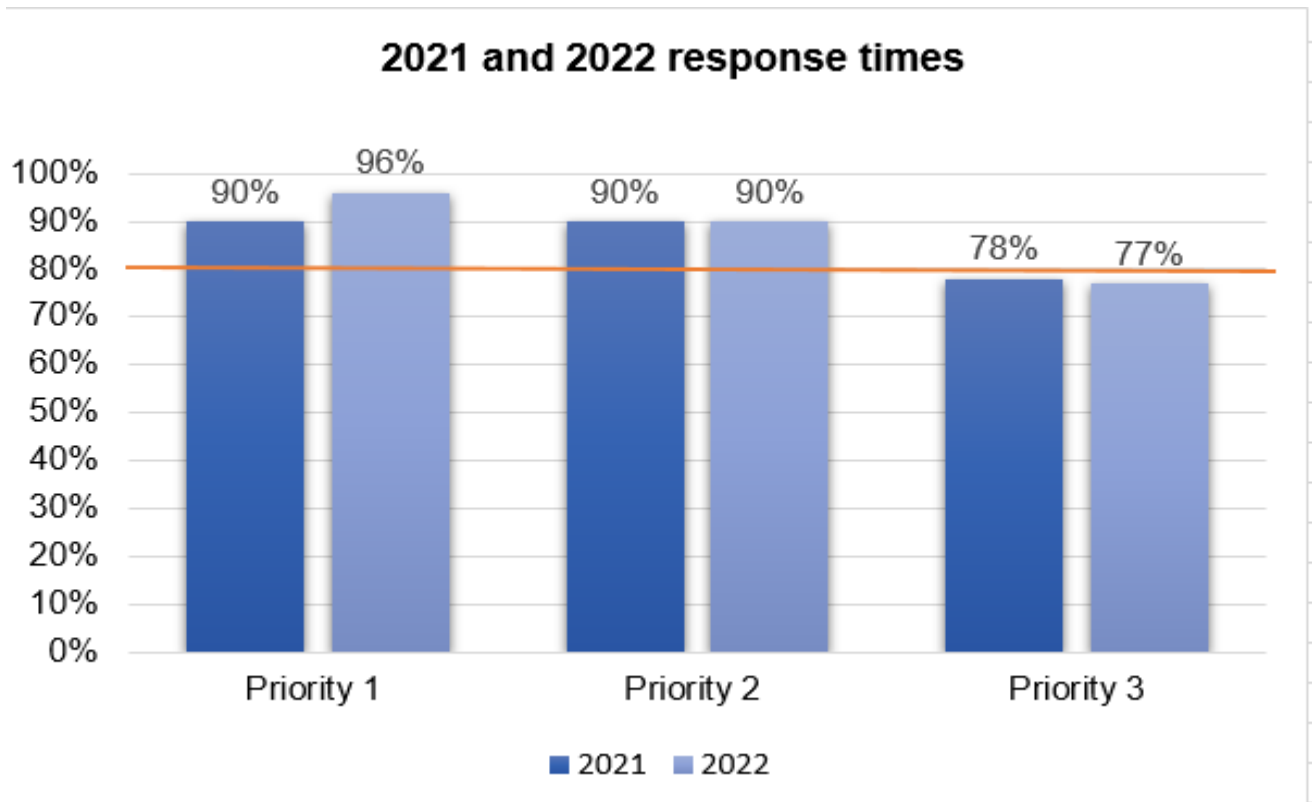
The notable increase in priority 3 calls in 2022 from 2021 can be attributed to the decline in COVID-related service requests, the majority of which were categorized as priority 1 due to public health implications.

In accordance with the recommendations of the [By-law and Regulatory Services Service Review](#) (ACS2019-EPS-GEN-0005), By-law and Regulatory Services has established service standards related to service request and the priority of the calls. The service standards for 2021 and 2022 are outlined below and depicted in Figure 4:

- For Priority 1 calls, By-law and Regulatory Services will respond within 24 hours, 80 per cent of the time.
 - This standard was met 90 per cent and 96 per cent of the time in 2021 and 2022, respectively.
- For Priority 2 calls, By-law and Regulatory Services will respond within 48 hours, 80 per cent of the time.
 - This standard was met 90 per cent and 90 per cent of the time in 2021 and 2022, respectively.

- For Priority 3 calls, By-law and Regulatory Services will respond within 96 hours, 80 per cent of the time.
 - This standard was met 78 per cent and 77 per cent of the time in 2021 and 2022, respectively.

Figure 4 – 2021 and 2022 Response Times



In addition, By-law and Regulatory Services responds to hundreds of informal requests annually which are not captured as service requests. These include items such as inquiries which emanate from Councillors, external stakeholders, and other enforcement agencies and levels of government.

By-law Enforcement Services Branch

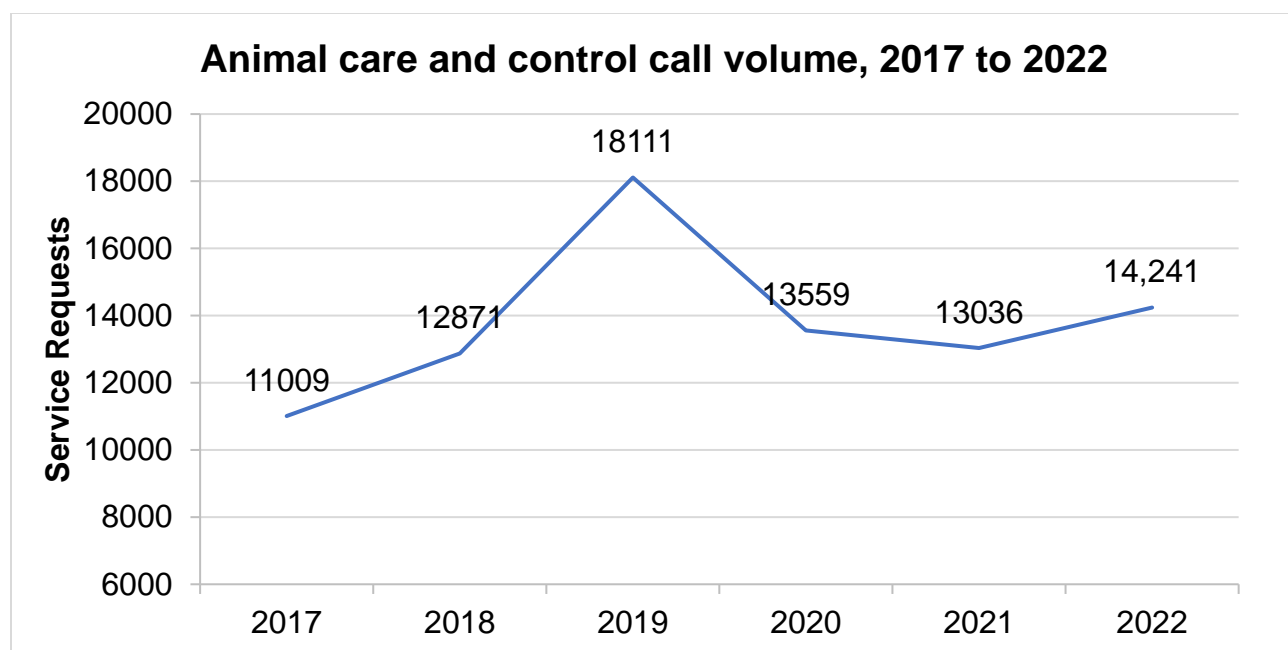
The By-law Enforcement Services Branch responded to more than 63,432 service requests in 2021. This includes 13,036 requests for animal care and control and 12,113 for noise.

During 2021, By-law and Regulatory Services saw the continuation of lower-than-normal animal care and control related call volume. This decrease can be attributed to ongoing COVID-19 regulations whereby many residents continued working from home, with their pets under their control.

In 2022, the By-law Enforcement Services responded to more than 57,318 service requests. This includes 14,241 requests for animal care and control and 11,882 for noise.

Depicted in the Figure 5 are the trends for Animal Care and Control service request from 2017 to 2022:

Figure 5 - Animal Care and Control Call Volume, 2017 to 2022

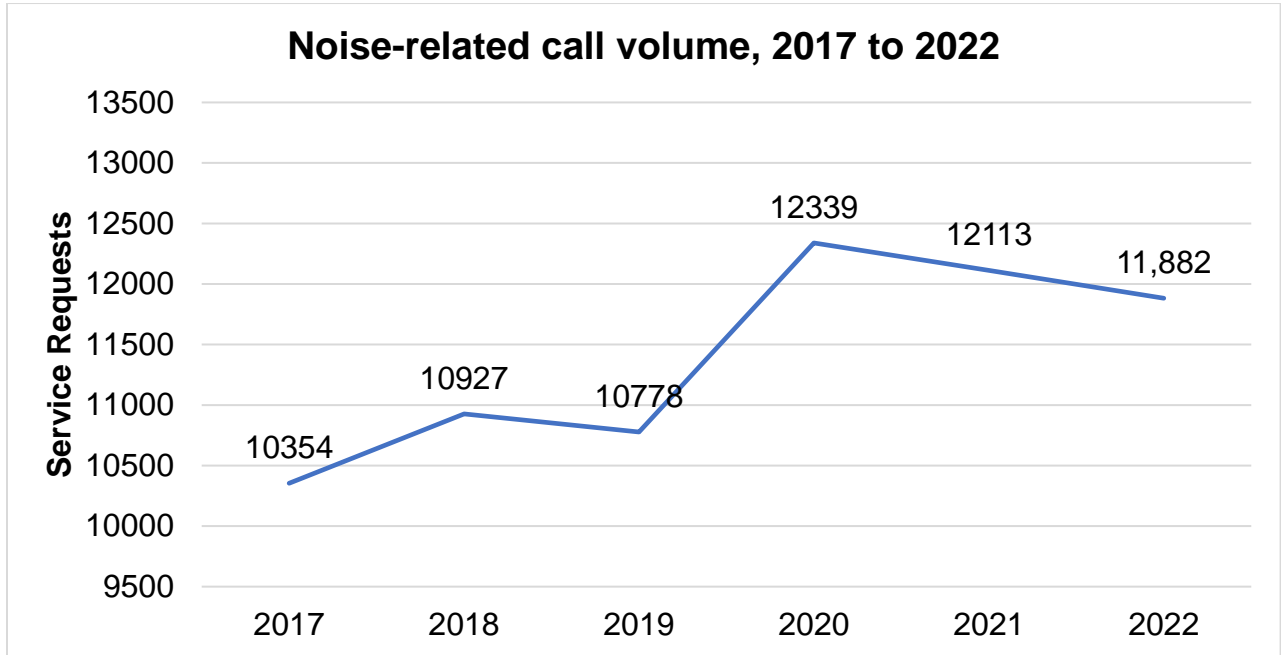


By-law and Regulatory Services responded to 2,741 sick/injured animals reports in 2021 and 2,450 in 2022. In 2021 and 2022 respectively, 711 and 617 sick/injured animals were transported by By-law and Regulatory Services for care to the animal shelter or to local veterinary clinics.

As is depicted in Figure 6, noise-related service requests continue to trend downward towards pre-pandemic norms, with 12,113 calls being placed in 2021 and 11,882 in 2022. The increase in noise-related service requests throughout the pandemic can

likely be attributed to residents spending more time at home and in closer proximity to their neighbours.

Figure 6 – Noise-related Call Volume, 2017 to 2022



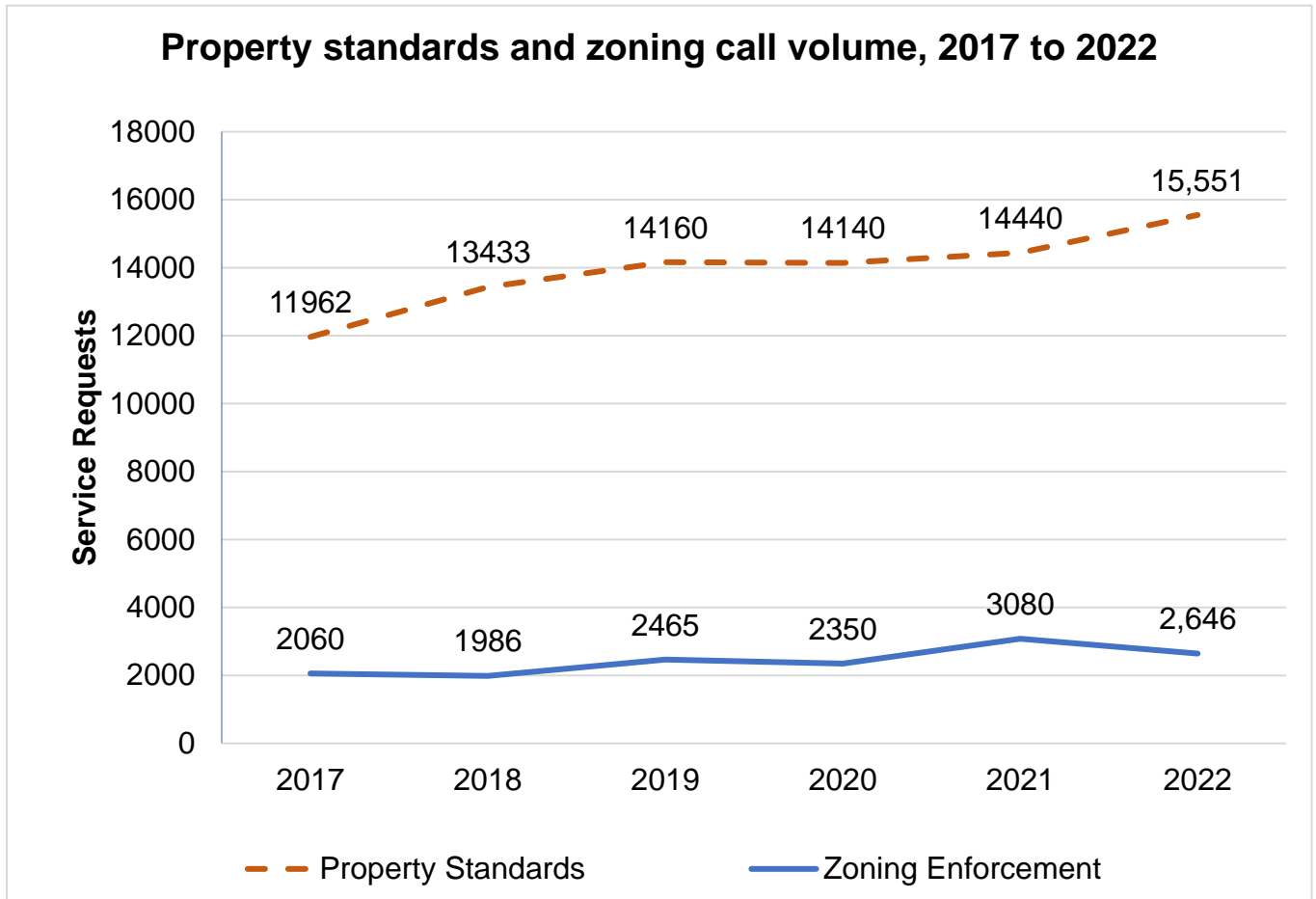
During 2021 and 2022, the Property Standards and Zoning Enforcement Team received 17,480 and 15,551 service requests, respectively, a service level which has remained consistent throughout the pandemic, and one which has remained relatively stable over the past six years, as depicted in Table 1 and Figure 7.

Table 1- Property Standards and Zoning Enforcement calls, 2017 to 2022

Year	Property Standards Calls	Zoning Enforcement Calls
2017	11,962	2,060
2018	13,433	1,986
2019	14,160	2,465
2020	14,140	2,350
2021	14,440	3,080

2022	15,551	2,646
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Figure 7 - Call Volume, Property Standards and Zoning, 2017 to 2022



Licensing Administration and Enforcement Branch

In 2021 and 2022, respectively, the Licensing Administration Team issued:

- 8,476 and 9,958 business licenses
- 225 and 269 lottery licenses
- 2,514 and 1,158 temporary sign permits
- 1,110 and 1,034 taxi and limousine renewals

The team also conducted:

- 102 and 153 special events inspections

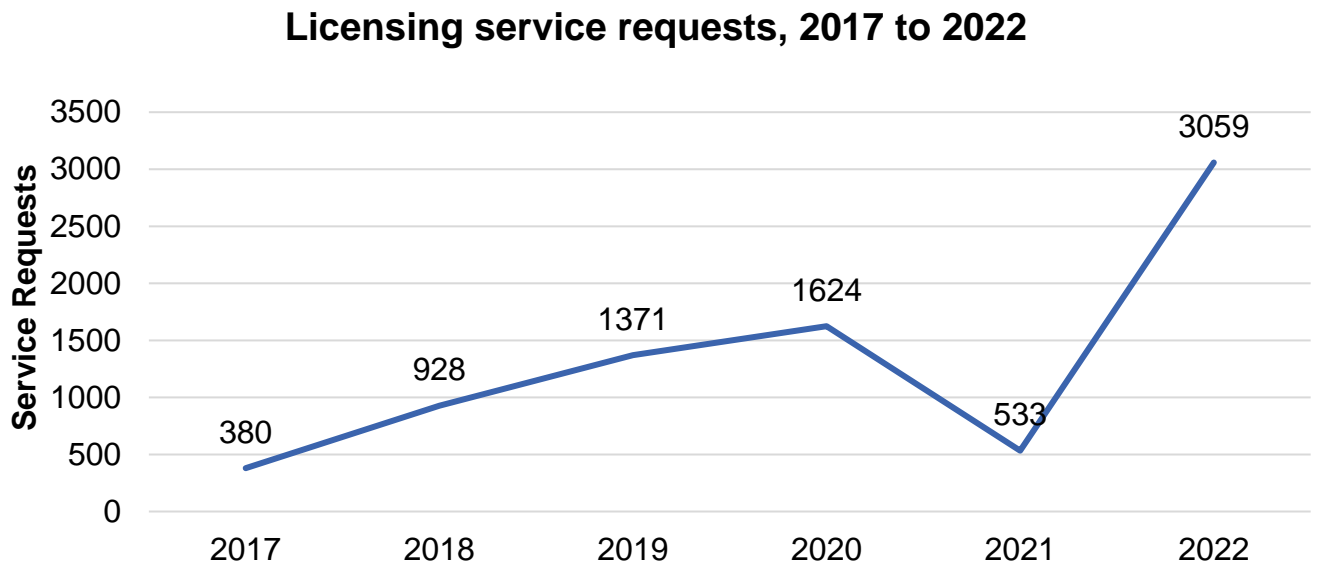
- 185 and 1,305 expired business license follow-ups/inspections
- 795 and 418 taxi and limousine inspections

In 2022, new regulations with respect to tow truck operators and short-term rentals were implemented, resulting in 246 tow truck vehicle inspections and over 250 short-term rental inspections.

Officers in this branch enforce licensing regulations both proactively and in response to service requests related to concerns about businesses and signs. This includes responding to complaints about permanent and temporary signs that are placed without permits, signs placed on the road allowance, and posters placed where they are not permitted.

Depicted in Figure 8 are the licensing-related service requests from 2017 to 2022.

Figure 8 – Service Requests, Licensing, 2017 to 2022



The reduced number of licensing-specific calls in 2021 can be attributed to Provincial COVID-19 Regulations which saw many businesses closed for varying durations throughout 2021. The increase in call-volume seen during 2022 is due in part to the implementation of short-term rental and tow truck licensing frameworks.

Operational Support and Regulatory Services Branch

The Operational Support and Regulatory Services Branch processed 256 noise exemption applications in 2021 and 486 in 2022. The latter is a significant increase from 2020 when staff processed 317 applications. Pandemic-related limitations on events and some construction resulted in fewer applications being made in 2020 and 2021. It is anticipated that this number will increase further with the resumption of normal services.

In 2021, this Branch held 28 Animal Control Tribunals and convened 21 Property Standards and License Appeals Committee hearings. In 2022, 12 Animal Control Tribunals were held and 26 Property Standards and License Appeals Committee hearings were convened. Tribunal and Committee hearings continued to be held virtually due, in part, to the pandemic. This mode of holding hearings is also more convenient for appellants.

In 2021, there were 1,700 Private Transportation Company audits, with another 1,250 audits conducted in 2022. These unique driver audits required the review of thousands of records, including driver licenses, vehicle inspections, vehicle registrations, driving history records, and police record checks to ensure public safety and consumer protection.

In 2021 and 2022, the Spay/Neuter Clinic continued to provide spay/neuter surgeries, and permanent identification implants (microchips), as summarized in Table 2.

Table 2 - Service Type Provided, 2021 to 2022

Service	2021	2022
Spay/neuter procedures	1,815	1,618
Microchips	888	749

Additionally, the Clinic conducted 13 surgeries in 2021 and 20 in 2022 through referrals from the Community Veterinary Outreach, a registered charity that leverages the human-animal bond and preventive veterinary care to engage homeless and vulnerably housed pet owners.

The Spay/Neuter Clinic was able to secure \$2,564 in grant funding in 2021 and \$3,424 in 2022, bringing the total amount of grant funding received by the Clinic between 2013 and 2022 to over \$525,000. Over the course of ten years, this grant funding has allowed for the sterilization of almost 5,200 cats and dogs of low-income and vulnerable residents in Ottawa.

In 2021 and 2022, 4,561 and 4,291 alternate response letters, respectively, were issued by By-law Dispatch. This is in addition to the service requests that By-law Dispatch assigns, as outlined in this report.

Parking Enforcement and Logistics Branch

During 2021 and 2022, 262,089 and 340,625 parking infraction notices (Part II Provincial Offence Notices) were issued, respectively.

The most frequent infractions observed in 2021 and 2022 are depicted in Table 3:

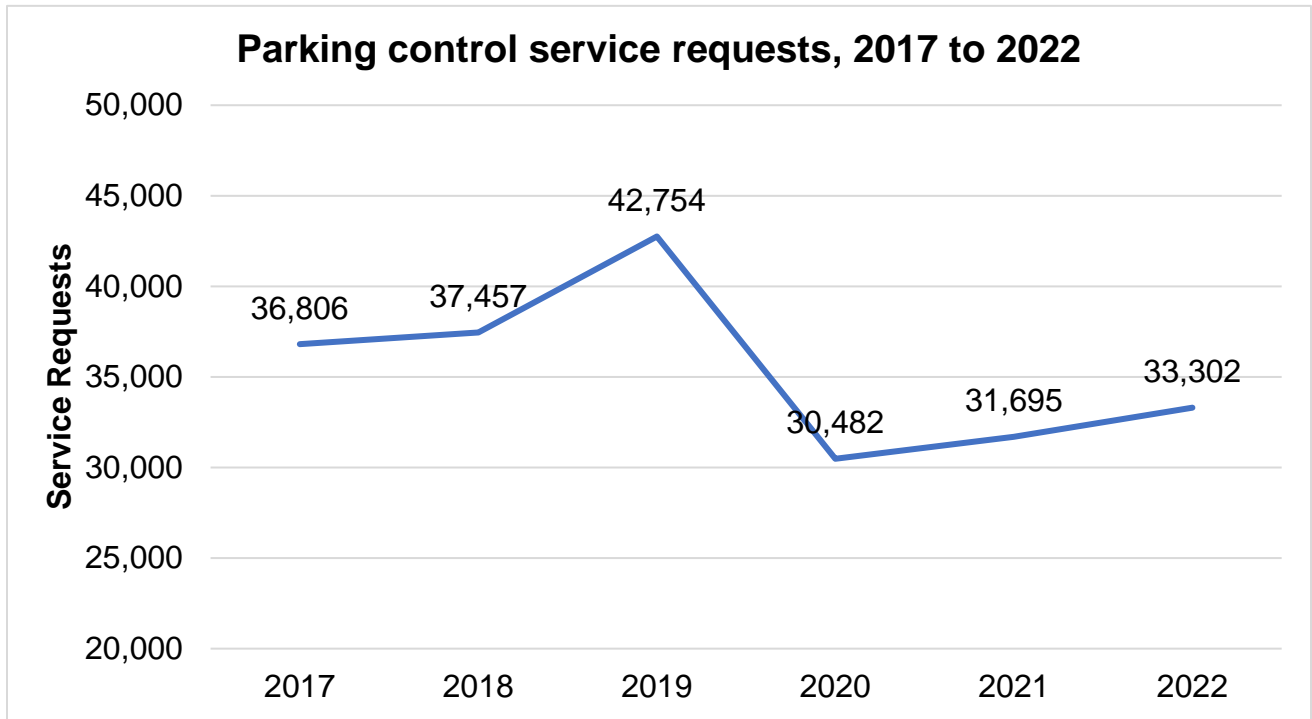
Table 3 – Infractions Most Frequently Observed, 2021 and 2022

Type of infraction	2021	2022
Unauthorized Parking on Private Property	51,971	66,577
Park In Excess of Posted Time Limits	26,271	33,056
Park in No Parking Area	22,593	31,186
Stop in No Stopping Area	25,860	36,593
Park in Excess of 3 Hours between 7:00 am	15,949	21,820

In addition to regular patrol activities, Parking Enforcement also responds to service request initiated by residents. By-law and Regulatory Services received 31,695 parking enforcement service requests in 2021 and 33,302 in 2022.

Figure 9 depicts trends in parking enforcement service requests from 2017 to 2022:

Figure 9 - Parking Control Service Request Volume, 2017 to 2022



The lower number of service requests related to parking in 2021 and 2022, as compared to pre-pandemic, can likely be attributed to the continuation of work-from-home arrangements and more readily available parking in the core.

The Parking Enforcement and Logistics Branch and the Operational Support and Regulatory Services Branch, also provide oversight of the City's Private Parking Enforcement Agency Program. This program regulates Private Parking Enforcement Agencies to ensure that they are licensed and insured, in accordance with the conditions set out in the Licensing By-law. The program requires that licensed Private Parking Enforcement Agencies issue only City of Ottawa parking infraction notices.

The Deputization Program came into effect City-wide in 2012. Under this program, Private Parking Enforcement Agency officers are appointed by by-law and trained. The purpose of the program is to provide a mechanism for consumer protection, allow private property owners to monitor and ticket vehicles on their property without having to call the City for the service, and allow parking control officers to focus on enforcing the Traffic and Parking By-law on City streets.

There are 107 agencies registered under this program and of those, 20 are eligible to operate under cost-recovery agreements with the City. The Private Parking Enforcement Agency Program generated \$1.4 million in 2021 and \$1.7 million in 2022, representing gradual increases over 2020.

Director's Office

During 2021, in addition to performing its regular duties, the Director's Office coordinated and led the City of Ottawa's COVID-19 pandemic enforcement response, in collaboration with stakeholders, including Ottawa Public Health, the Ministry of Health, the Ottawa Police Service, and the Office of the Solicitor General. The goal was to develop a consistent and informed approach to COVID-19 enforcement within the City of Ottawa.

As the subject matter expert and primary information-broker relating to COVID-19 regulations, the Director's Office disseminated timely COVID-19 regulatory updates to stakeholders across a wide range of organizations, specifically:

- The Issues Management Specialist conducted seven presentations to local businesses, Business Improvement Areas, the Ottawa Board of Trade, Ottawa Festivals, and Mayor's Economic Partners Taskforce. The purpose of these presentations was to provide timely updates of regulation changes as well as to answer enforcement-related questions.
- The Director's Office authored, updated, and disseminated key messages regarding Provincial Regulations for various audiences on an ongoing basis. This included drafting a document summarizing the Provincial Regulations and their implications on various industries to be circulated to the business community through the Mayor's Economic Partners Taskforce.
- The Directors' Office actively monitored for Provincial announcements, conducted analysis, and subsequently updated staff as well as the Enforcement Guide and Knowledge Base Articles at each iteration.

- The Directors' Office disseminated critical branch-wide regulatory updates 14 times during 2021, one update for each COVID-19-related regulatory amendment.

During 2022, the Director's Office provided support and information on several issues, including:

- The Issues Management Specialist developed and delivered a joint-presentation with Public Policy Development Services to the Association of Municipal Clerks and Treasurers of Ontario on the implementation and enforcement of the Short-Term Rental By-law, providing information on By-law and Regulatory Services' experience to various municipalities within Ontario, followed by a question-and-answer period.
- The Director's Office supported the unprecedented response of the Freedom Convoy by drafting staff communications, creating and updating documents and reference sheets for Officers, as well as providing responses and documentation for both the Audit of the City of Ottawa's Response to the Convoy Protest and the Public Order Emergency Commission.
- The Director's Office supported the implementation of various new regulations and by-laws by assisting in the preparation and review of key documentation, tracking, and ensuring that key deliverables were met on time, and liaising with staff as well as internal and external stakeholders.
- The Director's Office assisted with the review and submission of various set fines to the Province for By-law and Regulatory Services as well as on behalf of other City departments.

Municipal Comparison

To create a snapshot of By-law and Regulatory Services' operational efficiency, a multi-jurisdictional analysis of comparable municipalities in Ontario was conducted.

For this analysis, Hamilton, Toronto, and Windsor were identified as the comparator municipalities for the following reasons:

- They are medium-to-large sized municipalities that were referenced in the City of Ottawa’s By-law and Regulatory Services Service Review
- Being in Ontario, they exist within the same Provincial legislative framework
- They have reasonably similar business lines and provide comparable services to Ottawa’s By-law and Regulatory Services
- They provide adequate geographical breadth and diversity

Methodology

The selected municipalities were asked to provide the number of full-time equivalent staff in their by-law, animal control, property standards and zoning enforcement operations, including supervisory and administrative staff, for the years 2018 to 2022, inclusive.

Parking Enforcement was excluded from this analysis as this work is primarily pro-active in nature and does not always generate a service request.

The selected units were also asked to provide their call volume total for the years 2018 to 2022, inclusive.

Table 4 depicts the number of Full-time Equivalent (FTEs) reported by each municipality during the period of 2018 to 2022:

Table 4 – FTEs reported by Selected Municipalities in Ontario, 2018 to 2022

City	2018	2019	2020	2021	2022
Ottawa	73	73	75	75	78
Hamilton	54	60	60	X ¹	X
Toronto	469	478	478	X	X
Windsor	26	26	26	26	26

Table 5 depicts the number of service requests reported during the period 2018 to 2022:

¹ X denotes that the requested data has not been provided as of the publication date of this report.

Table 5 – By-law-related Service Requests reported by Selected Ontario Municipalities, 2018 to 2022

City	2018	2019	2020	2021	2022
Ottawa	62,524	56,886	64,965	63,432	57,318
Hamilton	7,006	27,655	24,410	X ²	X
Toronto	110,000	123,293	113,152	X	X
Windsor	13,953	13,969	20,158	15,405	13,860

Based on the information gathered, a standardized benchmark of service requests per FTE has been determined and is shown in Table 6.

Table 6 – Service Requests per FTE by Selected Ontario Municipalities, 2018 to 2022

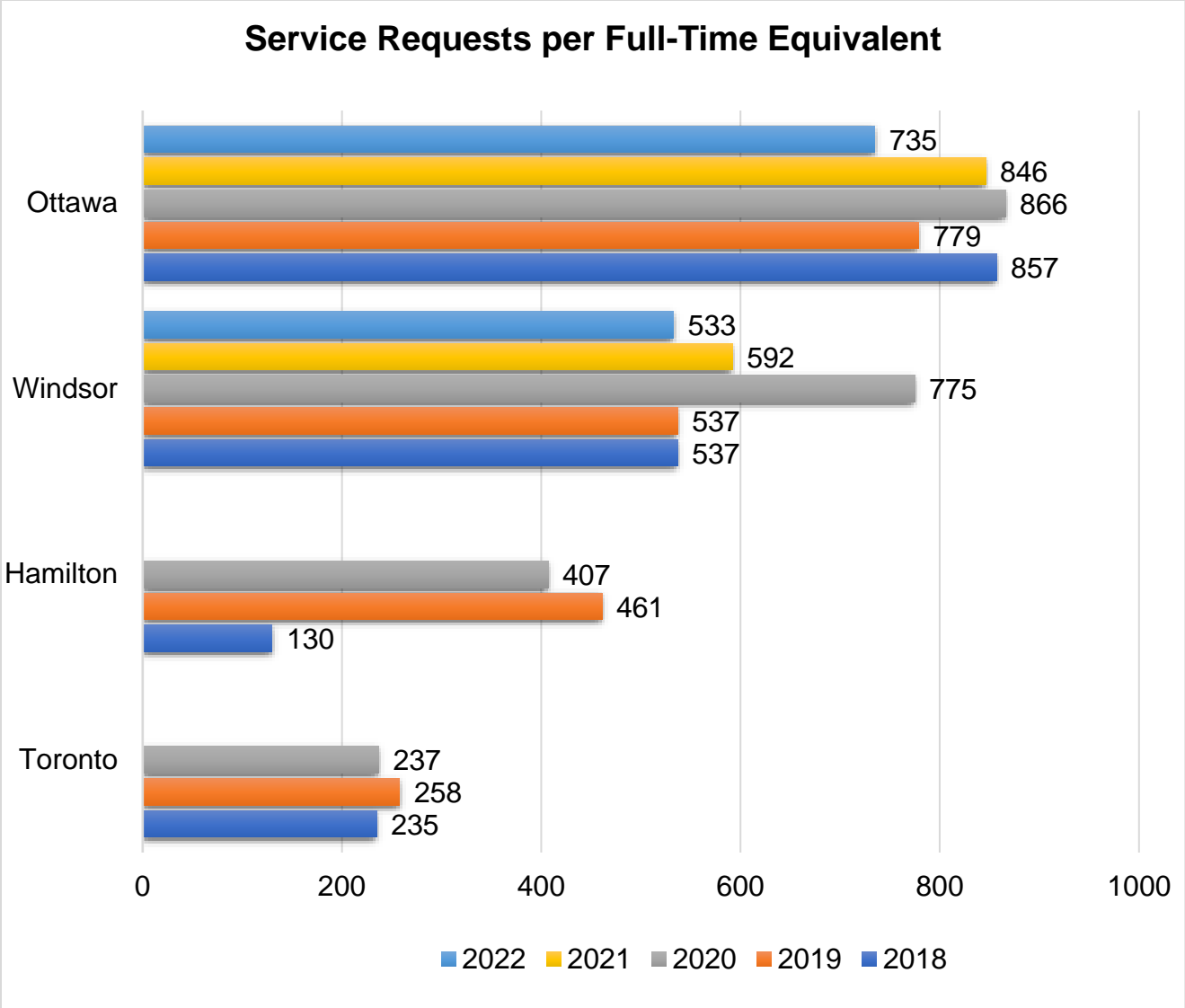
City	2018	2019	2020	2021	2022
Ottawa	857	779	866	846	735
Hamilton	130	461	407	X ³	X
Toronto	235	258	237	X	X
Windsor	537	537	775	592	533

Figure 10 also depicts service requests per FTE for the period of 2018 to 2022. Figure

10 – Service Requests per FTE, Select Municipalities, 2018 to 2022

² X denotes that the requested data has not been provided as of the publication date of this report.

³ X denotes that the requested data has not been provided as of the publication date of this report.



The data demonstrates that the City of Ottawa’s By-law and Regulatory Services continues to be a provincial leader in operational efficiency.

Strategic Initiatives

During 2021 and 2022, By-law and Regulatory Services undertook a variety of initiatives with the objective of meeting, or exceeding, the goals set out in the City of Ottawa’s “Our City, Our Service, Our People” [corporate strategic plan](#). In collaboration with various internal and external stakeholders, By-law and Regulatory Services assisted in the development of the following:

- **By-law and Regulatory Services Peer Support Network:** The By-law and Regulatory Services Peer Support Network was developed to provide peer support to By-law and Regulatory Services staff through timely proactive awareness programs and reactive support systems. This program is intended to provide information, support, and referrals to address situations where staff are faced with a critical incident, traumatic events or workplace stressors. With the ultimate goal of supporting health and safety standards for staff, the Peer Support Team will encourage resiliency and reinforce coping strategies for either an individual or a group. The planning phase for this initiative commenced in mid-2021 and full operational roll-out is expected in early 2023.
- **Tow Truck Regulatory Review:** This comprehensive [review of towing services](#) analyzed regulatory options available to the City, and subsequently established a licensing regime with the goal of enhancing consumer protection and public safety.
- **Election Sign Review:** On January 29, 2020, Council approved Motion No. 26/16, which directed staff “to amend By-law 2003-520 [“Signs on City Roads”] for the purposes of the 2020 provincial by-elections in Ottawa-Vanier and Orléans such that signs be permitted on public properties once the Chief Electoral Officer of Ontario issues the relevant Writ.” By-law and Regulatory Services was an active contributor to the development of the final recommendations over the course of 2021.
- **Patio Innovation Program Council Report:** As the centre of expertise for enforcement, By-law and Regulatory Services reviewed amendments to the Patio By-law to permit a 2:00 a.m. closing time for all Right-of-Way patios and to the [Use and Care of Roads By-law \(No. 2003-498\)](#) to allow vending in the right-of-way, among other recommendations.

Service Improvement Initiatives

In 2021 and 2022, By-law and Regulatory Services undertook the following service improvement initiatives:

- **Dispatch Modernization and Dynamics 365 Implementation:** Phase 1 of the Dispatch Modernization Project was implemented in 2018, including process mapping, business requirements, and current state-future state documentation. Phase 2 of the Project, currently ongoing, involves assigning calls to Officers based on their GPS location rather than going to the Officer next in the queue. The goal of this change is to increase efficiency and reduce travel distance and time between service requests.
- **Client Relationship Management (CRM) Implementation:** As part of the MAP replacement initiative, By-law and Regulatory Services also began scoping the implementation of the new Client Relationship Management program, Dynamics 365. In 2019, By-law and Regulatory Services, in conjunction with Information Technology Services, conducted extensive planning and testing in the form of a pilot project aimed at determining the viability and gaps of the program including ensuring successful migration of data. During this pilot, Officers were afforded the opportunity to provide feedback based on their user experience. In 2020, By-law and Regulatory Services began to import Parking Enforcement calls into the new Client Relationship Management Dynamics 365. The new solution provides By-law and Regulatory Services the ability to manage service requests, optimize business and enforcement processes and leverage data for analytics and decision making. Information Technology Services is expected to deliver the full Dynamics 365 solution for both By-law Enforcement and Property Standards and Zoning Enforcement in 2023.
- **By-law and Regulatory Services Headquarters Retrofit:** In March 2018, in conjunction with an external architectural consultant, By-law and Regulatory Services completed a Building Capacity Assessment, and in December 2018, a Facility Study. These outputs were precipitated by By-law and Regulatory Services' on-going accommodation issues and the sudden availability of space on the first floor at its headquarters located at 735 Industrial Avenue. The result would be an approximate increase of 9,247 square feet of space at 735

Industrial. In 2022, \$1 million in funding was allocated to accommodate the first phase of the project.

- **Ballistic Vest Replacement Project:** To remain compliant with the manufacturer's recommended replacement dates, By-law and Regulatory Services is required to replace ballistic vests every 5 years. In 2021, the Emergency and Protective Services department Project Management Office supported the procurement and deployment of ballistic vests at the end-of-life cycle. In total, 80 TalonX panels, 108 Molle carriers in addition to epaulettes and condor pouches for accessories, such as radio, cellphones and flashlights, were successfully procured and distributed to front-line staff.

Public Policy Development

Over the past few years, Emergency and Protective Services' Public Policy Development Branch has collaborated with By-law and Regulatory Services to develop and implement various new by-laws. These initiatives included:

- **Rental Housing Property Management By-law (No. 2020-255):** The Rental Housing Property Management By-law was enacted by Council on September 9, 2020 and came into force on August 31, 2021. As described in the Rental Housing Property Management By-law and Rental Accommodation Study Update report ([ACS2020-EPS-GEN-002](#)), this by-law addresses rental housing quality by increasing accountability for property owners and managers in areas of capital maintenance planning, providing information to tenants and responding to tenant service requests, addressing tenant accommodation requests under the Ontario Human Rights Code and implementing Integrated Pest Management best practices.
- **Towing Services Licensing:** The licensing of tow service operators, tow truck drivers and vehicle storage facility operators was enacted by Council on September 20, 2021 and has been in force since January 1, 2022. As recommended by the Towing Services Regulatory Review and Licensing Regime report ([ACS2021-EPS-PPD-0002](#)), this new licensing regime serves to enhance consumer protection, public safety and protection of property within

this industry. On January 1, 2022, the Licensing Enforcement Team began the enforcement and administration of the newly added Licensing [Schedule No. 35](#) which regulates Tow Service Operators, Tow Truck Drivers and Vehicle Storage Facilities.

- **Short-Term Rental By-law (No.2021-104):** The Short-Term Rental By-law was enacted by Council on November 10, 2021, with the dual objectives of minimizing community nuisance issues associated with short-term rentals and to protect housing inventory for long-term housing. Due to an appeal of the related Zoning By-law amendments at the Ontario Land Tribunal, the Short-Term Rental By-law did not come into force until June 1, 2022. More information can be found in Short-Term Rental By-law report ([ACS2021-EPS-PPD-0001](#)) and Zoning By-law Amendments to Permit the Short-Term Rental of Residential Dwelling Units City-wide report ([ACS2021-PIE-EDP-0005](#)).
- **Vacant Property By-law (No. 2022-197):** The Vacant Property By-law was enacted by Council on June 8, 2022 to better hold property owners accountable for managing their vacant buildings and lands and to mitigate negative community impacts those vacant properties can cause, such as property standards and maintenance violations, complaints of garbage and vandalism graffiti on site, and unauthorized access. As detailed in the Vacant Property By-law report ([ACS2022-EPS-PPD-0001](#)) The by-law introduced a new permit system, as well as performance standards for property owners. The by-law came into force on November 1, 2022 requiring existing vacant property owners to obtain a permit by March 1, 2023. This by-law is distinct from the Vacant Unit Tax, which Council also approved in 2022.

Outreach, Promotion and Education

The goal of By-law and Regulatory Services' promotion and education program is to achieve voluntary compliance through increased public education and awareness of Ottawa's regulations and the rationale for them. This is done using social media, proactive education opportunities at events, and traditional promotion methods such as flyers.

By-law and Regulatory Services has English and French Twitter accounts (@OttawaBylaw and @RegMunicip_Ott) with over 12,000 total followers. By-law and Regulatory Services posts at least three times per day on weekdays, and two times per day on weekends, simultaneously messaging in both languages.

The By-law and Regulatory Services Facebook pages (By-law and Regulatory Services and Services des règlements municipaux de la Ville d'Ottawa) have over 7,300 followers and post daily messaging in both languages. Topics on the social media pages focus on education about Ottawa's regulations, and how residents can comply, usually with demonstrative photos.

By-law and Regulatory Services conducted several media campaigns in 2021 regarding its response to the pandemic by educating and updating residents on Provincial Regulations and public health measures, and other campaigns, such as fireworks safety after recognizing an increase in the purchases of consumer fireworks increasing the risk to public safety.

With the suspension of in-person events in 2021, the By-law and Regulatory Services outreach program continued virtually by participating in several events, such as Connexion Francophone, Capital Pride Week, school presentations, and an information session for new immigrants to Ottawa.

As pandemic restrictions began to lift in 2022, By-law and Regulatory Services resumed in-person outreach and education initiatives to effectively promote safety, by-law regulations and to foster community engagement. By-law and Regulatory Services attended over 20 events in 2022, including the Help Santa Toy Parade, Orleans Parade of Lights, Wiggle Waggle Walkathon, Capital Pride and various Farmers' Markets.

By-law and Regulatory Services continues to support organizations, such as the Ottawa Drowning Prevention Coalition, in making our community a better place to live. During 2022, By-law and Regulatory Services also conducted social media education campaigns aimed at promoting new by-laws and regulations, including highlighting

new short-term rental restrictions, residential property management requirements, vacant property responsibilities and tow truck regulations.

By-law and Regulatory Services continues to effectively promote topics that affect residents through our various channels to increase awareness and achieving voluntary compliance.

Employee Engagement

In the context of the pandemic, and to observe COVID-19 regulations, employee engagement events were conducted virtually throughout 2021 and the first half of 2022.

By-law and Regulatory Services leveraged technology to conduct a virtual townhall in February 2021 with the goal of recognizing staff for their commitment during a once-in-a-generation public health emergency. Further, the Service Area Management Team used the opportunity to provide updates, stress management techniques, and to highlight the mental health resources available.

With the understanding that robust internal communication was crucial during the rapidly evolving health emergency, the Director of By-law and Regulatory Services also sought to keep the service area apprised of all critical regulatory amendments throughout 2021 and 2022. As such, the Director delivered 41 service-wide emails with the objective of sharing timely and relevant information to staff and to keep staff engaged.

By-law and Regulatory Services also distributed long-service awards to staff as they became available.

In 2022, By-law and Regulatory Services began to host in-person employee engagement events as permitted by COVID-19 restrictions. Three all-staff appreciation events were held where the By-law and Regulatory Services' management team was able to express their gratitude and appreciation for a job well done during an unprecedented time.

Looking Ahead

With a commitment to “Our City, Our Service, Our People”, By-law and Regulatory Services aims to serve the needs of our diverse and growing community and remains focused on delivering the high-quality service that the residents of Ottawa have come to expect.

As we learn to live with COVID-19, By-law and Regulatory Service plans to resume its focus on strategic planning, seeking operational efficiencies and providing core services.

In 2023, By-law and Regulatory Services will continue to participate in the development and review of key regulatory issues, such as the On-Demand Accessible Taxi Service Study.

Staff will continue to monitor the trends described in this report and provide analysis on growth requirements and service level adjustments for Council’s consideration as required.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

LEGAL IMPLICATIONS

There are no legal impediments in receiving the information contained in this report.

COMMENTS BY THE WARD COUNCILLOR(S)

There are no specific Ward Councillor comments associated with this report as the recommendations apply city-wide.

CONSULTATION

As this report is for information, no public consultations were required nor sought.

ACCESSIBILITY IMPACTS

By-law and Regulatory Services serves the needs of our diverse and growing community and follows the City’s accessibility legislative framework. This includes adherence to the requirements of the *Accessibility for Ontarians with Disabilities Act*

(2005) and the *Integrated Accessibility Standards Regulation, 191/11*, meeting the City of Ottawa's Accessibility Policy, and following the City's Accessibility Design Standards to the greatest extent possible.

By-law and Regulatory Services' focus is on strategic planning and operational efficiencies while providing high-quality service delivery to residents of Ottawa, including seniors and people with disabilities. BLRS continues to receive accessibility complaints, both through 3-1-1 and other direct channels, about significant challenges to accessibility including, but not limited to, a lack of available accessible on-demand taxis in the city, questions about service animal designation and their use in public spaces, accessible parking permit designation and use, emergency response planning and property management requirements. The issues and feedback are investigated, tracked, and responded to in a timely manner with consideration and mitigation taken using a disability and equity lens.

By-law and Regulatory Services will continue the development and review of key regulatory issues, including the On-Demand Accessible Taxi Service Study, arising from growing concerns raised on quality, availability, and costs of accessible taxi vehicles. Staff will continue to assess and monitor trends and will provide analysis on growth requirements, accessibility data and feedback and service level adjustments for Council's consideration in 2023. By-law and Regulatory Services continues to collect, on behalf of the City, the voluntary per-trip accessibility surcharge that provides financial support to Transit Services (TS) to support accessible transportation improvements. This includes \$90 thousand for taxi coupons, \$56 thousand for discounted taxi coupons and \$200 thousand for rural transportation funding in 2022.

By-law and Regulatory Services promotes topics that affect residents through various social media channels to increase awareness and achieve voluntary compliance on new by-laws and regulations, which in 2022 included highlighting new short-term rental restrictions, residential property management requirements, vacant property responsibilities and tow truck regulations. When communicating with the public, By-law and Regulatory Services' information is accessible, compliant, and visually promotes the community it serves, including representation of people with disabilities

as well as gender and race diversity in its communications to ensure a broad outreach.

Staff will continue consulting with the Accessibility Office as policies and by-laws are developed, and any other considerations that require an accessibility lens. Staff commit to consultation with the City's Accessibility Advisory Committee (AAC) and disability stakeholders for review and feedback on the On-Demand Accessible Taxi Service Study as well as the many projects and services that impact people with disabilities that are in development for By-law and Regulatory Services in 2023 and beyond.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with the recommendation in this report.

RURAL IMPLICATIONS

There are no specific rural implications associated with this report as the recommendations apply city-wide.

TERM OF COUNCIL PRIORITIES

The services provided by By-law and Regulatory Services continue to align with the 2019-2022 Term of Council Priority of Thriving Communities: Promote safety, culture, social and physical well-being for our residents.

DISPOSITION

The Emergency and Protective Services Department will implement any direction arising from receipt of this information report.