

Subject: By-law and Regulatory Services 2024 Annual Report

File Number: ACS2025-EPS-BLR-0001

**Report to Emergency Preparedness and Protective Services Committee on 23
June 2025**

and Council 23 July 2025

**Submitted on June 12, 2025 by Roger Chapman, Director, By-law and Regulatory
Services**

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Ward: Citywide

Objet : Services des règlements municipaux – Rapport annuel 2024

Numéro de dossier : ACS2025-EPS-BLR-0001

**Rapport présenté au Comité des services de protection et de préparation aux
situations d'urgence**

Rapport soumis le 23 juin 2025

et au Conseil le 23 juillet 2025

**Soumis le 2025-06-12 par Roger Chapman, Directeur, Services des règlements
municipaux**

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Quartier : À l'échelle de la ville

REPORT RECOMMENDATION(S)

That the Emergency Preparedness and Protective Services Committee recommend
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 d'accueillir ce rapport à titre d'information.

EXECUTIVE SUMMARY

This report outlines the activities of By-law and Regulatory Services (BLRS) during 2024, providing detailed program updates, enforcement data, and key performance trends. It also fulfills the annual reporting requirement under the Emergency Preparedness and Protective Services Committee's Terms of Reference.

In 2024, BLRS responded to 98,487 service requests, a slight decrease of 1.5% from 2023. The top four request types remained consistent: parking enforcement (44%), property standards (16%), animal care and control (14%), and noise (10%).

The By-law Enforcement Services Branch handled over 55,000 service requests, including 13,385 for animal care and control, 9,789 for noise, and over 18,000 for property standards and zoning. While animal-related calls fluctuated due to increased dog-related reports, noise complaints continued to decline, likely due to post-pandemic lifestyle changes. The Property Standards team issued 247 permits for vacant properties and took over 80 enforcement actions, including through the Problematic Property Pilot Project, which targeted nuisance properties and resulted in more than 30 enforcement actions and multiple demolition orders.

The Licensing Administration and Enforcement Branch issued nearly 11,000 business licenses, addressed close to 2,400 service requests, and removed approximately 300 illegal short-term rental listings through proactive enforcement.

The On-Demand Accessible Taxicab Pilot, launched in April 2024, improved accessible taxi service by increasing monthly rides by 21% and reducing peak-hour wait times significantly, demonstrating improved service availability and compliance. The pilot also expanded the accessible fleet to 91 vehicles by year-end.

Operational Support and Regulatory Services issued 5,145 alternate response letters, conducted 14 private transportation audits covering over 7,300 records, and processed 284 noise exemption and 20 mural applications. The Private Parking Enforcement Agency Program generated \$4.01 million in revenue. Additionally, the branch coordinated 39 Animal Control Tribunal hearings and 24 Property Standards and License Appeals Committee hearings.

Notably, BLRS met all three categories of priority call response benchmarks in 2024, reflecting an improvement over 2023, when it fell short on Priority 3 calls. This demonstrates enhanced service performance across the organization.

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 2024.

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.

SYNTHÈSE ADMINISTRATIVE

Le présent rapport décrit les activités des Services des règlements municipaux (SRM) au cours de l'année 2024, en fournissant des mises à jour détaillées sur les programmes, des données sur l'application des règlements et les principales tendances en matière de performance. Il répond également à l'exigence de produire un rapport annuel en vertu du mandat du Comité des services de protection et de préparation aux situations d'urgence.

En 2024, le SRM a répondu à 98 487 demandes de service, soit une légère baisse de 1,5 % par rapport à 2023. Les quatre principaux types de demandes sont restés à peu près les mêmes : application des règles de stationnement (44 %), normes de bien-fonds (16 %), contrôle et soins des animaux (14 %) et bruit (10 %).

La Direction de l'application des règlements municipaux a traité plus de 55 000 demandes de service, dont 13 385 pour le contrôle et les soins des animaux, 9 789 pour le bruit et plus de 18 000 pour les normes de biens-fonds et le zonage. Alors que les appels concernant les animaux ont fluctué en raison d'une augmentation des signalements concernant les chiens, les plaintes visant le bruit ont continué de diminuer, probablement en raison de la transformation du mode de vie des résidents depuis la pandémie. L'équipe responsable des normes de biens-fonds a délivré

247 permis pour des propriétés vacantes et a pris plus de 80 mesures d'application, notamment dans le cadre du projet pilote sur les propriétés problématiques, qui ciblait les propriétés entraînant des nuisances, donnant ainsi lieu à plus de 30 mesures d'application et à de nombreux ordres de démolition.

La Direction de l'administration des permis et de l'application des règlements relatifs aux permis a délivré près de 11 000 permis d'entreprise, répondu à près de 2 400 demandes de service et supprimé environ 300 annonces illégales de location de courte durée grâce à une application proactive de la réglementation.

Le projet pilote de service de taxi accessible sur demande, lancé en avril 2024, a amélioré le service de taxi accessible en augmentant le nombre de trajets mensuels de 21 % et en réduisant considérablement les temps d'attente aux heures de pointe, ce qui a contribué à améliorer la disponibilité du service et la conformité. Le projet pilote a également permis de porter la flotte accessible à 91 véhicules à la fin de l'année.

La Direction du soutien opérationnel et des services des règlements a émis 5 145 lettres d'intervention complémentaire, réalisé 14 audits de transport privé portant sur plus de 7 300 dossiers, et traité 284 demandes d'exemption relative au bruit et 20 demandes de murales. Le Programme des agences de contrôle du stationnement sur les propriétés privées a généré des recettes de 4,01 M\$. En outre, la Direction a coordonné 39 audiences du Tribunal de contrôle des animaux et 24 audiences du Comité d'appel en matière de permis et de normes de biens-fonds.

Notamment, les SRM ont atteint les cibles de référence pour les trois catégories d'appels prioritaires en 2024, ce qui représente une amélioration par rapport à 2023, où l'on avait constaté des lacunes relativement aux appels de priorité 3. Ce résultat prouve que la performance des SRM s'est améliorée dans l'ensemble de l'organisation.

Hypothèse et analyse

Les Services des règlements municipaux de la Direction générale des services de protection et d'urgence sont responsables de l'administration et de l'application de plus de 50 règlements municipaux et lois provinciales au sein de la Ville d'Ottawa touchant un vaste éventail d'enjeux municipaux. Le présent rapport donne un aperçu des activités des Services des règlements municipaux et présente les indicateurs du rendement pour 2024.

Répercussions financières

Aucune répercussion financière n'est associée aux recommandations du présent rapport.

Consultation et commentaires du public

Aucune consultation publique n'a été menée, car le présent rapport est de nature administrative.

BACKGROUND

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 service performance that meets the expectations of the residents and visitors to Ottawa, as well as the objectives of the City's Strategic Plan.

Overview of services

The following is an overview of services provided by By-law and Regulatory Services and associated staffing and organizational state as of December 31, 2024.

By-law and Regulatory Services is comprised of 222.29 budgeted full-time equivalents and is overseen by one director, five program managers and is supported by a public information officer and an issues management specialist.

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

By-law Enforcement Services Branch

This branch is responsible for general by-law enforcement and consists of 81 full-time staff. This branch 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 sick/injured domestic animal and wildlife transport
- Noise
- Parks and Facilities

- Property Standards and Maintenance
- Zoning

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

Licensing Administration and Enforcement Branch

The Licensing Administration and Enforcement Branch is responsible for the administration and enforcement of licensing and permitting, including the 34 schedules under the Licensing By-law, and consists of 24 full-time staff and one part-time staff.

The regulations and programs coordinated by this staff include:

- Administration of lotteries on behalf of the Province of Ontario
- Business Ambassador Program
- Enforcement of provincial and municipal smoke-free regulations
- Pet registration
- Short-term rental licensing
- Temporary signs
- Vehicle-for-Hire By-law (taxis, limousines, private transportation companies)

This branch also provides the Court liaison function for By-law and Regulatory Services.

Operational Support and Regulatory Services Branch

This branch consists of 16 full-time and seven 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, including coordination of corporate asks, knowledge base articles and standard operating procedures

- By-law Dispatch
- Dogs-in-parks and fire route designations
- Municipal Animal Shelter Services Agreement with the Ottawa Humane Society
- Mural By-law and program coordination
- Private Parking Enforcement Agency Agreement administration and agency training
- Noise exemptions
- Spay/Neuter Clinic
- Staff 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 service requests directed to the Service 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 through which 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 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 Events Central

Branch and provides logistical support with respect to vehicles, uniforms, equipment, technology services and other day-to-day requirements.

Automated Enforcement Services Branch

The Automated Enforcement Services Branch, consisting of 30 full-time staff, handles the processing of automated speed enforcement infractions for the City of Ottawa, as detailed in the Processing Centre for Automated Speed Enforcement Report ([ACS2023-PWD-TRF-0004](#)). While By-law and Regulatory Services oversees infraction processing, Traffic Services within the Public Works Department manages the overall program.

Revenue generated through automated speed enforcement is reinvested into road safety initiatives aimed at reducing fatal and major injury collisions on municipal roads, as part of the [Strategic Road Safety Action Plan](#) (SRSAP). In 2023, By-law and Regulatory Services assumed operational responsibility for the newly established speed camera processing centre which became fully operational in February 2024.

Director's Office

The By-law and Regulatory Services Director's Office consists of the director, public information officer, issues management specialist and senior administrative 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 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 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, Development and Building Services 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 \(No. 2022-304\)](#). Further, By-law and Regulatory Services, through the application and enforcement of property standards regulations, works collaboratively with Heritage Planning to ensure the ongoing maintenance and preservation of heritage properties.

- 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 internal and external partners, By-law and Regulatory Services undertakes enforcement duties and programming which many other by-law services in other jurisdictions in Ontario do not, including:

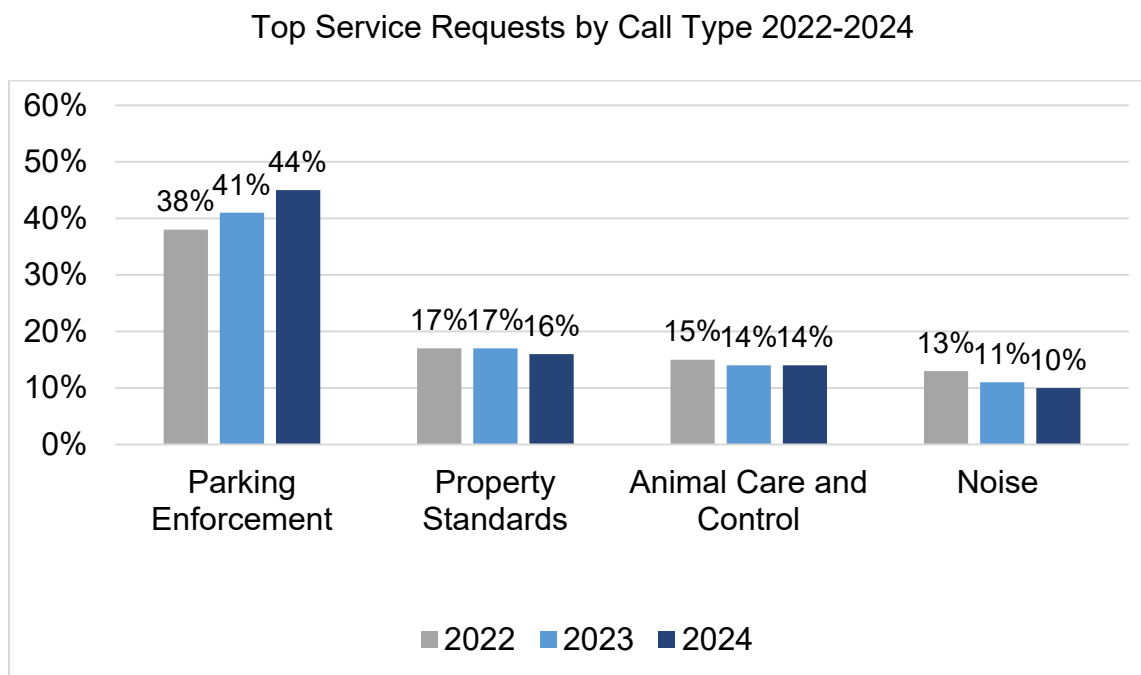
- Enforcement of the [Smoke-Free Ontario Act](#)
- Noise By-law enforcement
- Public engagement and outreach with a dedicated public information officer
- Large Wild Mammal Emergency Response

DISCUSSION

Overall performance trends

In 2024, By-law and Regulatory Services responded to 98,487 service requests overall, which represents a small decrease (-1.5%) from 2023 volume.

Figure 1 - Service Request Trends – Top Call Type as a Percentage of Total, 2022-2024



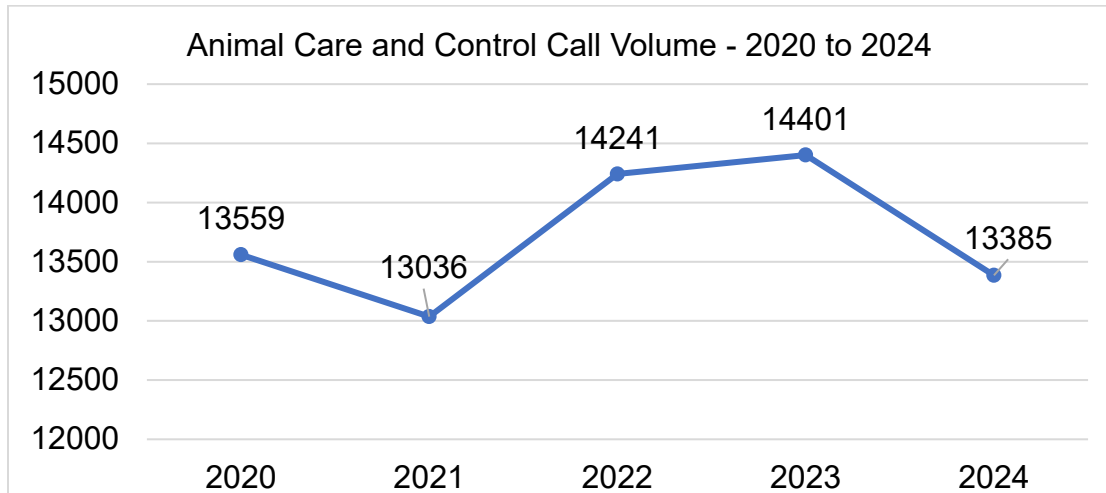
The top four request types in 2024 were, as a percentage of the total:

- Parking enforcement – 44 per cent
- Property standards – 15.93 per cent
- Animal care and control – 13.59 per cent
- Noise – 9.94 per cent

By-law Enforcement Services Branch

The By-law Enforcement Services Branch responded to more than 55,107 service requests in 2024. This includes 13,385 requests for animal care and control, 2,681 sick/injured animal calls, 9,789 requests for noise and 18,245 requests for property standards and zoning enforcement.

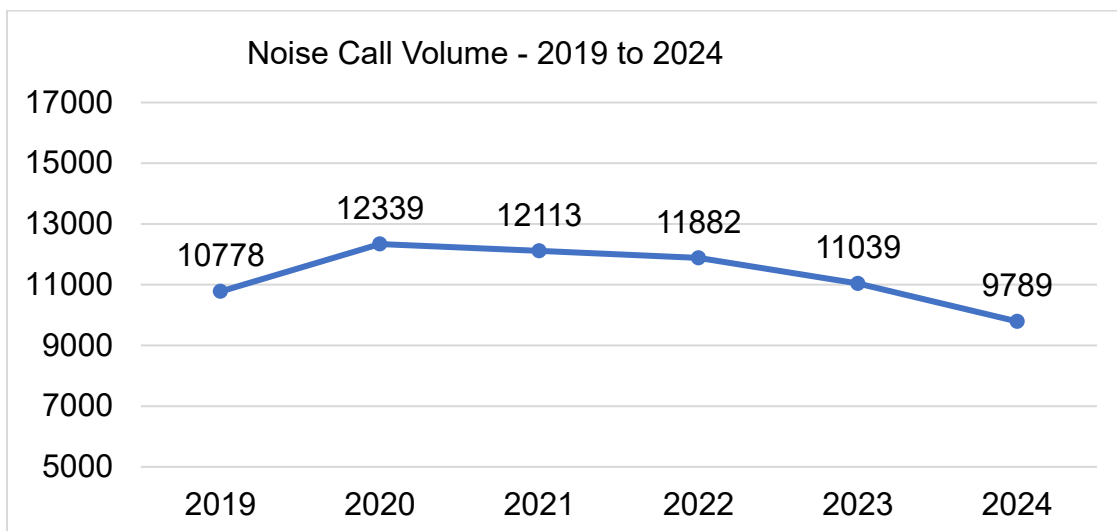
Figure 2 - Animal Care and Control Call Volume Trends, 2020 to 2024



Animal-related call volumes have fluctuated somewhat in recent years. This is largely due to an increase in the number of dog-related service requests.

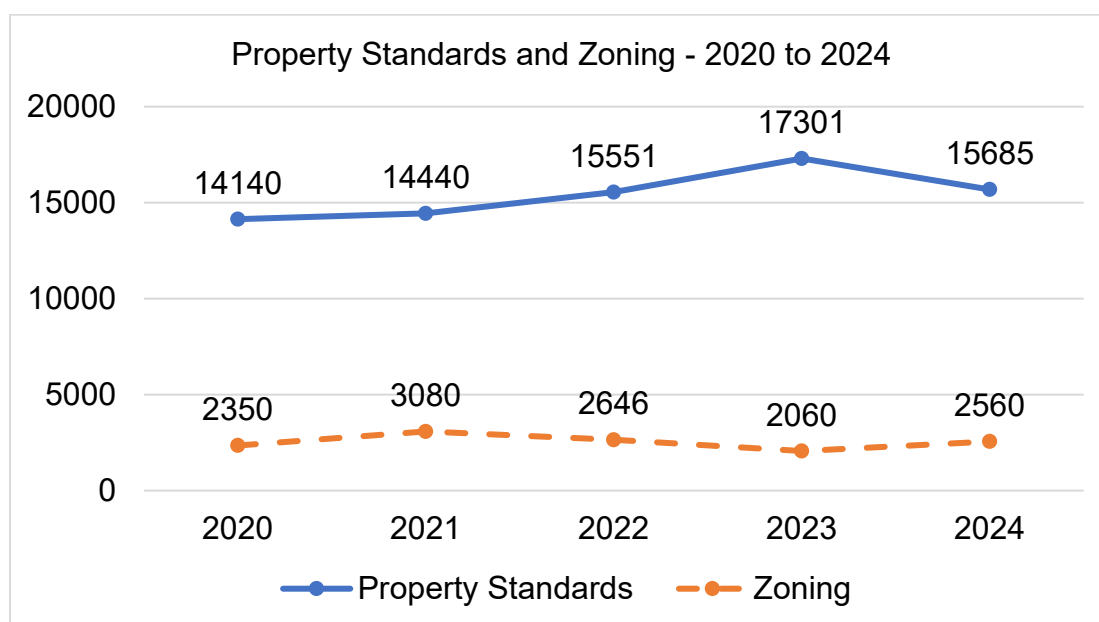
As is depicted in Figure 3 (below), noise-related service requests continue to trend downward, with 9,789 complaints being logged in 2024. The decrease in noise-related service requests can likely be attributed to residents spending more time away from home as they return to the office following the pandemic.

Figure 3 – Noise Call Volume Trends, 2019 to 2024



In 2024, the Property Standards and Zoning Enforcement teams received 15,685 and 2,560 service requests, respectively, as depicted in Figure 4.

Figure 4 - Property Standards and Zoning Call Trends, 2020 to 2024



In 2024, the Property Standards team responded to 496 service requests in relation to vacant properties. Their work resulted in the issuance of 247 permits, representing over 500 addresses, including subdivisions slated for future development. Over 55 charges were issued under various applicable regulations and more than 80 enforcement actions were taken, including Court Summonses, Notices of Violation, Property Standards Orders and contracting out of required work.

In May 2024, By-law and Regulatory Services launched the [Problematic Property Pilot Project](#), which established a joint taskforce comprised of City services working collaboratively to resolve outstanding issues at 11 problematic properties in the Rideau-Vanier and Somerset Wards. These properties are the locations of ongoing nuisances and disturbances in the neighbourhoods that have a history of complaints related to crime and disorder negatively affecting ongoing community wellbeing. The pilot project resulted in more than 30 enforcement actions, including the issuance of Provincial Offence Notices, Court Summonses, Notices of Violation, Property Standards Orders and contracting out of required work. Demolition approvals have been issued for two properties and another two properties are scheduled for demolition.

Additionally, in 2024, the By-law Enforcement team received 576 service requests for illegal dumping, which represents an increase of 43 per cent over 2023 call volume levels. This increase is likely attributed to ongoing city-wide public education and the creation of a new online reporting mechanism arising from Council approval and

subsequent implementation of Public Works' Curbside Waste Diversion Policy, including the three-item limit which took effect in Fall 2024. By-law and Regulatory Services will continue to monitor the annual service requests related to illegal dumping and monitor year over year trends.

Licensing Administration and Enforcement Branch

In 2024, the Licensing Administration Team issued:

- 10,944 business licenses
- 322 lottery licenses
- 2,071 temporary sign permits
- 1,239 taxi drivers and limousine renewals

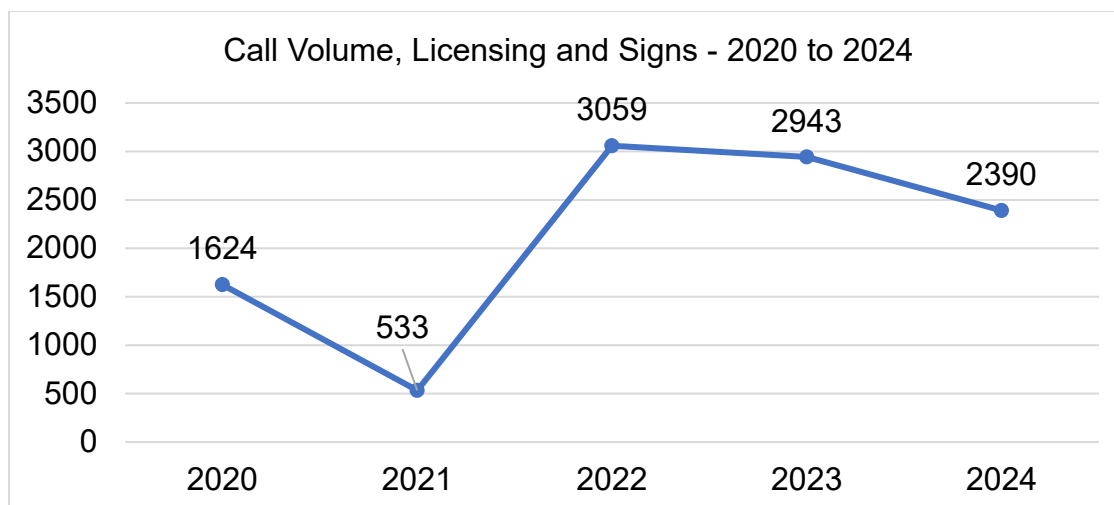
and conducted:

- 1,901 expired business license follow-ups/inspections
- 1,101 taxi and 48 limousine inspections
- 550 short-term rental inspections

In 2024, 2,390 service requests for licensing were actioned. 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.

In 2024, the Short-Term Rental enforcement team responded to close to 900 service requests. Their work resulted in 27 charges and 31 Part III Summonses to Court, representing dozens of violations and the removal of nearly 300 illegal short-term rental listings from the Short-Term Rental platform.

Figure 5 – Licensing/Sign Service Request Trends, 2020 to 2024



The increase in call-volume beginning in 2022 is due in part to the implementation of the short-term rental licensing regime and the tow truck licensing regime, the responsibility for the latter of which was assumed by the Province on January 1, 2024.

On-Demand Accessible Taxicab Pilot

In 2023, the On-Demand Accessible Taxicab Service Study report ([ACS2023-EPS-BYL-0002](#)) was approved by Council tasking staff with developing, negotiating and implementing a three-year accessible taxi incentive and dispatching pilot to bolster the number accessibility taxis on the road. Specifically, the report sought:

- A centralized dispatch dedicated to on-demand accessible taxicabs
- Financial incentives to accessible taxicab plate holder licensees and drivers that recognize the higher costs of operating an accessible taxicab:
 - A \$15 per trip contribution to the driver for each completed on-demand wheelchair accessible fare,
 - Up to \$5,000 per year for three years for each accessible taxicab plate holder licensee or vehicle owner for investment in a fully wheelchair accessible vehicle,
 - Up to \$2,000 per year for each accessible taxicab driver for fulfilling criteria prescribed by the Chief License Inspector.

The pilot, administered together by the Operational Support and Regulatory Services Branch and the Licensing Administration and Enforcement Branch, commenced on April 8, 2024. For the near-twelve-month period from April 8 to March 31, 2025, there

were 14,471 on-demand accessible taxicab trips completed under the program, representing approximately 1,206 rides per month, or an increase of approximately 21% in the monthly accessible capacity. This is based on industry information for the four years prior to the pilot program of an average of 1,000 rides per month.

In the first seven months of the pilot, there had been an increase of three active accessible taxis available for service, for a total of 77. Since then, one accessible vehicle has ceased to operate. However, the taxicab broker recently introduced additional fully accessible taxi vans using standard plate holder licenses, in compliance with the by-law, resulting in approximately 15 additional accessible taxis available for service, bringing the total supply to 91 vehicles. An additional four accessible plate holder licenses are conditional pending the purchase and delivery of a converted vehicle.

Between April 8, 2024, and March 31, 2025, wait times for accessible taxis decreased from 30 or more minutes to an average of 9 to 15 minutes during peak hours. Eight service requests were received during that period, two of which were related to customers not paying the fare and six were related to service issues. Five of the service requests have been resolved and three are still under investigation. Less than one percent of the total accessible rides resulted in a service request. Licensing enforcement staff also conducted twenty-five field audits (test rides) resulting in a 95 per cent compliance rate.

The audits necessary to determine eligibility for the financial incentive grants required one full year of collected information from the pilot and are currently underway. This will be reported on in the 2025 By-law and Regulatory Services Annual Report.

Operational Support and Regulatory Services Branch

In 2024, 5,145 alternate response letters were issued by Operational Support's By-law Dispatch team. This is in addition to the service requests that By-law Dispatch assigns, as outlined in this report.

There were 14 private transportation company audit sessions conducted in 2024, involving over 7,350 records. These unique audits required the review of records, including driver licenses, vehicle inspections, vehicle registrations, driving history records, and police record checks to ensure public safety and consumer protection.

Operational Support and Regulatory Services processed 20 mural applications under the Ottawa Mural By-law and the Paint-it-Up Program, and 284 noise exemption

applications under the Noise By-law in 2024. Noise exemptions are sought in relation to construction projects and sound amplification/reproduction at special events, city-wide.

As of December 31, 2024, there were 156 private parking enforcement agencies licensed under the Private Parking Enforcement Agency Program and of those, 20 are eligible to operate under cost-recovery agreements with By-law and Regulatory Services. The program generated \$3.1 million in revenue for the Service under the cost-recovery model.

Further, this branch coordinated 39 Animal Control Tribunal hearings and convened 24 Property Standards and License Appeals Committee hearings in 2024.

The Spay/Neuter Clinic continued to provide pet sterilization surgeries, and permanent identification implants (microchips), as summarized in Table 1.

Table 1 – Spay / Neuter Clinic Comparative Data

Service	2022	2023	2024
Spays/neuter procedures	1,618	1,917	744
Microchips	749	917	325

In 2024, the Clinic was without a permanent full-time veterinary surgeon for the year, during a time when the industry continued to experience a shortage of veterinarians. Although locums (contracted veterinarians) were brought in to perform surgeries, their availability meant that the number of surgeries completed were fewer than would have been completed by a full-time surgeon performing the sterilization procedures daily. The Clinic also conducted 18 surgeries in 2024 through referrals from the Community Veterinary Outreach, one of its partners serving the Ottawa area and was able to secure \$1,050 in grant funding to undertake additional surgeries for pets of vulnerable owners.

In 2024, the Operational Support and Regulatory Services Branch, which had led the development of the On-Demand Accessible Taxi Service Study report, also led the subsequent work required for implementation and monitoring, including development of the Centralized On-Demand Accessible Taxi Dispatch Service Agreement.

As part of its role with respect to small and large wildlife in the city, Operational Support participated in the Wildlife Strategy review led by Natural Systems in the Strategic

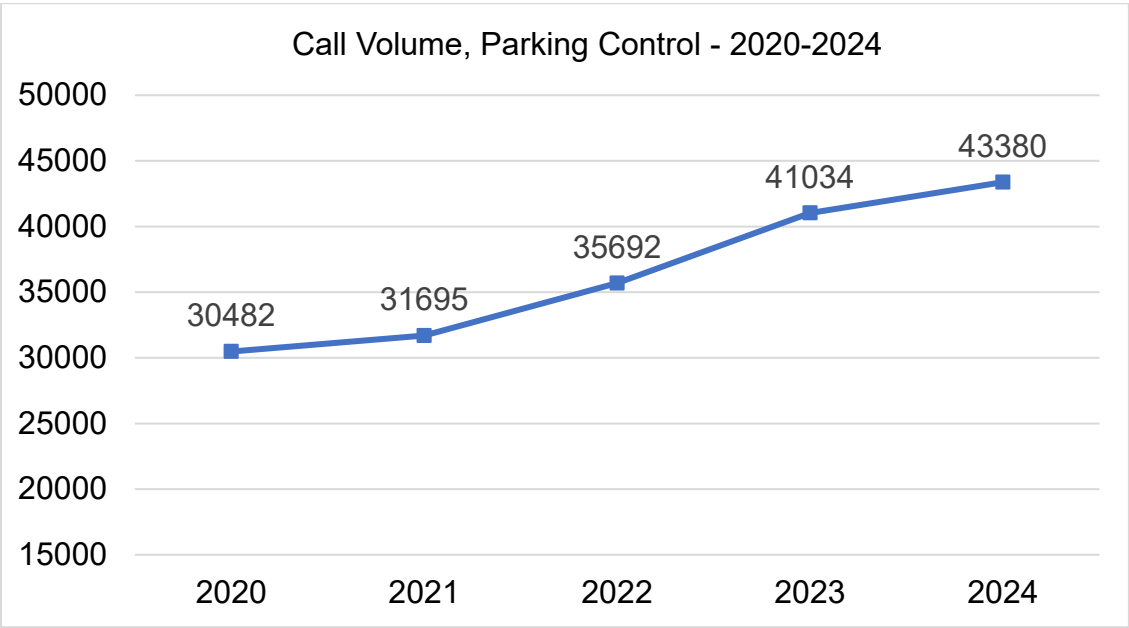
Initiatives Department, as well as several aspects of the implementation of the recommendations approved by Council, including the hiring of a Wildlife Resource Coordinator.

Parking Enforcement and Logistics Branch

During 2024, 452,202 Parking Infraction Notices (Part II Provincial Offence Notices) were issued.

In addition to regular patrol activities, Parking Enforcement also responds to service requests initiated by residents. By-law and Regulatory Services received 43,380 parking enforcement service requests in 2024.

Figure 6 - Parking Control Service Request Volume, 2020 to 2024



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 and trained by By-law and Regulatory Services. 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.

Automated Enforcement Services Branch

The Automated Enforcement Services Branch began operations in February 2024, covering 84 per cent of the year's calendar days. Table 2 below presents key statistics from this reporting period, highlighting the volume of processed incidents, the efficiency of charge issuance, and other significant metrics.

Table 2 – February to December 2024 Metrics, Automated Enforcement Services Branch

Datapoint	2024
Number of Incidents	492,857
Number of Charges	365,416
Charge Rate	74%
Number of Part III Court Summons Issued	283
Limitation Period Exceeded (LPE)	928

Director's Office

In 2024, the Director's office undertook a range of new initiatives aimed at enhancing operational efficiency, supporting service delivery, and addressing emerging regulatory challenges:

- Set fines review and submission: The Director's office undertook the review and submission of various set fine applications to the Province for By-law and Regulatory Services, as well as on behalf of other City departments.
- Centralized On-Demand Accessible Taxi Dispatch Services Agreement: The Director's office assisted with the development and implementation of the agreement, which created a one-stop shop for individuals booking accessible taxi services
- Accessibility panel participation: The Director's office participated on a panel to

discuss the accessible taxi pilot project at the Ontario Network of Accessibility Professionals Accessibility Conference

- By-law and Regulatory Services Headquarters Retrofit: The Director's office played a lead role in this significant project, which is necessary for Service Area's ability to continue to deliver services effectively.
- Support for new initiatives and by-laws: The Director's office supported the rollout of various new initiatives, programs, and by-laws by ensuring the timely preparation and thorough review of essential documentation. The team tracked progress monitored milestones to guarantee the timely delivery of key outcomes, and facilitated seamless coordination to align efforts and maintain momentum.

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 2024, 65 per cent of the service requests received were 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.

For clarity, a non-exhaustive list of example call-types can be found in Table 3 (below).

Table 3 - Example call types, by priority level

Priority 1	Priority 2	Priority 3	Additional Duties
Dog Bite/Attack	Noise, music	Property Maintenance	School duties
Insufficient Heat	Noise, construction	Zoning complaint	Parks patrols
Dangerous Tree		Long grass / weeds	Special events duties

The remaining 35 per cent of service requests are not assigned a priority level up-front. 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, which would be a high priority call and dispatched immediately.

In summary, in 2024:

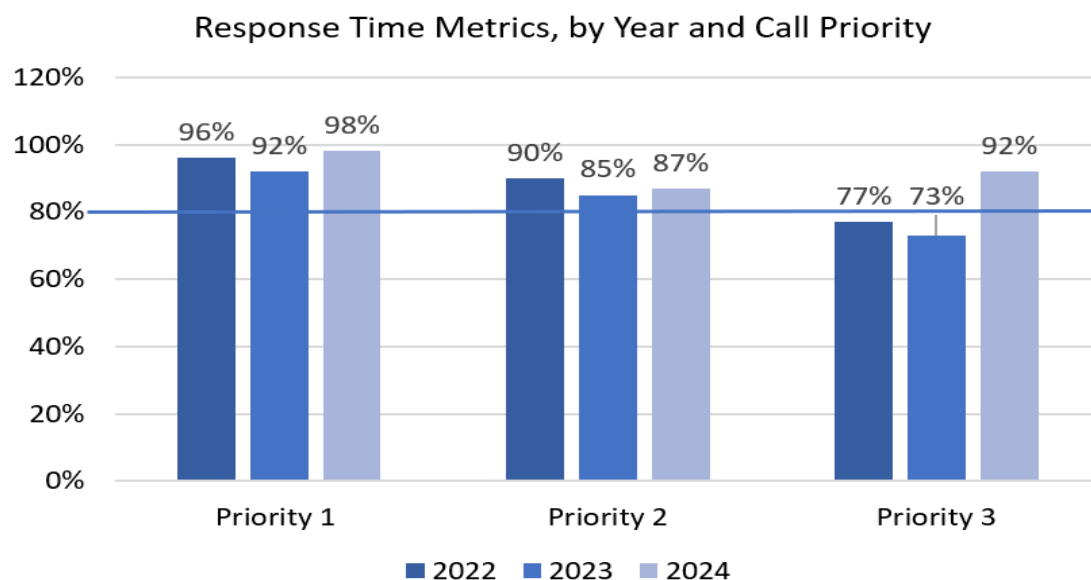
- Priority 1 service requests represented 13 per cent of the total call volume.
- Priority 2 service requests represented 24 per cent of the total call volume.
- Priority 3 service requests represented 63 per cent of the total call volume.

In accordance with the recommendations of the 2017 By-law and Regulatory Services Service Review, By-law and Regulatory Services established service standards related to service request and the priority of the calls.

- For priority 1 calls, By-law and Regulatory Services will respond within 24 hours, 80 per cent of the time.
 - This standard was met 98.74 per cent per cent of the time in 2024
- For priority 2 calls, By-law and Regulatory Services will respond within 48 hours, 80 per cent of the time.
 - This standard was met 87.67 per cent of the time in 2024
- For priority 3 calls, By-law and Regulatory Services will respond within 96 hours, 80 per cent of the time.
 - This standard was met 92.81 per cent of the time in 2024

Figure 7 depicts By-law and Regulatory Services' response time results from 2022 to 2024.

Figure 7 – Three-year response time target results



In addition to Priority 1, 2 and 3 calls, 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 and requests for assistance emanating from Councillors, partner organizations, external partners, school boards, other enforcement agencies and levels of government, as well as proactive enforcement activities.

Municipal comparison

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

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

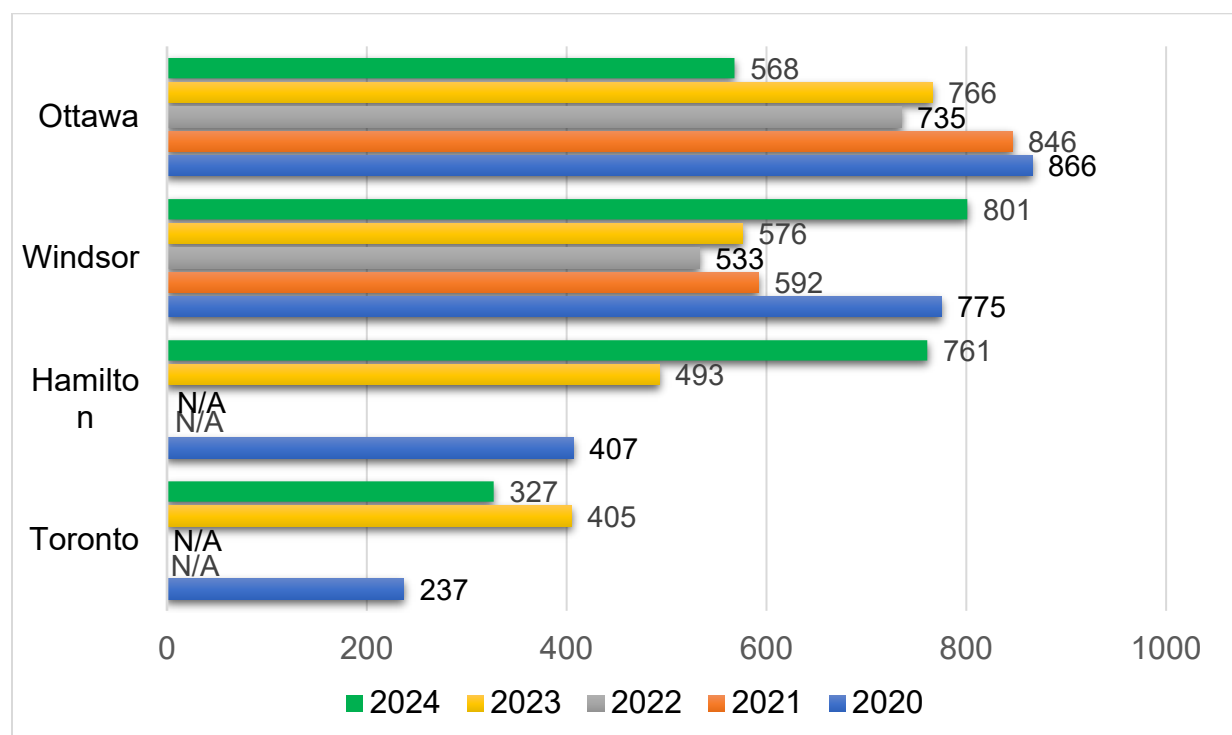
- They are medium-to-large sized municipalities that were referenced in the City of Ottawa's By-law and Regulatory Services service review of 2017
- Being in Ontario, they exist within the same Provincial legislative framework
- They have reasonably similar business lines and provide comparable services to Ottawa's By-law and Regulatory Services
- They provide adequate geographical breadth and diversity

The selected Ontario municipalities were asked to provide the number of full-time equivalent staff in their by-law, animal control, licensing, property standards and zoning enforcement operations, including supervisory and administrative staff, for the years 2020 to 2024, inclusive. Parking Enforcement was excluded from this analysis as this work is primarily proactive in nature. Based on the information gathered, a standardized benchmark of service requests per FTE has been determined, as shown in Table 4 and Figure 8.

Table 4 – Service requests per by-law FTE, selected municipalities, 2020 to 2024

City	2020	2021	2022	2023	2024
Ottawa	866	846	735	766	568
Toronto	237	X ¹	X	405	327
Hamilton	407	X	X	493	761
Windsor	775	592	533	576	801

Figure 8 – Service requests per by-law FTE, select municipalities, 2020 to 2024



¹ X denotes a datapoint that was not provided by the municipality

The use of improved technology as well as additional staff resources approved by Council have facilitated the reduction in call volume per full-time equivalent to be more on par with other jurisdictions.

Council Priority Initiatives:

Online Business Licensing and Payment Solution: By-law and Regulatory Services is committed to fulfilling [Council Strategic Objective #21](#) by developing a comprehensive online business licensing payment platform. This "one-stop-shop" solution aims to enhance client experience, reduce barriers for entrepreneurs, and position Ottawa as a top destination for business.

Following a thorough evaluation, By-law and Regulatory Services selected POSSE as the preferred platform due to its robust capabilities for permitting and licensing. This decision was driven by challenges identified with the Dynamics option, including a prolonged 45-month implementation timeline and elevated costs. POSSE provides a more efficient and cost-effective alternative, strengthening service delivery.

Service Delivery Initiatives:

- Officer Deployment Review: By-law and Regulatory Services has collaborated with Business and Technical Support Services in developing a new deployment model which aligns officer deployment with projected call volumes to minimize response times, efficiently distribute calls and reduce fuel costs. More information regarding this initiative can be found in the *Looking Ahead* section of this report.
- By-law and Regulatory Services Headquarters Retrofit: In 2024, significant progress was made to prepare for the headquarters retrofit project. Repair work was completed with the support of the Infrastructure Services Department, and tenders were issued, leading to the awarding of a Phase 1 construction contract. The initial phase began in early 2025, marking a key milestone in upgrading facilities.
- Handheld Ticketing Technology Replacement: As part of transitioning from Provincial Offences Act to Administrative Penalty System legislation, By-law and Regulatory Services identified a vendor in 2024 to provide new parking violation software. This system will support parking ticket issuance and seamlessly integrate with Service Ottawa's Case Management System, ensuring compliance with updated legislative requirements while improving ticket management efficiency.

- Online Pet Sterilization Surgery Appointment Booking: As part of service efficiency and client experience improvement, work towards establishing an online surgery booking system for the Spay/Neuter Clinic commenced in 2024.

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 manages English and French X accounts ([@OttawaBylaw](#) and [@RegMunicipal_Ott](#)), Facebook pages ([Ottawa By-law and Regulatory Services](#) and [Services des règlements municipaux de la Ville d'Ottawa](#)) Instagram pages([@OttawaBylaw](#) and [@RegMunicipal_Ott](#)) with over 33,000 total followers. By-law and Regulatory Services posts on a regular basis to promote a better understanding of our municipal by-laws and important topics such as vicious dogs, illegal dumping and licensing regulations. These efforts serve to increase awareness and achieve voluntary compliance.

By-law and Regulatory Services' outreach program continued in 2024 with participation in more than 40 events, including community safety meetings, open houses, festivals and gatherings, career fairs and information sessions. By-law and Regulatory Services also participated in events including McHappy Day, Santa Claus Parades, the Ottawa Humane Society's Wiggle Waggle Walkathon and the International Ice Hockey Federation World Junior Championship mascot ball hockey game.

Looking ahead

With a strong commitment to "Our City, Our Service, Our People," By-law and Regulatory Services continues to address the needs of Ottawa's diverse and growing community, ensuring the delivery of high-quality service that residents expect and deserve.

In 2025 the former By-law Enforcement Services unit will be restructured, resulting in two new branches: Property Standards and Zoning Enforcement Services, and By-law Enforcement Services. This adjustment represents a strategic reallocation of resources enabled by the new resources approved by Council in the [2025 Budget](#).

Overall, this new structure aims to:

- Improve response times by redistributing certain calls: The restructuring aligns specific types of calls, such as property-related issues, with specialized Property Standards/Zoning Officers. This reduces the workload overlap and improves response times by assigning calls to the most suitable team based on their expertise, skill set and availability.
- Reduce travel time: The review emphasizes geographic deployment strategies, assigning Officers to zones in which their service requests are occurring. This reduces unnecessary travel, potentially leading to decreased fuel consumption and a lower environmental footprint.
- Maximize efficiency: By aligning duties with the expertise of Property Standards/Zoning Officers and By-law Enforcement Officers, redundancies are eliminated. The deployment plan also ensures optimal use of resources, with more predictable schedules and a streamlined workflow, enabling officers to focus on priority tasks.

It is anticipated that this re-alignment will enable By-law and Regulatory Services to better meet the needs of Ottawa's community by enhancing responsiveness and sustainability while maintaining high-quality service standards. By-law and Regulatory Services will report back on the results of this re-alignment in its 2025 Annual Report.

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.

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 Ottawa's 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.

By-law and Regulatory Services' focus is on strategic planning and operational efficiencies while providing high-quality service delivery to residents of Ottawa, including older adults and people with disabilities. By-law and Regulatory Services 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 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, feedback, and service level adjustments for Council's consideration. By-law and Regulatory Services continues to collect, on behalf of the City, the voluntary per-trip accessibility surcharge that provides financial assistance to Transit Services to support accessible transportation improvements.

By-law and Regulatory Services promotes topics that affect residents through various social media channels to increase awareness and achieve voluntary compliance on by-laws and regulations such as short-term rental restrictions, residential property management requirements, vacant property responsibilities and business licensing 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 partners from the disability community for review and feedback on the On-Demand Accessible Taxi Service Pilot as well as the many projects and services that impact people with disabilities that are in development for By-law and Regulatory Services.

DISPOSITION

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