

BY-LAW AND REGULATORY SERVICES

2018 ANNUAL REPORT

EXECUTIVE SUMMARY

By-law and Regulatory Services (BLRS) within the Emergency and Protective Services department is responsible for the enforcement and administration of more than 50 municipal by-laws, as well as provincial acts within the City of Ottawa.

In 2018, the service responded to 87,056 Requests for Service, an increase of 8 percent (8%) over 2017. The Service also carried out a wide variety of by-law administration and enforcement initiatives, and issued 353,005 parking infraction notices in 2018.

The management team continued to support Council's 2015-2018 Strategic Plan and By-law and Regulatory Services' vision is to ensure a high quality of life and a positive experience for clients in Ottawa. This report identifies initiatives undertaken in 2018, as well as highlighting several upcoming and ongoing initiatives from the By-law and Regulatory Services' 2019 work plan.

RÉSUMÉ

Les Services des règlements municipaux, au sein de la Direction générale des services de protection et d'urgence, ont pour mandat d'appliquer ou de faire respecter plus de 50 règlements municipaux ainsi que certaines lois provinciales à Ottawa.

En 2018, les Services ont répondu à 87 056 demandes de service (soit une hausse de 8 % par rapport à 2017), mené plusieurs initiatives d'application de la loi et émis 353 005 avis d'infraction de stationnement.

L'équipe de gestion continue d'appliquer le Plan stratégique 2015-2018 du Conseil et la vision des Services des règlements municipaux pour garantir l'excellence de la qualité de vie à Ottawa. Le présent rapport fait état des initiatives de 2018 et souligne plusieurs des initiatives en cours ou à venir qui figurent au plan de travail 2019 des Services des règlements municipaux.

BACKGROUND

By-law and Regulatory Services (BLRS) within the Emergency and Protective Services department is responsible for the enforcement and administration of more than 50 municipal by-laws and provincial acts within the City of Ottawa. By-law and Regulatory Services staff work together to maintain community compliance with municipal standards while providing a high level of service to residents, businesses, and visitors of the City of Ottawa.

The By-law and Regulatory Services Annual Report demonstrates the Services' commitment to serving our community. This report summarizes the initiatives and accomplishments of the service in 2018 and identifies initiatives being undertaken in 2019.

DISCUSSION

By-law and Regulatory Services is part of the City of Ottawa's Emergency and Protective Services department. The service was realigned in July of 2018 as a result of the Service Review results to better align service delivery, and consists of three units:

1. By-law Enforcement
2. Operational Support and Regulatory Services
3. Parking and Licensing Enforcement

These units work together to provide a high level of service to residents, businesses, and visitors to the City of Ottawa. By-law and Regulatory Services is responsible for ensuring and maintaining compliance with municipal by-laws and provincial legislation and regulations that address a wide range of municipal issues including:

- Animal Care and Control
- Business and Lottery Licensing
- Clothing Donation Boxes
- Discharge of Firearms
- Dogs-in-parks designations
- Fences

- Graffiti
- Noise
- Open Air Fires
- Parks and Facilities
- Property Standards and Maintenance
- Shopping Carts
- Signs
- Smoke-Free Areas
- Tobacco Control
- Traffic and Parking
- Trees
- Use and Care of Roads
- Vehicles-for-Hire
- Wildlife and domestic animal transport, and
- Zoning

The By-law and Regulatory Services' headquarters location on Industrial Ave. also provides a Business Licensing customer service counter. The Licensing Counter issues various types of business licenses, including some specialized ones not available at other client service centres.

All By-law and Regulatory Services staff, both uniformed and non-uniformed, act as ambassadors for the City of Ottawa serving as mediators between residents and business owners, rescuers of stray pets, and educators on municipal by-laws and provincial regulations.

Key Accomplishments

By-law and Regulatory Services (BLRS) strives to provide a level of performance that exceeds the expectations of the residents and visitors to Ottawa. In 2018, By-law and

Regulatory Services undertook a variety of new initiatives with an aim of improving service to our community, achieving service excellence, and ensuring high client satisfaction, as follows:

- Completed the Rooming House Licensing By-law Review and, as a result of the service review and BLRS realignment, introduced a dedicated resource temporarily assigned to inspect rooming house properties;
- Participated in the corporate R4 Zoning Review Team leading to the update and amendment of by-laws, closing zoning loopholes and clarifying definitions;
- Reviewed and updated all Schedules (maps) in the Discharge of Firearms By-law to reflect urban/suburban development and ensure public safety;
- Participated in by-law reviews and associated development of amendments to update various by-laws to align them with new legislation and address enforcement practices;
- Participated in the Vehicle-for-Hire Accessibility Fund initiative, including: serving on the cross-departmental Committee established for that purpose; providing substantial input into materials and functions associated with the initiative; and supporting public consultation;
- Co-chaired, alongside the Alcohol and Gaming Commission (AGCO), the 18-month-long Ottawa Compliance Project Initiative, with representatives from fire, public health, planning, building code, and police services working in collaboration to develop awareness and training on regulatory issues of importance to each partner in the ByWard Market to increase compliance;
- Developed and implemented a sick/injured wildlife response and animal transport service to fill a suddenly-emergent service gap in our community due to changes introduced by the Ontario Society for the Prevention of Cruelty to Animals that impacted the Ottawa Humane Society; procured equipment (including 2 new trucks), trained staff, introduced new protocols, and created two temporary officer positions to assist with increased animal call volume;
- Participated in initiatives and work groups related to cannabis legalization and undertook related training of staff;
- Completed and implemented Phase I of the Dispatch Modernization Project, participating in and providing support to the Client Relations Management (CRM) System pilot project;

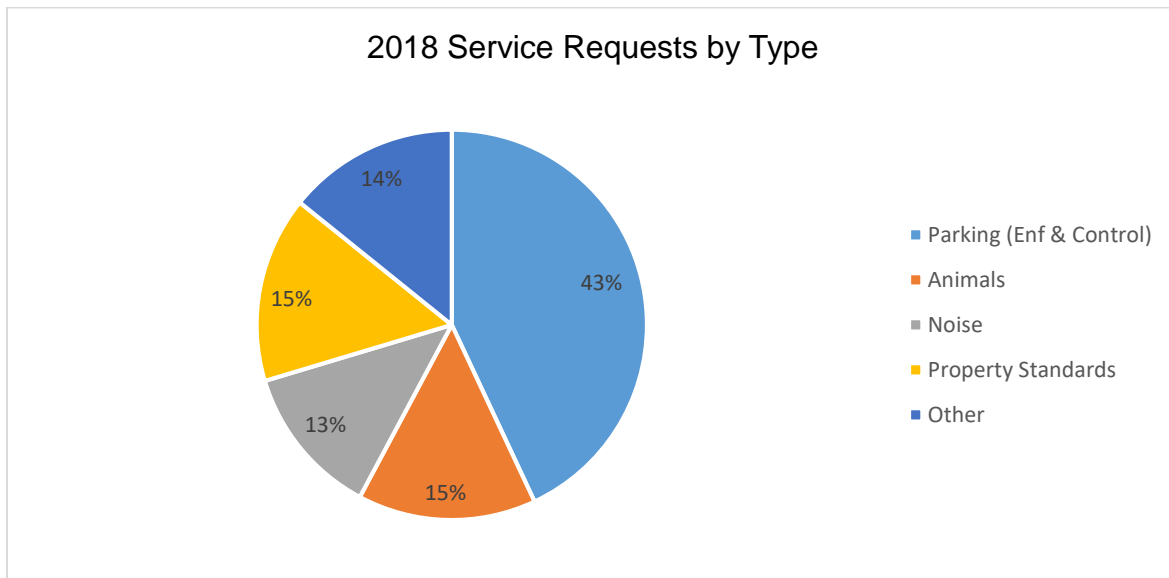
- Reviewed over 12,000 case files left open between 2012 and 2016. Many of these calls were recurrent activities such as the summer Park Patrol Program which involved multiple visits to park locations, without being closed out at the end of the summer. Cases such as these are open, multiple activities are noted, but the SR is left open, often as an oversight. Current closed file status for these years is now 100%;
- Participated in the Mayor’s Heritage Matters Taskforce – temporarily created a Property Standards officer position dedicated to enforcement and compliance on heritage properties;
- Enhanced existing, and established new community education and outreach programs, led by a new temporary Public Information Officer position;
- Implemented the BLRS realignment – restructured BLRS work units to better align functionality and for efficiency; redeployed officer resources; repurposed two BLRS Coordinator positions towards the establishment of a new Public Policy Development Branch in EPS.

Requests for Service

In 2018, By-law and Regulatory Services responded to 87,056 requests for service, an increase of 8 percent (8%) over 2017.

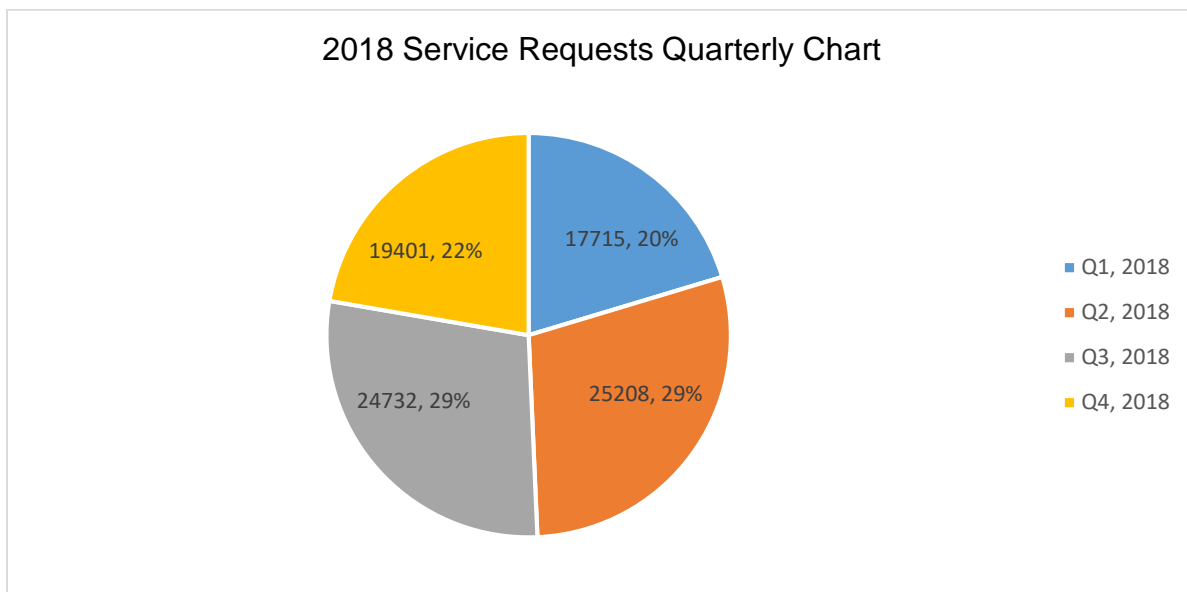
The top five service request types for 2018 are reflected in *Figure 1: Service Requests by Type* as follows:

Figure 1: Service Request by Type



The “Other” category includes service requests for matters such as graffiti, parks, use and care of roads, and licensing. The largest portion of service requests received in 2018 were regarding parking enforcement at forty-three percent (43%), which is addressed further in this report in the Parking Enforcement section.

Figure 2: Service Request by Quarter



Seasonally, spring and summer see higher call volumes. Forty-two percent (42%) of all Service Requests are received in the fall and winter, and fifty-eight percent (58%) in spring and summer.

BLRS Performance Metrics

The work of BLRS falls into three broad categories: i) Requests for Service which are assigned a priority level based on call type; ii) Requests for Service which are prioritized and dispatched based upon the details and context of the call, and iii) work activities that are undertaken by BLRS but do not have a related Request for Service created in the software system MAP.

- i) Approximately 60% of the Service Requests received at By-law and Regulatory Services are assigned a priority level based on call type. By-law Enforcement Service Requests (non-parking calls) are categorized as Priority 1, 2, or 3 calls.

Examples of Priority Level 1 calls include: Dog at Large, Dog Bite, Cat Being held, Snow on Road, Needles/Syringes, Board Ups, Dead Dangerous Tree and Pool Fence calls. Priority Level 2 examples are Graffiti, Car alarms, Construction Noise, Music Noise, Parks after-hours, and Taxi - Adverse Conduct. Priority Level 3 calls include information-seeking requests, as well as Stoop and Scoop, Dog Barking, Fence height, Junk Mail, Too Many Animals, Muffler Noise, Building Exterior, and Long Grass. The priority of the call is essentially determined based on the immediate safety risk associated with the concern being reported.

Priority 1 (Target: respond within 24 Hrs 80%) = 5,807 SRs total

Priority 2 (Target: respond within 48 Hrs 80%) = 13,136 SRs total

Priority 3 (Target: respond within 96 Hrs 80%) = 29,979 SRs total

NOTE: The ~38,000 parking SRs are prioritized on a case-by-case basis

In 2018, BLRS achieved the following performance results for the tracked enforcement calls based on the above noted service standards:

Priority 1 calls met the service standard 96.0% of the time

Priority 2 calls met the service standard 86.9% of the time

Priority 3 calls met the service standard 71.3% of the time.

It is important to note that the performance results for 2018 include a partial year effect of the new temporary positions that have been created in BLRS to respond to new program responsibilities and increasing work volumes. Performance in 2018 reflects the efforts of BLRS to respond to Priority 1 and 2 calls on time, given that these priority call types involve either potential safety concerns or have an immediacy element to the complaint. BLRS aims to resolve Priority 3 calls in a

timely and efficient manner as well; however, given the current volume and staffing, the 80% target is not achievable.

Performance reports are generated internally via monthly, quarterly and annual reports measuring response time against Service Standards. A performance dashboard has been developed and is used by management to monitor performance and response times.

- ii) Non-prioritized Requests for Service: The remaining forty percent (40%) of Requests for Service are not assigned a priority level up-front. The largest group of these is parking-related. These are not assigned a pre-determined priority level upon receipt, but rather, each is assigned by the BLRS dispatchers based upon the specifics of the call, i.e. a blocked fire lane would be a high priority call and dispatched immediately.
- iii) Other work actions: Service request (including parking calls) numbers and the performance dashboard only tell part of the story. The other part of the equation is a variety of licensing, regulation and enforcement activities undertaken by By-law staff which do not involve the creation a Service Request. Annually, this includes the issuance of more than 9,700 business licenses, 400 lottery licenses, 3,000 taxi and limousine licenses and plates, 3,000 temporary sign permits, plus 150 food cart and truck inspections, 100 special events inspections, 600 expired business license follow-ups/inspections, 2,000 taxi and limo inspections, and 2,400 PTC driver audits. This equates to another 21,000 by-law responses which are not captured in the SR data. Also not included in annual service data are the hundreds of more informal requests for information emanating from Councillors, external stakeholders, and other agencies, including levels of government.

By-law Enforcement Unit

The By-law Enforcement Unit is responsible for general by-law enforcement, including:

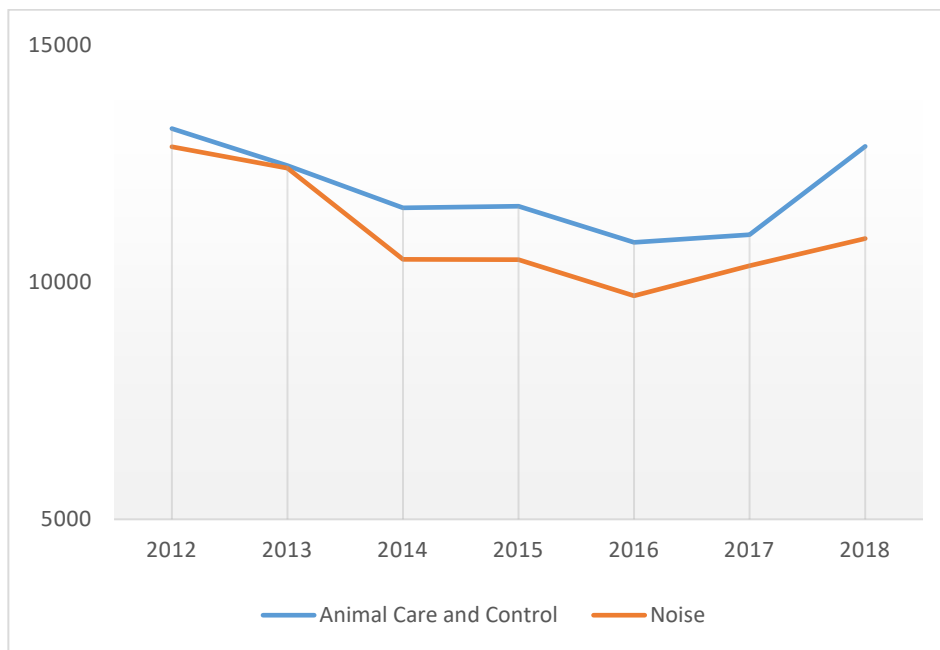
- Animal Care and Control, including domestic animal and wildlife transport;
- Noise;
- Parks;
- Property Standards and Maintenance;
- Vehicles-for-Hire (Taxis, Limousines and Private Transportation Companies);
- Smoke-free regulations; and

- Zoning.

This By-law Enforcement Unit consists of 57 officers, providing city-wide service coverage seven days a week. As a result of downloaded responsibilities in 2016, By-law Enforcement expanded its hours, to operate from 6 a.m. until 2 a.m. the following day – with extended hours until 4 a.m. on Saturday and Sunday mornings. The City of Ottawa’s by-law enforcement unit is one of only a few by-law units in Canada providing this level of service.

In 2018, the By-law Enforcement unit responded to more than 49,500 requests for service. This included 12,871 requests for animal care and control, 10,927 for noise, and 13,433 for property standards. Depicted in the following figure (Figure 3) are the trends for each of these service request types.

Figure 3: Trends in Animal Enforcement and Noise Service Requests from 2012 to 2018



Examples of requests for animal enforcement service include animals-at-large, leash and muzzle violations, dog bites/attacks, prohibited exotic animals and protective custody of pets. Animal care and control numbers were showing a steady decline over the past 5 years, but have increased in 2018, likely as a result of the elimination of the Ottawa Humane Society’s (OHS) Animal Rescue and Investigation Branch, following a decision of the Ontario Society for the Prevention of Cruelty to Animals (OSPCA) that impacted the OHS. In 2018, over 1100 sick and injured animals were transported by BLRS for care to the animal shelter or local veterinarian clinics. Two temporary Officers

were hired to assist with these calls and to train the other generalist by-law officers to be able to respond to injured and sick domestic animal and wildlife calls.

Service requests for noise had been declining steadily since 2012, as By-law and Regulatory Services has continued to engage with community partners to proactively prevent nuisance noise through public education and awareness. The increase in noise complaints beginning in 2016 coincides with the download of noise calls from Ottawa Police Services. In order to maintain and continue the significant gains that were seen in noise control, two new temporary quick-response officer positions have been temporarily introduced forming a new Special Enforcement Team.

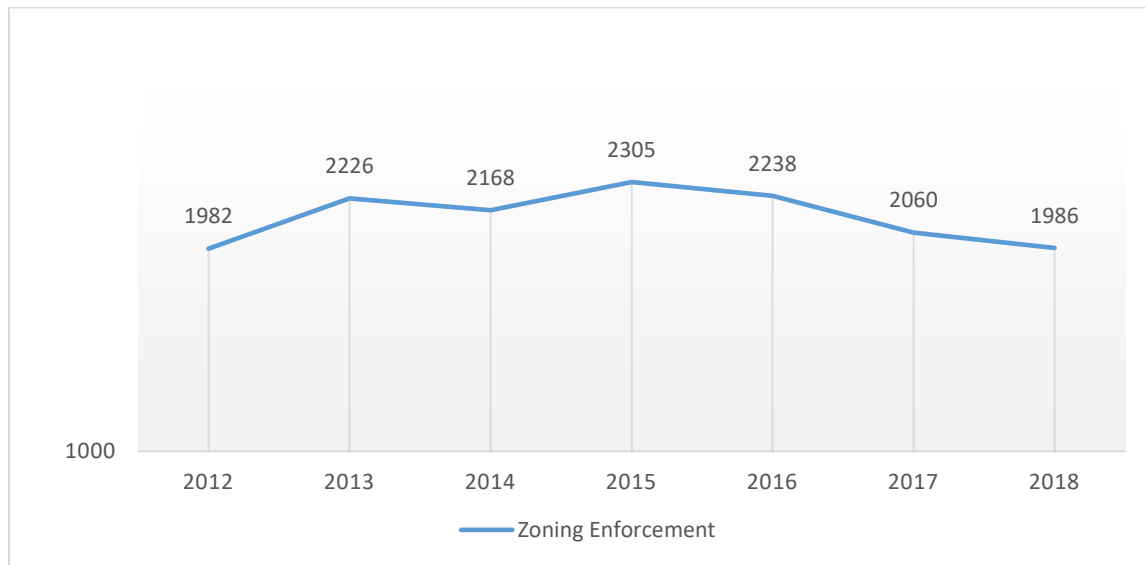
Property Standards Team:

The Property Standards team is dedicated to Property and Zoning issues including property standards and maintenance, fence, graffiti, and zoning matters. In 2018, approximately 13,000 Property Standards Service Requests were received. This amounts to 1000 more service requests in 2018 than were received for property standards and zoning matters in 2017.

Figure 4: Trends in Property Standards Service Requests from 2012 to 2018



Figure 5: Trends in Zoning Enforcement Service Requests from 2012 to 2018



To address increasing demand, two new temporary Property Standards Officer (PSO) positions and the two aforementioned Heritage and Rooming House temporary positions were temporarily created, bringing the total number of PSO's from 13 to 17. Previously the Property Standards Officers reported directly to the Enforcement Coordinator. In 2018, a By-law Enforcement Supervisor position was created to oversee the Property Standards team.

Operations Support and Regulatory Services Unit

By-law and Regulatory Services is also responsible for the coordination and administration of various City programs including the Spay/Neuter Clinic, the Property Standards and License Appeals Committee, Noise Exemptions, Fire Route Designation, Knowledge Base Articles, Corporate Complaints, Access to Information (ATIP) requests, the Animal Control Tribunal, the Municipal Animal Shelter Services Agreement with the Ottawa Humane Society, and the Private Parking Enforcement Agency agreements. The oversight of these varied programs is primarily the responsibility of two new temporary Public Engagement & Stakeholder Relations Officer positions.

In 2018, the Operations Support team responded to 96 ATIP requests, updated 252 Knowledge Base Articles for use by 3-1-1 agents responding to calls, and processed 140 noise exemption applications. Ten (10) Animal Control tribunals were held and twenty-nine (29) Property Standards and License Appeals Committee hearings were convened during the year.

By-law Dispatch is another central component of the Operations Support and Regulatory Services unit, handling all By-law service requests from ServiceOttawa, monitoring the radio system to ensure efficient deployment of staff and most importantly, staff safety; and administering the alternate response program wherein letters, rather than officers, are sent to complaint addresses for first offences with no prior offences on record. In 2018, a total of 5,277 alternate response letters were sent out by By-law Dispatch. The alternate response program is now being applied, when appropriate to first time offenders in a number of categories including:

- Cat and Dog Licenses
- Delivery Load/Unload
- Dog at Large (previously), Dog Barking, Dog in Park, Stoop and Scoop, Cat Disturbance
- Front Yard Parking
- Garbage Storage
- Idling
- Long Grass
- Noise
- Power Equipment, Heavy Duty Equipment HVAC
- Revving Engine and Squealing Tires, Vehicle Muffler, Car Alarm

Spay/Neuter Clinic:

The Spay/Neuter Clinic is a City-operated facility, which has been providing cat and dog sterilization services since 1978. The clinic is a program of By-law and Regulatory Services' Operations Support and Regulatory Services Unit. Spaying or neutering pets helps control the pet population and reduce the number of unwanted domesticated animals. Sterilization also helps reduce animal disease and reduces the cost to of animal control for the City. The operations of the Clinic support the overall BLRS Services' objectives related to both animal care and control and public safety.

The Clinic performed approximately 2400 spaying or neutering procedures in 2018, improving the quality of life of the community with fewer free-roaming cats causing a disturbance, and fewer intact dogs engaging in problematic behavior. The Spay/Neuter Clinic was able to secure \$190,000 in grant funding in 2017 and 2018, bringing the total amount of grant funding received by the Clinic between 2013 and 2018 to over \$500,000. Over the course of six years, this grant funding has allowed for the sterilization of close to 3,000 cats and dogs owned by low-income and vulnerable

residents in Ottawa. Grant funds covered 588 dog and cat sterilization surgeries in 2017 and 226 in 2018.

Through its collaborative relationship with Community Veterinary Outreach (CVO), the Clinic conducted 29 surgeries in 2018 with the funding obtained through the CVO partnership. CVO is a registered charity that leverages the human-animal bond and preventive veterinary care to engage homeless and vulnerably-housed pet owners. This accessible and integrated spay/neuter program is unique in Canada.

The Spay/Neuter Clinic continued its partnership with Algonquin College in 2018, including the Veterinary Assistant program and the Veterinary Technician Program. The Spay/Neuter Clinic hosted 125 Algonquin College students in 2018 as part of the school’s required coursework. The clinic's involvement in High School and College Co-op programs also contributes to the education, skill development and personal growth of Ottawa students, and helps increase public awareness of the availability of high-quality Spay/Neuter services in our city.

As well, in 2017, the Clinic acquired accreditation from the College of Veterinarians of Ontario, the regulating body, to administer rabies vaccinations. In 2018, 273 rabies vaccinations were administered at the Spay/Neuter Clinic.

Parking and Licensing Enforcement Unit

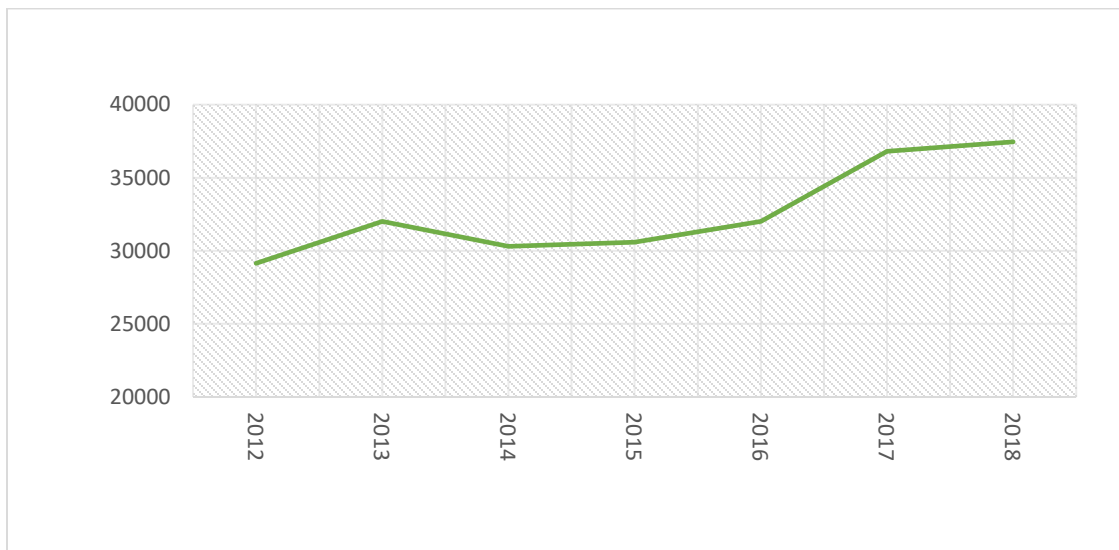
With a mandate to facilitate traffic management in the city, the Parking Enforcement unit includes 48 Full-time and 29 Part-Time staff. In 2018, the unit issued 353,005 parking infraction notices (Part II Provincial Offence Notices), resulting in \$21,053,431 revenue for the City. The most frequent parking infraction notices are provided below in the table below (Figure 6).

Figure 6: Breakdown of Most Common Parking Infractions

Type of infraction	Approx. 2018 numbers
Unauthorized Parking on Private Property	108,159
Park In Excess of Posted Time Limits	40,768
Park in No Parking Area	38,952
Stop in No Stopping Area	27,709

In addition to regular patrol activities, the Parking Enforcement Unit also responds to service requests initiated by residents. In 2018, BLRS received 37,457 parking enforcement service requests. The figure below (Figure 7) depicts trends in parking enforcement service requests from 2012 to 2018.

Figure 7: Service Requests for Parking Enforcement 2012 – 2018



Parking infraction notices are processed through the Provincial Offences Court where individuals receiving an infraction have access to a “First Attendance Facility”. At the First Attendance Facility the public discuss, and in some instances resolve, a parking matter through a quick resolution process.

The trend in 2018 has been a continuing increase in the number of parking requests for service and a change in deployment patterns to respond to new residential development growth in Orleans, Barrhaven, Stittsville, Riverside South and Kanata. More officers are being deployed to the outlying areas to assist with an increasing number of SR's in developing residential areas. It is anticipated that the increase in call volumes outside of the greenbelt will continue going forward.

By-law Services' Parking Enforcement and Operation Support units also provide oversight of the City's Private Parking Enforcement Agency Program (PPEA). This program regulates private parking enforcement agencies to ensure that each PPEA is licensed and insured in accordance with the conditions set out in Schedule 30 in the Licensing By-law No. 2002-189, as amended. The PPEA program requirements

include that registered PPEA agencies only issue City of Ottawa parking infraction notices. The Deputization Program came into effect City-wide in 2012 to:

- Provide a mechanism for consumer protection
- Allow private property owner(s) to monitor and ticket vehicles on their property without calling the City for the service
- Allow By-law Parking Control Officers to focus more of their time enforcing the Traffic and Parking By-law 2017-301 on City streets.

There are currently 123 agencies registered under this program of which 14 agencies and 7 institutions are eligible to operate under cost-recovery agreements with the City. The Private Parking Enforcement Agency Program generated \$2.3 million in 2018. The PPEA program is administered and monitored by one of the two new temporary Public Relations & Stakeholder Engagement Officer positions introduced in 2018.

Business Licensing Compliance:

In 2018, By-law Enforcement and Licensing staff issued 13,000 business licenses, and 422 lottery licenses. They also undertook 112 special event inspections and 189 food truck and cart inspections. The introduction of a Business Ambassador position has been very helpful to entrepreneurs seeking to open a variety of new food-related businesses in Ottawa, including food trucks, bakeries, restaurants and butchers. The Ambassador has been favourably received by entrepreneurs in our community.

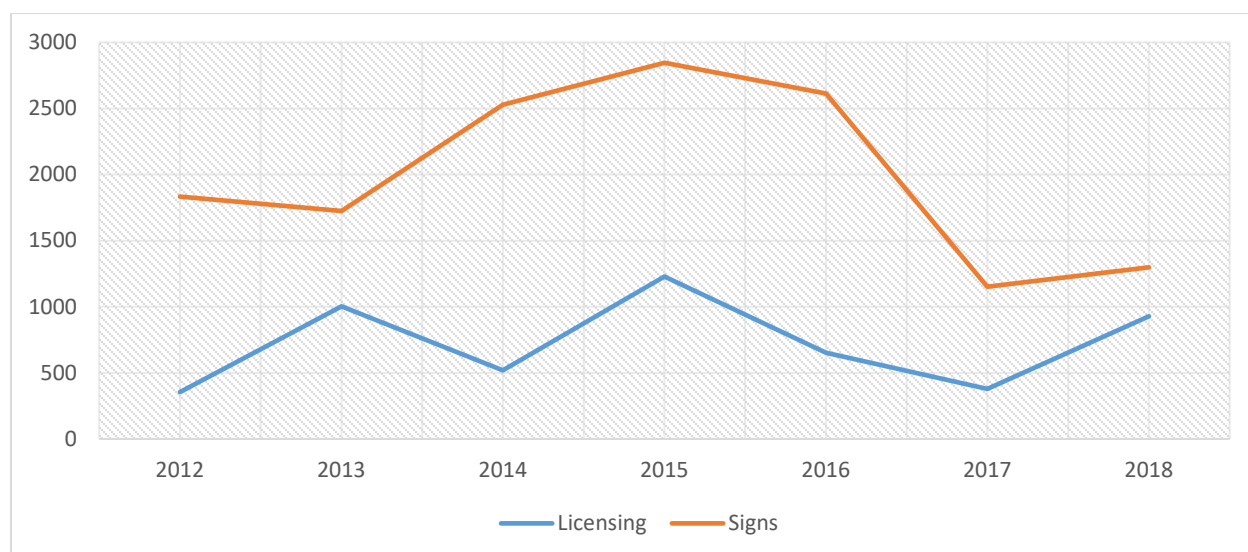
By-law Enforcement Officers, performed over 2,200 taxi and limousine inspections during 2018 and over 3,000 taxi licenses/plate holder licenses were issued or renewed by the Business Licensing team. By-law and Regulatory Services conducts regular, frequent and ongoing audits of Private Transportation Company (PTC) driver records including: insurance coverage, valid driver license verification, vehicle safety documentation, Police Records checks and detailed trip data. The first PTC, Uber, became licensed in 2016, and Lyft was licensed in 2018. Over 27,000 documents have been audited since the first PTC became licensed (12,000 documents in 2018) in October 2016. PTC enforcement activities are ongoing and steady throughout the year. Four VFH Enforcement Officer Positions and PTC Performance Analyst position have been funded to enforce and monitor VFH licensing compliance.

The Business Licensing Unit team is comprised of seven (7) staff members. This team administers over 33 different categories of licenses, as well as processing pet registrations lottery applications and a variety of permits. In 2018, a temporary

Supervisor of Licensing Compliance position was created to oversee the business license administration unit.

Licensing Enforcement Officers in BLRS are dedicated to enforcing licensing regulations. Licensing enforcement is undertaken both reactively, in response to Requests for Service, and proactively. Figure 8 below depicts trends over time for licensing inspections and temporary sign permits initiated via a service request specifically. Service Requests related to licensing enforcement, however, form only a small percentage of overall service requests received in By-law Enforcement. In addition to responding to Service Requests, By-law Licensing Enforcement Officers also proactively enforce business licenses and sign permits. This includes responding to permanent and temporary signs that are placed without permits, signs placed on the road allowance, and posters placed where they are not permitted.

Figure 8: Trends in Licensing and Signs Service Requests from 2012 to 2018



In consideration of the wide range of businesses and activities that are licensed, fluctuations in service requests year over year are usual and often based on which businesses are in the news or focussed on for enforcement activities.

Director's Office

The Office of the Director of BLRS consists of the By-law Issues Management Specialist, the Public Information Officer (temporary) and an Administrative Assistant, who support the Director as well as the other work units across the Service. Staff in this unit manage over 400 media inquiries, the majority of 3,000 informal inquiries,

various communications programs, daily emerging issues, and serve as a conduit into BLRS for other EPS Services and other City departments.

Key initiatives and issues such as the AGCO-Ottawa Compliance Project, Heritage Matters Task Force, cannabis legalization, and Ontario Society for the Prevention of Cruelty to Animals legislative charges are led through staff of the Director's office, who also represent BLRS' interests on major initiatives and reviews undertaken by other departments where there is an impact on BLRS. The Large Wild Mammal Emergency Response Protocol is also managed by staff in this Office.

Partnerships

By-law and Regulatory Services is a centre of expertise on regulatory matters for the City. The service works collaboratively with many City departments and external service providers. In 2018, By-law and Regulatory Services partnered with various stakeholders making the following contributions:

- Worked collaboratively with the departmental Business Support Services branch to establish legislative agenda planning and other processes, as well as providing subject matter expertise on reports and responses to Committee and Council, and on emerging issues;
- Participated as an integral member of the Mayor's Heritage Matters Task Force;
- Participated as active member for the introduction and ongoing implementation of cannabis legalization;
- Responded to over 3000 inquiries from public, Council and media;
- Supported the Transportation Services department in keeping bus routes and bike lanes clear;
- Supported the Public Works and Environmental Services department in snow removal efforts during overnight parking bans and snow bank removal;
- Supported the Planning, Infrastructure and Economic Development Department's Right of Way Management branch;
- Partnered with community agencies for the Multi-Agency Early Risk Intervention Table (MERIT) pilot program developed by the Ottawa Police Service;

- Supported the Recreation, Cultural and Facility Services department with park safety;
- Participated actively on Action Sandy Hill, Town and Gown, Community Development Framework, and other similar community action committees.

Recognizing the importance of By-law's awareness and involvement in a multitude of community events, a temporary Public Engagement and Stakeholder Relations Officer to focus on BLRS' significant role in special events, was introduced in 2018.

Service Excellence

Aligning with the City's Strategic Plan (2015-2018), BLRS remains committed to Service Excellence and in 2018 focused on three key areas:

1. Implementing a BLRS vision
2. Continuously improving the client experience
3. Continued commitment to employee engagement

BLRS's vision statement is:

“To be the most respected By-law Service in the province, through the quality of service our members provide to the citizens of Ottawa. Our members are engaged, appreciated, supported and take great pride in our contribution towards making Ottawa the best place to work, live and play.”

The vision balances the needs of the residents of Ottawa while also recognizing the importance of staff and the contribution they make every day to maintain and improve the quality of life in Ottawa. This vision statement will be used to shape all initiatives outlined in future work plans, as well as any new initiatives that emerge moving forward.

Employee Engagement and Outreach

By-law and Regulatory Service staff were recognized for a number of awards in 2018 including 31 By-law staff received the By-law and Regulatory Services Long Service Award which recognizes 20, 25, 30, 35 and 40 years of service. In September 2018, a Parking Control Officer received the City's Heroism Award for his quick actions assisting a child in medical distress.

The Service takes great pride in its contributions to the community it serves, By-law and Regulatory Services staff:

- Participated in more than 30 community events across the city including the Eid Festival, and Ottawa Capital Pride Week;
- Fundraised for, CHEO Youth Mental Health Unit, Movember, the CTV Morning Live Holiday Helpers Food Drive in support of the Ottawa Food Bank, the City's United Way Campaign, continued BLRS's Annual Sock and Tuque Drive, a volunteer initiative whereby By-law Officers distributed warm socks and tuques to the homeless; and
- Donated 13 turkeys and 3 hams to a homeless shelter.

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 through the use of 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, respectively) with over 3600 total followers. By-law and Regulatory Services posts at least three to four 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 (Ottawa By-Law & Regulatory Services and Services des règlements municipaux de la Ville d'Ottawa) have over 1070 followers and posts 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. In 2018, By-law posts related to new cannabis regulations received the highest number of hits. BLRS Staff are also encouraged to submit photos and videos from their workday that can be shared on Twitter and Facebook. With the introduction of a Public Information Officer position in By-law in 2018, the profile of the service has been greatly enhanced in a very short time.

By-law and Regulatory Services also produces videos which are posted on the Twitter and Facebook accounts. The topics are based on time of year (pool enclosures in summer, heat requirements in the winter) and popular subjects (microchips at spay/neuter clinic, parking control). In 2018, one video demonstrating the correct distance to park from a driveway went viral on Facebook, being viewed over 12,000 times.

Through ongoing outreach programs, staff attended seventy (70) outreach and public education events in 2018. These included partnering with school boards, Councillors, Community Associations, and other groups. Twenty-one (21) of these sessions were school visits, most often to elementary schools. Officers speak to students and parents about the role of By-law and Regulatory Services, addressing common topics such as needle pickup, noise, property standards, and parking. Tobacco Enforcement Officers also visit high schools to speak with students about By-law regulations regarding smoking and vaping. While statistics were not recorded for 2017, staff report a significant increase in school visits in 2018 over 2017. This is due to the new practice of having the service's Public Information Officer outreach to contact school boards, Councillors' offices, and community associations to inform of educational opportunities and BLRS availability for events. BLRS also engages college and university students with flyers that post-secondary institutes can place in welcome packages.

Staff also work with media outlets in the city to release proactive messaging at certain times of year, for example, in 2018 the campaign included information on school parking zone regulations in early September for the back-to-school season.

In 2019, BLRS is planning a campaign regarding violence against officers, as well as continuing it's many successful campaigns on topics such as wildlife rescue, how to avoid receiving parking tickets, property standards, animal care and control, and many, many others.

Looking Ahead

The By-law and Regulatory Services service promise is "serving our community". The BLRS 2019 work plan includes the following activities aiming to further contribute to that promise:

- Private Parking Enforcement Towing Pilot
- Collaborating with the Public Policy Development Branch on the By-law Review Plan Work Plan, including providing input on such items as the Rental Accommodations Study, smoke-free regulation updates (including cannabis) and other policy initiatives
- Continuing with the Ottawa Compliance Project Initiative, with representatives from AGCO, fire, public health, planning, building code, and police services collaborating to increase compliance in the ByWard Market
- Tracking of costs and reporting back to Council with respect to Cannabis legislation
- Short-term and long-term rental accommodation regulation

- New Parking Ticket Management System roll out including new devices and technology
- Collection of the Vehicle-for-Hire Accessibility Fund
- EPS and Open Data dashboard
- E-bike patrols
- Green fleet initiative
- Continual Modernization of Dispatch in reviewing and introducing changes to how calls are dispatched to the Officers based on the GPS technology
- The beginning of a multi year plan to implement a Client Relation Management System (CRM) to the BLRS as a replacement to a legacy systems.

Conclusion

The accomplishments in 2018, along with the new initiatives scheduled for 2019, will ensure that By-law and Regulatory Services will continue to successfully serve the needs of our dynamic City. With the commitment and skills of its employees, the Service remains committed to delivering the high-quality level of service that the residents have come to expect.