KPMG Recommendations with Staff Comments

No	Observation and Implications	Recommendation	Timeline	Staff Agree / Disagree / Modify	Comments
1	The Branch Project Team developed three organizational models through a series of three working sessions. Applying the preferred organizational design principles, the Project Team selected the Program Model as the preferred future organizational design for the Branch. The Program Model groups all the enforcement, revenue generation (licensing/parking enforcement), legislative support and operational support work into four distinct business units. Each business unit has their own specific mandate to ensure public safety within the City of Ottawa.	Adopt the program based organizational structure with four business units: 1. By-law Enforcement 2. Legislative Support Services 3. Operational Support Services 4. Licensing & Parking Enforcement	Short Term	Agree with modification	Organizational restructuring occurred in July 2018. At this time, Public Policy Development Branch was created. By-law and Regulatory Services created three units to better align services and provide more efficient service to the public. The three units are: 1. By-law Enforcement 2. Parking Enforcement and Licensing Compliance 3. Operational Support and Regulatory Services
2	During the course of the project, it was evident that several of the Branch's key processes required a structured rethinking, specifically, the processes involving dispatch, noise complaint RFS and elected official RFS. This is typical for public sector organizations that have	• Conduct lean six sigma process reviews (Kaizen) of key business processes, specifically dispatch, noise complaint RFS and elected official RFS.	Medium Term	Agree	By-law and Regulatory Services is conducting a LEAN process review on dispatch services and the alternative response program

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	not considered all the possible sources of waste in their key business processes. Lean process reviews or *Kaizens* provide the optimal framework for employees to actively engage in business process improvement. Leaning out the Branch's key business processes will yield significant productivity improvements for the City.				
3	It was observed that the City's elected officials are actively involved with the Branch's enforcement activities. While this is common for many smaller municipalities, the involvement of elected officials in the operational delivery of by-law enforcement services creates an unnecessary risk of perceived political interference given the size of Ottawa and its associated complexity. It is important that the voice of elected official is heard in the delivery of by-law enforcement services while at the same time ensuring that the elected official is protected from any judicial exposure as a result of their direct involvement in enforcement activities. A careful review of the role of elected officials in the enforcement is strongly encouraged.	• Review the elected official's role in by-law enforcement and ensure their voice is heard throughout the enforcement activities.	Short Term	Agree	Councillors provide valuable information to staff and often are first to receive complaints. Keeping Councillors informed is an important part of the enforcement process while balancing respect for privacy and legal requirements. In addition, the Special Enforcement unit, who respond to high priority service requests, will gather information from Councillors, if they are involved and will keep the Councillor informed, as appropriate.

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4	It was apparent that the Branch has a significant impact on the daily life of Ottawa citizens through the enforcement of everyday economic and social activities whether that involves Uber rides, food trucks or personal and commercial vehicle transportation. With such a significant role, it is surprising that there is not a more active and sophisticated media relations role within the Branch, particularly in the area of social media. Public sector organizations are increasingly investing in media as a means of both communicating to their citizens and hearing their voice in the delivery of public services. The early experience of public sector organizations with social media was to assign it to position on an ad hoc basis with no clear accountability. Leading practice is now to hire to a social media position with clear accountabilities and responsibilities.	• Invest in public outreach and social media through the creation of a position responsible for media relations and social media.	Short Term	Agree	A temporary Public Information Officer was hired temporarily in December 2017.
5	The Branch currently employs a legacy business intelligence software call MAP which is now unsupported by its original vendor. We understand the City has considered its replacement for the several years but has been unable to agree to a suitable software that meets both the needs of the corporate IT strategy and the	• Leverage the Protective and Emergency Service's technology investment to improve the Branch's operational decision making and resource deployment	Short Term	Agree	By-law and Regulatory Services is leveraging the Emergency and Protective Services department's investment in Tableau, a data analytics system and the City's Digital Service Strategy.

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	Branch's business intelligence requirements. It is apparent that while the Branch has several positions devoted to the analysis of business data, it is unable to secure the required intelligence to inform its business and operational decisions. KPMG was unable to secure data to complete the analysis on the resourcing/scheduling of staff against the RFS. The correction of this gap in business capabilities is essential if the Branch is to achieve the desired operational efficiency and effectiveness. We understand that Emergency and Protective Services is investigating possible business intelligence software solutions and has tentatively selected Tableau as preferred business intelligence software. The Branch should move as quickly as possible towards the implementation of Tableau in its daily operations.				
6	Our consultations with Branch leadership and public safety stakeholders outside of the Branch indicate that there is no common public safety model that stretches across all of the different emergency services (police, paramedic, fire and/or By-law). A holistic public safety model for the City's emergency services recognizes how each service can contribute and work with	• Develop a broader public safety model that involves the police, fire, paramedic and by-law/parking enforcement in a structured and focused relationship	Long Term	Agree	By-law and Regulatory Services works collaboratively with police, fire and paramedics and other partners wherever possible. For example, By-law and Regulatory Services provides Fire Services with information about abandoned buildings. Fire Services

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	its fellow service, e.g. parking enforcement officers can provide intelligence to the police service about the day to day activities that occur on their beat, particularly in the Centretown ward. In a public safety model, there is a common goal that is shared by all the emergency services and the interaction between the services is highly structured and coordinating mechanisms are not left to chance or solely dependent upon personal relationships.				will also work with By-law and Regulatory Services, when required, on property standards calls. By-law and Regulatory Services supports Paramedic Service with call with patients that have pets and service animals.
7	From our consultations with Branch leadership, we understand that there are minimal intelligence briefings for front-line enforcement officers. The briefing of officers on emerging trends, patterns and/or hot spots based upon the data from the organization's business intelligence system is a powerful way to increase the efficiency and effectiveness of front-line enforcement officers. There is an opportunity for the Branch to increase the amount of intelligence available to front line supervisors and enforcement officers through a weekly briefing by the Branch's data analysts. This is conditional, however, on the City investing in the necessary business intelligence software to give staff the tools to perform the desired analytics.	• Implement weekly intelligence briefings for front line supervisory enforcement officers	Medium Term	Agree	By-law and Regulatory Services is conducting daily briefings to share information and providing a report card to supervisors for frontline services to help manage the service.

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8	Our consultations with Branch staff at all levels revealed a strong dissatisfaction with the work from home policy for property standards officers. We heard numerous comments about how this policy was reducing the effectiveness of the property standards unit and the Branch in general. While work from home policies are advantageous for certain types of work, they can present operational difficulties for organizations that require a consistent work place presence. The Branch leadership should review the appropriateness of the work from home policy for property standards officer given the feedback from Branch staff.	• Review the appropriateness of the work from home policy for the property standards unit	Short Term	Agree	The policy has been reviewed and all new Property Standard Officers (PSOs) will report to 735 Industrial (By-law and Regulatory Services headquarters) for service. They will be unable to work from home.
9	Feedback from Branch leadership and front line staff indicate that there is a lack of resources in the area of legislative support. We understand Council has an ambitious legislative agenda that will require the review of several existing by-laws and the development of a number of new by-laws annually. In order for Council's legislative agenda to be achieved, the Branch will require additional legislative support resources that have a background in legislation and project management. Strong project management skills will be essential for	• Review the resourcing required for legislative support within the Branch based upon Council legislative agenda	Short Term	Agree	Organizational restructuring in July 2018 created the Public Policy Development branch, which will focus on the legislative elements, mainly By-law reviews. By-law and Regulatory Services branch can then focus on enforcement activities.

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	managing the multiple stakeholders and timelines involved in the development of City by-laws.				
10	From our consultations, we were advised that there is a significant legislative agenda for the by-law and policy development functions of the Branch. Staff also advised us that when required legal opinions were provided by the City Solicitor's office, but that the need for legal review was minimal given the internal knowledge of the Branch. Nevertheless, given the legislative agenda of the City and the need to manage the risk involved in by-law development, the Branch should consider the appointment of an in-house Branch solicitor to guide by-law and policy development.	• Appoint an internal solicitor for the Branch to support and guide the development of by- laws and policies.	Medium Term	Agree	Organizational restructuring in July 2018 created the Public Policy Development branch, which will focus on the legislative elements, mainly By-law reviews. By-law and Regulatory Services branch can then focus on enforcement activities.
11	From our interviews with Branch leadership, we understand that the responsibility for property standards enforcement is assigned to a specific unit of senior by-law enforcement officers. There is an opportunity to broaden the knowledge base of the Branch by cross training enforcement officers in property standards enforcement. This would also deepen the pool of resources available to the Branch for property standards and	• Cross train by-law enforcement officers in property standards and restructure the property standards enforcement unit so they are available for other enforcement activities.	Medium Term	Agree	During the service review, there was discussion about re-directing PSOs when call volume drops at certain times of the year. Information about call volumes, in recent years, demonstrates that they are not dropping sufficiently to re-assign PSOs significantly. During the winter months, PSOs use this somewhat-lower call volume period to catch-up on items related to property standards service

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	release the existing property standards officers to other enforcement activities.				requests, such as officer notes, file references, and court briefs.