

9. **By-law and Regulatory Services 2019 and 2020 Annual Report**
Services des règlements municipaux – Rapports annuels 2019 et 2020

COMMITTEE RECOMMENDATION

That Council:

1. receive this report for information.
2. direct staff to review, as part of the 2022 operating budget estimates, funding of additional staffing in By-law and Regulatory Services to work towards reducing the service requests per Officer to be more in line with that of other comparable municipalities.

RECOMMANDATION DU COMITÉ

Que le Conseil de :

1. prenne connaissance de ce rapport
2. demandent au personnel d'examiner, dans le cadre des prévisions pour le budget de fonctionnement de 2022, le financement de dotation supplémentaire pour les Services des règlements municipaux en vue de réduire le nombre de demandes de service par agent dans le but de mieux nous comparer aux taux des municipalités de taille semblable.

DOCUMENTATION/DOCUMENTATION

1. Roger Chapman, Director, By-law and Regulatory Services, dated September 6, 2021 (ACS2021-EPS-BLR-0001).

Roger Chapman, Directeur, Services des règlements municipaux, daté le 6 septembre 2021 (ACS2021-EPS-BLR-0001)

2. Extract of Draft Minutes, Community and Protective Services Committee, dated September 16, 2021.

Extrait de l'ébauche du procès-verbal, Comité des services communautaires et de protection, le 16 septembre 2021.

**COMMUNITY AND PROTECTIVE
SERVICES COMMITTEE
REPORT 21
SEPTEMBER 22, 2021**

**128 COMITÉ DES SERVICES
COMMUNAUTAIRES ET DE
PROTECTION RAPPORT 21
LE 22 SEPTEMBRE 2021**

SUBJECT: By-law and Regulatory Services 2019 and 2020 Annual Report

File Number: ACS2021-EPS-BLR-0001

Report to Community and Protective Services Committee on 16 September 2021

and Council 22 September 2021

**Submitted on September 6, 2021 by Roger Chapman, Director, By-law and
Regulatory Services**

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

**OBJET : Services des règlements municipaux – Rapports annuels 2019 et
2020**

Dossier : ACS2021-EPS-BLR-0001

**Rapport au Comité des services communautaires et de protection le 16
septembre 2021**

et au Conseil le 22 septembre 2021

**Soumis le 6 septembre 2021 par Roger Chapman, Directeur, Services des
règlements municipaux**

**Personne ressource : Nathan Lelievre, Spécialiste, projets et programmes
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REPORT RECOMMENDATION(S)

That Community and Protective Services Committee recommend that Council receive this report for information.

RECOMMANDATION(S) DU RAPPORT

Que le Comité des services communautaires et de protection recommande au Conseil de prendre connaissance de ce rapport.

EXECUTIVE SUMMARY

This report outlines By-law and Regulatory Services' activities during 2019 and 2020, including enforcement data and efforts to mitigate the significant increase in demand for services over the last several years. This report also serves to fulfill the annual reporting requirement under the Community and Protective Services Committee's Terms of Reference.

Assumption and Analysis

By-law and Regulatory Services within the Emergency and Protective Services department is responsible for the administration and enforcement of more than 50 municipal by-laws and provincial acts within the City of Ottawa addressing a wide range of municipal issues. This report provides an overview of By-law and Regulatory Services activities and presents the most recent performance metrics from 2019 and 2020.

Financial Implications

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

Public Consultation/Input

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

RÉSUMÉ

Le présent rapport rend compte des activités des Services des règlements municipaux et de la réglementation au cours des années 2019 et 2020, ce qui comprend les données sur l'application et les efforts réalisés en vue d'atténuer l'augmentation importante de la demande de services que l'on a observé ces dernières années. Le

présent rapport sert aussi à satisfaire aux exigences de reddition de compte annuelle prévues dans le mandat du Comité des services communautaires et de protection.

Hypothèse et analyse

Les Services des règlements municipaux et de la réglementation 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 une vaste gamme d'enjeux municipaux. Le présent rapport comporte un aperçu des activités des Services des règlements municipaux et de la réglementation, en plus de présenter les dernières mesures de rendement pour les années 2019 et 2020.

Incidences financières

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

Consultation publique et suggestions

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

BACKGROUND

This report fulfills the requirement under the Community and Protective Services Committee Terms of Reference for By-law and Regulatory Services to prepare an annual report detailing the current levels of service. During 2019 and 2020, 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.

In 2020, in the face of a global health emergency, By-law and Regulatory Services pivoted its operation to lead the City of Ottawa's enforcement response to the rapidly evolving COVID-19 pandemic.

Description of By-law and Regulatory Services

By-law and Regulatory Services is responsible for the enforcement and administration of more than 50 municipal by-laws, as well as provincial acts within the City of Ottawa. By-law and Regulatory Services strives to provide a level of performance that exceeds the expectations of the residents and visitors to Ottawa.

Overview of Services

The following is an overview of services provided by By-law and Regulatory Services and associated staffing, in its current state as of 2020. By-law and Regulatory Services is a centre of by-law administration and enforcement expertise and is comprised of 181.6 full-time equivalents and is overseen by one Director and four program managers, supported by a public information officer and an issues management specialist.

By-law Enforcement Branch

This branch is responsible for general by-law enforcement, and consists of 63 officers, providing city-wide service coverage seven days a week. By-law Enforcement operates from 6 am until 2 am, with extended hours until 4 am on Saturday and Sunday. This branch is responsible for enforcement related to:

- Animal Care and Control, including domestic animal and wildlife transport.
- Noise.
- Parks and Facilities.
- Property Standards and Maintenance.
- Zoning.

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

Licensing Administration and Enforcement Branch

The Licensing Administration and Enforcement Branch is responsible for the administration and enforcement of the Licensing By-law and consists of 22 staff overseeing 34 business licensing categories.

In addition, this branch oversees other significant regulations and programs including:

- The Vehicle-for-Hire By-law (taxis, limousines, private transportation companies).
- Pet Registration.
- Temporary signs.
- Business Ambassador Program.

- Enforcement of the provincial and municipal smoke-free regulations.
- Administration of lotteries on behalf of the Province.

Operational Support and Regulatory Services Branch

This branch, consisting of 14 full-time and 8 part-time staff, is responsible for functions that support other By-law and Regulatory Services activities, such as dispatch of service requests, and the coordination and administration of various City programs including:

- Animal Control Tribunal and Property Standards and License Appeals Committee.
- Dogs-in-parks and fire route designations.
- The Municipal Animal Shelter Services Agreement with the Ottawa Humane Society.
- The Private Parking Enforcement Agency agreements.
- Noise exemptions.
- The Spay/Neuter Clinic.

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 rabies vaccinations and permanent microchip identifications. Spaying/neutering cats and dogs helps control the pet population and reduce the number of unwanted domesticated animals and hence, reduces the City's animal control costs.

By-law Dispatch is a central component of Operational Support and Regulatory Services, handling all By-law service requests from ServiceOttawa, monitoring the radio system to ensure efficient deployment of staff and most importantly, ensuring staff safety. Additionally, this team administers the alternate response program wherein letters, rather than officers, are sent to complaint addresses for first offences with no prior offences on record. The alternate response program is now being applied to first time offenders for Priority 3 service requests.

Parking Enforcement and Logistics Branch

This branch is mandated to facilitate city-wide traffic management pursuant to the Traffic and Parking By-law. Comprised of 42 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 turnover for businesses.

This branch also coordinates By-law and Regulatory Services' role in special events in conjunction with Event Central, and provides logistical support including vehicles, equipment and technology services.

Level of Service Provided by By-law and Regulatory Services

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

Approximately 60 per cent of the service requests received are assigned a priority level based on call type. Service requests (excluding parking calls) are categorized as Priority 1, 2 or 3 calls. The priority of the call is based on the immediate safety risk associated with the concern being reported.

The remaining 40 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 BLRS dispatchers based on the specifics of the call, such as a blocked fire lane for example, which would be a high priority call and dispatched immediately.

As outlined in the [By-law and Regulatory Services Service Review](#) (ACS2019-EPS-GEN-0005), By-law and Regulatory Services has established service standards related to service request and the priority of the calls. The service standards are:

- For Priority 1 calls, By-law and Regulatory Services will respond within 24 hours, 80 per cent of the time.

- For Priority 2 calls, By-law and Regulatory Services will respond within 48 hours, 80 per cent of the time.
- For Priority 3 calls, By-law and Regulatory Services will respond within 96 hours, 80 per cent of the time.

In addition, By-law and Regulatory Services responds to service requests which are prioritized and dispatched based on the details and context of the call. By-law and Regulatory Services also handles hundreds of informal requests annually, coming from Councillors, external stakeholders, and other agencies, including levels of government.

This initial response time data is based on the date/time stamp of the officer or other By-law and Regulatory Services staff person such as a dispatcher, clicking on the call in the queue in MAP, not when an officer arrived on-site. While this metric was appropriate based on the technology being used at the time of the service review, By-law and Regulatory Services has since made investments that will allow for a more fulsome analysis of performance. Once the full implementation of the new MAP replacement program is complete, the time to close a call will also be considered in conjunction with “initial response” to get a true and more fulsome picture of response times and performance.

DISCUSSION

Impact of COVID-19

Throughout the pandemic, By-law and Regulatory Services staff has demonstrated resilience, professionalism and dedication to public service in the face of a global emergency.

As a result of strict safety protocols, By-law and Regulatory Services recorded only one positive case of COVID-19 as of the publication of this report, further demonstrating that By-law and Regulatory Services led by example in its pandemic response efforts by follow public health protocols.

Despite highly unpredictable circumstances brought about by the emerging COVID-19 pandemic in early 2020, By-law and Regulatory Services rapidly pivoted its operations to ensure business continuity, responsiveness, and staff safety. Where appropriate, work-from-home was established, and garage space was converted into meeting space

to ensure officers were able to physically distance. Officer cohorts were also established to limit the number of contacts staff would have, reducing the risk to business continuity in the case of mandatory isolation due to possible COVID-19 exposure.

COVID-19 Enforcement Response

A “Best Practices for COVID-19 Enforcement” training session was developed in-house and delivered to all enforcement staff to ensure work was being completed safely and accurately. This training module was subsequently used by other municipalities throughout the province.

By-law and Regulatory Services played an integral role in the development and enforcement of the Temporary Mandatory Mask By-law in consultation with relevant stakeholders. Ottawa City Council first enacted the temporary by-law in July 2020, requiring residents to wear masks in all enclosed public spaces, such as indoor public areas of recreational facilities, shopping malls, retail stores, restaurants and cafés. The mask requirement also applied to public transit property, including buses, trains, stations, shelters and platforms. In August 2020, Ottawa City Council amended the Temporary Mandatory Mask By-law to further reduce the spread of COVID-19 in our community, particularly as schools, businesses and services continue to reopen by allowing the City to establish mandatory mask zones, if needed, and making masks mandatory in an apartment or condo building common areas. Officers responded to service requests and conducted proactive patrols throughout the year to ensure compliance with the Temporary Mandatory Mask By-law. By-law and Regulatory Services received 2,468 service requests pertaining to the Temporary Mandatory Mask By-law in 2020.

Overall, officers responded to 13,510 pandemic-related service requests in 2020, in addition to conducting significant proactive initiatives, including park patrols and business compliance with Provincial Orders, Ottawa Public Health Orders and the Temporary Mandatory Mask By-law. A dedicated team of up to 20 officers was established to monitor and enforce provincial COVID regulations, including City parks, businesses, large gatherings and other issues. However, other enforcement staff were responding to COVID-19 related service request as needed in addition to their regular operational duties.

On March 17, By-law and Regulatory Services suspended enforcement of the offence of parking more than the posted time limits to facilitate and encourage work-from-home for residents and help limit the spread of COVID-19. Due to lower activity and a reduction in parking calls, officers could be redeployed to focus on other service requests.

By-law and Regulatory Services responded to more than 3,000 COVID-19 inquiries received through the Councillor Liaison and COVIDQuestion inboxes. The COVIDQuestion inbox was established and monitored to provide timely, expert advice to Councillors, members of the public and other City departments.

The By-law and Regulatory Services Director's Office coordinated and led the City of Ottawa's COVID enforcement collaboration with external stakeholders, including Ottawa Public Health, the Ministry of Health, the Ottawa Police Service, and the Office of the Solicitor General, to ensure a consistent and informed approach to COVID-19 enforcement within the City of Ottawa.

Other COVID-19 related activities included:

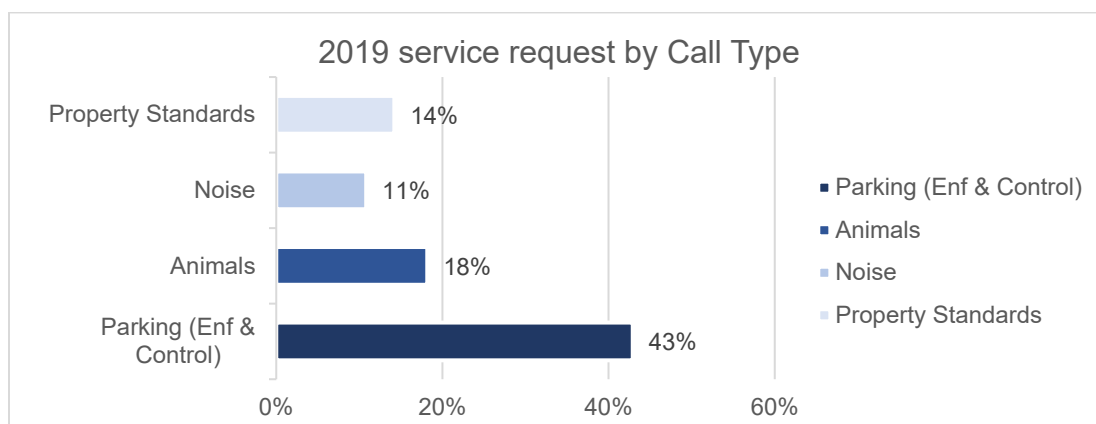
- Providing a weekly enforcement statistics report to the Office of the Solicitor General.
- Participating in Service Duty Officer activities with the necessary frequency at various stages of the pandemic response.
- Facilitating community information sessions with Business Improvement Area associations as well as various other external and internal stakeholders.
- Preparing and delivering COVID-19 enforcement presentations for the Association of Municipal Managers, Clerks and Treasurers of Ontario, the Municipal Law Enforcement Officers Association of Ontario and the Ontario Association of Property Standards Officers.
- Liaising with the Office of the Solicitor General and the Ministry of Health to ensure consistent enforcement province-wide.
- Conducting Animal Control Tribunal and Property Standards and License Appeals Committee hearings virtually.

Performance Trends

Overall service request

In 2019, By-law and Regulatory Services responded to 99,640 service requests, an increase of 14 per cent over 2018.

Figure 1 - Top Call Types by Volume, 2019

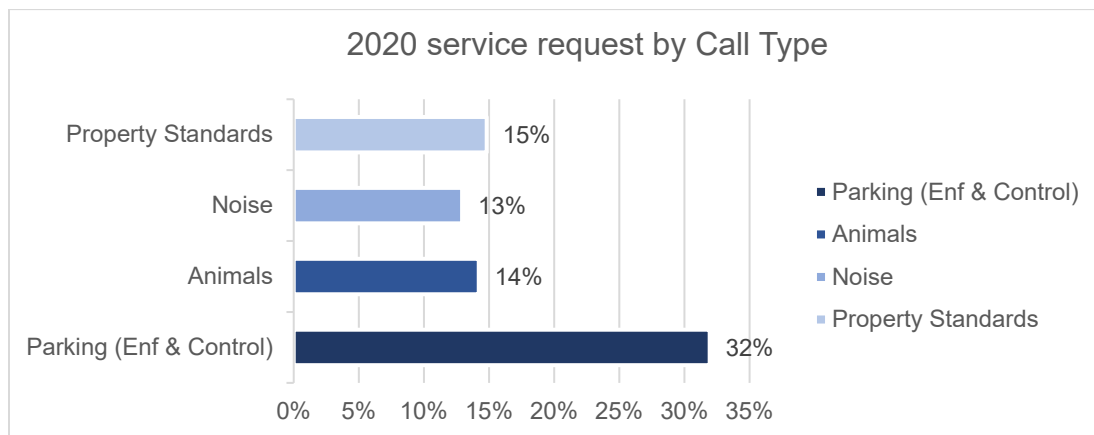


The top four request types for 2019 were:

- Parking enforcement and control – 43 per cent of requests
- Animals – 18 per cent of requests
- Property standards – 14 per cent of requests
- Noise – 11 per cent of requests

In 2020, By-law and Regulatory Services responded to 95,445 service requests, a decrease of four per cent over 2019. This decrease is attributable to a temporary reduction of approximately 10,000 SRs in Parking Control due to changes in enforcement of residential on-street parking rules during the pandemic. With Parking Control data excluded, by-law enforcement officers responded to close to 65,000 SRs in 2020 — a 14 per cent increase over 2019.

Figure 2 - Top Call Types by Volume, 2020



The top four request types for 2020 were:

- Parking enforcement and control – 32 per cent of requests
- Property standards – 15 per cent of requests
- Animals – 14 per cent of requests
- Noise – 13 per cent of requests

Performance Metrics

In 2019, By-law and Regulatory Services achieved the following performance results for the tracked enforcement calls based on service standards:

- Priority 1 calls met the service standard 97.5 per cent of the time
- Priority 2 calls met the service standard 89.3 per cent of the time
- Priority 3 calls met the service standard 78.3 per cent of the time

In 2020, By-law and Regulatory Services achieved the following performance results for the tracked enforcement calls based on service standards:

- Priority 1 calls met the service standard 92.1 per cent of the time
- Priority 2 calls met the service standard 88.6 per cent of the time
- Priority 3 calls met the service standard 83.3 per cent of the time

The call priority is based on the immediate safety risk associated with the request. Specifically, Priority 1 calls are assigned to requests where there exists an immediate threat to public safety, whereas Priority 3 calls are assigned for nuisance-related issues.

As previously noted, while the above-noted performance rates meet the 80 per cent standard, they do not reflect a fulsome snapshot of By-law and Regulatory Services' performance given that these are determined by the time stamp to open a Service Request in MAP, not necessarily when an officer attended the call, and not the time taken to close or resolve a Service Request, the latter measure being more indicative of By-law and Regulatory Service's performance. This will form part of future reporting to Committee and Council.

While By-law and Regulatory Services has generally been able to meet this service standard, the performance results for Priority 1 calls have been declining over the last several years, which can be attributed to increased call-volume pressures.

By-law Enforcement Services Branch

In 2019, the By-law Enforcement Services Branch responded to more than 57,000 service requests. This included 18,111 requests for animal care and control and 10,788 for noise.

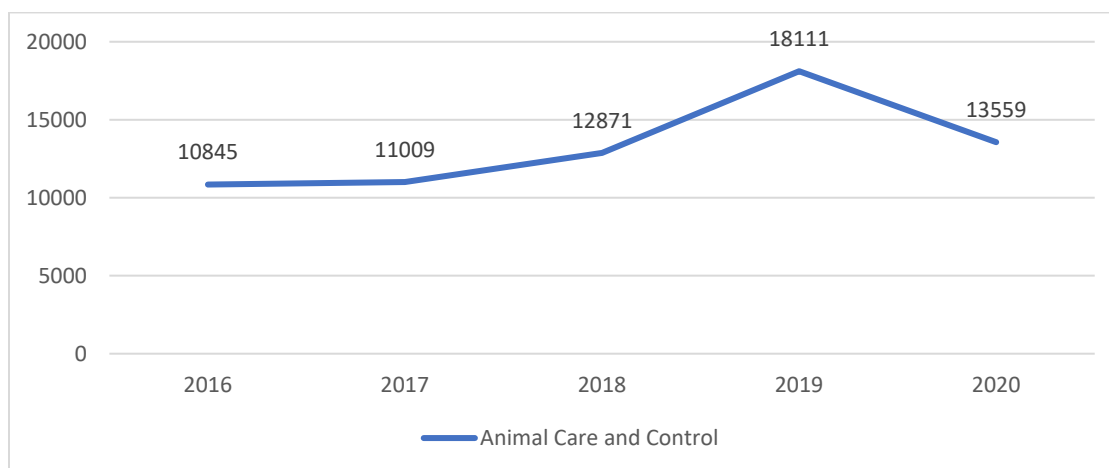
In 2020, the By-law Enforcement Team responded to more than 64,965 service requests. This included 13,559 requests for animal care and control and 12,339 for noise.

The decline in Animal Care and Control service request in 2020 is likely an anomaly attributable to the COVID-19 pandemic. Social gatherings were not permitted, parks were closed, the public was observing distancing guidelines, and many people were working at home with their pets. Animal care and control numbers were showing a steady decline over the past five years, but increased in 2019, likely because of the elimination of the Ottawa Humane Society's Animal Rescue and Investigation Branch following a decision of the Ontario Society for the Prevention of Cruelty to Animals that impacted the OHS. In 2019, over 1,100 sick and injured animals were transported by By-law and Regulatory Services for care to the animal shelter or local veterinary clinics. Two 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. In

2020, over 1,350 sick and injured animals were transported by By-law and Regulatory Services for care to the animal shelter or local veterinarian clinics.

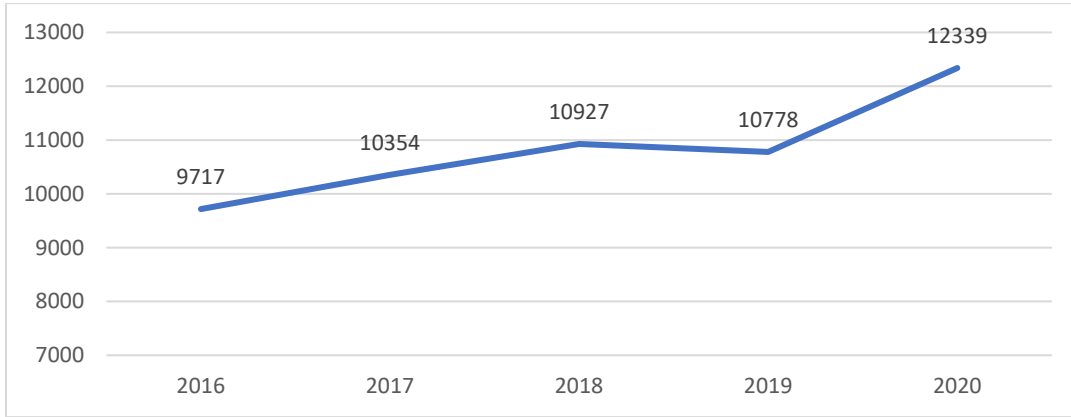
Depicted in the Figure 3 are the trends for Animal Care and Control service request from 2016 - 2020:

Figure 3 - Animal Care and Control Call Volume, 2016 to 2020



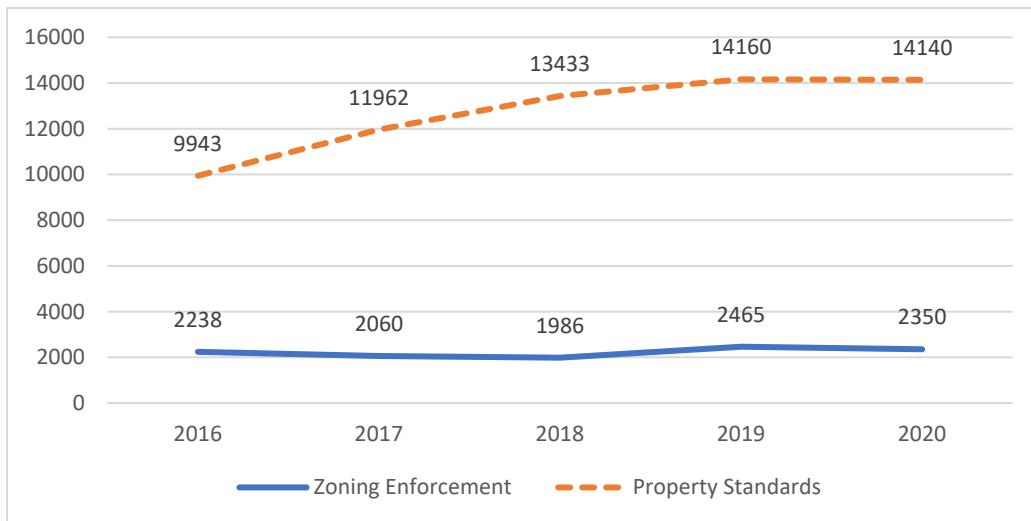
service request for noise had been declining steadily since 2012, as By-law and Regulatory Services has continued to engage with community partners to proactively prevent nuisance noise through public education and awareness. The increase in noise complaints beginning in 2016 coincides with the download of noise calls from Ottawa Police Services. To continue the significant gains that were seen in noise control, two new temporary quick-response officer positions were temporarily introduced forming a new Special Enforcement Team. Depicted in Figure 4 are the trends for service request related to noise from 2016-2020:

Figure 4 – Noise-related Call Volume, 2016 to 2020



In 2019, the Property Standards Team received 14,160 service requests related to property standards and zoning. In 2020, 14,141 property standards service requests were received. This amounts to a significant sustained increase for property standards and zoning matters over these two years, as compared to 2018. Depicted in Figure 5 are the trends for service request for property standards and zoning from 2016 - 2020. This increase can be attributed in part to population growth, intensification, and rural growth.

Figure 5 - Call Volume, Zoning and Property Standards, 2016 to 2020



Licensing Administration and Enforcement Branch

In 2019 the Licensing Administration team issued 10,116 business licenses, 480 lottery licenses, 3,119 taxi and limousine licenses, 3,380 temporary sign permits, and performed 352 food cart and truck inspections (including special event licenses and refreshment stands), over 150 special events inspections, 185 expired business license follow-ups/inspections, and 1,110 taxi and limo inspections.

In 2020, the Licensing Administration team issued:

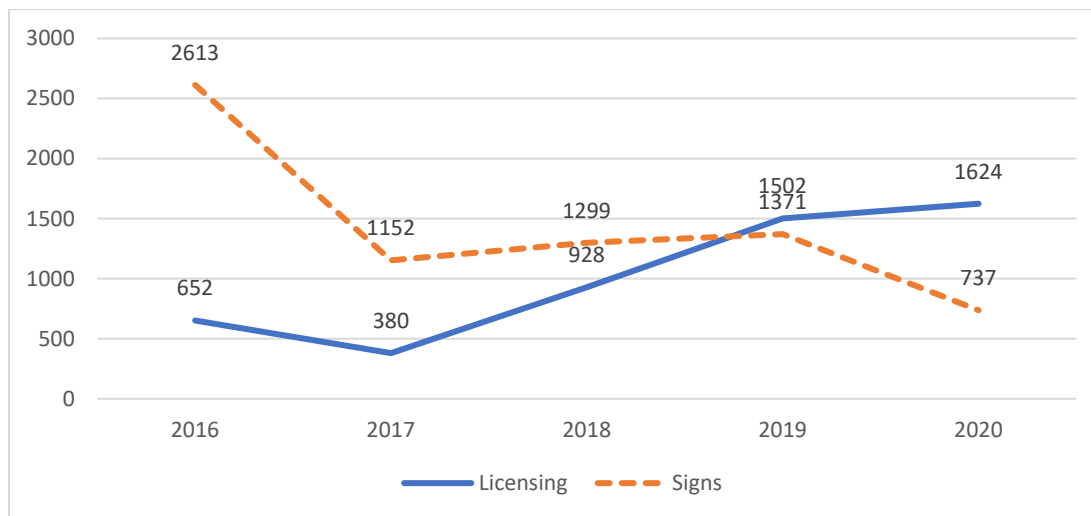
- 8,745 business licenses.
- 235 lottery licenses.
- 2,574 taxi and limousine licenses (reduced from 2019 because of COVID-19-related license period extensions and expired plates implemented for businesses).
- 258 temporary sign permits.

The Branch conducted:

- 16 food cart and truck inspections between January and March, and issued 137 licenses in these categories, including special event only licenses.
- Six special events inspections between January and March (when the pandemic commenced).
- 1,261 expired business license follow-ups/inspections.
- 1,055 taxi and limousine inspections.

Licensing enforcement officers enforce licensing regulations both proactively and in response to service request related to licensing enforcement, however, form only a small percentage of overall service request received. In addition, 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. In consideration of the wide range of businesses and activities that are licensed, fluctuations in service request year over year are not uncommon. Depicted in Figure 6 are the trends for service request for Licensing and Temporary Signs from 2016 – 2020.

Figure 6 - Call Volume, Licensing and Signs, 2016 to 2020



Operational Support and Regulatory Services Branch

The Operational Support and Regulatory Services Branch processed 423 noise exemption applications in 2019, and 317 in 2020. This is a significant increase from 2018 when staff processed 140 applications. With the limitations on events and construction in 2020 resulting in a slight decrease from 2019 to 2020, it is anticipated that this number will grow further with the resumption of normal services.

In 2019 this Branch held 16 Animal Control Tribunals and convened 14 Property Standards and License Appeals Committee hearings. Additionally, 15 Animal Control Tribunals were held, and 12 Property Standards and License Appeals Committee hearings were convened during 2020, all virtually due to the pandemic.

In 2019, there were 2,000 Private Transportation Company audits, with another 2,300 audits conducted in 2020. These unique driver audits required the review of thousands of records, including driver licenses, vehicle inspections, vehicle registrations, driving history records, and police record checks.

In 2019 and 2020 the Spay/Neuter Clinic continued to provide spay/neuter surgeries, rabies vaccinations and permanent identification implants (microchips). Table 1 provides an overview of the number of each service type provided in 2019 and 2020.

Table 1 - Service Type Provided, 2019 to 2020

Service	2019	2020
Spay/neuter procedures	2,200	1,647
Rabies vaccinations	188	45
Microchips	929	833

The decrease in service in 2020 is due to changes in pet and human safety protocols required as part of the COVID-19 response and regulations.

Additionally, the Clinic conducted 41 surgeries in 2019 and 16 in 2020 through funding received from the Community Veterinary Outreach, a registered charity that leverages the human-animal bond and preventive veterinary care to engage homeless and vulnerably housed pet owners.

The Spay/Neuter Clinic was able to secure \$11,910 in grant funding in 2019 and \$3,576 in 2020, bringing the total amount of grant funding received by the Clinic between 2013 and 2020 to close to \$520,000. Over the course of eight years, this grant funding has allowed for the sterilization of almost 5,200 cats and dogs owned by low-income and vulnerable residents in Ottawa.

In 2019 and 2020, 5,339 and 4,655 alternate response letters, respectively, were sent by By-law Dispatch.

Parking Enforcement and Logistics Branch

In 2019, 362,753 parking infraction notices (Part II Provincial Offence Notices) were issued. In 2020, 249,721 parking infraction notices issued. The most frequent parking infraction notices are provided below in Table 2.

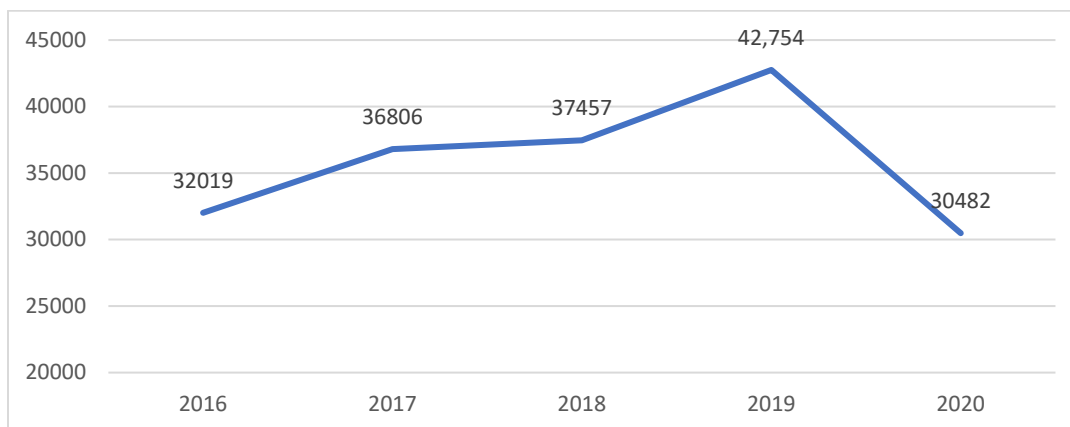
Table 2 - Service Type Provided, 2019 to 2020

Type of infraction	2019	2020
Unauthorized Parking on Private Property	93,794	50,093

Type of infraction	2019	2020
Park In Excess of Posted Time Limits	42,572	11,856
Park in No Parking Area	37,430	13,845
Stop in No Stopping Area	28,963	11,943
Park in Excess of 3 Hours between 7:00 am and 7:00 pm	31,233	6,529

In addition to regular patrol activities, the Parking Enforcement Unit in this branch also respond to service request initiated by residents. In 2019, By-law and Regulatory Services received 42,754 parking enforcement service requests. In 2020, By-law and Regulatory Services received 30,482 parking enforcement service requests. Figure 7 depicts trends in parking enforcement service request from 2016 to 2020:

Figure 7 - Parking Control Call Volume, 2016 to 2020



Beginning in 2016, the trend has been a continuing increase in the number of service request related to parking, due in part to population growth, intensification, and rural growth. More officers are being deployed to the outlying areas to assist with an increasing number of service request in developing residential areas. It is anticipated that the increase in call volumes outside of the greenbelt will continue going forward.

The decline in the number of service request related to parking in 2020 can be attributed to the suspension of on-street parking restrictions due to many residents working from home.

The Parking Enforcement and Logistics Branch, along with the Operational Support 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 Agency s issue only City of Ottawa parking infraction notices. The Deputization Program under which Private Parking Enforcement Agency officers are appointed by by-law and trained came into effect City-wide in 2012 to provide a mechanism for consumer protection, allow private property owners to monitor and ticket vehicles on their property without having to call the City for the service, and allow parking control officers to focus on enforcing the Traffic and Parking By-law on City streets.

There are currently 107 agencies registered under this program and of those, there are 21 which are eligible to operate under cost-recovery agreements with the City. The Private Parking Enforcement Agency Program generated \$2.2 million in 2019, and \$1.2 million in 2020. The decrease in revenue in 2020 can be attributed to the impacts of the pandemic.

Strategic Initiatives

In 2019, By-law and Regulatory Services co-chaired, alongside the Alcohol and Gaming Commission of Ontario the 18-month-long Ottawa Compliance Project Focusing on the ByWard Market area, in collaboration with municipal compliance bodies including by-law, public health, fire, and police, the project established baseline awareness seminars for front-line compliance personnel to increase their awareness of key compliance concerns for the participating agencies and established an efficient process to refer items of concern to the responsible agency. Representatives from Ottawa Fire Services, Ottawa Public Health, Planning Services, Building Code Services, and Ottawa 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.

By-law and Regulatory Services also played an integral role in by-law reviews and associated development of amendments to update various by-laws to align them with new legislation and address enforcement practices. In 2019, By-law and Regulatory Services led or participated in strategic policy work including:

- Feasibility of Review of On-Demand Accessible Taxicab Service
- Report on Rental Accommodations Study and Regulatory Regime
- Licensing and Regulation of Payday Loan Establishments
- Harmonization of Smoke-Free By-laws
- Development of the 2019-2022 by-law review workplan
- Vehicle-For-Hire Accessibility Fund – Allocation Plan

In 2020, By-law and Regulatory Services participated in strategic policy work including:

- ByWard Market Right-of-Way Patio Update
- Rental Housing Property Management By-law report
- Short-Term Rental By-law
- Residential Mural By-law
- Amendments to the Smoking and Vaping By-law to address responsibilities of property owners of water-pipe establishments

Service Improvement Initiatives

Phase 1 of the Dispatch Modernization Project (DMP) was implemented in 2018, including process mapping, business requirements, and current state-future state documentation. Phase 2 of the DMP, currently ongoing, is to assign calls to officers based on their GPS location rather than going to the officer next in the queue. The goal of this change is to increase efficiency and reduce travel distance and time between service requests.

As part of the MAP replacement initiative, By-law and Regulatory Services began scoping the implementation of the new Client Relationship Management (CRM) program, Dynamics 365. In 2019 By-law and Regulatory Services, in conjunction with Information Technology Services, conducted extensive planning and testing in the form

of a pilot project aimed at determining the viability and gaps of the program including ensuring successful migration of data. During this pilot, officers were afforded the opportunity to provide feedback based on their user experience. In 2020, BLRS began to import Parking Control calls into the new Client Relationship Management (CRM) Dynamics 365. During the next phase of the project, which is expected to launch Q4 2021, all remaining By-law and Regulatory Services call types will be integrated into the new system.

Employee Engagement

In 2019, an employee townhall, a long service awards ceremony, and an employee engagement BBQ event were held to thank staff for their continued service.

In 2020, given that in-person employee engagement functions were suspended due to the COVID-19 pandemic, By-law and Regulatory Services conducted several virtual townhall sessions. These events afforded management the opportunity to check-in with staff, as well as allowing staff to provide feedback. The primary focus of these townhall sessions was mental health awareness, employee stress management techniques and staff appreciation.

Important updates were provided to all staff on a weekly basis to keep lines of communication open and share timely and relevant information, and a newsletter was circulated monthly with a variety of messaging, including more informal information.

Other employee engagement initiatives in 2020 included COVID-friendly drive-through lunches for Employee Recognition Month and the December holiday season, to express appreciation for staff's dedication during a very difficult time. Staff were provided with pre-packaged BBQ and "#staysafe #covid19" T-shirts.

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.

In 2019 and 2020, By-law and Regulatory Services enhanced existing, and established new community education and outreach programs, led by the public information officer.

Through its outreach program, By-law and Regulatory Services participated in 60 community and Councillor related events such as Help Santa Toy Parade, and the Wiggle Waggle Walkathon. In 2020, in person events were suspended due to COVID-19, but By-law and Regulatory Services participated in many events held virtually such as Ottawa Capital Pride Week.

By-law and Regulatory Services is committed to giving back to the community by holding fundraisers, and campaigns such as the Annual Sock and Tuque Drive, during which officers distribute warm socks and tuques to the homeless. In 2019, By-law and Regulatory Services donated 13 turkeys and three hams to the Ottawa Mission.

By-law and Regulatory Services has English and French Twitter accounts ([@OttawaBylaw](#) and [@RegMunicip Ott](#)) with over 11,000 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 ([By-law and Regulatory Services](#) and [Services des règlements municipaux de la Ville d'Ottawa](#)) have over 7,000 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.

By-law and Regulatory Services social media accounts were used to provide residents with up-to-date information on provincial regulations, and public health guidelines during the pandemic. Posts relating to COVID-19 regulations received the most impressions, including one tweet that received 183,000 impressions, demonstrating that By-law and Regulatory Services' social media is an important source of vital information for residents.

In 2020 By-law and Regulatory Services conducted several media campaigns on topics such as fireworks, noise in association with Saint Patrick's Day festivities, and parking tow zones. By-law and Regulatory Services worked with multiple media outlets to increase awareness throughout the city.

The Spay/Neuter Clinic continued its partnership with Algonquin College in 2019, including the Veterinary Assistant program and the Veterinary Technician Program. The Spay/Neuter Clinic hosted 35 Algonquin College students in 2019 as part of the school's required coursework. Due to COVID-19, the Clinic was not able to accommodate any Algonquin College students in 2020. 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.

By-law and Regulatory Services is planning for the resumption of in person outreach and education initiatives to effectively promote safety and by-law regulations through schools and community events. By-law and Regulatory Services will continue to effectively promote topics such as property standards, noise and animal care and control increasing awareness, and achieving voluntary compliance.

Looking Ahead

The accomplishments in 2019 and 2020 helped to 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.

In 2022, By-law and Regulatory Services is planning a campaign surrounding the implementation of the Short-Term Rental By-law and will continue to participate in the development and review of key regulatory files.

The performance measurement enhancement initiatives described, which are currently underway are expected to form part of the 2021 annual report.

A review of enforcement data since Council's investment in the service as part of the By-law and Regulatory Services Service Review in 2019 indicates that service requests are increasing at a rate that is not sustainable for the service based on current service standards and staffing levels. By-law and Regulatory Services' ability to handle service demand has been and will continue to be impacted by continued growth and other factors such as aging infrastructure and increases in human and animal populations. If the trend observed continues, By-law and Regulatory Services will not be able to maintain its current service levels. Over the last several years By-law and Regulatory

Services has endeavoured to mitigate the effects of growth and intensification on the service's ability to sustain its service standards through strategies including:

- The Private Parking Enforcement Agency Program which allows parking control officers to focus more of their time on enforcing the Traffic and Parking By-law on City streets
- The addition of a public information officer to coordinate social media, media inquiries, web amendments, community and school events, and public inquiries and to attempt to increase voluntary compliance through education
- The Alternate Response Program, which allows officers to prioritize enforcement of more serious offenses
- The implementation of a data analytics system that provides metrics related to the number, type and location of service request, the response time, and other performance measures
- Adjustments to officer training and standard operating procedures, as recommended by the Auditor General as part of the Audit of By-law and Regulatory Services
- Increased engagement with community partners to proactively prevent nuisance noise through public education and awareness along with investment in two rapid response officers to offset download of noise calls from the Ottawa Police Service
- As part of the [By-law and Regulatory Services Service Review](#), (ACS2019-EPS-GEN-0005) BLRS conducted a LEAN process review on dispatch services and the alternative response program.

Staff will continue to monitor the trends described in this report, consider further options to mitigate the increase in demand and provide analysis on growth requirements or service level adjustments for Council's consideration as required.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this information report.

LEGAL IMPLICATIONS

There are no legal impediments in receiving this report for information.

COMMENTS BY THE WARD COUNCILLOR(S)

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

CONSULTATION

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

ACCESSIBILITY IMPACTS

By-law and Regulatory Services operates in accordance with the AODA and the Integrated Accessibility Standards Regulation.

RISK MANAGEMENT IMPLICATIONS

There are risk implications. These risks have been identified and explained in the report and are being managed by the appropriate staff.

RURAL IMPLICATIONS

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

TERM OF COUNCIL PRIORITIES

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

DISPOSITION

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