

To: Corporate Services Committee

From: Tracy Adams, Commissioner, Corporate Services,
Corporate Services Department

Report Number: CORP-21-43

Date of Report: September 8, 2021

Date of Meeting: September 13, 2021

Subject: 2021 Municipal Law Enforcement Operational Review

File: 03-05

1.0 Purpose

The purpose of this report is to present a 2021 Municipal Law Enforcement (M.L.E.) Operational Review.

Attachment 1 is the 2021 Municipal Law Enforcement Operational Review.

2.0 Recommendation

That the Corporate Services Committee recommend to City Council:

That in accordance with Report CORP-21-43, dated September 8, 2021, concerning Municipal Law Enforcement Operational Review, that the following be approved:

1. That M.L.E., in consultation with the Oshawa Animal Care Advisory Committee, consider options for broader changes by exploring service delivery and cost recovery options for sick or injured wildlife files and report to the Corporate Services Committee;
2. That M.L.E., in consultation with the Oshawa Animal Care Advisory Committee, consider changes by exploring service delivery options for animal welfare complaints and report to the Corporate Services Committee;
3. That three (3) hour parking violation complaints only be accepted when a licence plate number is provided;
4. That enforcement of Section 4.38 of the Traffic By-law, Seasonal Offence (currently 3:00 a.m. to 6:00 a.m.) only be undertaken through proactive patrols and that complaints about this violation not be accepted through Service Oshawa. M.L.E. will continue to respond to complaints about other violations in the Traffic By-law.

5. That a review of the current overnight parking regulation be referred to staff for a report back to the Community Services Committee;
6. That future reports regarding new or expanded regulations provide Council with an indication of the resources required to implement and enforce; and,
7. That in order to ensure the best use of City resources, enforcement of complaints that are not health and safety related be subject to the proximity and affect criteria and that the distance be increased from 60 to 200 metres to include the general immediate neighbourhood where a resident lives.

3.0 Executive Summary

Not applicable.

4.0 Input From Other Sources

The following were consulted in the preparation of this report:

- Animal Services
- Facilities Management Services
- Finance Services
- Fleet Services
- Legal Services
- Road Operations
- Traffic

Additionally, staff conducted informal benchmarking with various municipalities:

- Ajax
- Aurora
- Barrie
- Burlington
- Cornwall
- Georgina
- Greater Sudbury
- Haldimand County
- Halton Hills
- Hamilton
- Kitchener
- London
- Markham
- Newmarket
- North Bay
- Oakville
- Ottawa
- Port Colborne
- Ramara
- Red Lake
- Richmond Hill
- St. Catharines
- Tay Township
- Toronto
- Township of Tiny
- Vaughan
- Whitby
- Windsor

5.0 Analysis

5.1 Background

Municipal Law Enforcement and Licensing Services provides regulatory services to improve public health and safety, enhance consumer protection, promote standards of property maintenance and livability, increase vibrancy, and boost the quality of life for residents of the City of Oshawa. The Branch is comprised of three (3) divisions: Municipal Law Enforcement (M.L.E.), Licensing and Support Services, and Policy and Research.

Internal comprehensive reviews of the operations of M.L.E. were conducted in 2005 and again in 2016 ([CORP-16-101](#)). In addition, KPMG conducted internal audits in 2017 regarding Administrative Monetary Penalties, in 2018 regarding Enforcement Processes, and in 2019 regarding Physical Security. Staff also reported in 2020 on Enforcement and Judicial Processes (CNCL-20-123). Further, the Branch reports annual statistical data on M.L.E.L.S. core services through its Annual Report ([INFO-21-153](#)).

In June of 2021, the City's system of tiered and escalating A.M.P.s for parking and non-parking by-law violations, along with innovative Hearing's processes, received an E.A. Danby Certificate of Merit from the Association of Municipal Clerks and Treasurers of Ontario which recognizes outstanding achievement in improving performance in the category of implementation of legislation.

The outcomes of the reviews and audit recommendations have resulted in advanced use of technology wherever possible, implementation of a variety of enhancements to processes and procedures and the transfer of the responsibility for Corporate Security Services to Facility Management Services.

A five year review is good practice and this 2021 Municipal Law Enforcement Operational Review (**Attachment 1**) focuses on the M.L.E. division which is responsible for enforcing City by-laws that are classified into three (3) core areas: property, parking and animal.

5.2 Opportunities and Challenges

Population growth, development expansion, an increase in complaint volume, hours of operation, opioid crisis and increased in unsheltered individuals, COVID-19 and the introduction of expanded or new regulations have all had an impact on M.L.E. resources. In 2016, M.L.E. received 14,639 complaints. By 2019, that number had grown to 17,614 (2020 was an anomaly due to the effects of the COVID-19 Pandemic). With no associated staffing increases, this growth presents opportunities for outside-the-box thinking in the way enforcement work is undertaken and managed.

The recommendations outlined in Section 6 of the 2021 Municipal Law Enforcement Operational Review (**Attachment 1**) will put the Division in a good position to continue to provide excellent and timely services to the community.

6.0 Financial Implications

The financial implications associated with the recommendations in Section 6 of the 2021 Municipal Law Enforcement Operational Review will be included in the 2022 proposed Operating and Capital Budget submissions as outlined below:

- \$130,000 for the capital costs of two additional vehicles
- \$20,000 for the operating costs of two additional vehicles

The addition of a Senior Training Officer and two part time Officers will be included in the Strategic Workforce Plan for Council to consider during the 2022 budget deliberations. The estimated cost of the Senior Training Officer is \$110,000 including salary and benefits and estimated cost of two part time Officers is \$63,000 including salary and benefits.

7.0 Relationship to the Oshawa Strategic Plan

The recommendations in this report respond to the Oshawa Strategic Plan Goals of Accountable Leadership and Social Equity.



Brenda Jeffs, Director,
Municipal Law Enforcement and Licensing Services



Tracy Adams, Commissioner, Corporate Services,
Corporate Services Department

Attachment

2021 Municipal Law Enforcement Operational Review

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1.0 Enforcement Overview

Municipal Law Enforcement (M.L.E.) is a Division within the Municipal Law Enforcement and Licensing Services Branch (M.L.E.L.S.). M.L.E. provides enforcement services that aim to improve public health and safety, enhance consumer protection, promote standards of property maintenance and livability, and boost the quality of life for residents of the City of Oshawa. Enforcement is focused on three core areas: Property, Parking and Animal.

1.1 Enforcement Approach

The City of Oshawa has a compliance-focused approach to enforcement of municipal by-laws. Officers are focused on customer service and whenever possible, work to gain voluntary compliance through education and warnings. Officers are guided by the objectives and overall intent of the specific by-law or legislation while using the most innovative, efficient and effective method of achieving compliance. Given their exposure in the community, Officers are ambassadors who work to promote a positive image of the city.

Officers also consider risks associated with files and complaints: identifying potential hazards and undesirable events, the likelihood of reoccurrence, any history of non-compliance and consequences of continued action, while taking steps to reduce that risk. Depending on these factors, Officers may also use tools such as orders, notices and fines to gain compliance.

Whichever tools are used, M.L.E.'s goal is to interpret, apply and enforce by-laws in a fair, consistent and reasonable manner and in accordance with the standards of Enforcement By-law 92-2014 ("Enforcement By-law"). The Enforcement team prioritizes complaints that have health and safety implications and require immediate action while ensuring that enforcement action is proportional to the nature of the violation. Protocols are established for proactive versus complaint based files.

Proactive, Complaint-Based and Hybrid Approaches

Enforcement can be proactive or complaint-based or a hybrid approach (combination of the two). Complaint investigations are undertaken when a call for service is received. Proactive enforcement is undertaken when workload permits and is generally for issues that fall into one of these categories:

- Safety and well-being of the public
- Address the community's/city's image
- Property with a history of contravening by-laws
- Relates to a similar complaint nearby
- Support a continuous turnover of available parking spaces in the downtown.

Examples of proactive responses include:

- Animal
 - Dog running at large in a park
- Property
 - Snow and ice on sidewalk
 - Apartment building audits
 - Use of alcohol or barbeques in parks
 - Behaviour that may negatively affect other park users
- Parking
 - Parking in front of fire hydrants
 - Parking so as to overhanging road or sidewalk
 - Interfere with snow clearing and no parking 3-6am
 - Time limits in the downtown
 - School zone parking enforcement

Downtown parking has resources dedicated to proactive enforcement in an effort to ensure a continual turnover of available parking spaces for downtown customers and to ensure compliance with payment requirements.

A hybrid approach may result when an Officer is responding to a complaint but also undertakes proactive enforcement of similar issues in the nearby vicinity of the complaint.

1.2 Complaint Management

While M.L.E. works toward contributing to well maintained and peaceful neighbourhoods, it is recognized that residents have the right to report issues that detract from that or affect their quality of life. In order to ensure the most efficient use of Officer resources, the Enforcement By-law, 92-2014, provides the discretion required for an Officer to conclude an investigation by making one of the following determinations:

- There is insufficient evidence to proceed with enforcement in response to the complaint;
- The Municipal Standard the subject of the complaint has been brought into compliance;
- The complaint is trivial, frivolous, vexatious or made in bad faith; or,
- The subject of the complaint should be enforced.

Anonymous Complaints

Anonymous complaints cannot be accepted which is a consistent approach by municipalities across the province and with offices like the Ontario Ombudsman. As discussed at the Council Education and Training Session on March 31, 2021 there are a number of reasons for this practice:

- An Officer's investigation can be severely limited without the benefit of a conversation with the complainant who has witnessed the issue first-hand.
- Officers need to fully understand the issue, what is happening, when it is happening and what is being observed by the complainant. The complainant is often the only one who can provide that detail and provide the access required for an investigation.
- To limit the opportunity for M.L.E. to be used as a tool in neighbour disputes.

Complainant information is protected under the Municipal Freedom of Information and Protection of Privacy Act, 1990 and is only disclosed in the rare circumstance when it is directed by a Justice of the Peace as part of a court proceeding.

M.L.E. will make an exception to this practice in the rare circumstance where an immediate threat to safety is occurring (e.g. pool with no enclosure).

Third party complaints

Similarly, it is imperative that an Officer speak with the individual with first-hand knowledge of a violation and as such, third party complaints cannot be accepted for the following reasons:

- A third party to a complaint often cannot provide the level of detail required to undertake enforcement.
- In apartments and other shared living accommodations, only the complainant can provide the access required for an internal investigation.
- It is important that an Officer have a reasonable expectation that a violation could be occurring before approaching an alleged violator or entering a property.

Frivolous, vexatious, trivial or made in bad faith

The focus of M.L.E. must be on balancing the interests of both the complainant and the broader community. As outlined in the Enforcement By-law and the recently approved Frivolous, Vexatious or Unreasonable Request or Complaints Policy, examples of complaints in this category include:

- Retaliatory
- Multiple unsubstantiated complaints from same complainant against a specific property
- Numerous complaints regarding a variety of locations

Complaints of this nature will not be investigated.

1.3 By-laws Enforced

M.L.E. Officers enforce the following 37 by-laws:

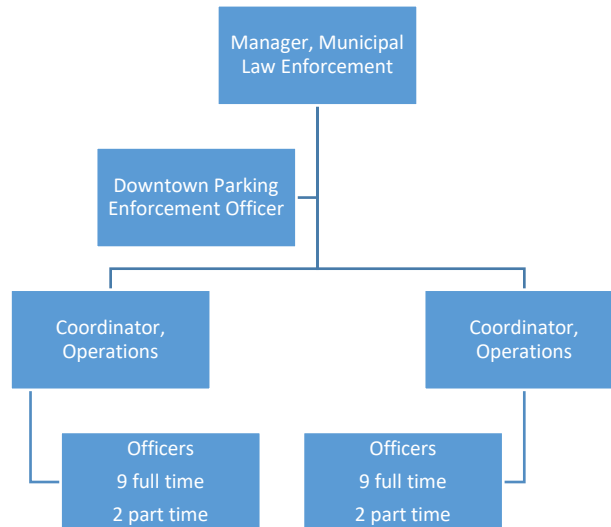
- Adequate Heat
- Adult Magazine Video Display
- Boulevard
- Dust and Mud
- Election Sign
- Fence & Sight Triangle
- Fouling of Roads
- Fireworks
- Fortification
- Group Home Registration
- Highway Vending
- Licensing
- Lodging House Registration
- Lot Maintenance
- Noise
- Nuisance
- Parks
- Pool Enclosure
- Property Standards
- Open Air Burning (Fire Services is Lead)
- Responsible Pet Owner's
- Road Occupancy Permit
- Signs
- Site Alteration
- Skateboards & Bicycles
- Snow and Ice
- Storm Sewer Connection
- Taxicab Licensing
- Tow Truck
- Traffic (City and Region)
- Trees
- Trespass
- Two Unit House Registration
- Unauthorized Parking Zoning
- Vehicle Idling
- Waste Collection
- Zoning

Officers may also be called upon to enforce the following Provincial legislation:

- Dog Owner Liability Act
- Weed Control Act
- Emergency Management and Civil Protection Act
- Reopening Ontario Act
- Health Protection and Promotion Act

1.4 Enforcement Staffing

The M.L.E. Division reports to the Director of Municipal Law Enforcement and Licensing Services and is comprised of 22 full time staff and 4 part time staff and is structured as follows:



The transfer of the Corporate Security function to Facilities Management Services in 2020 resulted in the reduction of one Coordinator position. This has been the only change to the staff complement since 2011.

An informal survey of the enforcement staff complement of comparable sized municipalities was undertaken and the results are outlined in **Appendix 1**. However, an “apples to apples” comparison is difficult as the following may vary by municipality:

- By-law regulations
- Complaint management processes
- Services contracted out
- Hours of work
- Service levels

1.5 Officer Schedules

Officers work a variety of shifts with schedules fluctuating throughout the year depending on resource requirements of the season. A pilot project was launched in August 2021 which provides a variety of shift options and coverage as outlined in **Table 1** below. Note that the information below does not reflect daily reductions that occur due to vacation, illness or other absences.

Table 1 - Officer Shifts

Shift	Number of Officers working			
	Monday to Friday	Saturday	Sunday	Statutory Holidays
Days – full time - 7:00 a.m. to 7:00 p.m.	9-15	2	As needed	As needed
Days – part time - As needed	As needed	1	1	As needed
Afternoons – full time - 4:00 p.m. to 12:00 a.m.	3	1	As needed	As needed
Afternoons – part time - 4:00 p.m. to 12:00 a.m. - 1:00 p.m. to 9:00 p.m.	1	2	2	As needed
Non-Winter Overnight – part time - 11:00 p.m. to 7:00 a.m.	2 Officers, 2 nights per week			
Winter Overnight – part time - 2:00 a.m. to 6:45 a.m.	2	2	2	2
Winter Overnight – full time - As needed	As needed for winter control			

In addition to regularly scheduled shifts, one (1) Officer is always on standby to respond to calls that arise when no Officers are on duty. These callouts are generally to respond to reports of sick or injured animals, found domestic animals or other priorities that may arise related to health and safety.

1.6 Enforcement Statistics

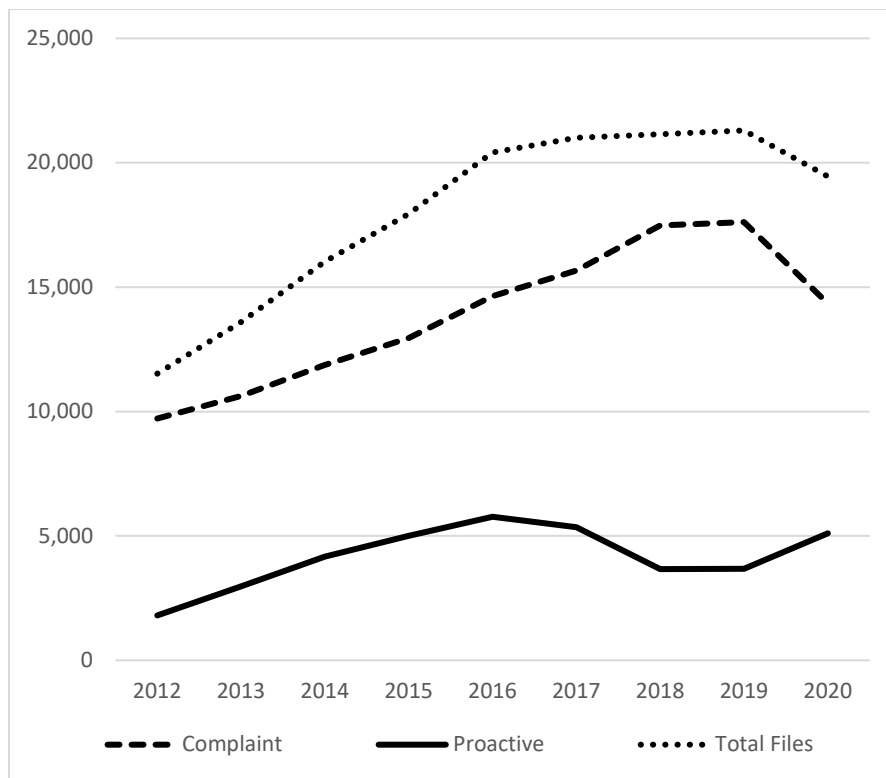
Complaints and proactive work initiated by the Branch have steadily increased, with 2020 being an anomaly because of the impacts of the pandemic. Prior to 2012, statistics were tracked in different systems making it difficult to compare consistently.

Table 2 and **Graph 1** below provide a high level overview of the history of enforcement files managed by the Division.

Table 2 - Enforcement File History

File Type	2012	2013	2014	2015	2016	2017	2018	2019	2020
Complaint	9,719	10,628	11,866	12,948	14,639	15,666	17,476	17,614	14,341
Proactive	1,804	2,973	4,167	5,001	5,770	5,345	3,667	3,684	5,109
Total	11,523	13,601	16,033	17,949	20,409	21,011	21,143	21,298	19,450

Graph 1



1.7 Service Levels

Service levels indicate the length of time it may take an Officer to close a file. They are established and regularly reviewed with priority given to health and safety and animal welfare issues and in consideration of legislated notice requirements.

While M.L.E. most often exceed these service levels, they do provide for necessary notification requirements of the various by-laws and consider a worst-case scenario for cooperation in achieving compliance, meaning the violator is not cooperative, orders or notices are required, and appeal periods are considered.

Appendix 2 lists current service levels in business days.

1.8 Cost Recovery

The primary objective of M.L.E. is to achieve compliance with municipal standards to ensure public health and safety, consumer protection and nuisance control. A full cost recovery is not consistent with a compliance-focused objective of achieving voluntary compliance whenever possible and, specific to Administrative Monetary Penalties (A.M.P.) the Provincial O. Reg. 333/07 establishes reasonable limits for penalty amounts in that the amount of an A.M.P. “shall not be punitive in nature [and] shall not exceed the amount reasonably required to promote compliance with a designated by-law”.

In addition, a full cost recovery model is not achievable as approximately 42% of enforcement files are closed with no violation and a number of services are offered that do not result in a fee or fine. For example:

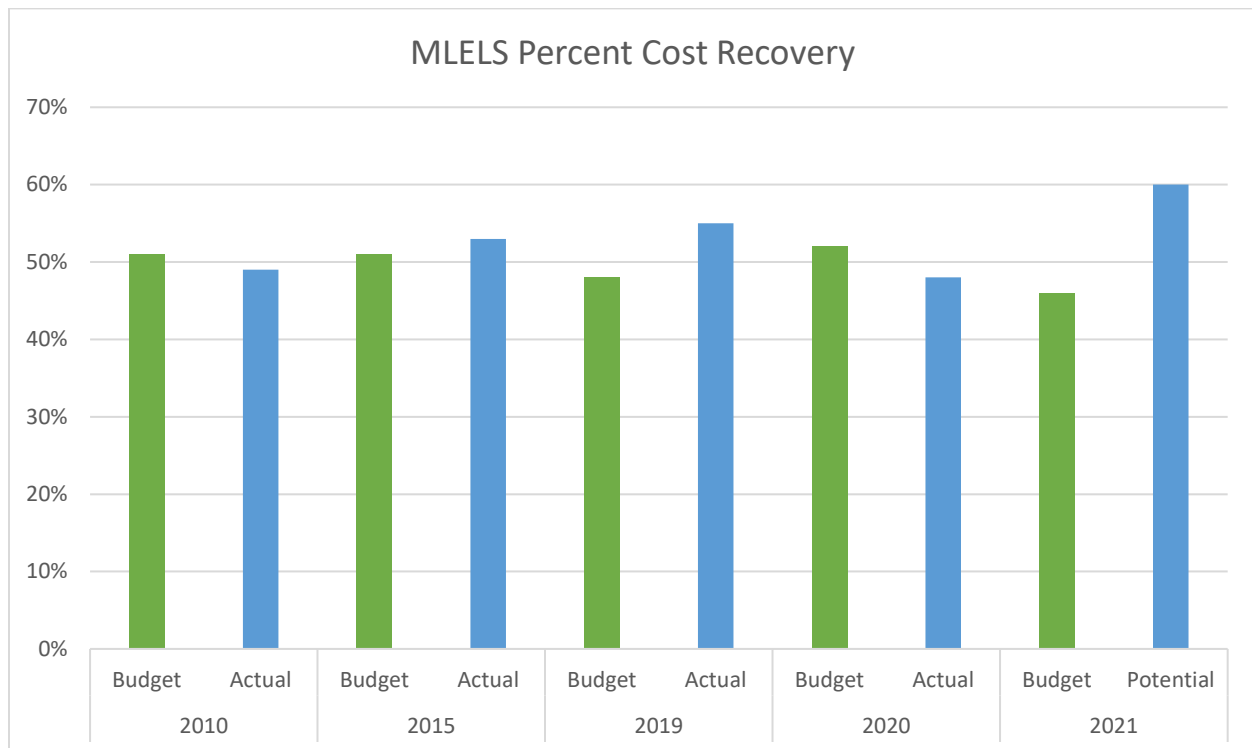
- Sick or injured wildlife
- Compliance achieved through education
- Apartment Building Audits
- Proactive educational campaigns (e.g. Parks patrols and dogs running at Large)
- Found animals when owner is not able to be located
- Uncollectable non-parking fines (e.g. unable to locate individual, etc.)
- Officer and staff time spent at screenings, hearings and court proceedings
- Administrative functions
- Policy research and by-law creation and amendments
- General by-law inquiries

Increased education and communications with residents in conjunction with community outreach have helped to increase voluntary compliance. Additionally, staff have implemented a number of improvements in recent years to increase the cost recovery of enforcement activities and decrease the burden on taxpayers:

- Tiered and escalating A.M.P.
- New A.M.P. added to a variety of by-laws
- Increase and consistent recovery of Officer costs associated with Lot Maintenance remedial work billing
- Implemented increased and consistent application of Hearing Officer fees
- Implemented increased and consistent application of exemption request fees
- Consistent fees for application inspections beyond the initial two (2) inspections
- Dedicated downtown parking Officer
- Lean reviews to implement efficiencies in various administrative processes
- Consistent application of fees for property standards inspections beyond the initial two (2) inspections.

The chart below is based on M.L.E.L.S. Branch annual operating budget and reflects the per cent of expenditures recovered by revenues received. The years 2020 and 2021 are significantly affected by the implications of the COVID-19 pandemic. It is estimated that 2021 could have achieved a cost recovery of approximately 60% had normal circumstances been in place. This is reflected as “2021 Potential” in Graph 2 below.

Graph 2



Staff will continue to explore opportunities to increase cost recovery while maintaining a balanced approach to enforcement.

2.0 2016 Operational Review

In 2006, the M.L.E.L.S Branch combined services previously the responsibility of three different departments – Parks, Clerks and Building Services. The creation of the generalist officer approach was implemented at this time whereby all Officers are trained on all by-laws, as opposed to limiting Officer’s exposure to only specific by-laws. Because these changes were significant and process altering, M.L.E. was directed in 2014 to assess the success and challenges experienced by the new division in the form of an internal and external audit (“Operational Review”).

At its meeting on December 19, 2016, Council approved the recommendations included in the 2016 review. An update on the status of each is noted in **Table 3** below.

Table 3: 2016 Operational Review Recommendations

#	Recommendation	Status
1	Establish a Council-endorsed enforcement approach	<ul style="list-style-type: none"> - Complete - Oshawa M.L.E. has a compliance focused approach with a combination of complaint based inspections, proactive files for health and safety issues and a combination of the two for projects as required.

#	Recommendation	Status
2	Annually assess by-laws for potential improvements	- Ongoing - This is now a continuous activity
3	Consider future needs for additional supervision	- Ongoing - Coordinators now work a variety of shifts - See staffing recommendations in Section 6
4	Proactive enforcement of Licensing By-laws	- Ongoing - Special projects undertaken as time permits - Recommendations in Section 6 to provide additional capacity for this work
5	Work with Corporate Communications to develop a branch communications and public relations approach	- Complete - This is now a continuous activity
6	Review and investigate hours of work	- Ongoing - Six month Pilot Project implemented in August 2021, to be reassessed in early 2022
7	Assess the MLE Fleet annually to ensure that it meets the needs of M.L.E.	- Ongoing - See recommendations included in Section 6
8	Revise and update policies and procedures	- Ongoing - This is now a continuous activity
9	Achieve more efficient use of City resources by seeking Council direction for M.L.E. to discontinue: <ul style="list-style-type: none"> - Pick-up of injured wildlife - Pick-up of deadstock - Pick-up of stray cats 	- Partially complete - See recommendations included in Section 6
10	Increase administrative efficiencies by consolidating M.L.E.L.S. administrative staff to M.L.E.	- Complete
11	Long-term plan for M.L.E. Office Space and Accommodation	- Complete - Further enhancements recommended in Section 6
12	Review Service Level Agreements	- Complete - This is now a continuous activity
13	Improve Service Oshawa knowledge base for M.L.E. Services	- Complete - This is now a continuous activity
14	Promote competency of Officers through function-based assignments and projects	- Complete - This is now a continuous activity

#	Recommendation	Status
15	Consider and acquire appropriate technology as part of OLI review e.g. Tablets	- Complete
16	Increase efficiency of parking patrol through the use of technology – Licence Plate Recognition (L.P.R.)	- Complete
17	Move to annual reports for M.L.E. statistics	- Complete

3.0 Improvements Implemented Since 2016 Review

The M.L.E. team are regularly in contact with counterparts in other municipalities and consider best practices and industry standards with a goal to identifying improvement opportunities. In addition to recommendations identified in 2016, staff have shown initiative in identifying and implementing improvements that respond to the following:

- Improved customer service
- Process efficiency
- Increase in revenue
- Decrease in cost

The following changes have been implemented since the 2016 Operational Review:

Licence Plate Recognition (L.P.R.)

Officers can now take a picture of a vehicle licence plate and the plate number is immediately imported into the ticketing application. The picture is attached to the file as part of the evidence collected. In ideal conditions, the use of L.P.R. can reduce time to enforce the Traffic By-law and increase accuracy of penalties issued.

Tiered and Escalating Administrative Monetary Penalties

In an effort to encourage compliance and ensure cost recovery from repeat offenders, tiered and escalating fines were added to many by-laws in 2020.

Utility Terrain Vehicle (U.T.V.)

In addition to the use of bicycles already in place, a U.T.V. was purchased in 2019 for use when enforcing by-laws throughout the City’s parks and trail systems. This provides Officers with greater efficiency in patrolling these areas and educating park users.

Dedicated Downtown Parking Enforcement

In recent years, all Officers rotate through shifts covering patrol of the downtown area. This patrol focused on parking enforcement but also responded to a variety of issues including but not limited to Snow and Ice, Licensing and Nuisance. It was recognized that consistency in this area would benefit the downtown as a dedicated Officer could

be more familiar with the downtown businesses and customers. As a result, when an Officer vacancy resulted from a retirement, a dedicated Parking Officer was hired for this patrol.

Expanded Supervision Hours

Rather than regular work day shifts and requiring overtime to respond to unique scenarios that occur in the evening and night, the two Operational Coordinators now rotate through shifts that provide supervision until midnight two (2) weeks per month.

Overnight Shifts in Non-Winter Months

Staff recognized that while the 3:00 a.m. to 6:00 a.m. on-street parking prohibition is not in place in the summer months, there is still a need to enforce the general three (3) hour regulation in the overnight and early morning hours. To improve customer service, Officers are now scheduled for two (2) overnight shifts per week in the non-winter months.

Hours of Work

In collaboration with Human Resources, M.L.E. Management and CUPE Local 251, a team was established to study shifts and hours of work with a goal to increasing work/life balance for the Officers and improving operational efficiency for the Division. This work culminated in the August 2021 launch of a six-month pilot project where Officers were able to opt-in to a four (4) day work schedule. The pilot will be reassessed in early 2022.

Refined Geographic Distribution of Work

Officers were previously responsible to respond to files within a large geographic area of the city. This sometimes resulted in significant travel times and a lack of familiarity with specific neighbourhood issues or repeat offenders. Staff analyzed recent complaint data and enforcement files and have divided the city into six (6) geographic enforcement zones with three (3) Officers assigned to each zone. This decreases travel time and increases Officer's familiarity with issues specific to their neighbourhoods.

Move to the Consolidated Operations Depot (C.O.D.)

M.L.E. has been located in a variety of spaces in recent years: from the Mary Street Parking garage to a rented space in 22 King St. W. and most recently in a rented space at 44 Simcoe St. S. Many of those spaces were small and difficult to work in. In summer 2019, M.L.E. was relocated to the C.O.D. This location provides easy access to Fleet Services and fuel, to training and conference rooms and to other staff that are collaborated with on a regular basis including Parks and Road Operations.

Apartment Building Audits

Apartment Building Audits were initially implemented in 2017 as a pilot project in an effort to improve property standards at some of the larger apartment buildings in the

city. Staff now regularly schedule apartment building audits twice per year for three (3) buildings each time. Buildings are selected with input from area Officers and by reviewing enforcement files, complaints and history of compliance.

Transfer of Security Function

In 2019, the KPMG Physical Security Audit noted that responsibilities for corporate security in other municipalities were assigned to Facility Management Services. KPMG recommended that the City review the appropriateness of having M.L.E. continue to be responsible for security. The KPMG recommendations were endorsed by Council including the transfer of corporate security responsibilities to Facility Management Services which took place fall 2020.

Service Level Review and Improvements

Service levels reflect the expected time to complete a file from the date a complaint is received to the date compliance is achieved and the file is closed. Throughout the last year, staff have reviewed the service levels for the various file types and have improved service levels as identified in **Appendix 2**.

Special Projects as Needed

Enforcement staff work closely with the Licensing and Standards group and with staff in other branches and departments to identify the need for proactive special projects. Recent projects include an audit of compliance associated with public garage licensing, park patrols for compliance with the Responsible Pet Owner's By-law, warnings issued for two (2) weeks prior to start of winter overnight parking prohibition and the removal of illegal boulevard signs, to name a few.

Enhanced Education and Communication

Staff have enhanced education to the public to raise awareness of municipal standards with a goal of increasing voluntary compliance. This has been done through direct mailings, door-to-door canvassing and social media messaging. In addition, a cross-functional staff team has been created who regularly review website content to ensure it is easily understood, easy to find and is up-to-date.

Outsourcing of Deadstock Collection

The outsourcing of deadstock as approved by Council in June 2021, eliminates a non-enforcement activity that was previously the responsibility of Officers which provides greater capacity to respond to resident by-law concerns.

Satellite Office

With the establishment of refined geographic zone assignments, greater efficiency can be gained by locating some Officers in the north end of the City. Staff have worked with Facilities Management Services to consider options to relocate the three (3) Officers dedicated to work in a geographic area north of Taunton Rd.

An empty office space at the Oshawa Executive Airport is available that is ideal for this purpose and has been vacant for a number of years. City vehicles can be stored in a secure area and staff can more efficiently respond to their files from this location. Through discussion with Facilities Management Services, it has been determined that this space can be optimized by creating a hub shared with security services who can also benefit from office space in the north end.

The office currently shares access doors with an adjacent tenant so minor modifications are being undertaken to provide for a separate, secure access. It is anticipated that the modifications will be complete before the end of 2021 and staff can relocate at that time.

Various Process Improvements

Staff have undertaken a variety of other process improvements that save time for the Officers, administrative staff and improve customer service including:

- Lot Maintenance remedial work billing and invoicing
- Records management practices
- After-hours response to noise complaints
- Payroll administration

4.0 Recent New or Expanded Regulations

Enforcement staff have been instrumental in the implementation of new and expanded by-laws and regulations since the review in 2016. All of these have been implemented without an increase in staff complement. Some of these include:

- Licensing:
 - Driving Schools and Instructors
 - Short Term Rental Properties
 - Payday Loan Establishments
 - Vehicles for Hire
- Clothing Donation Bins
- Dust and Mud Control
- Animal Welfare Standards
- Response to Unsheltered Individuals

There have also been more minor amendments to a variety of by-laws enforced by MLE Officers:

- Boulevard
- Lot Maintenance
- Trespass
- Parks
- Highway Vending

All of these additions and amendments have resulted in an increase in workload for Officers.

5.0 Challenges

Population Growth

The growth of the city’s population is projected to increase by 28% in 2031 from 2011 levels (see **Table 4** below). With a growing population but an unchanging amount of M.L.E. resources, Officers will have to continue to do more with less as complaints and violations continue to rise with an increased population.

Table 4 – Population Growth (Source: [City of Oshawa Official Plan](#))

Year	2011	2016	2021	2026	2031	% Change (2011 to 2031)
Population	153,585	165,390	174,695	184,460	197,000	+28%

Note: The population figures identified above exclude post-secondary students who reside temporarily in the City.

Development Growth

Oshawa has experienced significant development growth since 2011 (See **Table 5**).

The number of housing units in the city has grown by approximately 16% over the past 10 years. More housing units increase the potential for more property and parking related complaints. As Oshawa’s growth continues to rise, it is stretching the M.L.E. resource pool even thinner.

Table 5 – Development Growth

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Number of Units	59,343	59,913	60,913	61,697	63,048	63,921	65,637	66,864	67,387	68,864

Employment Growth

Similar to population and development growth, the growth in employment and new business has followed similar increasing trends over the years. Accordingly, to ensure the health, safety, and consumer protection for the public, there has been a corresponding increase in the demand for business licensing and related enforcement services. Additionally, this demand has grown further with the inclusion of new business licensing classes in recent years including but not limited to:

- Driving Schools/Instructors
- Short-Term Rentals

- Vehicles-for-Hire
- Payday Loan Establishments
- Pet Stores

Complaint Volume

Since 2016 Oshawa has seen a steady rise in complaints. The growing complaints remain a challenge for M.L.E. without a corresponding increase in staff resources. See **Table 6** (note: 2020 and 2021 have proven to be uncommon and not in line with recent trends). While COVID-19 required an increase in pro-active work in parks and the downtown, it resulted in unusual reductions in public complaints. Most of the parking complaints can be attributed to the provision of free parking in the downtown and temporary pause on three (3) hour enforcement during lockdowns. **Table 7** provides a breakdown of complaint volume in 2019 compared to 2020.

Table 6 – Complaint Volume

Year	2016	2017	2018	2019	2020
Number of Complaints	14,635	15,667	17,476	17,614	14,063

Table 7 – 2020 Complaint Variances

Year	2019	2020	Decrease
Property	6,867	6,002	(865)
Parking	7,674	5,312	(2,362)
Animal	2,911	2,749	(162)
Total	17,452	14,063	(3,389)

Supervision

Two (2) Operations Coordinators each oversee a team of nine (9) full time Officers and two (2) part time Officers in addition of two (2) summer students. Officers are deployed across a variety of shifts covering up to 24 hours per day during parts of the year, while responding to a variety of issues and complaint types. Additionally, Operations Coordinators assume on-call shifts on a rotational basis and lead special projects as required. While the Coordinators have recently modified shifts to provide for some evening supervision, M.L.E. is challenged to provide direct supervision for evening and weekend shifts. Adequate supervision for officers is required to address appropriate levels of support and instruction for staff while ensuring compliance with health and safety legislation.

Additionally, a thorough and ongoing training program is crucial in order for Officers to be up-to-date on the variety of issues encountered. Coordinators conduct the majority of this training while partnering new staff with existing Officers to assist. It can be difficult

for Coordinators to continue to effectively manage their staff and provide guidance on files while dedicating the time and effort required to training.

Managing Expectations

The priorities for one individual are often not the priorities for the next. It can be difficult for the public to understand why some issues cannot be responded to on the same day, or when a file takes longer than expected to resolve. Long grass on the boulevard, for example, may have to wait while Officers respond to reports of injured wildlife, nuisance behaviour in a City park, or a vehicle parked in an accessible space. In addition, legislated processes may affect timelines as timeframes need to be provided for mailing of notices, time to comply and appeal processes.

Ensuring the Health and Well-Being of Officers

While many customers can be pleasant and understanding to work with, Officers often respond to volatile situations. Many offenders are not in agreement with the decision of the Officer and are unwilling to cooperate. By using de-escalation techniques, Officers are able to provide exemplary services and communicate in a professional yet persuasive manner providing clear and concise information and direction.

In addition, heavy workloads can contribute to increased stress levels for Officers who are continually working to maintain service levels.

An increase in mental health and drug addiction issues in the community can create unpredictable situations which may result in concern for the physical safety of Officers. M.L.E. works closely with Durham Regional Police Services and Corporate Security in an attempt to reduce the likelihood of physical injury or assault.

These situations take a toll on Officers and it is imperative that the City provide the resources, support and assistance required to ensure their ongoing well-being and mental health.

Unsheltered

An important objective of the City is to ensure an inclusive, healthy and safe community including ensuring the safety and maintenance of Oshawa's trails, parks, and open spaces. There has been an increasing use of these areas by unsheltered persons who may leave behind waste, used needles and drug paraphernalia, utilize items such as propane tanks and who may engage in alleged unlawful behaviour.

Recognizing this, and the need for a collaborative approach, the City coordinates clean up and enforcement efforts to ensure that the necessary actions are undertaken to maintain a clean and safe environment, while also working with external groups and agencies to perform outreach activities in an attempt to support the unsheltered population and connect them with services and shelter. However, this leads to an additional workload for Officers and the need to work in potentially unpredictable and volatile situations.

COVID-19

M.L.E. adapted services through the challenges of COVID-19, including temporarily redeploying staff with new shift structures to reduce the risk of the spread of the virus while ensuring delivery of services without interruptions. Officers were also called upon to assist in enforcement and inspections related to evolving provincial COVID-19 regulations and mandates including the Emergency Management and Civil Protection Act, Reopening Ontario Act, and the Health Protection and Promotion Act. Staff investigated over 450 COVID-19 related files in 2020 and continue to do so in 2021 in collaboration with the Region of Durham Health Department, and Durham Regional Police Services.

Property Issues Related to Vacant Buildings

There are a number of vacant properties in the city that are poorly kept and result in complaints regarding their property related issues (e.g. tall grass and weeds, excess waste, general unkemptness). The City's Property Standards By-law 1-2002 establishes standards for vacant buildings in Section 8.1, however without the ability to track vacant properties and proactively address maintenance issues, these properties may continue to be unkempt and negatively impact the appearance of Oshawa neighborhoods. Staff are considering options to better manage vacant properties in the upcoming Property Standards By-law review.

6.0 Opportunities and Recommendations

As much as the values and standards in a community evolve over time, so must our services. Staff have reviewed industry best practices alongside our current practices and have identified a number of opportunities to respond to the challenges identified in Section 5, to increase efficiency and to permit the ability to maintain current levels of service.

6.1 Animals – Sick or Injured Wildlife

M.L.E. responds to reports of sick or injured wildlife in the community – both on public and private property. This work is currently 100% taxpayer funded with no cost recovery. In some municipalities this work is the responsibility of the property owner who may refer to private wildlife rescue organizations or pest control companies.

Common complaints include disoriented or lethargic raccoons, abandoned baby animals, injuries resulting from motor vehicle collisions, etc. These calls are responded to 24/7 with Officers called in at an overtime rate from midnight to 7:00 a.m. if they are not already on duty. A five year average indicates approximately 470 calls per year for injured animals, the vast majority of which are wildlife.

On some occasions, the Officer is unable to locate injured wildlife. However, when they can, Officers assess the animal, collect it if the illness or injury is confirmed and they are able to do so, and deliver it to the Oshawa Animal Services shelter or a veterinarian's

office for assessment. In most cases, legislated requirements around Canadian wildlife in conjunction with resource availability dictate that rehabilitation or treatment for recovery of injured wildlife is almost never feasible or advisable and the animals are euthanized. The cost of veterinary assessments and euthanasia are included in the Oshawa Animal Services operating budget.

In addition to sick and injured wildlife, M.L.E. educates residents on co-existing with coyotes in our urban environment. Officers may assess areas of sightings, distribute educational materials and coordinate efforts with Coyote Watch Canada and the Ministry of Northern Development, Mines, Natural Resources and Forestry when appropriate.

Recommendation

It is recommended that M.L.E., in consultation with the Oshawa Animal Care Advisory Committee, consider options for broader changes by exploring service delivery and cost recovery options for sick or injured wildlife files and report to the Corporate Services Committee.

Outcome

This report will provide Council with the information and benchmarking required to assess and make an informed decision about the wildlife services currently offered.

6.2 Animals – Animal Welfare

The Ontario Society for Prevention of Cruelty to Animals (S.P.C.A.) is a charitable organization that previously responded to animal welfare complaints. When the S.P.C.A. discontinued this service, the City's Responsible Pet Owner's By-law was amended to include provisions to respond to animal welfare complaints.

In January 2020, the Provincial Animal Welfare Services Act replaced the Ontario Society for the Prevention of Cruelty to Animals Act and the Ontario Animal Protection Call Centre was subsequently launched. It may now be appropriate to refer animal welfare complaints to provincial inspectors who have the strongest penalties in Canada against animal cruelty.

Very few municipalities surveyed currently respond to animal welfare complaints.

Recommendation

It is recommended that M.L.E., in consultation with the Oshawa Animal Care Advisory Committee, consider changes by exploring service delivery options for animal welfare complaints and report to the Corporate Services Committee.

Outcome

This report will provide Council with the information and benchmarking required to assess and make an informed decision about these files while ensuring the best outcome for animal welfare complaints

6.3 Parking – 3 Hour Complaints

Three hour parking spaces are deemed to be safe and appropriate locations to park. The general purpose of the three (3) hour provision is to provide short term parking for visitors while continuing to ensure that residents are able to accommodate their vehicles on their property and do not rely on the roadway as a permanent solution to their parking needs.

The City has an Occasional Use Parking Permit (O.U.P.P.) program which permits vehicles to park up to 10 days per year in excess of the three (3) hour limit. Residents can receive these virtual permits (no paper is required to be printed) by calling Service Oshawa or entering their vehicle information online.

The O.U.P.P. system is integrated with Officer Enforcement, the parking ticket software, so when an Officer enters a licence plate number, they can easily determine if a permit is in place and, therefore, not issue a ticket.

Three hour parking is a costly enforcement call as an Officer is required to attend twice – once to chalk the tires of the vehicle and a second time to re-inspect and ensure the vehicle is observed by the Officer to have been parked longer than three (3) hours. Currently Officers may attend, scan the plate and identify that a valid permit is in place.

When a complainant reports a three (3) hour violation to Service Oshawa, when the licence plate number is provided, the Customer Service Representative is able to check the system and determine if the vehicle has a valid permit and advise the caller, thereby eliminating an unnecessary visit by the Officer.

Recommendation

It is recommended that three (3) hour parking violation complaints only be accepted when a licence plate number is provided.

Outcome

Ensuring the most efficient use of Officer resources and eliminate time spent investigating vehicles with valid permits

6.4 Parking – Winter Overnight Complaints

The Traffic By-law currently prohibits parking on all streets from December 1 to March 31 from 3:00 a.m. to 6:00 a.m. This ensures that residents have appropriate off-street parking available to permit efficient and thorough winter control operations.

Officers are regularly scheduled to work overnight shifts and proactively patrol the City using a map grid based system. These route patrols result in each street being visited two (2) to three (3) times per month.

In addition to proactive patrols, residents can currently file complaints about vehicles parked overnight on their streets. Diverting Officers from proactive patrols to respond to complaint locations reduces the ability to complete thorough proactive routes and results in some streets receiving a higher level of service than others.

Recommendation

It is recommended that enforcement of Section 4.38 of the Traffic By-law, Seasonal Offence (currently 3:00 a.m. to 6:00 a.m.) only be undertaken through proactive patrols and that complaints about this violation not be accepted through Service Oshawa. M.L.E. will continue to respond to complaints about other violations in the Traffic By-law.

Outcome

All overnight resources will be dedicated to proactive patrols, increasing efficiency and ensuring all streets receive the same level of service.

6.5 Parking – Winter Overnight Restriction Timeframe

The current overnight parking restriction prohibition of 3:00 a.m. to 6:00 a.m. is a small window of time in which to undertake enforcement and results in Officers working only a short overnight shift. Officers are usually scheduled to work from 2:00 a.m. to 6:45 a.m. to undertake this proactive enforcement.

Other municipalities, Ajax for example, have recently expanded the timeframe for this regulation to allow for a greater enforcement window. Expanding the overnight restriction from 2:00 to 6:00 would provide for a greater level of enforcement and also recognizes that generally, when a vehicle is parked on-street at 2:00 a.m. or later, it is unlikely to move before morning.

Recommendation

It is recommended that a review of the current overnight parking regulation be referred to staff for a report back to the Community Services Committee.

Outcome

M.L.E. will work with Traffic and Road Operations to ensure the most effective enforcement of the winter overnight parking regulation is in place to assist with winter control operations.

6.6 Staffing – General

The implementation of new initiatives, projects, by-laws and expanded regulations without corresponding increases in staff complement can have a negative impact on customer service.

In recent years, the accumulation of many small initiatives combined with many larger ones as outlined in Section 4.0 has put a strain on resource availability.

Recommendation

That future reports regarding new or expanded regulations provide Council with an indication of the resources required to implement and enforce.

Outcome

Council will have an understanding of the potential impact that new initiatives, projects, by-laws and expanded regulations may have on enforcement capacity.

6.7 Proximity and Affect Criteria

As outlined in Section 1.2, M.L.E. can often be used as a tool in neighbourhood disputes and while a number of measures are in place to prevent use of City resources in this manner, it can still occur.

Council previously approved an additional measure as outlined in report DS-02-165, By-law Enforcement:

“It is suggested that, in order to conserve and optimize limited staff resources, a policy be adopted whereby a complaint will not be investigated on a property that is not within a certain proximity to the complainant’s property (e.g. a 60 m radius (approx. 196 ft.), consistent with the Committee of Adjustment notification distance), unless there is a potential safety issue involved.

Recommendation

In order to ensure the best use of City resources, it is recommended that enforcement of complaints that are not health and safety related be subject to the proximity and affect criteria and that the distance be increased from 60 to 200 metres to include the general immediate neighbourhood where a resident lives.

Outcome

This practice would ensure that Officer resources are dedicated to the highest priority issues.

6.8 Staffing – Senior Training Officer

The two Operations Coordinators currently each manage nine (9) full time and two (2) part time Officers while overseeing and providing guidance on their respective

enforcement files. It has been challenging manage the volume of staff and advise on their files while dedicating the appropriate allocation of time for a consistent and thorough training program when new Officers are hired and when refresher training on seasonal issues or new regulations are implemented.

Currently, training is conducted by Coordinators and a variety of Officers. The current structure could result in inconsistencies and at times relies on a review of current files only rather than thorough training on all possible violations.

It is recommended that a Senior Training Officer be hired who would be focused on training but will also provide an additional enforcement resource. This individual will be experienced and familiar with various training methodologies and will be responsible for the following:

- Conducting all training for Officers:
 - New Officer orientation and training on all file types and processes
 - Seasonal refresher training for all Officers as required
 - Training on new regulations, policies and initiatives
 - Conflict resolution, de-escalation, customer service and communication strategies
 - Corporate Policies
- Supervision of part time and summer student Officers
 - Assignment of work and review of files
 - Scheduling and absence management
- Investigating enforcement files
 - When there are gaps in the training schedule, the Senior Training Officer will be able to conduct file investigations as is done by other Officers

Recommendation

The addition of this new position will be included in the Strategic Workforce Plan for Council to consider during 2022 budget deliberations. The estimated cost is \$110,000 including salary and benefits.

Outcome

This recommendation will ensure consistency of Officer training and assist in permitting the Branch to maintain current levels of service while training is being conducted.

6.9 Staffing – Part Time Staff Complement

M.L.E. currently employees four (4) part time Officers. Part time Officers are generally scheduled to accommodate the following:

- Winter overnight parking enforcement
- Weekend and evening enforcement
- Full time Officer coverage for vacancies and absences
- Special assignments as needed

The use of part time staff often avoids the need to pay full time staff overtime to respond to operational needs. According to the Collective Agreement, part time Officers are generally restricted to a maximum of 30 hours per week. This leaves little capacity to manage the responsibilities noted above and respond to short-term requirements.

An increase of two (2) part time Officers will be included in the Strategic Workforce Plan for Council to consider during 2022 budget deliberations.

Recommendation

The addition of two (2) part time Officers will be included in the Strategic Workforce Plan for Council to consider during 2022 budget deliberations. The estimated cost is \$63,000 including salary and benefits.

Outcome

This recommendation will assist in permitting the Branch to maintain current levels of service and continue to meet the needs of Council and the public.

6.10 Vehicles

M.L.E. operates using a fleet of 12 sedans, one (1) truck and three (3) animal vans. In addition and when weather permits, Officers can make use of one (1) utility terrain vehicle and four (4) bicycles. The sharing of vehicles is generally effective given the variety of shifts worked by the Officers. A vehicle previously dedicated to management has been placed in the regular pool of vehicles available to the Officers.

While dedicating Officers to specific areas of the City (downtown and north) provides a better and more efficient response to complaints, it removes those vehicles from the general fleet pool and puts a strain on the vehicles available for the other Officers. In addition, the periodic downtime due to vehicle maintenance and the proposed addition of a Senior Training Officer requires an increase in vehicle complement.

Recommendation

M.L.E. has reviewed fleet usage with Fleet Services. The two (2) oldest vehicles in the fleet were scheduled for replacement in 2022. It has been determined, based on maintenance and mileage analysis, that replacement of these two vehicles can be deferred for one year.

It is recommended that the City purchase two (2) additional M.L.E. vehicles which will be included in the proposed 2022 Capital Budget submission at a cost of \$130,000. M.L.E. is pleased to be able to support the City's goals of reduced greenhouse gas emissions by prioritizing electric vehicle option through this purchase. In addition, \$20,000 will be included in the proposed 2022 Operating Budget submission.

Outcome

Ensure that a lack of vehicle availability does not interfere with enforcement service levels.

7.0 Conclusion

Municipal Law Enforcement plays a vital role in ensuring a healthy and vibrant community. Geographic and population growth coupled with increased regulations and by-laws to enforce require the Branch to reconsider how work is done. Approval of the recommendations in this report will put the Enforcement team in a good position to continue to maintain service level and meet the needs of the community in the coming years.

It is likely that customer service, service levels and Officer well-being will be negatively affected should the recommendations not be implemented.

Appendix 1 – Municipal Scan

Municipality	Population	Full Time Officers	Part Time Officers	Management Staff	Summer/Seasonal	Contracted Services
St. Catharines	133,113	4		1	<ul style="list-style-type: none"> 1 full time summer student 	<ul style="list-style-type: none"> Animal enforcement is undertaken by Humane Society Parking enforcement is contracted out
Barrie	141,434	15	13	3	<ul style="list-style-type: none"> 6 full time summer students 4 full time and 2 part time winter Officers 	
Oshawa	159,458	19	4	3	<ul style="list-style-type: none"> 2 summer students 	
Greater Sudbury	161,531	13	4	2	<ul style="list-style-type: none"> 1 full time summer student 	
Burlington	183,314	17		6		<ul style="list-style-type: none"> Additional parking enforcement is contracted out.
Oakville	193,832	21		3		<ul style="list-style-type: none"> Animal enforcement is contracted to local Humane Society with 8 Officers and 2 management staff. Additional staff hired to respond to COVID (16 full time, 6 part time, 1 Supervisor)

Municipality	Population	Full Time Officers	Part Time Officers	Management Staff	Summer/Seasonal	Contracted Services
Richmond Hill	195,022	19	4	3		<ul style="list-style-type: none"> • Animal enforcement is contracted to the City of Vaughan
Windsor	217,188	12		1		<ul style="list-style-type: none"> • Parking by-law enforcement is contracted out
Kitchener	233,222	23	40	2		<ul style="list-style-type: none"> • Animal enforcement contracted to local Humane Society.
Vaughan	306,233	39	10	4		
Markham	328,966	36	22	5		

Appendix 2 - Service Levels

Subject	Reason	Type	Service Level (business days)
Animals	Bylaw - Animal Enforcement	Animal Bite	7 Days
Animals	Bylaw - Animal Enforcement	Animal Complaint - General	7 Days
Animals	Bylaw - Animal Enforcement	Animal Complaint - Pet Store	7 Days
Animals	Bylaw - Animal Enforcement	Bylaw Inquiry	5 Days
Animals	Bylaw - Animal Enforcement	Cruelty/Neglect - other	7 Days
Animals	Bylaw - Animal Enforcement	Dog Pen Duration	7 Days
Animals	Bylaw - Animal Enforcement	Dog Pen Setbacks	60 Days
Animals	Bylaw - Animal Enforcement	Dog Pen Standards	7 Days
Animals	Bylaw - Animal Enforcement	Doghouse Setbacks	60 Days
Animals	Bylaw - Animal Enforcement	Doghouse Standards	7 Days
Animals	Bylaw - Animal Enforcement	Neglect - In Vehicle Violation	1 Days
Animals	Bylaw - Animal Enforcement	Neglect - Outdoors in Harmful Weather	1 Days
Animals	Bylaw - Animal Enforcement	Prohibited Animals	7 Days
Animals	Bylaw - Animal Enforcement	Running At Large	7 Days
Animals	Bylaw - Animal Enforcement	Stoop and Scoop	7 Days
Animals	Bylaw - Animal Enforcement	Tethering - Attachment	7 Days
Animals	Bylaw - Animal Enforcement	Tethering - Collar/Length	7 Days
Animals	Bylaw - Animal Enforcement	Tethering - Duration	7 Days
Animals	Bylaw - Animal Enforcement	Unlicensed	7 Days
Animals	Bylaw - Animal Enforcement	Walk Limit	7 Days
Animals	Deceased, Sick, Wild	Injured/Sick Stray Animal/Wildlife	2 Days
City Administration	Bylaw - Other Enforcement	COVID	5 Days
City Administration	Bylaw - Other Enforcement	Licensing - DD Operating Without Licence	5 Days
City Administration	Bylaw - Other Enforcement	Licensing - Driving Instructor - No Licence	5 Days

Subject	Reason	Type	Service Level (business days)
City Administration	Bylaw - Other Enforcement	Licensing - Driving Instructor - Prohibited Area	5 Days
City Administration	Bylaw - Other Enforcement	Licensing - Driving School - No Licence	5 Days
City Administration	Bylaw - Other Enforcement	Licensing - Refreshment Vehicle Complaint	5 Days
City Administration	Bylaw - Other Enforcement	Licensing - Short Term Rentals - Contrary to Regulations	20 Days
City Administration	Bylaw - Other Enforcement	Licensing - Short Term Rentals - Operating w/o Licence	20 Days
City Administration	Bylaw - Other Enforcement	Licensing - Soft Meter Complaint	20 Days
City Administration	Bylaw - Other Enforcement	Licensing - Uber Complaint	20 Days
City Administration	Bylaw Administration	Duplicate Payment	5 Days
City Administration	Bylaw Administration	Notice Received but not Ticket	10 Days
City Administration	Bylaw Administration	Payment Inquiry - MLE	5 Days
City Administration	Bylaw Administration	Plate Number Wrong on Ticket	10 Days
City Administration	Bylaw Administration	Request to Reschedule Hearing	2 Days
City Administration	Bylaw Administration	Ticket Not in System	5 Days
City Administration	Bylaw Administration	Ticket Received - Had OUPP	10 Days
City Administration	Licensing	Taxi Inspection Request	3 Days
Parks, Forestry and Cemetery	Bylaw - Other Enforcement	Encroachment	5 Days
Parks, Forestry and Cemetery	Bylaw - Other Enforcement	Nuisance - BBQ in Park	60 Days
Parks, Forestry and Cemetery	Bylaw - Other Enforcement	Nuisance - Other	60 Days
Parks, Forestry and Cemetery	Bylaw - Other Enforcement	Other - City Property	5 Days
Parks, Forestry and Cemetery	Bylaw - Other Enforcement	Park Conduct	5 Days
Parks, Forestry and Cemetery	Bylaw - Other Enforcement	Park Use	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Adequate Heat	1 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Boulevard	20 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Boulevard - Inquiry	5 Days

Subject	Reason	Type	Service Level (business days)
Property, Zoning and Planning	Bylaw - Property Enforcement	Boulevard Sharps	20 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Existing or Permitted Use - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Fence and Sight Triangle	80 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Licensing - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Licensing	20 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Line Fence - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Lot Maintenance – Standing Water	10 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Lot Maintenance – Debris, Long Grass, Weeds	10 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Lot Maintenance - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Lot Maintenance - Sharps	10 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Noise	60 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Noise - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Nuisance	60 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Nuisance - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Number of Dwelling Units - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Pool Enclosure - Emergency	1 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Pool Enclosure - Other	40 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Pool Enclosure - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Property Enforcement - Search Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Property Permit	60 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Property Permit - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Property Standards – Unsafe Situation	20 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Property Standards – All Other	80 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Property Standards - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Rat Sighting	20 Days

Subject	Reason	Type	Service Level (business days)
Property, Zoning and Planning	Bylaw - Property Enforcement	Sharps on Downtown Blvd Private Property	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Sharps on Downtown Private Property	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Signs - Site Obstruction	10 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Signs - Other	20 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Signs - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Site Alteration – Engineering confirmed	20 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Site Alteration – All other	80 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Two Unit Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Unauthorized Parking	20 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Unauthorized Parking - Inquiry	5 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Unsheltered - Private Property (Zoning/Use)	80 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Zoning/Use	80 Days
Property, Zoning and Planning	Bylaw - Property Enforcement	Zoning/Use - Inquiry	5 Days
Transportation & Parking	Bylaw - Parking Enforcement	Municipal Property	1 Days
Transportation & Parking	Bylaw - Parking Enforcement	Overnight	7 Days
Transportation & Parking	Bylaw - Parking Enforcement	Parking Complaint - General	1 Days
Transportation & Parking	Bylaw - Parking Enforcement	Private Property	1 Days
Transportation & Parking	Bylaw - Parking Enforcement	School Zones	1 Days
Waste Collection	Bylaw - Other Enforcement	Incorrect Set Out	5 Days
Waste Collection	Bylaw - Other Enforcement	Sharps in Garbage	5 Days
Winter Control	Bylaw - Other Enforcement	Building Snow/Ice Removal	1 Days
Winter Control	Bylaw - Other Enforcement	Sidewalk Not Cleared	1 Days
Winter Control	Bylaw - Other Enforcement	Snow and Ice	20 Days