

Re: EX12.2r



Municipal Licensing & Standards

Service Level Review

Licensing and Standards Committee Presentation

June 25, 2015



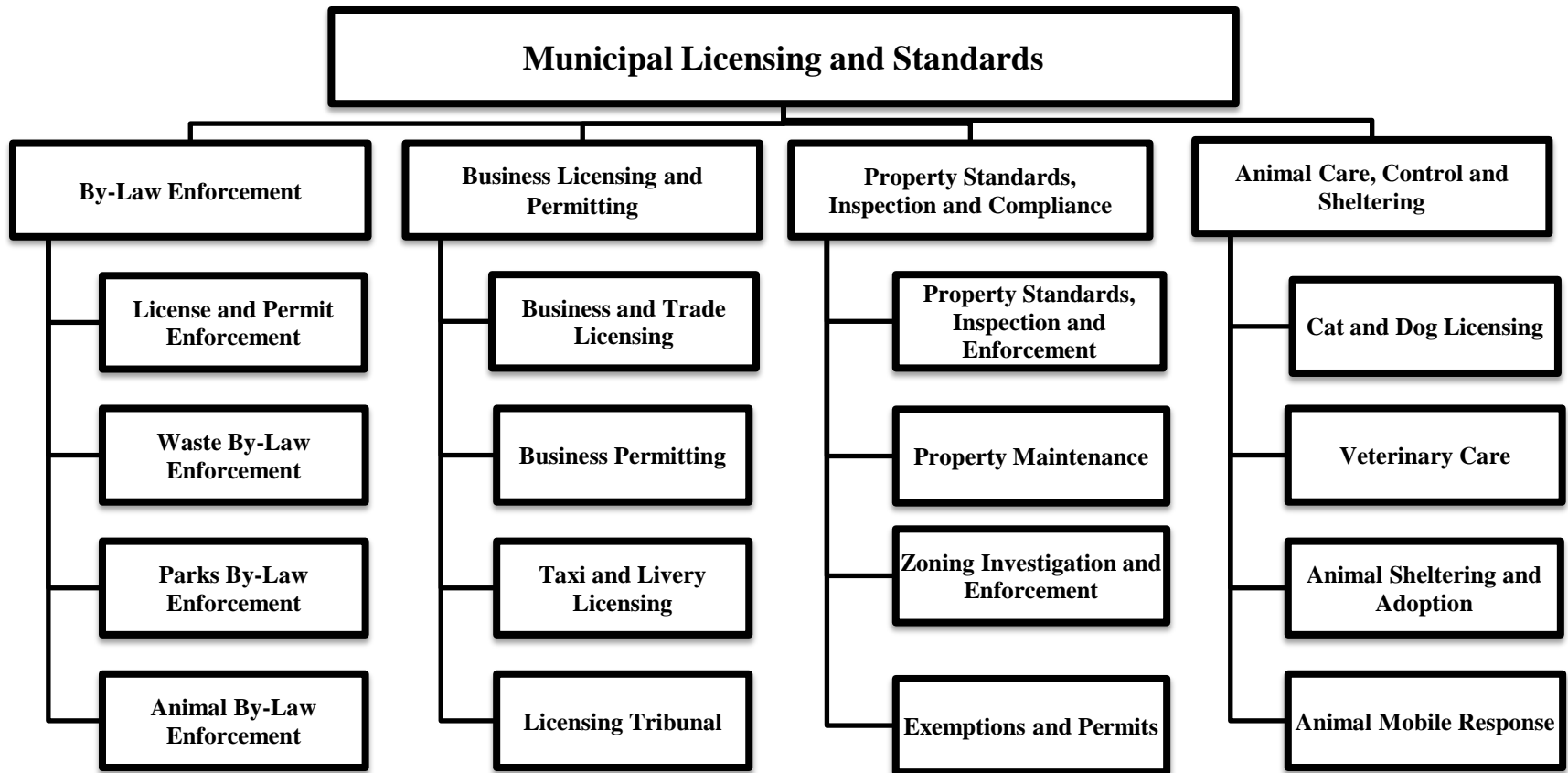


Overview

- Program Map
- Service Levels
- Service Performance
- Service Challenges and Opportunities
- Strategies to Address Issues/Opportunities
- Priority Actions to Achieve Results



2015 Program Map



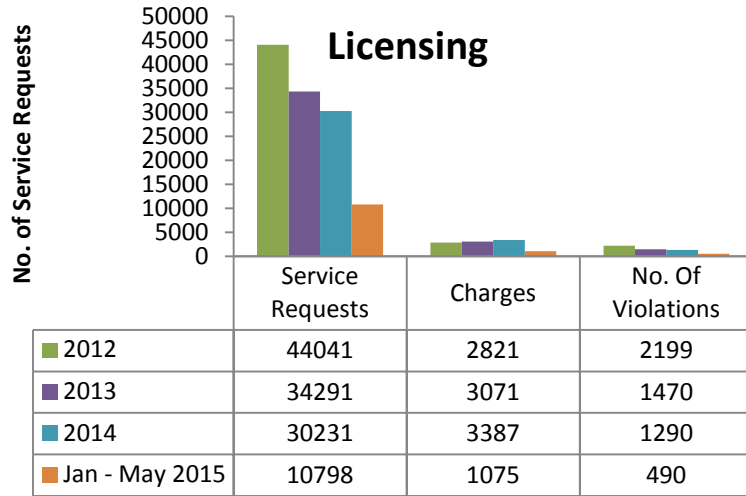
Service Levels – 2012 - 2015

Service Level Description		2012	2013	2014	2015
By-Law Enforcement					
Percentage of Licensing Enforcement service requests responded to within 48 hours *	Approved	100.0	100.0	100.0	90.0
	Actual	n/a	n/a	54.0	67.0
Percentage of Waste By-law Enforcement service requests responded to within 48 hours	Approved	100.0	100.0	100.0	90.0
	Actual	81.0	91.0	91.0	70.0
Percentage of Parks By-law Enforcement service requests responded to within 48 hours	Approved	100.0	100.0	100.0	90.0
	Actual	62.0	94.0	91.0	92.0
Business Licensing & Permitting					
Percentage of Business and Trade Licences issued in 20 days or less	Approved	71.0	71.0	71.0	79.0
	Actual	66.0	64.0	66.0	62.0
Percentage of Business Permits issued in 20 days or less	Approved	90.0	90.0	90.0	90.0
	Actual	77.0	78.0	71.0	89.0
Property Standards Inspection & Enforcement					
Percentage of emergency Property Standards and Maintenance By-law service requests responded to in 24 hours	Approved	67.0	67.0	67.0	100.0
	Actual	90.0	85.0	84.0	100.0
Percentage of non-emergency Property Standards and Maintenance By-law service requests responded to in 5 days	Approved	62.0	62.0	62.0	70.0
	Actual	90.0	84.0	84.0	81.0
Animal Care, Control & Sheltering					
# of cats and dogs licensed	Approved	30% / 10%	30% / 10%	30% / 10%	100,000.0
	Actual	82,417.0	86,040.0	80,880.0	31,751.0
# of animals adopted	Approved	5,000.0	5,000.0	5,000.0	5,000.0
	Actual	4,957.0	4,001.0	5,231.0	975.0
# of animals treated	Approved	4,000.0	4,000.0	4,000.0	4,000.0
	Actual	4,089.0	4,580.0	4,316.0	3282.0

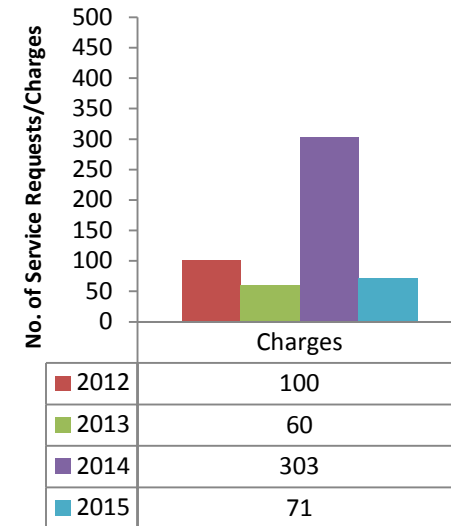
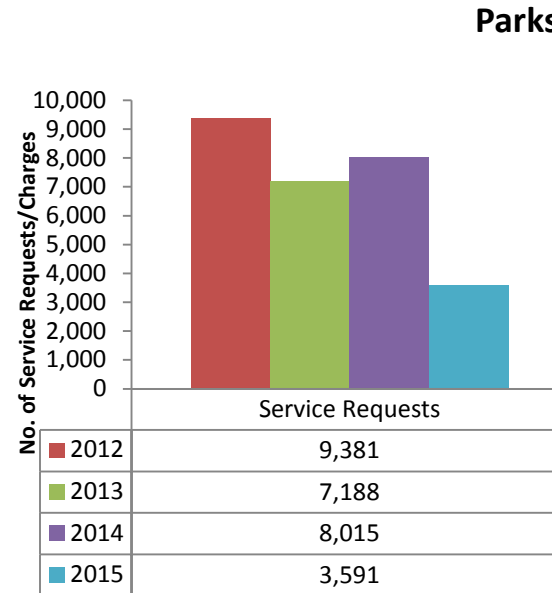
* This data was not collected until 2014

Service Performance

Bylaw Enforcement

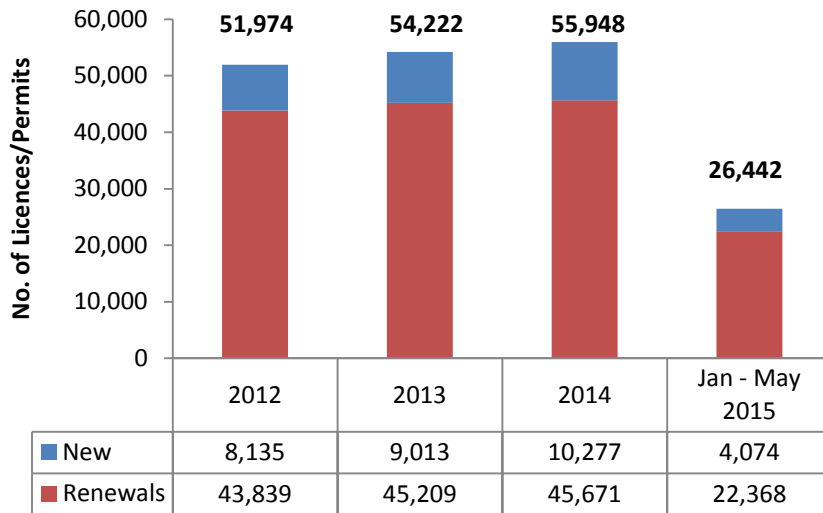


Trend: Inspections are targeted resulting in improved charge to inspection ratios



Service Performance

Business Licensing and Permitting

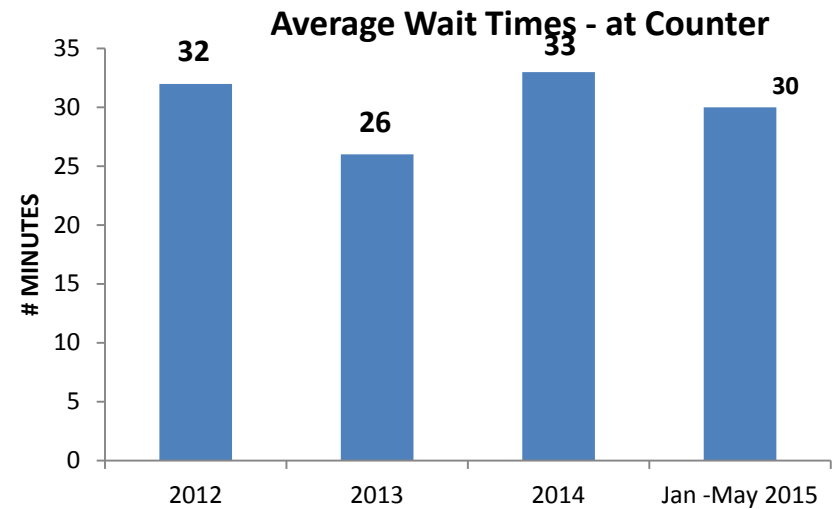


Trend:

- Process improvements and staff training in latter part of 2014 is contributing to reduced wait times in Q1 2015

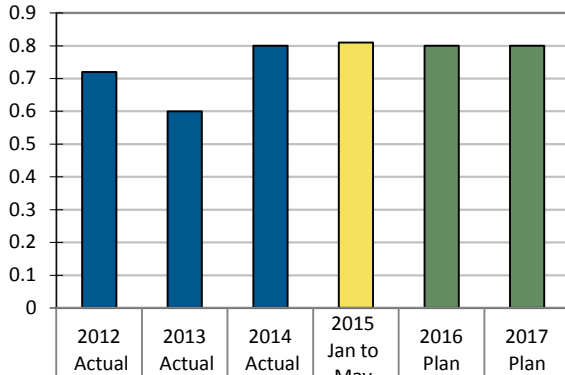
Trend:

- The 2015 volume of licenses issued including renewals is projected to be maintained over the next few years, subject to economic factors and/or change in regulatory approach



Service Performance

Property Standards, Inspection and Compliance



% of property standards inspections conducted within 5 days	2012 Actual	2013 Actual	2014 Actual	2015 Jan to May	2016 Plan	2017 Plan
	72%	60%	80%	81%	80%	80%

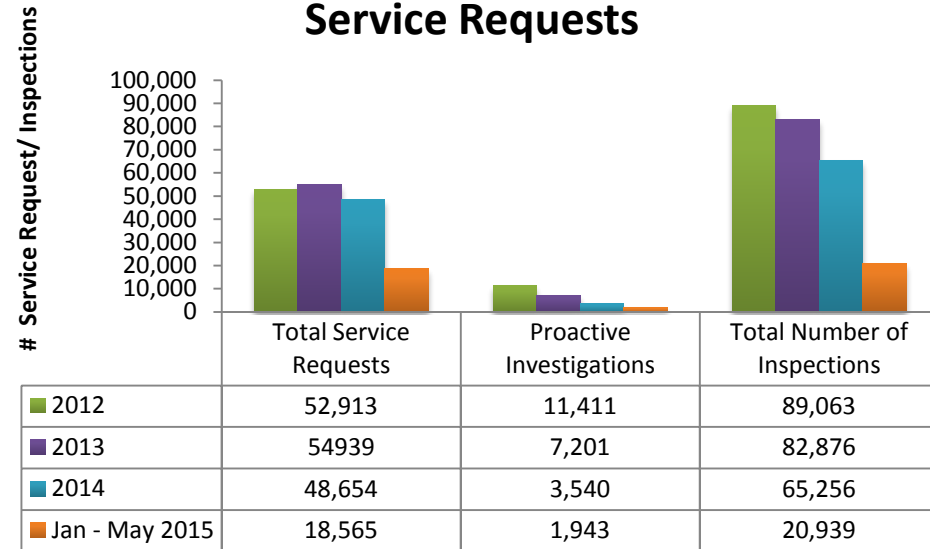
Trend:

- Focus on timely response to service requests versus proactive
- Total # of inspections required to address issues speaks to higher voluntary compliance

Trend:

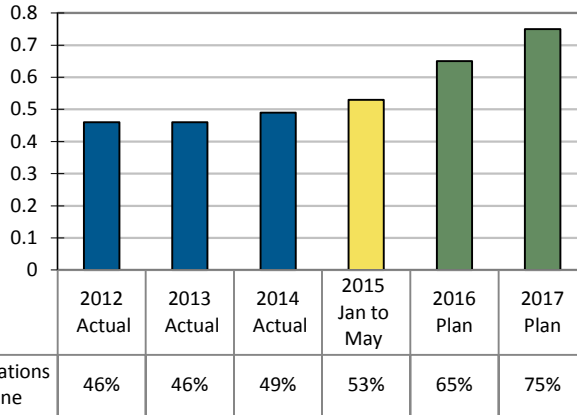
- % of non-emergency property standard inspections completed within 5 days are stable.
- Emergency requests are addressed within 24 hours 100% of the time.

Service Requests



Service Performance

Animal Care, Control and Sheltering

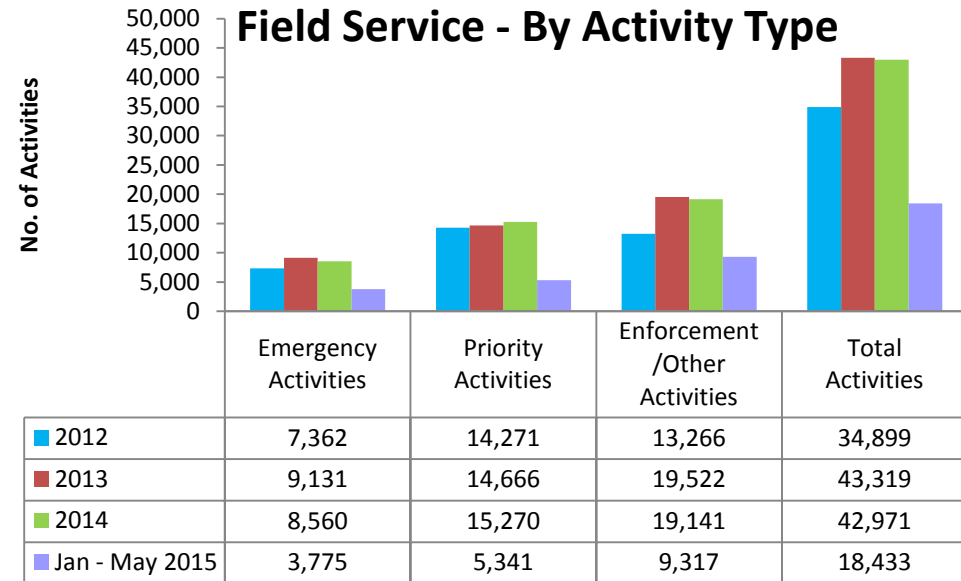


Trend:

- Calls for service are generally static for 2013-2014

Trend:

- The efficiency of conducting pet license applications on-line is growing
- This chart shows a steady increase in utilization of on-line services.





Bylaw Enforcement



Service Challenges & Opportunities

■ Challenges

- ❖ Managing community impacts of illegal and/or unlicensed businesses, particularly illegal body rub parlours
- ❖ Responding to community nuisance complaints related to dumping of waste, dogs off leash/animal conduct and other conduct in City Parks
- ❖ Securing substantive prosecution outcomes and advancing escalated enforcement initiatives related to non-compliant businesses, i.e. – nightclubs, illegal BRPs, etc.

■ Opportunities

- ❖ Redeployment and cross-training of staff to priority enforcement efforts
- ❖ Implement a case management approach to coordinate and assist prosecution of major cases, including additional Legal/Prosecution supports
- ❖ Coordinate enforcement plans and strategies with Toronto Police and AGCO



Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Service Objective: Improve response and resolution outcomes	
Actions	Results / Progress
Undertaking review of liquor licensing process to identify opportunities for efficiency and increased municipal oversight	<ul style="list-style-type: none"> Established a Steering Committee, a Regulatory Working Group and a Hospitality Industry Working Group. Members include other City Divisions, TABIA, Toronto Police Service, AGCO
Developed joint enforcement initiatives	<ul style="list-style-type: none"> Coordinated enforcement blitzes on targeted businesses (illegal BRP's) with Toronto Police Ongoing meetings to address problematic businesses and joint inspections with AGCO
Public education and enforcement blitz to address dogs of leash in City Parks	<ul style="list-style-type: none"> 161 charges laid in 2014 39 charges laid in 2015 (at May 31, 2015)



Strategies to Address Challenges & Opportunities: *New Strategies*

- Strategies
 - ❖ Develop enhanced reporting of performance measures to aid in targeted enforcement
 - ❖ Prioritize enforcement efforts to address broader city-wide nuisance issues (i.e. – illegal BRP's)
 - ❖ Adjust staff deployment based on these identified priorities
 - ❖ Progressive enforcement paired with education (i.e. - dogs off leash, postering)



Priority Actions to Achieve Results

Service Objective: Improve Response and Resolution Outcomes	Service Levels		
Priority Actions to be Taken	2016	2017	2018
Prioritize enforcement and deployment based on priority and emerging issues	90% within 48 hours	90% within 48 hours	90% within 48 hours
Escalate enforcement through reports to the Toronto Licensing Tribunal	275	275	275





Business Licensing & Permitting



Service Challenges & Opportunities

- Challenges

- ❖ Outdated bylaw and processes
- ❖ Client wait times due to lack of online/alternative options
- ❖ Staff turnover

- Opportunities

- ❖ Modernize the Licensing Bylaw and reduce red tape for businesses
- ❖ Implement business transformation plan and process improvements of Licensing Services to improve efficiency of in person and back office issuance processes
- ❖ Enhance eService license renewal
- ❖ Development of staffing, training and retention plans



Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Service Objective: Improve Customer Service	
Actions	Results / Progress
Reduce red tape and burden on businesses	<ul style="list-style-type: none"> • Developed a four phase framework to review the Licensing Bylaw • Completed Phase 1 – Preliminary Amendments • Partnering with the Province of Ontario on a Burden Reduction Working Group
Streamline/Automate Services	<ul style="list-style-type: none"> • Implement Business Transformation Framework and Change Management Strategy to ensure successful transformation of Program



Strategies to Address Challenges & Opportunities: *New Strategies*

- Strategies
 - ❖ Enhance online access to basic services (i.e. - address changes)
 - ❖ Develop enhanced reporting of performance measures to aid in process improvements
 - ❖ Develop improved Knowledge Base information for 311 to manage general inquiries
 - ❖ Increase volume of online renewals
 - ❖ Utilize Career Edge and other human resourcing options to bridge knowledge and skill gaps to deliver projects
 - ❖ Work with Information and Technology Division to ensure that ML&S modernization projects are priority in IT capital allocation
 - ❖ Introduce digital record storage and access to gain process efficiency and move towards automation

Priority Actions to Achieve Results

Service Objective: Improve Customer Service / Reduction in wait times	Service Levels		
Priority Actions to be Taken	2016	2017	2018
Implement process changes to increase # of online renewals to reduce # of days to renew	14 days	12 days	10 days
Harmonize renewal dates for multiple licence holders to reduce # of processes and reduce days to issue renewal	14 days	12 days	10 days
Enable multiple year renewals to reduce # of processes and reduce days to issue renewal	14 days	12 days	10 days





Property Standards, Inspection and Compliance



Service Challenges & Opportunities

■ Challenges

- ❖ Outdated/inefficient bylaws governing property standards and maintenance
- ❖ Resolving chronic/repeat neighbour and/or landlord disputes
- ❖ Managing community specific issues related to housing issues (i.e. - student housing)
- ❖ Resolution of longstanding/repeat problem properties including vacant/derelict, hoarded
- ❖ Addressing escalating volume of complaints related to Noise

■ Opportunities

- ❖ Update bylaws to reflect community concerns
- ❖ Implement targeted enforcement strategies related to housing issues
- ❖ Enhance service delivery by leveraging collaborations with other Divisions and Agencies, (i.e. – SPIDER)
- ❖ Develop alternative resolution options to manage community conflicts



Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Service Objective: Improve Response and Resolution Outcomes	
Actions	Results / Progress
Participant in S.P.I.D.E.R and developing external agency supports to respond to vulnerable/hoarding issues	<ul style="list-style-type: none"> Successful clean-up of properties with longstanding history of maintenance issues –resulted in relocation and safe living conditions for occupants
Commenced review of key bylaws	<ul style="list-style-type: none"> Review of Property Standards and Noise bylaws are underway



Strategies to Address Challenges & Opportunities: *New Strategies*

- Strategies
 - ❖ Develop enhanced reporting of performance measures to aid in targeted enforcement and deployment
 - ❖ Prioritize and deployment of staff resources based on community priorities
 - ❖ Investigate development of a neighbour dispute mediation program
 - ❖ Progressive enforcement to address non-compliance through timely re-inspections and remedial action, where appropriate

Priority Actions to Achieve Results

Service Objective: Improve response and resolution outcomes	Service Level Results		
Priority Actions to be Taken	2016	2017	2018
Develop neighbour dispute mediation program - to alleviate ineffective/unnecessary inspections to improve the percentage of	80%	80%	80%
Focus on timeliness of re-inspections to improve the percentage of violations resolved within 60 days	70%	75%	75%





Animal Care, Control and Sheltering



Service Challenges & Opportunities

- Challenges

- ❖ Declining dog and cat licensing compliance
- ❖ Delivering low/no-cost spay and neuter program due to access challenges for participants
- ❖ Increased response times to calls for service

- Opportunities

- ❖ Enhance communications, education materials and advertise to promote the benefits of pet licensing
- ❖ Expand partnerships to increase pet adoptions and lessen in-shelter days
- ❖ Implementation of a Mobile Spay/Neuter program



Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Service Objective: Increase Pet Licensing and outreach	
Actions	Results / Progress
Initiatives to increase pet licensing	<ul style="list-style-type: none"> • Expanded to 45 Blue Paw partnerships • Developed advertising campaign to promote pet licensing and responsible pet ownership • Focused adoption events
Developing a mobile spay/neuter clinic program to reach underserved neighbours	<ul style="list-style-type: none"> • PetSmart grant received and vehicle in production



Strategies to Address Challenges & Opportunities: *New Strategies*

▪ Strategies

- ❖ Develop enhanced reporting of performance measures to aid in staff deployment
- ❖ Develop comprehensive pet licensing strategy, including education, incentives, advertising and compliance
- ❖ Deploy the mobile spay/neuter clinic to underserved neighbourhoods
- ❖ Develop public information campaigns related to responsible pet ownership and responsibilities of owners
- ❖ Implement targeted and progressive education and enforcement dealing with dogs off leash

Priority Actions to Achieve Results

Service Objective: Improve response and resolution outcomes	Service Level Results		
Priority Actions to be Taken	2016	2017	2018
Deployment of mobile spay/neuter clinic in neighbourhood improvement areas to increase # of animals treated	4500	4500	4500
Prioritize enforcement and deployment to improve the percentage of response to priority calls within 24 hours	85%	85%	85%





Thank You

