

## MUNICIPAL LICENSING & STANDARDS COMPLAINT COMPLIANCE PROTOCOL

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- ✓ If an individual makes a complaint, the complaint may be by telephone, e-mail, letter, or in person. The type of complaints may include customer service, program administration and conduct issues.
- ✓ The individual may contact any Municipal Licensing and Standards (MLS) office by telephone or email. A Supervisor or Manager will discuss the matter with the complainant.
- ✓ The individual will be asked to explain why he or she thinks the decision or action taken was unfair.
- ✓ If it is determined that the complaint is within the jurisdiction of MLS, the complainant will be asked to put the complaint in writing.
- ✓ If the individual cannot or chooses not to put the complaint in writing, but wishes to make a verbal complaint, a Supervisor or Manager will transcribe that information onto the [MLS Complaint Form](#).
- ✓ If the matter is related to fraud, waste, or a criminal activity, it will be referred immediately to the Auditor General's office.

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- ✓ The complaint is reviewed and directed to the appropriate member of management staff.
- ✓ The individual will be advised who will be undertaking the review of the matter; and the time frame in which he or she may expect an answer.

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- ✓ To properly understand the complaint and to assess the information provided, the Supervisor or Manager will review the matter in question, which may include speaking with the complainant, staff member identified, and any other relevant people.
- ✓ The Supervisor/Manager will be allowed up to 10 business days to complete the review.
- ✓ Recommendations for resolution will be made.

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- ✓ The Supervisor or Manager will advise the complainant of the outcome of the review.
- ✓ If the matter is resolved, no further action will be taken.
- ✓ If the complainant is not satisfied with the resolution, the matter will be escalated to the Head of the appropriate program area (Director, Investigation Services; Director, Licensing Services; or Manager, Toronto Animal Services) for review.

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- ✓ To properly understand the complaint and to assess the information provided, the Program Head will review the findings of the Supervisor/ Manager.
- ✓ The Program Head will review the matter in question, which may include speaking with the complainant, staff member identified, and any other relevant people, as necessary.
- ✓ The Program Head will be allowed up to 10 business days to complete the review.
- ✓ Recommendations for resolution will be made.

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- ✓ The Program Head will advise the complainant of the outcome of the review.
- ✓ If the matter is resolved, no further action will be taken.
- ✓ If the complainant is not satisfied with the resolution, the matter will be escalated to the Executive Director for review.

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- ✓ To properly understand the complaint and to assess the information provided, the Executive Director will review the findings of the Program Head.
- ✓ The Executive Director will review the matter in question, which may include speaking with the complainant, staff member identified, and any other relevant people, as necessary.
- ✓ The Executive Director will be allowed up to 10 business days to complete the review.
- ✓ Recommendations for resolution will be made.

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- ✓ The Executive Director will advise the complainant of the outcome of the review.
- ✓ If the matter is resolved, no further action will be taken.
- ✓ If the complainant is not satisfied with the resolution, the complainant will be advised that the complaint may be raised with the Ombudsman's Office.

Contact Information: [Investigation Services Key Contacts](#)  
[Licensing Services Key Contacts](#)  
[Animal Services Key Contacts](#)  
[Head Office Key Contacts](#)

Forms: [MLS Complaint Form](#)  
[Complaint Representative Consent Form](#)