



cutting through complexity™

City of Toronto Core Services Review

Standing Committee Summary

Licensing and Standards

Licensing and Standards

Introduction

This section summarizes our findings for the programs under the Licensing and Standards Standing Committee which include:

- Municipal Licensing and Standards

Core Ranking

100% of Municipal Licensing and Standards services have been identified as traditional municipal services.

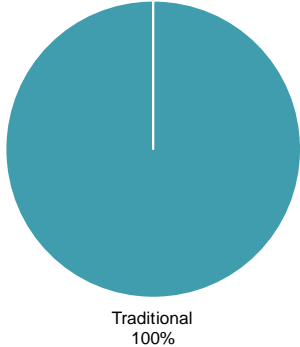


Figure 1: Gross budget cost by core ranking

Service Levels

84% of Municipal Licensing and Standards services are delivered at or slightly below service level standards. 16% of services are delivered slightly above standard.

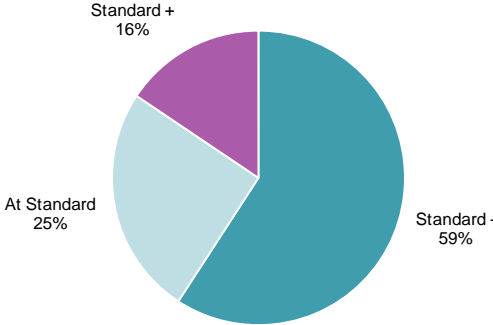


Figure 2: Gross budget cost by service level

Licensing and Standards

Core Ranking

Strategic Option:

- The Division operates based on regional groups which could be rationalized on a city-wide basis.

Distribution of Program Cost (gross) by Core Ranking							
Program Name	Gross Budget (\$ m)	Mandatory	Mandatory - Essential	Essential	Traditional	Traditional - Other	Other
Municipal Licensing and Standards	49.5	-	-	-	49.5	-	-

Key Non Core Service Options

- Some business license categories do not seem to serve a clear public purpose. They could be eliminated unless some need for the licences is identified.
- It would be possible to eliminate cat and dog licensing and enforcement since few cats and most dogs are never licenced.

Licensing and Standards

Service Level

Alternate Service Delivery Option

- Many municipalities outsource some or all of animal care and enforcement
- Waste Enforcement, focused on encouraging diversion, could be outsourced.

Distribution of Program Cost (gross) by Service Level						
Program Name	Gross Budget (\$ m)	Below Standard	Standard -	At Standard	Standard +	Above Standard
Municipal Licensing and Standards	49.5	-	29.3	12.5	7.7	-

Key Service Level Reduction Options

Toronto offers a high level of service related to pets. It could:

- Expect owners to deliver animals to the shelter when they wish to surrender them, rather than picking the animals up.
- Expect Emergency Animal Rescue and Care to take more than 2 hours to arrive, at least outside normal weekday hours.

Toronto could also reduce the level of proactive investigation and enforcement of business licensing.

Licensing and Standards

List of Opportunities 1/3

Related program / service / activity			Options and Opportunities					
Program Service Activity	Gross Budget (\$ m)	Net Budget (\$ m)	Type	Description of Opportunity	Potential Savings*	Time Frame**	Risk and Implications	Barriers
<ul style="list-style-type: none"> Municipal Licensing and Standards <ul style="list-style-type: none"> Animal Care and Enforcement <ul style="list-style-type: none"> Cat and Dog Licensing and Enforcement 	1.9	-0.6	NCSR	Consider value of Cat and Dog Licensing and Enforcement .	Low (up to 5%)	2012	Low	Medium
<ul style="list-style-type: none"> Municipal Licensing and Standards <ul style="list-style-type: none"> Animal Care and Enforcement <ul style="list-style-type: none"> Animal By Law Enforcement and Mobile Response 	4.5	4.3	SLR	Consider reducing service level (response time) for Emergency Animal Rescue and Care by increasing service response time .	Low (up to 5%)	2012	Medium	High
<ul style="list-style-type: none"> Municipal Licensing and Standards <ul style="list-style-type: none"> Animal Care and Enforcement <ul style="list-style-type: none"> Animal Sheltering and Adoption 	3.2	2.8	SLR	Consider requiring owners wishing to surrender animals to deliver them to the shelter.	Medium (up to 20%)	2012	Low	Medium
<ul style="list-style-type: none"> Municipal Licensing and Standards <ul style="list-style-type: none"> Animal Care and Enforcement 	12.0	8.6	ASDR	Consider outsourcing some or all of animal care and enforcement delivery .	Medium (up to 20%)	2014	Low	Medium

*Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.

Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Licensing and Standards

List of Opportunities 2/3

Related program / service / activity			Options and Opportunities					
Program Service Activity	Gross Budget (\$ m)	Net Budget (\$ m)	Type	Description of Opportunity	Potential Savings*	Time Frame**	Risk and Implications	Barriers
<ul style="list-style-type: none"> Municipal Licensing and Standards Animal Care and Enforcement 	12.0	8.6	SSR	Consider the opportunity to deliver these services city-wide instead of district-based.	Low (up to 5%)	2013	Low	Low
<ul style="list-style-type: none"> Municipal Licensing and Standards Business Licensing, Enforcement and Permitting 	14.7	-7.3	SSR	Consider the opportunity to deliver these services city-wide instead of district-based.	Low (up to 5%)	2013	Low	Low
<ul style="list-style-type: none"> Municipal Licensing and Standards Business Licensing, Enforcement and Permitting Business Licensing and Enforcement 	13.6	-5.9	NCSR	Consider eliminating license categories that do not clearly serve a public service.	Low (up to 5%)	2013	Low	Low
<ul style="list-style-type: none"> Municipal Licensing and Standards Business Licensing, Enforcement and Permitting Business Licensing and Enforcement 	13.6	-5.9	SLR	Consider reducing the level of proactive investigation and enforcement.	Low (up to 5%)	2012	Medium	Medium

*Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.

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Licensing and Standards

List of Opportunities 3/3

Related program / service / activity			Options and Opportunities					
Program Service Activity	Gross Budget (\$ m)	Net Budget (\$ m)	Type	Description of Opportunity	Potential Savings*	Time Frame**	Risk and Implications	Barriers
<ul style="list-style-type: none"> Municipal Licensing and Standards <ul style="list-style-type: none"> Property Enforcement <ul style="list-style-type: none"> Waste Enforcement 	6.60	5.16	ASDR	Consider outsourcing waste diversion enforcement.	Low (up to 5%)	2013	Low	Low
<ul style="list-style-type: none"> Municipal Licensing and Standards <ul style="list-style-type: none"> Property Enforcement 	22.8	20.2	SSR	Consider the opportunity to deliver these services city-wide instead of district-based.	Low (up to 5%)	2013	Low	Low

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Service Profiles

Licensing and Standards

The next section contains the service profiles for the programs that under review by the Licensing and Standards standing committee:

- *Municipal Licensing and Standards*

Municipal Licensing and Standards

Municipal Licensing and Standards

Business Licensing, Enforcement and Permitting

Standing Committee
Licensing and Standards

Cluster
Cluster B

Program
Municipal Licensing and Standards

Service Type
External Service Delivery

Service Budget (\$m)	
Gross	\$14.7
Net	-\$7.3

Rationale for Core and Service Level Assessment

Business Licensing is a traditional municipal service, although the range of business types licensed varies.

The Municipal Licensing and Standards division is slower in providing permits to applicants than the council approved target.

Jurisdictional Examples

Montreal, Chicago, Philadelphia and Melbourne provide licensing as a city service. Boston and Barcelona have independent ABCs conduct licensing.

A number of other compliance oriented organizations have shifted to a balanced approach between enforcement and customer service, thereby, increasing compliance and lowering operating costs.

	Below Standard	At Standard	Above Standard
Core	Mandatory		
	Essential		
Discretionary	Traditional	Right of Way Permitting and Enforcement	Business Licensing and Enforcement
	Other		

- Key Opportunities**
- The range of business licenses issued could be reduced to those serving a clear purpose.
 - The service could be delivered on a city-wide basis.

Municipal Licensing and Standards

Business Licensing, Enforcement and Permitting

Activities								
Activity Name	Gross Cost (\$m)	Net (\$m)	% Net	Core Ranking	Service Level	Source of Standard	City Role	Notes
Business Licensing and Enforcement	13.60	-5.97	-44%	3	S-	C	R/D	<ul style="list-style-type: none"> Timeframes generally slower than target, but improving. New Council direction to license personal services such as body piercing which may mean 3000-5000 more business licenses.
Right of Way Permitting and Enforcement	1.09	-1.33	-122%	3	S-	C	R/D	<ul style="list-style-type: none"> Timeframes generally slower than target, but improving.

Options, Opportunities, Risks and Implications					
Type	Options and Opportunities	Risks and Implications	Potential Savings *	Timeframe **	Barriers
NCSR	Consider eliminating license categories that do not clearly serve a public service.	Would reduce paper burden in the industry, but may not produce a net saving for the City.	Low (up to 5%)	2013	Low
SLR	Consider reducing the level of proactive investigation and enforcement.	May lead to reduced compliance with licensing requirements.	Low (up to 5%)	2012	Medium
SSR	Consider the opportunity to deliver these services city-wide instead of district-based.	Division is currently district-based as it relates to Right of Way Permitting and Enforcement, and Business Licensing and Enforcement. Delivery of services city-wide could allow for an increased span of control and more consistent service delivery – this could result in better processes and reduced cost.	Low (up to 5%)	2013	Low

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.

Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Municipal Licensing and Standards

Property Enforcement

Standing Committee
Licensing and Standards

Cluster
Cluster B

Program
Municipal Licensing and Standards

Service Type
External Service Delivery

Service Budget (\$m)

Gross	\$22.8
Net	\$20.2

Rationale for Core and Service Level Assessment

This is a traditional municipal service. Council mandated response times are generally not met, with a particular deficiency in respect to Heat and Vital Services property standards complaints.

Over 90% of property standards enforcement is funded from the tax base.

Jurisdictional Examples

OMBI data indicates that Toronto receives fewer complaints per capita than Hamilton and Ottawa, yet spends much more per capita on bylaw enforcement and takes longer to resolve complaints.



Key Opportunities

- The Property Standards and Maintenance Enforcement activities could be delivered on a city-wide basis.

Municipal Licensing and Standards

Property Enforcement

Activities								
Activity Name	Gross Cost (\$m)	Net (\$m)	% Net	Core Ranking	Service Level	Source of Standard	City Role	Notes
Property Standards and Maintenance Enforcement	14.61	13.42	92%	3	S-	C	R	
Parks By-Law Enforcement	1.61	1.61	100%	3	S	C	R	
Waste Enforcement	6.60	5.16	78%	3	S	C	R	

Options, Opportunities, Risks and Implications					
Type	Options and Opportunities	Risks and Implications	Potential Savings *	Timeframe **	Barriers
SSR	Consider the opportunity to deliver these services city-wide instead of district-based.	Division is currently district-based as it relates to Property Standards and Maintenance Enforcement. (Waste and Parks Enforcement are delivered through a city-wide model.) Delivery of services city-wide could allow for an increased span of control and more consistent service delivery – this could result in better processes and reduced cost.	Low (up to 5%)	2013	Low
ASDR	Consider outsourcing waste diversion enforcement.	Municipal Licensing provides enforcement of solid waste diversion regulations.	Low (up to 5%)	2013	Low

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.

Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Municipal Licensing and Standards

Animal Care and Enforcement

Standing Committee
Licensing and Standards

Cluster
Cluster B

Program
Municipal Licensing and Standards

Service Type
External Service Delivery

Budget (\$m)

Gross	\$12.0
Net	\$8.6

Rationale for Core and Service Level Assessment

Animal control is a traditional municipal role, although approaches to licensing vary.

- Jurisdictional Examples**
- All jurisdictions provide animal care and enforcement services at the City level.
- Philadelphia provides Animal Licensing and Animal Management services through the Department of Public Health.
 - The City of Melbourne has a contractual agreement with The Lost Dogs' Home to provide a range of animal management services.
 - Chicago Animal Care has a complete medical complex, full laboratory, radiology, and surgical capabilities for the care of its animals and the Chicago Police Canine Unit.
 - Boston's Animal Control unit offers a variety of services to Boston residents. The City also operates its own Animal Shelter in Roslindale staffed by a full time veterinarian to care for the animals in their custody.



- Key Opportunities**
- The City provides a high level of service for animal care.
- Cat and dog licensing could be eliminated.
 - Service delivery could be outsourced in some areas.
 - The level of service for response to animal emergencies could be reduced and the pick-up of pets placed for adoption could be eliminated.

Municipal Licensing and Standards

Animal Care and Enforcement

Activities								
Activity Name	Gross Cost (\$m)	Net (\$m)	% Net	Core Ranking	Service Level	Source of Standard	City Role	Notes
Cat and Dog Licensing and Enforcement	1.96	-0.66	-34%	3	S	C	D/R	
Animal By Law Enforcement and Mobile Response	4.49	4.30	96%	3	S+	C/M	D/R	<ul style="list-style-type: none"> Service standard for emergency response is high (see options).
Veterinary Care Response	2.35	2.17	92%	3	S	C	D	<ul style="list-style-type: none"> Not all municipalities provide sterilization services .
Animal Sheltering and Adoption	3.22	2.81	87%	3	S+	C	D	<ul style="list-style-type: none"> It appears that service standard for Owner Surrendered Animals is high (i.e. the City is picking up unwanted animals).

Municipal Licensing and Standards

Animal Care and Enforcement

Options, Opportunities, Risks and Implications					
Type	Options and Opportunities	Risks and Implications	Potential Savings *	Timeframe **	Barriers
ASDR	Consider outsourcing some or all of animal care and enforcement delivery.	Many municipalities outsource to private or community shelters. May reduce costs, but also gives less direct control over service delivery. Response to wildlife calls would be a particular option given low level of expertise in this area. The collection of dead animals is also an areas savings could be expected.	Medium (up to 20%)	2014	Medium
NCSR	Consider value of Cat and Dog Licensing and Enforcement.	With only 30% of owned dogs and 10% of owned cats licensed, the value of the program is not evident. Animal identification solutions could easily be provided by pet stores and other private commercial organizations. However the program does cover its costs.	Low (up to 5%)	2012	Medium
SLR	Consider reducing service level (response time) for Emergency Animal Rescue and Care by increasing service response time.	Toronto Animal Services responds to 37,000 emergency animal and rescue calls – service standard requires response within 2 hours. Service standard could be reduced, but may result in negative public reactions.	Low (up to 5%)	2012	High
SSR	Consider the opportunity to deliver these services city-wide instead of district-based.	Division is currently district-based. Delivery of services city-wide could allow for an increased span of control and more consistent service delivery – this could result in better processes and reduced cost.	Low (up to 5%)	2012	Low
SLR	Consider requiring owners wishing to surrender animals to deliver them to the shelter.	Would be hardship for some animal owners, and may result in some animals becoming strays rather than being surrendered.	Medium (up to 20%)	2012	Medium

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.

** Timeframe refers to first year in which savings could be realized. Full savings may take longer.