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2014 OPERATING BUDGET BRIEFING NOTE

Four Permanent Supervisor Positions for MLS

Purpose:

- This briefing note outlines the rationale for the proposal to add four Supervisor positions to each of the District Offices within Investigation Services. The addition of these positions is intended to provide direct supervision and management oversight to front-line staff.
- It is recommended that a total of two incremental Supervisor positions be added to the complement of ML&S, comprised of one in each of 2014 and 2015. The remaining two positions will be repurposed from within the existing complement.

Issue/Background:

- ML&S has reviewed its current organizational structure and various service lines to assess business and operational support needs. This analysis has identified gaps and service delivery issues resulting from insufficient management/supervisory oversight in the District offices.
- The organizational model of this unit is a District office mirrored to the Community Councils, with all but one being co-located in Civic Centres. This distribution of staff enables a closer working relationship with the Ward Councillors, their staff and the community.
- The current management span of control ranges from 10 to 18 front-line staff, which is higher than an effective average of 6 to 8.
- Additionally this service includes the Graffiti team overseen by a Coordinator, and the MRAB/HOST team which is being overseen by a District Supervisor who was temporarily seconded from a District office.
- This group is primarily responsible for responding to complaints related to contraventions of the Municipal Code governing: property standards, grass and weeds, fences, noise, zoning, signs, etc. They are responsible for conducting inspections, issuing orders, monitoring compliance, and where necessary, advancing enforcement initiatives via remedial action and/or prosecutions to obtain compliance.

- There has been a significant change in the level of complexity and expectations of service delivery related to this work, such as chronic problem properties and instances of hoarding. The addition of these supervisors will ensure that these matters are addressed and resolved in a more comprehensive and timely fashion.
- Both the Ombudsman and the Auditor General have referenced ML&S management challenges.

Key Points:

- The additional supervision of day-to-day operations of front-line staff is necessary to ensure that the front-line staff are adequately directed and supported to ensure that follow up and resolution of these complex matters is handled in a more timely fashion.
- The appropriate level of supervision will aid in the operational balancing of workloads, ensuring compliance with health and safety legislation, such as supervision of remedial action work, and will enable the expansion of hours of service, including time of day and weekends.
- These positions will provide support by managing the escalated complaints and inquiries from the public, members of Council and City staff, to ensure timely response.
- The Division will also be expanding hours of service and realigning deployment to ensure that staffing levels are appropriate, by undertaking an including the assessment of call volumes and complexity, and volume of escalated/unresolved complaints. The enhancement of service levels and customer service standards – primarily timeliness of response and resolution will be the resultant outcomes

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