

# MUNICIPAL LICENSING & STANDARDS

2013 Service Level Review

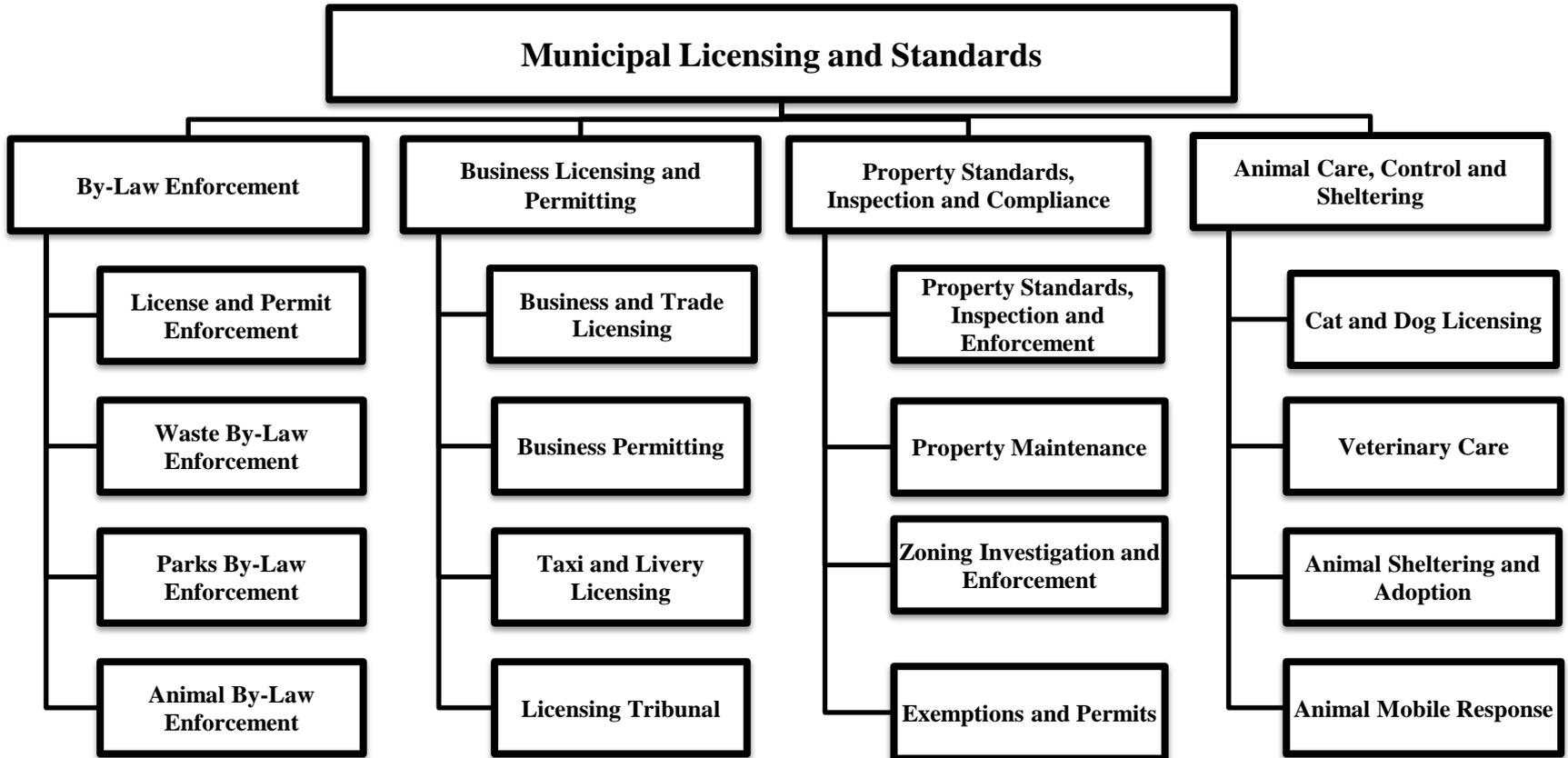
September 19, 2013

# Agenda

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1. Program Map
2. Program Overview
3. 2013/14 Program Changes
4. Service Review – Key Service Levels and 2014 priorities:
  - ✓ By-Law Enforcement
  - ✓ Licensing Services
  - ✓ Investigation Services
  - ✓ Toronto Animal Services
  - ✓ Policy and Strategic Support
5. Issues, Challenges, and Opportunities
6. Initiatives

# Program Map



# Program Overview

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ML&S total budget \$49.2m Gross / \$20.2 m Net

- Enforcement of **29+** by-laws
- **560+** media requests logged since January 2012
- Industry consultations held: **50+**
- Requests for Service received (2012): **88,700+**
- Inspections/Investigations conducted (2012): **207,900+**
- Multi-Residential Apartment Building Audits (2012): **200+**
- Notices Issued/Charges laid (2012): **30,150+**
- **13,300+** animals taken into shelters
- Pet licenses issued (2012): **83,700+**
- Business licenses/permits issued (2012): **53,690+**
- **Over 440 +** reports generated to support quasi-judicial/regulatory processes: Licensing Tribunal / Community Council / Property Standards Appeal Committees / Graffiti Panel / Muzzle Hearings

# 2013/14 Program Changes

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## Capacity building within support roles (Q2 & Q3 2013):

- Administrative Support – including Business and Operations Financial
- Policy Officers / Strategic Communications / Business Analyst
- Customer Service Manager

## Balancing the front-line (Q4 2013):

- Staffing front-line vacancies
- Organizational change to enhance enforcement activities
  - Realignment to enhance expertise, accountability and oversight

## Business Process reviews and alignment of activities (2014)

- Licensing Issuance – business process review
- Service review of accountabilities

# Staff Complement

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	Investigation Services	Licensing Services	By-Law Enforcement	Toronto Animal Services	ED / Policy and Strategic Support
2013 Approved FTE (452.6)	144	67	127	96.6	18

# By-Law Enforcement

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## Responsible for:

- Enforcement of by-laws governing licensed businesses (i.e. – Taxi, Tow Truck, Adult Entertainment, BRP's, Limousine, Night Clubs, Personal Service Settings, etc.).
- Enforcement of the by-laws governing Waste (Residential and Commercial), Parks, Postering and Clothing Drop Box by-laws.



# By-Law Enforcement

## Key Service Levels:

Activity/Metric	Service Levels			
	2011	2012	2013	2014 Proposed
Licensing enforcement - response (in Days)	3.05	3.05	2.84	2
Licensing Enforcement - resolution (in Days)	42	53	41	30
Waste Enforcement – response (in Days)	1.27	1.21	1.57	2
Waste Enforcement - resolution (in Days)	2.88	3.55	3.87	5
Parks Enforcement – response (in Days)	4.58	3.99	3.85	2
Parks Enforcement – resolution (in Days)	4.31	8.07	5.85	5

# By-Law Enforcement

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## Service Priorities for 2014:

- Develop **targeted enforcement activities** to address **problematic business locations** and other emerging issues
- Undertake concentrated enforcement actions focussed on premises causing community impacts: i.e.- illegal body rub parlours
- Develop **enforcement relationships and undertake joint/coordinated enforcement activities** including those with TPH, TPS, AGCO, CBSA (where appropriate), Transportation ROW, Toronto Water
- Develop enforcement plans to efficiently address community standards impacted by illegal waste disposal and inappropriate use of public domains i.e. - dogs off leash, postering, Parks use and conduct, clothing drop boxes

# Licensing Services

Responsible for:

- **Issuance** of stationary **business licences and permits**, including café/marketing boulevard permits, eating establishments, personal service settings, convenience stores, adult entertainment clubs, body rub parlours, etc.
- Issuance of mobile business licences, including taxi, limousine, tow truck, and food carts/trucks
- Training of new taxi and limousine drivers, and refresher training
- Oversees the inspection of mobile businesses, including taxi, limo, tow truck and mobile refreshment vehicles/carts

**Toronto Municipal Licensing & Standards** 1474886

TYPE OF BUSINESS: BUILDING RENOVATOR Print Date: 17-SEP-2012

LICENCE FOR: RENOVATOR

**THIS LICENCE MUST BE POSTED IN A CONSPICUOUS PLACE**

Licence No.: T85- Issue Date: 21-OCT-2012  
Trade No.: Expiry Date: 20-OCT-2013

Issued To:

Conditions: MAILING ADDRESS ONLY; MUST COMPLY WITH CITY ZONING BY LAWS;  
ALL WORK TO BE SUB-CONTRACTED TO LICENSED RENOVATORS/CONTR. RAM GLAD PASSED EXAM.

Tracey Cook  
Executive Director

ISSUED PURSUANT TO AND SUBJECT TO THE PROVISIONS OF CHAPTER 545  
OF THE CITY OF TORONTO MUNICIPAL CODE

# Licensing Services

## Key Service Levels :

Activity/Metric	Service Levels			
	2011	2012	2013	2014 Proposed
Wait times at counter (Average in Minutes)	22	32	23	20
Time to issue a new licence (in Days)	38	35	40	31
Time to renew a licence (in Days)	13	12	18	12

Customer Service Standard	Target	2011	2012	2013 YTD average
Time to serve a licence/permission client	90% within 20 minutes	68%	45%	60%

# Licensing Services

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## Service Priorities for 2014:

- Conduct a **service review of business processes** to improve service delivery
- Work with IT to **advance electronic service delivery**, i.e. – Toronto Business Portal
- Focus on development of stakeholder/licensee round tables to foster ongoing liaison and identification/remediation of issues
- Implementation of regulatory amendments

# Investigation Services

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Responsible for:

- Investigation of **property standards** and other **maintenance** related by-laws including long grass and weeds, fencing, noise, graffiti, etc.
- Undertakes remedial action on private property, in matters of non-compliance
- Inspection and investigation of contraventions of **Zoning** by-laws
- Inspections of housing standards, through the **Multi-Residential Apartment Building** Audit program, and the recently developed **Housing Occupancy Standards Team** program focused on rooming house/student housing issues.



# Investigation Services

## Key Service Levels:

Activity/Metric	Service Levels			
	2011	2012	2013	2014 Proposed
Response (in Days)	5.54	8.52	5.65	5
Resolution (in Days)	69.1	86.8	94 .0	60

Customer Service Standard	Target	2011	2012	2013
Time for Initial Response to a Property Standards Complaint	90% within 5 days	79%	78%	80%

# Investigation Services

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## Service Priorities for 2014:

- Develop plans to address emerging community issues such as **rooming houses**, senior group homes, student housing/behaviours
- Develop **multi-jurisdictional inspection teams** to address **complicated property issues** such as – **hoarding**, vacant/derelict properties
- Develop **relationships with community based organizations** such as FMTA, ACORN, and resident associations
- MRAB program to focus on **risk-based life safety** driven audits and **re-inspections** to enhance compliance
- Review business processes to identify alternate response approach: i.e. - complaint advisory letters

# Toronto Animal Services

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## Responsible for:

- Sheltering, care and emergency response for domestic animal and wildlife complaints
- Adoptions and licensing
- Veterinarian care of stray animals, spay/neuter clinics, directing medical care for in care/custody animals
- Investigation of dog bite complaints
- Enforcement of the Animals by-law



# Toronto Animal Services

## Key Service Levels:

Activity/Metric	Service Levels			
	2011	2012	2013 YTD	2014 Proposed
Pet Licence Renewal rates	97%	93%	97%	97%
Cats Returned to Owner	10.35%	13.45%	23.55%	25%
Dogs Returned to Owner	71.89%	71.95%	80.70%	80%

Customer Service Standard	Target	2011	2012	2013
Time to Respond to TAS Enforcement Service Requests	80% within 5 business days	88%	78%	89%

# Toronto Animal Services

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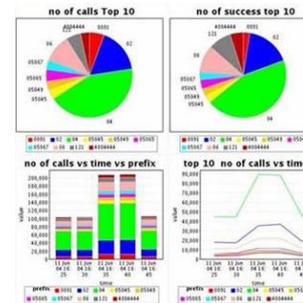
## Service Priorities for 2014:

- Enhancements in **electronic self-service delivery**
- Bolster licensing compliance through:
  - Continuing community initiatives, i.e. – the Chip Truck
  - Implementing the Blue Paw rewards program
  - **Expanding partnerships** to improve licensing compliance
- Business process reviews of animal licensing issuance
- Expansion of the **Trap/Neuter/Release program** to address feral cat overpopulation

# Policy and Strategic Support

Responsible for:

- **Research and development of policy**, by-law and Council directed initiatives, including industry reviews
- **Development and reporting of KPI's** and continuous improvement initiatives
- Development and execution of internal training programs
- Oversight of the strategic communications/policy related initiatives of the division
- Development and maintenance of Divisional Policies and Procedures
- Information and Data Management



# Committee and Staff Report Activity

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## Significant Reports Completed This Term:

- Adult Entertainment Clubs By-law
- Clothing Drop Boxes By-law
- Revised Animal By-law
- Personal Service Settings licensing By-law

## Industry Reviews Underway:

- Taxi Industry
- Limousine
- Tow Truck
- Street Food Vending – including harmonization of by-laws

# Staff Report Activity

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## **Significant Policy work underway and upcoming:**

- Boulevard Cafe and Marketing By-law harmonization
- Body Rub Parlours
- Vacant / Derelict Buildings
- Rooming Houses / Student Housing
- Vexatious Complaints
- Licensing Categories review
- Medicinal Marijuana

# Policy and Strategic Support

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## Service Priorities for 2014:

- Completion of industry reviews
- Focus on priority/emerging issues:
  - Rooming Houses
  - Vacant/Derelict Buildings
  - Holistic Industry and Body Rub Parlour Regulations
- Development of Internal Training programs
- Completion of the Strategic Plan and Service Planning
- Development of KPI's and Management Dashboards
- Development of customer service and continuous improvement initiatives

# Issues, Challenges and Opportunities

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## Management oversight and accountability

- Developed management and operational support positions
- Development of KPI's and management dashboards

## Inconsistent service delivery

- Reviewing policies and procedures
- Internal Training

## Communication

- Dedicated Strategic Communications support
- Enhance internal, community and stakeholder relations

# Initiatives

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- Commencement of 5 year Strategic Plan focusing on 3 pillars:
  - Service Excellence
  - Organizational Excellence
  - Customer Service
- Development of an IT Strategic Plan
- Development of Training, Development and Succession Plans
- Business Process reviews
- Policy and Procedure review

# Conclusion

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**2013** has been a year of assessment, review, reorganize and rebuild.

**2014** will focus on re-engineering business processes and development of long-term strategic and service plans

**Addressing the gaps:** Communication, efficiency and customer service

- Update and develop policies and procedures
- Procedural efficiencies
- Improve communications
- Staff engagement and investment in training and development

## Results

- Improved response and resolution times
- Reduction in chronic/repeated/escalated complaints
- Improved community standards