



Court Services

Service Level Review

Government Management Committee Presentation
June 15, 2015



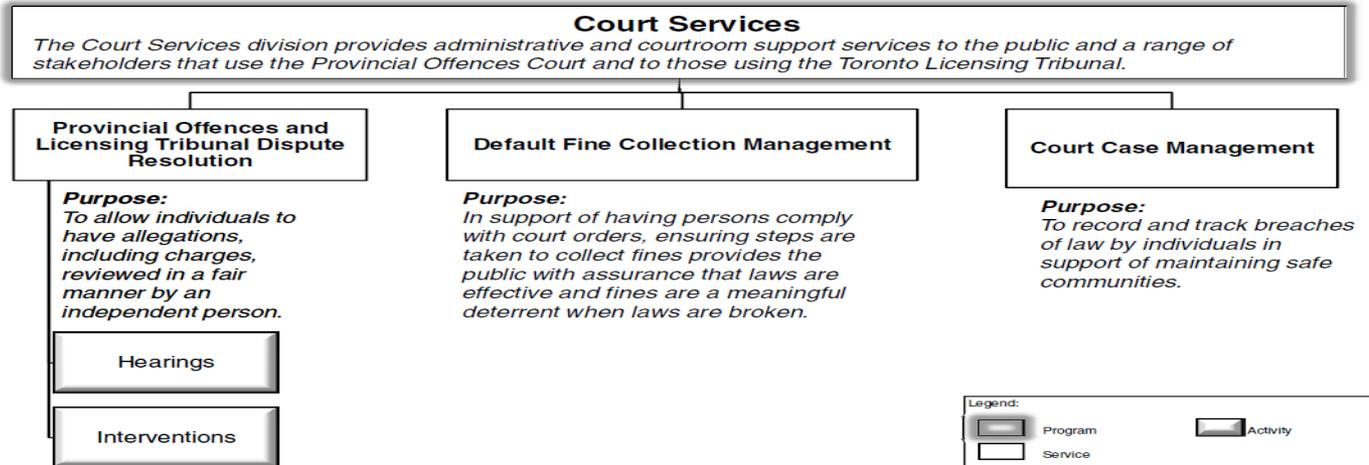
Overview

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



Program Name

2015 Program Map



Service Customer

Provincial Offences and Licensing Tribunal Dispute Resolution

- Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)
- Prosecutors
- Paralegal representatives
- Witnesses
- Enforcement officers
- Judicial officers
- Interpreters

Default Fine Collection Management

- Persons who are required to pay a court imposed fine
- The City- who must offset program costs from fine revenue collected
- The public who benefit from the anticipated change in behaviour by those who have had to pay fines.

Court Case Management

- Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)
- Prosecutors
 - Paralegal Representatives
 - Witnesses
 - Enforcement officers
 - Judicial officers
 - Interpreters

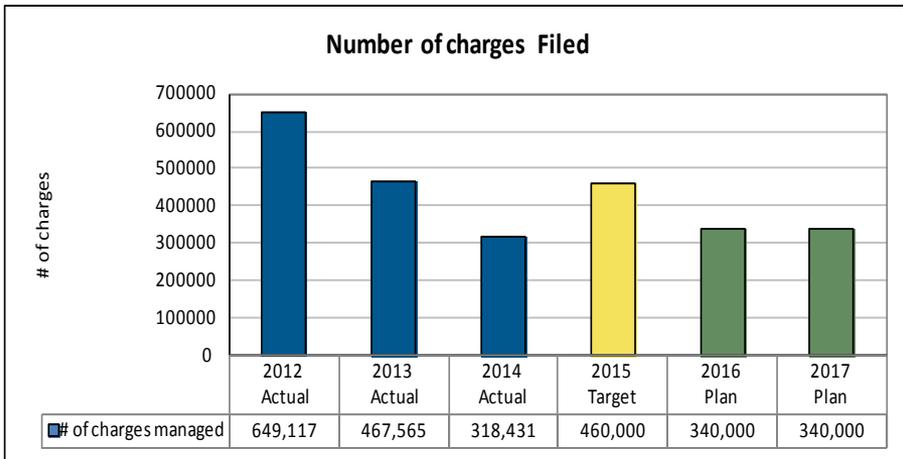


Key Service Levels – 2012 - 2015

Service Level Description		2012	2013	2014	2015
Provincial Offences Dispute Resolution					
Hearings Held - Trial court	Approved	7-16 months time to trial	7-16 months time to trial	7-10 months time to trial	7 months time to trial
	Actual	12	10	7	7
Interventions - Intake court	Approved	1-3 days of receipt of application			
Default Fine Collection Management					
Default fine account holders contacted	Approved	65% of account holders contacted within 30 days of accounts going into default	70% of account holders contacted within 30 days of accounts going into default	70% of account holders contacted within 30 days of accounts going into default	75% of account holders contacted within 30 days of accounts going into default
Court Case Management					
Receive incoming Provincial Offences non-parking charges	Approved	Receive incoming charges within 5-7 days			
Processing Payments	Approved	24 hours of receipt			

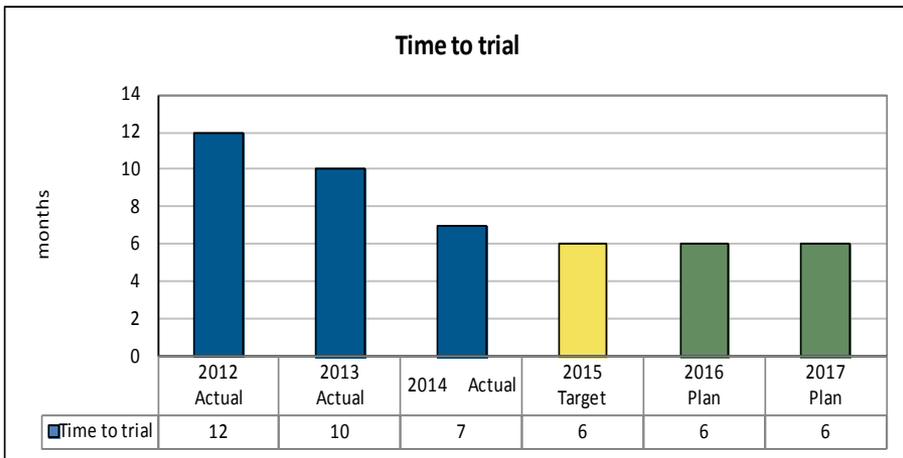


Performance Measures



Trend:

- The volume of charges has been steadily declining with a 28% reduction in 2013 and a 32% reduction in 2014.
- The 2015 volume is projected to be about 337,000 or 27% lower than plan, and approximately 6% above 2014.
- These charges relate to Provincial offences, largely Highway Traffic Act, and exclude parking tickets.

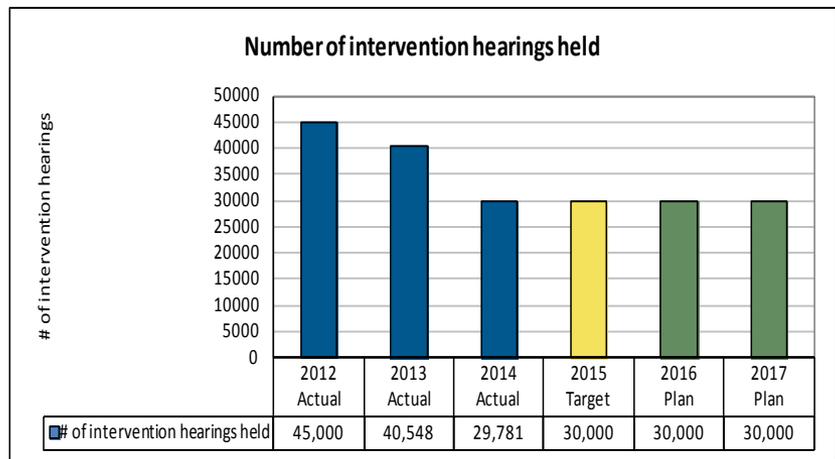


Trend:

- The implementation of the Early Resolution Initiative where people who get a ticket can meet with a prosecutor and lower volume of charges is resulting in the ability to have disputes resolved faster. Further improvements anticipated in 2015 and 2016.



Performance Measures



Trend:

- Volume of intervention hearings (judicial reviews other than trials) is trending lower due to the reduced volume of charges.





Dispute Resolution, Court Case Management and Default Fine Collection Management



Service Challenges & Opportunities

- Challenges

- ✓ Lower revenues resulting from reduced volume of traffic and other tickets filed by Toronto Police Services (excluding parking tickets)
- ✓ Respond to program changes contemplated by Province



Service Challenges & Opportunities

■ Opportunities

- ✓ Enhance customer service with self serve opportunities.
- ✓ Move forward with plans to vacate 3rd party owned leased space and consolidate services once St. Lawrence Market North is built (projected for 2017).
- ✓ Increase collection of fines using new sanctions within Bill 31-Road Safety legislation. Bill passed third reading at Ontario Legislature on June 2nd, 2015. Changes allow for additional types of driver related offences with unpaid fines to be subject to the licence plate denial sanction- a successful collection tool for parking tickets.
- ✓ Streamline program services with Provincial support. For example, permitting greater use of technology when completing legislated court processes.



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

Strategic Action/Service Objective: Improve program results by containing costs and increasing revenue collections	
Actions	Results / Progress
The division is containing expenditures in 2015 without reducing service levels	To date, average waiting time of under 15 minutes at our service counters and completion of court transcripts in under 30 days remains consistent with 2014 experience
Increased the number of collection agencies involved in the collection of outstanding fines	Program now uses seven(7) collection agencies to assist with collection of defaulted fines
To introduce automated dialing solutions by loading and dialing telephone numbers of clients that have not complied with the payment of court ordered sentences (fines) to be used for the purpose of collecting outstanding (defaulted) fines from such individuals or companies	In the process of selecting a qualified vendor. Expect to implement in August 2015.
Maximize court room trial time by rebalancing case load	To reduce time needed to resolve disputes, rebalancing of court resources undertaken in May 2015
Continued successful implementation of the early resolution process	Reduction in the number of trials going to court has decreased costs for police officers to attend court from \$8.9 million in 2012 to \$5.0 million in 2014. Anticipated costs in 2015 is \$4.0 million.



Strategies to Address Challenges & Opportunities: *New Strategies*

■ Strategies

- ✓ It is expected the Province will amend the regulation under the City of Toronto Act to allow parking ticket disputes to be resolved without using court based processes.
- ✓ Continue working with Province to identify and implement new business processes that improve / streamline services and reduce costs to City.



Priority Actions to Achieve Results

Service: Court Case Management			
Service Objective: Establish an administrative dispute resolution process for reviewing parking ticket disputes	Service Level Results		
Priority Actions to be Taken	2016	2017	2018
Once Province confirms intention to implement new regulation that allows all parking ticket disputes to be reviewed outside of court process, staff will report to Committee on recommended action to establish new program	Continue use of 7 courtrooms	Move to new program	TBD
Explore with Province additional opportunities to streamline other business process to improve public service and reduce program expenditures	TBD	TBD	TBD





Thank You

