

Toronto 2017 BUDGET



OPERATING BUDGET NOTES



Court Services

2017 OPERATING BUDGET OVERVIEW

Court Services provides administrative and courtroom support to the public and a range of stakeholders that use the Provincial Offences Court and to those using the Toronto Licensing Tribunal.

2017 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$51.959 million gross and \$10.090 million net as shown below:

"The total cost to deliver these services to Toronto residents is shown in the tab

(in \$000's)	2016 Budget	2017 Preliminary Budget	Change \$
Gross Expenditures	50,001.5	51,959.0	1,957.5
Gross Revenues	41,456.9	41,868.9	412.0
Net Expenditures	8,544.6	10,090.1	1,545.5

Through base budget savings, Court Services was able to more than offset its base operating pressures reflecting a -4.1% net expenditure decrease from the 2016 Budget.

The increase of \$1.546 million is attributable to two new key Council approved investments; one-time start-up transition to the new Administrative Penalty System for parking violations.

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Fast Facts

- Court Services provides services through a network of 30 trial courtrooms, 3 early resolution hearing rooms and 34 public service counter stations.
- Court offices serve over 30,000 individuals at public counters and in trial courts each month.
- Provincial offences include a range of offences under Provincial legislation including a large number of traffic offences and City of Toronto bylaws.
- Over 350,000 charges are processed annually requiring the scheduling of over 400,000 trials, including 250,000 parking ticket disputes heard in trial courts

Trends

- The decline in moving violation tickets filed, which began in 2011/2012 and reached the lowest level of 318,431 tickets in 2014, has now stabilized.
- The 2016 projected volume is trending at just over 350,000 tickets with 375,800 charges projected for 2017-2019.

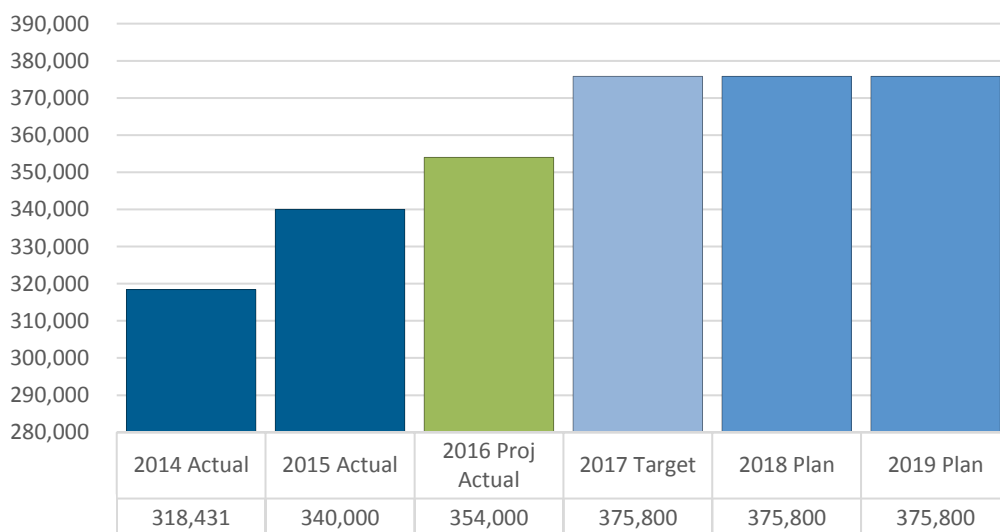
Key Service Deliverables for 2017

Court Services provides administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using the City established Tribunals.

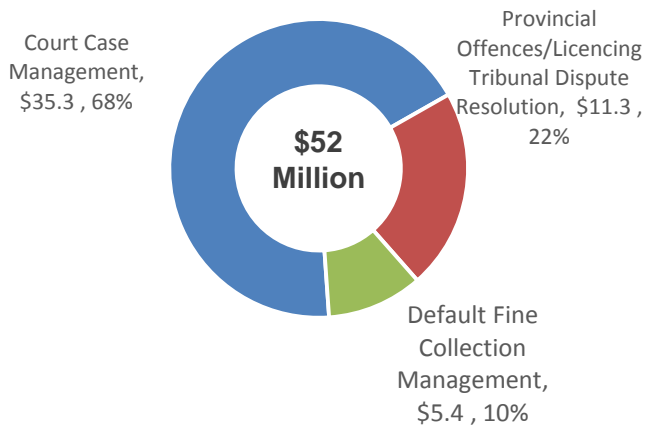
The 2017 Preliminary Operating Budget supports:

- The management of court cases for charges filed by enforcement officers in 2017 in accordance with Provincial legislation.
- Proceeding with the establishment and administration of the Toronto Local Appeal Body.
- The move from the court based system to an administrative system available under the City of Toronto Act to manage parking tickets and penalties
- The administration of the one year mediation pilot program to test the impact of mediation with respect to appeals of Committee of Adjustment decisions.

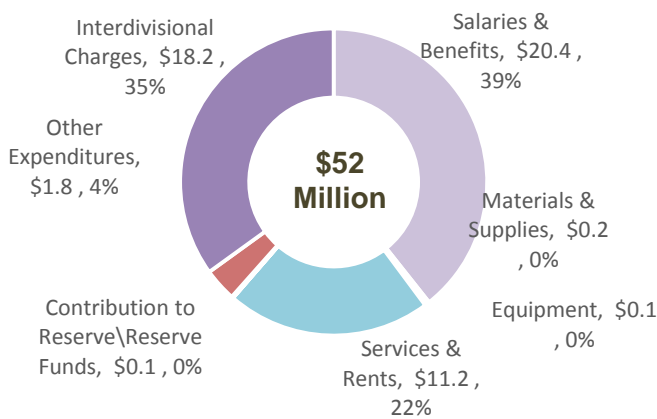
of Charges Managed



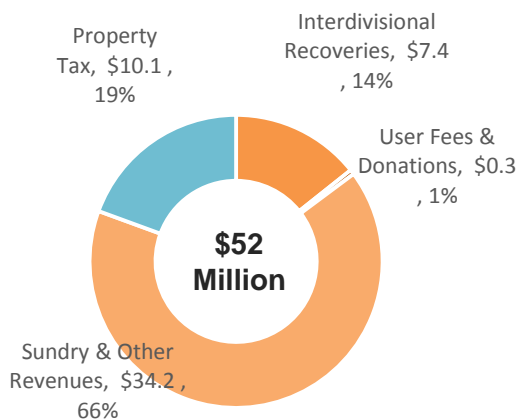
Where the money goes:
2017 Budget by Service



2017 Budget by Expenditure Category



Where the money comes from:



Our Key Issues & Priority Actions

- **Shortage of Justices of the Peace in relation to the volume of charges filed** is impacting the Program's ability to process disputes within acceptable timeframe and maintain the service levels.
 - ✓ New Administrative Penalty System planned to be implemented in May, 2017 will provide greater access to dispute resolution outside the courtroom through implementation of new processes and technologies.
 - ✓ Court Services will continue to work with the Province towards implementing streamlined legislative processes that increase public access to courts and assist in reducing cost of delivering the program.
- **Collection of Court Imposed Fines** remain a continuing challenge across municipalities.
 - ✓ Court Services, in collaboration with Legal Services, continues to pursue available sanctions using civil enforcement measures to achieve results within the legislations available.
 - ✓ The 2017 Operating Budget includes one-time funding for 5 Prosecutors to clear outstanding parking items under the Court system.

2017 Operating Budget Highlights

- The 2017 Operating Budget for Court Services of \$51.959 million in gross expenditures and \$10.090 million net provides funding for 3 services: Court Case Management, Provincial Offences/ Licensing Tribunal Dispute Resolution and Default Fine Collection Management.
 - This represents an increase of 18.1% from 2016 Approved Net Budget based on the following:
 - Base budget pressures due to salary and benefit increases were more than offset by base expenditure savings.
 - The increase over the 2016 Approved budget can be entirely attributed to the following factors:
 - One-time start-up costs for the LAB that includes the Mediation Pilot Program.
 - Funding for 5 Prosecutors to clear the backlog of parking tickets.
 - Funding to transition to the new Administrative Penalty System for parking violations of \$0.855 million.
 - Staff complement decrease of 36 from 2016 to 2017.

Actions for Consideration

Approval of the 2017 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2017 Preliminary Operating Budget for Court Services of \$51.959 million gross, \$10.090 million net for the following services:

<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Court Case Management	35,267.4	(4,399.2)
Provincial Offences/Licensing Tribunal Dispute Resolution	11,256.8	9,956.6
Default Fine Collection Management	5,434.8	4,532.7
Total Program Budget	<u>51,959.0</u>	<u>10,090.1</u>

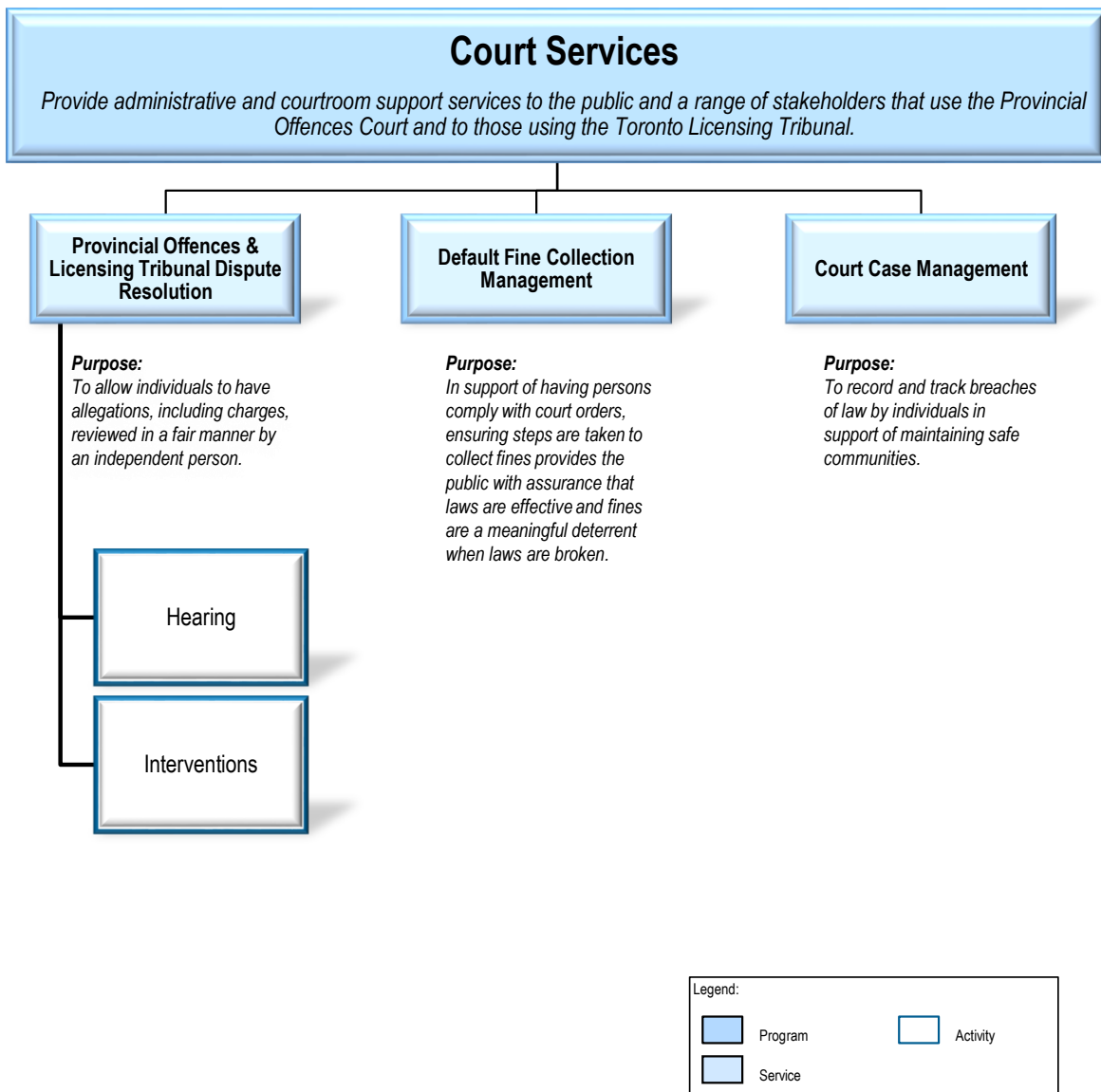
2. City Council approve the 2017 service levels for Court Services as outlined on pages 15, 17, and 20 of this report, and associated staff complement of 252 positions.
3. City Council approve the 2017 new user fees for Court Services identified in Appendix 7, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".



Part 1:

2017-2019 Service Overview and Plan

Program Map



Service Customer

Provincial Offences & 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

- Indirect (Beneficial)
- Judicial officers
 - Interpreters
 - Residents

Default Fine Collection Management

- Persons who are required to pay a court imposed time
- Indirect (Beneficial)
- Residents
 - The Division that offset program costs from fine revenue collection

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

- Indirect (Beneficial)
- Judicial officers
 - Interpreters
 - Residents

Table 1
2017 Preliminary Operating Budget and Plan by Service

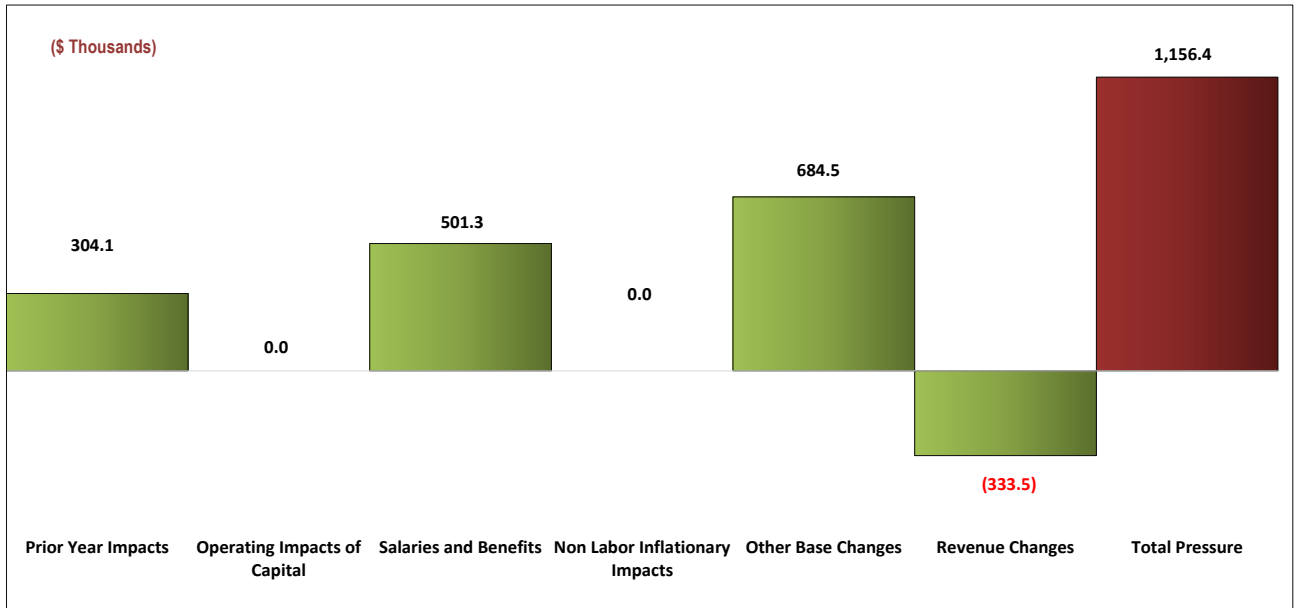
(In \$000s)	2016		2017 Preliminary Operating Budget			2017 Preliminary vs. 2016 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget			2018 Plan		2019 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Court Case Management											
Gross Expenditures	34,940.3	33,381.4	35,267.4		35,267.4	327.1	0.9%	(4,333.0)	(12.3%)	309.9	1.0%
Revenue	39,389.8	39,417.0	39,666.6		39,666.6	276.8	0.7%	(5,437.2)	(13.7%)		
Net Expenditures	(4,449.5)	(6,035.6)	(4,399.2)		(4,399.2)	50.3	(1.1%)	1,104.2	(25.1%)	309.9	(9.4%)
Provincial Offences/Licensing Tribunal Dispute Resolution											
Gross Expenditures	9,692.8	8,768.3	10,401.9	854.9	11,256.8	1,564.0	16.1%	(1,263.2)	(11.2%)	171.1	1.7%
Revenue	1,198.4	1,198.4	1,289.6	10.6	1,300.2	101.8	8.5%	(447.9)	(34.5%)	10.2	1.2%
Net Expenditures	8,494.4	7,569.9	9,112.3	844.3	9,956.6	1,462.2	17.2%	(815.2)	(8.2%)	160.9	1.8%
Default Fine Collection Management											
Gross Expenditures	5,368.4	5,323.1	5,434.8		5,434.8	66.4	1.2%	(313.0)	(5.8%)	40.2	0.8%
Revenue	868.8	868.8	902.1		902.1	33.4	3.8%	(655.1)	(72.6%)		
Net Expenditures	4,499.6	4,454.3	4,532.7		4,532.7	33.1	0.7%	342.1	7.5%	40.2	0.8%
Total											
Gross Expenditures	50,001.5	47,472.8	51,104.1	854.9	51,959.0	1,957.5	3.9%	(5,909.2)	(11.4%)	521.2	1.1%
Revenue	41,456.9	41,484.2	41,858.3	10.6	41,868.9	412.0	1.0%	(6,540.0)	(15.6%)	10.2	0.0%
Total Net Expenditures	8,544.6	5,988.6	9,245.8	844.3	10,090.1	1,545.5	18.1%	630.8	6.3%	511.0	4.8%
Approved Positions	288.0	226.0	245.0	7.0	252.0	(36.0)	(12.5%)	(31.0)	(12.3%)		

The Court Services' 2017 Preliminary Operating Budget is \$51.959 million gross and \$10.090 million net, representing a 18.1% increase to the 2016 Approved Net Operating Budget and is above the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

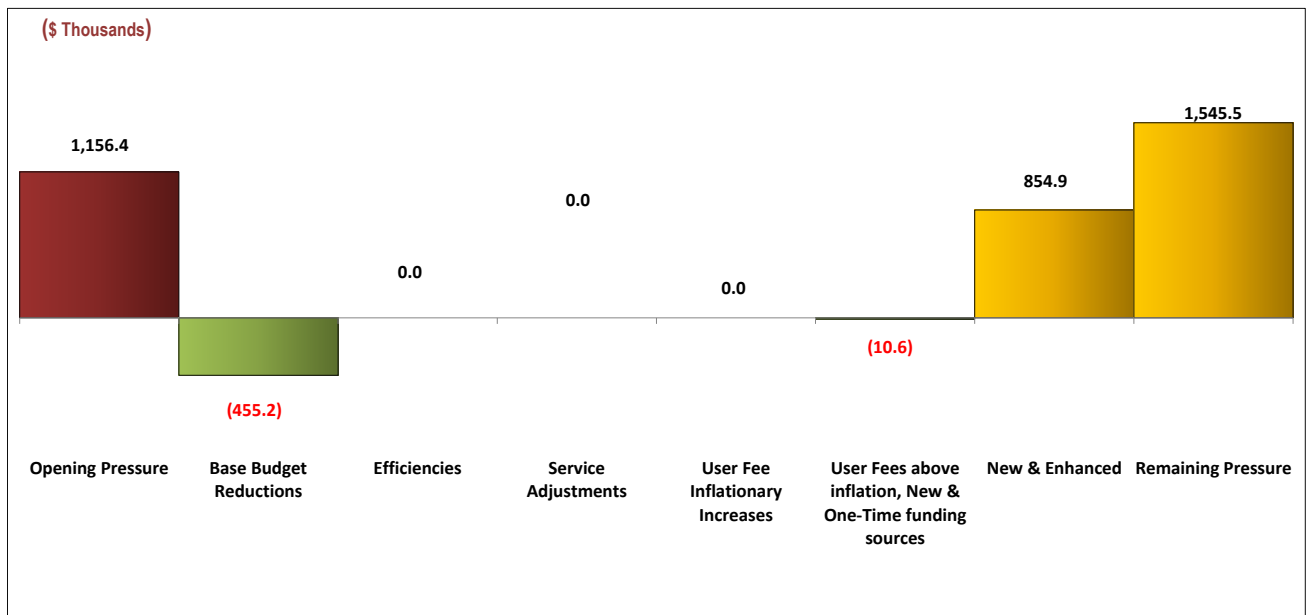
- Base pressures are mainly attributable to inflationary increases in salary and benefits of \$0.501 million which were more than offset by base expenditures.
- The above increase from the 2016 Approved Operating Budget is mainly attributable to 3 factors: the one-time costs of establishing LAB (\$0.537 million) and Mediation Pilot program, additional costs from Legal Services to clear the backlog of parking tickets issued prior to May 15, 2017 requiring courtrooms for resolution (\$0.500 million) and the implementation of the new Administrative Penalty System (\$0.855 million).
- Excluding these new initiatives, the 2017 Preliminary Operating Budget for Court Services will be at \$8.198 million net which is 4.1% below the 2016 Approved Budget or 1.5% beyond the reduction target of -2.6%. More information on this can be found on page 22.
- Approval of the 2017 Preliminary Operating Budget will result in Court Services reducing its total staff complement by 36 positions from 288 to 252.
- The 2018 and 2019 Plan increases are attributable to adjustments in salaries and benefits.

Key Cost Drivers

The following graphs summarize the operating budget pressures for this Program and the actions taken that partially offset these pressures.



Actions to Achieve Budget Reduction Target



**Table 2
Key Cost Drivers**

(In \$000s)	2017 Base Operating Budget						Total	
	Court Case Management		Provincial Offences/Licencing Tribunal Dispute Resolution		Default Fine Collection Management			
	\$	Position	\$	Position	\$	Position	\$	Position
Gross Expenditure Changes								
Prior Year Impacts								
Reversal of COLA Allocation	(145.0)		(70.2)		(17.7)		(232.9)	
Annualization of LAB Establishment			232.1				232.1	
Re-Budgeting of One-time LAB Costs			304.9				304.9	
Salaries and Benefits								
COLA, Progression Pay, Step Increases and Realignments	296.4		159.7		45.2		501.3	
Other Base Changes								
Deletion of positions gapped in prior years		(30.8)		(8.6)		(2.6)		(42.0)
Absorption of Inflationary Pressure for POA	(43.1)						(43.1)	
Conversion of 4 Positions to 3 Positions	(14.7)	(1.0)	5.1		9.6			(1.0)
IDC/IDR	606.9		47.5		73.1		727.5	
Total Gross Expenditure Changes	700.5	(31.8)	679.1	(8.6)	110.2	(2.6)	1,489.8	(43.0)
Revenue Changes								
Web User Fee	14.5		1.2		1.8		17.5	
Provincial Upload of Court Services	262.3		22.2		31.6		316.1	
Total Revenue Changes	276.8		23.4		33.4		333.6	
Net Expenditure Changes	423.7	(31.8)	655.7	(8.6)	76.8	(2.6)	1,156.2	(43.0)

Key cost drivers for Court Services are discussed below:

- Prior Year Impacts:
 - Annualized cost to establish a Local Appeal Body (LAB) that will remove appeals of Committee of Adjustment decisions on minor variance and consent applications from the Ontario Municipal Board for \$0.232 million.
 - Re-budgeting of one time LAB start-up costs for furniture, fixture and equipment totaling \$0.305 million. These costs were underspent in 2016 due to delay in renovation/construction of the new space and are necessary once the permanent space is ready for occupancy in late 2017.
- Salaries and Benefits
 - The major costs contributors impacting all services are the inflationary labour costs totaling \$0.501 million that include COLA, step and progression payments.
- Other Base Changes:
 - Interdivisional charges/ recoveries of \$0.728 million results from increased salary and benefits charges for Prosecutors (from Legal Services) that includes one-time costs of \$0.500 million for solicitors required to clear the backlog of parking tickets issued under the current POA system by the end of 2017 to facilitate the complete transition to the Administrative Penalty System (APS) system in 2018, and inflationary increases in utility costs included in rental charges by Facilities.
- Revenue Changes:
 - A revenue increase of \$0.316 million will be realized from the phased-in upload of court security costs from municipalities to the Province over a period of 7 years (2012 to 2018), and
 - An inflationary increase for user fees totaling \$0.018 million.

In order to achieve the budget reduction target, the 2017 service changes for Court Services consists of base expenditure savings of \$0.455 million net

**Table 3
Actions to Achieve Budget Reduction Target
2017 Preliminary Service Change Summary**

Description (\$000s)	Service Changes						Total Service Changes			Incremental Change			
	Court Case Management		Provincial Offences/Licensing Tribunal Dispute Resolution		Default Fine Collection Management		\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:													
Base Expenditure Changes													
Line by Line Review	(41.5)	(41.5)	(9.9)	(9.9)	(3.8)	(3.8)	(55.2)	(55.2)					
Reduction of Payment to Province	(332.0)	(332.0)	(28.0)	(28.0)	(40.0)	(40.0)	(400.0)	(400.0)					
Total Changes	(373.5)	(373.5)	(37.9)	(37.9)	(43.8)	(43.8)	(455.2)	(455.2)					

Base Expenditure Changes (Savings of \$0.455 million gross & net)

Line by Line Review

- Savings of \$0.055 million net will be realized following a line-by-line expenditure review that aligns the budget with actual spending, with savings mainly in contracted services.

Reduction of Payment to Province

- The budget allocated for services provided by the Province for adjudication and computer costs is being reduced due to managing a lower caseload, resulting in savings of \$0.400 million net.

Table 4
2017 Preliminary New & Enhanced Service Priorities

Description (\$000s)	New/Enhanced						Total			Incremental Change			
	Court Case Management		CT-Provincial Offences/Licensing Tribunal Dispute Resolution		Default Fine Collection Management		\$		Position	2018 Plan		2019 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities													
LAB User Fee for Copying of Case Files and Decisions				(5.0)				(5.0)					
Toronto Licence Tribunal Copying User Fee				(5.6)				(5.6)					
Sub-Total				(10.6)				(10.6)					
New Service Priorities													
New Administrative Penalty System for Parking Violations			854.9	854.9			854.9	854.9	7.0	505.1		22.2	
Sub-Total			854.9	854.9			854.9	854.9	7.0	505.1		22.2	
Total			854.9	844.3			854.9	844.3	7.0	505.1		22.2	

Enhanced Service Priorities (\$0 million gross & (\$10.6) million net)

LAB – User Fee for Copying of Case Files and Decisions

- New user fee of \$20.00 for certified copy of Board decisions and a new copy fee of \$1.00 for LAB case files will result in additional revenue of \$0.005 million.

Toronto License Tribunal (TLT) Copying Fees

- New user fees of \$40.00 for TLT audio recording of Tribunal hearing, \$3.50 for certified copy of reports, \$5.00 transcript fee, and a photocopy fee of \$1.00 for materials presented at TLT hearings will result in additional revenue of \$0.006 million.

New Service Priorities (\$0.855 million gross & \$0.855 million net)

New Administrative Penalty System

- On July 12, 2016 City Council adopted a report called "Administrative Penalty System for Parking Violations" to establish an administrative penalty and dispute resolution process for parking violations.
- The Administrative Penalty System (APS) program, with a planned start date of May 15th, 2017, will divert non-complex matters from the provincial courts freeing up limited court time for more serious matters, allowing parking violation disputes to be heard and resolved within 120 days (and ideally within 60 days) compared to an average of 18 months under a court-based system. The program will also improve customer experience by providing the City with more flexibility in serving a penalty notice and by closing loopholes that contribute to non-payment of parking tickets.
- The 2017 Preliminary Budget includes an increase of 7 positions and \$0.855 million gross and net, that has an annualized impact of \$0.505 million in 2018 and \$0.022 million in 2019 to provide administrative support to the Administrative Penalty Tribunal.
- Approval of the 2017 Preliminary Operating Budget for Court Services will result in a 2018 incremental net cost of \$0.631 million and a 2019 incremental net cost of \$0.511 million to maintain the 2017 service levels, as discussed in the following section.

Table 5
2018 and 2019 Plan by Program

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Prior Year Bridging Approval Impacts										
Reversal of One-Time LAB Establishment	(474.9)		(474.9)	(4.7%)						
Salaries and Benefits	600.7		600.7	6.0%		552.8		552.8	5.2%	
Other Base Changes										
IDC/IDR	(491.4)	10.6	(502.0)	(5.0%)		7.8	10.2	(2.4)	(0.0%)	
Deletion of Positions Gapped in Prior Years	(62.9)		(62.9)	(0.6%)		(61.6)		(61.6)	(0.6%)	
Removal of POA System for Parking Tags	(5,985.7)	(6,866.8)	881.1	8.7%	(31.0)					
Annualized Impact of APS System Establishment	505.1		505.1	5.0%		22.2		22.2	0.2%	
Revenue										
Provincial Upload of Court Services		316.0	(316.0)	(3.1%)						
Total Incremental Impact	(5,909.1)	(6,540.2)	631.1	6.3%	(31.0)	521.2	10.2	511.0	4.8%	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- An end to the Mediation Pilot Program, will reduce a Project coordinator position together with the reversal of one-time start-up costs required for LAB establishment resulting in savings of \$0.475 million in 2018.
- Salary and Benefit increases contribute a pressure of \$0.601 million in 2018 and \$0.553 million in 2019.
- The reversal of one-time funding for 5 temporary prosecutors hired in 2017 to clear the backlog of parking tickets filed on or before May 2017 will result in a net reduction of \$0.500 million in 2018.
- Elimination of the Provincial Offences Act (POA) system to administer parking tickets including resolution of disputes in trial courts will result in savings of \$5.986 million and a reduction of 31 positions. These savings will be offset by reduced recovery from non-program for parking tag operations, resulting in a net pressure of \$0.881 million for freed up courtrooms no longer required for parking tickets trial disputes in 2018.
- Provincial court security upload will result in revenue increase of \$0.316 million in 2018 which is the last year of the phased-in upload period of the 7 years (2012 to 2018).
- Annualized impact for adding 7 positions in 2017 for the Administration Penalty System will result in \$0.505 million pressure in 2018 and \$0.022 million in 2019.



Part 2:

2017 Preliminary Operating Budget by Service

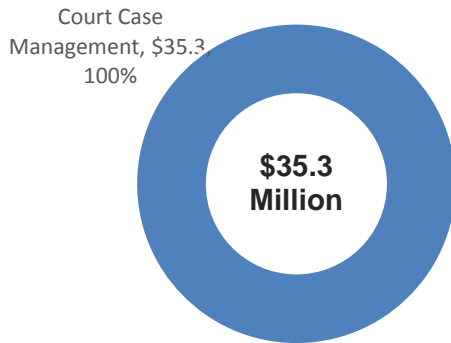
Court Case Management



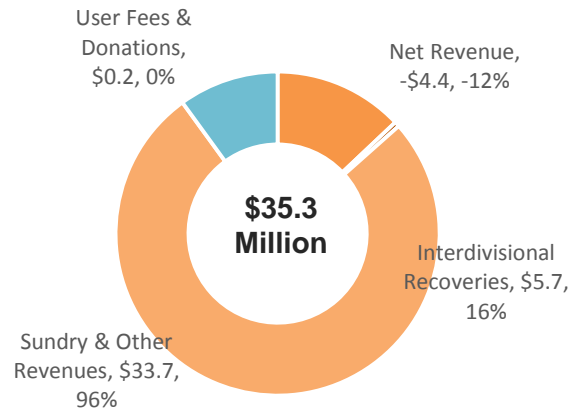
What We Do

- Provide administrative services to record and track breaches of laws by individuals in support of maintaining safe communities by:
 - Completing court administration processes respecting charges issued by enforcement officers and others under Provincial law;
 - Providing information to the public, creating, updating and maintaining the court record;
 - Scheduling trials and other hearings, processing payments; and
 - Identifying unpaid fines for enforcement.

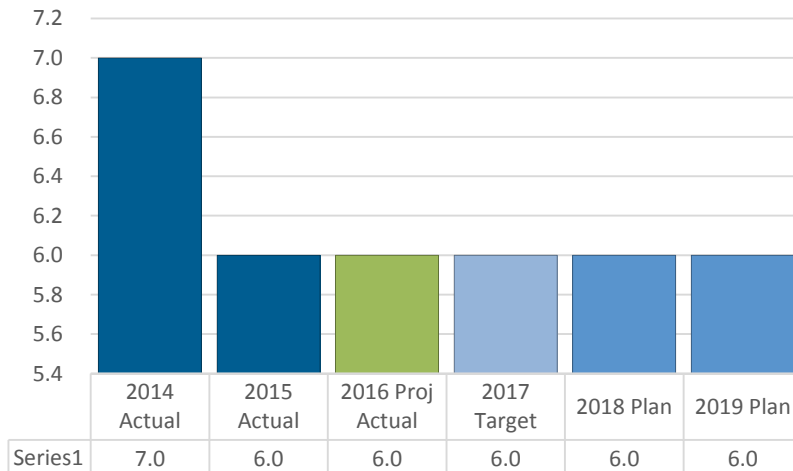
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Time to Trial (Months)



- The implementation of the Early Resolution Initiative continues to maintain number of months to trial same as in 2016.

2017 Service Levels Court Case Management

Sub-Activity/Type		Status	2014	2015	2016	2017
	Provincial Offences non-parking charges	Approved	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days
	Provincial Offences parking charges	Approved	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Court Case Management.

Table 6

2017 Preliminary Service Budget by Activity

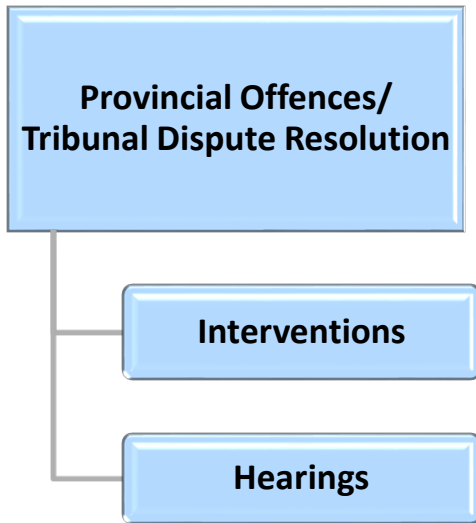
(\$000s)	2016		2017 Preliminary Operating Budget						2017 Prelim. Budget vs. 2016 Budget		Incremental Change				
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	\$	%	2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Court Case Management	34,940.3	35,267.4		35,267.4	327.1	0.9%		35,267.4	327.1	0.9%	(4,333.0)	-12.3%	309.9	1.0%	
Total Gross Exp.	34,940.3	35,267.4		35,267.4	327.1	0.9%		35,267.4	327.1	0.9%	(4,333.0)	-12.3%	309.9	1.0%	
REVENUE															
Court Case Management	39,389.8	39,666.6		39,666.6	276.8	0.7%		39,666.6	276.8	0.7%	(5,437.2)				
Total Revenues	39,389.8	39,666.6		39,666.6	276.8	0.7%		39,666.6	276.8	0.7%	(5,437.2)				
NET EXP.															
Court Case Management	(4,449.5)	(4,399.2)		(4,399.2)	50.3	(1.1%)		(4,399.2)	50.3	(1.1%)	1,104.2	-25.1%	309.9	(9.4%)	
Total Net Exp.	(4,449.5)	(4,399.2)		(4,399.2)	50.3	(1.1%)		(4,399.2)	50.3	(1.1%)	1,104.2	-25.1%	309.9	(10.4%)	
Approved Positions	178.0	146.2		146.2	(31.8)	(17.8%)		146.2	(31.8)	(17.8%)	(15.5)	-10.6%			

The **Court Case Management** service delivers services to record and track breaches of laws by individuals in support of maintaining safe communities.

The Court Case Management Service's 2017 Preliminary Operating Budget of \$35.267 million gross and (\$4.399) million net is \$0.050 million or 1.1% below the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing additional charges for 5 Prosecutors required to clear the Provincial Offences Act (POA) backlog for a total pressure of \$0.447 million and facilities rental charges of \$0.101 million.
- The 2017 Preliminary Operating Budget includes Provincial court security upload revenue increase of \$0.262 million, user fee increase of \$0.015 million, and absorption of inflationary pressures totaling \$0.043 million. Together these recoveries partially offset the expenditure pressures.

Provincial Offences/ Tribunal Dispute Resolution

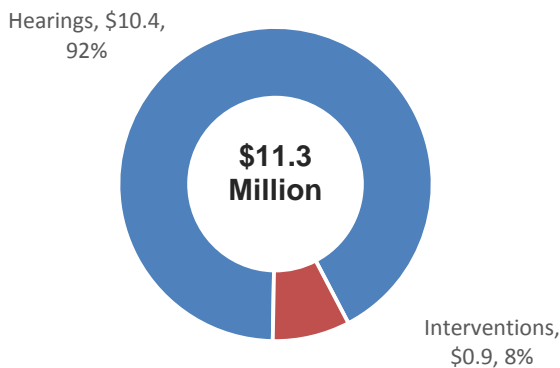


What We Do

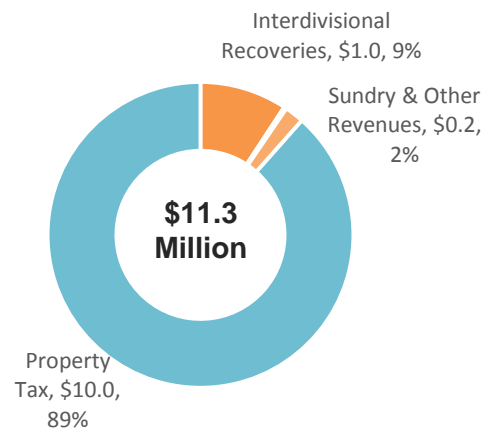
Provide administration and courtroom support for hearings stemming from offences under Provincial Offences Act and City by-laws for 4 types of hearings.

- Provincial Offences hearings on matters such as breaches under Provincial law and City by-laws with over 400,000 trials per year.
- Administrative hearings for applications under the Toronto Licensing by-law. The Toronto Licensing Tribunal hears about 200 cases per year.
- Administrative Penalty Tribunal hearing/ reviews. It is estimated that the Administrative Penalty Tribunal will conduct 20,000 hearings per year.
- Local Appeal Tribunal hearings of 400 cases per year for minor variance and consent applications.

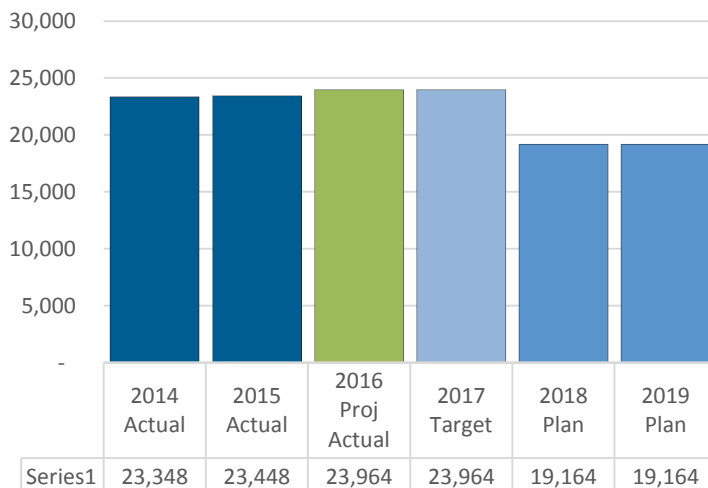
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of Sessions Utilized



- The use of available court sessions is a key indicator of courtroom capacity.
- The effective and efficient use of court sessions ensures the program is able to respond to priority matters requiring court time.
- The volume of sessions is flat lined, as the courtroom capacity is fully utilized.

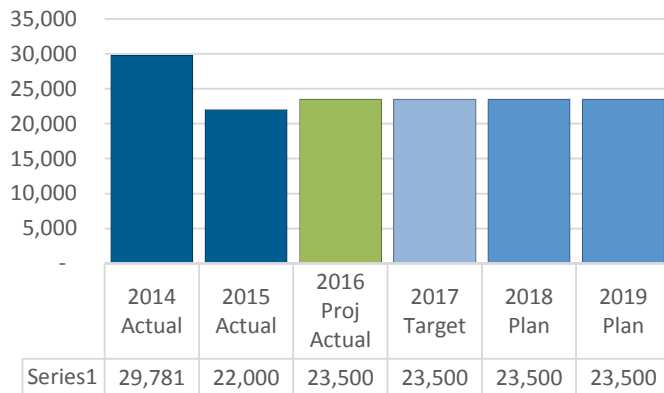
2017 Service Levels Provincial Offences/ Tribunal Dispute Resolution

Sub-Activity/Type		Status	2014	2015	2016	2017
Hearings	Trial Court	Approved	7 months time to trial	7 months time to trial	6 months time to trial	6 months time to trial
	Local Appeal Body	Approved				Hearing held within 30 days of request
Intervention	Intake Court	Approved	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application
	Appeals Court	Approved	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification
	Licensing Tribunal	Approved	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request
	Administrative Penalty Tribunal	Approved				Hearing held within 60-120 days of request

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels except for 2 new sub-activity Service Levels, one for Local Appeal Body and mediation pilot included through an adjustment to 2016 Approved Budget and Administrative Penalty Tribunal included in the 2017 Preliminary Budget.

Service Performance Measures

Number of Intervention Hearings Held



- Hearings are projected to remain constant in 2017.
- As the Local Appeal Body and Administrative Penalty Tribunal begin operations in 2017, service measures will be established that consider actual volume.

Table 6
2017 Preliminary Service Budget by Activity

(\$000s)	2016		2017 Preliminary Operating Budget						2017 Prelim. Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	\$	%	2018 Plan		2019 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Hearings	8,833.0	9,532.6		9,532.6	699.6	7.9%	854.9	10,387.5	1,554.5	17.6%	(1,088.8)	-10.5%	158.9	1.7%
Interventions	859.8	869.3		869.3	9.5	1.1%		869.3	9.5	1.1%	(174.4)	-20.1%	12.2	1.8%
Total Gross Exp.	9,692.8	10,401.9		10,401.9	709.1	7.3%	854.9	11,256.8	1,564.0	16.1%	(1,263.2)	-11.2%	171.1	1.7%
REVENUE														
Hearings	1,024.6	1,109.2		1,109.2	84.6	8.3%	10.6	1,119.8	95.2	9.3%	(316.9)		10.2	1.3%
Interventions	173.8	180.4		180.4	6.7	3.8%		180.4	6.7	3.8%	(131.0)			
Total Revenues	1,198.4	1,289.6		1,289.6	91.2	7.6%	10.6	1,300.2	101.8	8.5%	(447.9)		10.2	1.2%
NET EXP.														
Hearings	7,808.4	8,423.4		8,423.4	615.0	7.9%	844.3	9,267.7	1,459.3	18.7%	(771.8)	-8.3%	148.7	1.8%
Interventions	686.0	688.9		688.9	2.9	0.4%		688.9	2.9	0.4%	(43.4)	-6.3%	12.2	1.9%
Total Net Exp.	8,494.4	9,112.3		9,112.3	617.9	7.3%	844.3	9,956.6	1,462.2	17.2%	(815.2)	-8.2%	160.9	1.7%
Approved Positions	90.5	81.9		81.9	(8.6)	(9.5%)	7.0	88.9	(1.6)	(1.8%)	(15.5)	-17.4%		

The **Provincial Offences/ Licences Tribunal Dispute Resolutions** service provides administrative and courtroom support for hearings stemming from offences under the Provincial Offences Act and City By-laws.

The Provincial Offences/ Licences Tribunal Dispute Resolutions Service's 2017 Preliminary Operating Budget of \$11.257 million gross and \$9.957 million net is \$1.462 million or 17.2% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is mainly experiencing annualized and re-budgeted one-time start-up costs of \$0.537 million for Local Appeal Body (LAB) created to remove appeals of Committee of Adjustment decisions on minor variance and consent application from the Ontario Municipal board.
- The 2017 Preliminary Operating Budget includes a Provincial court security upload revenue increase of \$0.022 million and user fee increase of \$0.001 million.
- The 2017 Preliminary Operating Budget includes funding of \$0.855 million gross and \$0.855 net for new Administrative Penalty System and adds 7 staff complement to establish an administrative penalty and dispute resolution process for parking violations.
- In addition, new user fees for LAB and Toronto Licence Tribunal (TLT) will result in increased revenue of \$0.011 million.

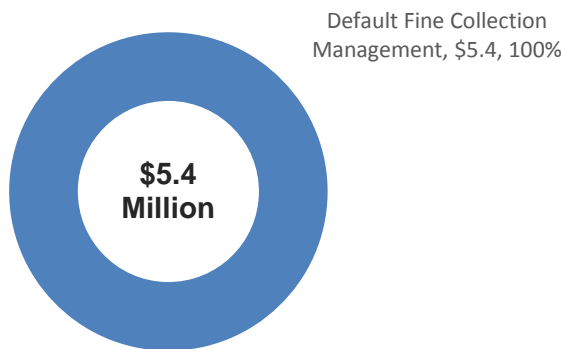
Default Fine Collection Management



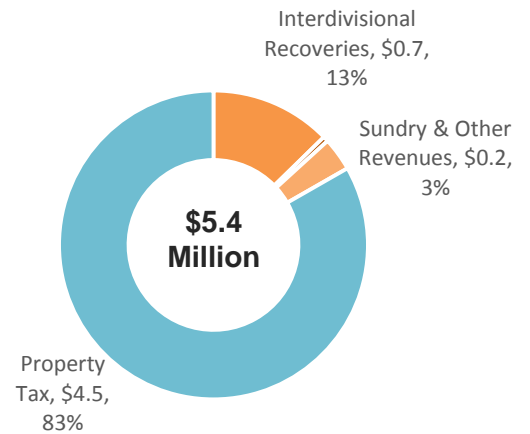
What We Do

- Provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

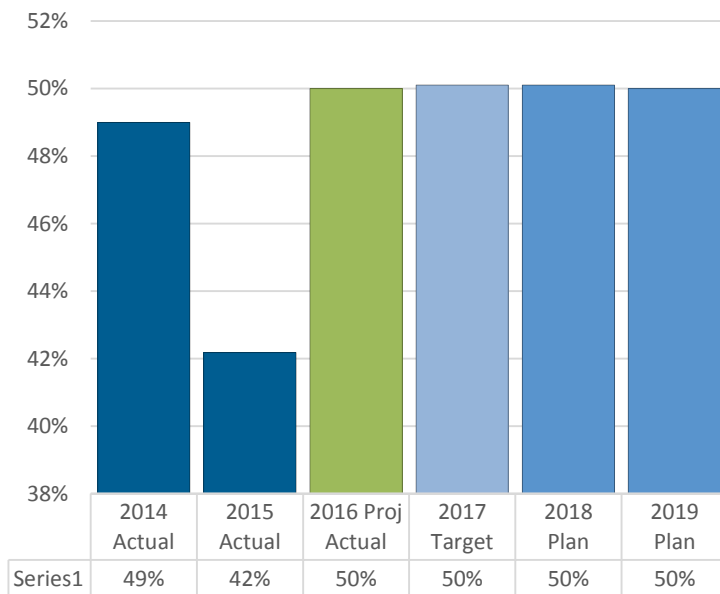
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of Fines Collected within 1st Year of Default



- Default fine collections are projected to increase from 49% in 2014 to 50% in 2017 and are projected to flat line through 2018 and 2019.
- Current projections reflect improved collection procedures that include increased reliance on collection agencies and improved collection techniques, including electronic phone applications.
- It is anticipated that in 2017 the Province will implement a program to prevent individuals with unpaid traffic fines from purchasing or renewing vehicle plates.

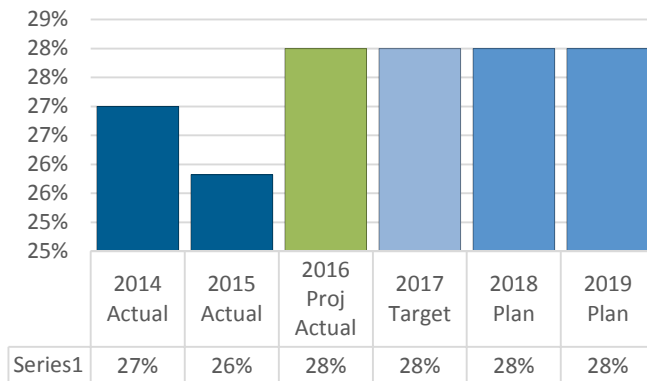
2017 Service Levels Default Fine Collection Management

Sub-Activity/Type	Status	2014	2015	2016	2017
Processing Payments	Approved	24 hours of receipt	24 hours of receipt	24 hours of receipt	24 hours of receipt

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Default Collection Service.

Service Performance Measures

% of Default Fine \$ Collected within 1st Year of Default



- The 2016 projections for the dollar value of fines collected in the 1st year of default has increased from 27% in 2014 to a projection of 28% in 2016, with 2017 and future years remaining flat at 28%.
- This increase is due in part to a reduction in the charge volumes for 2016 and future years, combined with improved collection operations.

Table 6

2017 Preliminary Service Budget by Activity

(\$000s)	2017 Preliminary Operating Budget											Incremental Change			
	2016 Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget	2018 Plan	2019 Plan	2018 Plan	2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Default Fine Collection Management	5,368.4	5,434.8		5,434.8	66.4	1.2%		5,434.8	66.4	1.2%	(313.0)	-5.8%	40.2	0.8%	
Total Gross Exp.	5,368.4	5,434.8		5,434.8	66.4	1.2%		5,434.8	66.4	1.2%	(313.0)	-5.8%	40.2	0.8%	
REVENUE															
Default Fine Collection Management	868.8	902.1		902.1	33.4	3.8%		902.1	33.4	3.8%	(655.1)				
Total Revenues	868.8	902.1		902.1	33.4	3.8%		902.1	33.4	3.8%	(655.1)				
NET EXP.															
Default Fine Collection Management	4,499.6	4,532.7		4,532.7	33.1	0.7%		4,532.7	33.1	0.7%	342.1	7.5%	40.2	0.8%	
Total Net Exp.	4,499.6	4,532.7		4,532.7	33.1	0.7%		4,532.7	33.1	0.7%	342.1	7.5%	40.2	0.8%	
Approved Positions	19.5	16.9		16.9	(2.6)	(13.5%)		16.9	(2.6)	(13.5%)	0.0%				

The **Default Fine Collection Management** service provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

The Default Fine Collection Service's 2017 Preliminary Operating Budget of \$5.435 million gross and \$4.533 million net is \$0.033 million or 0.7% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, additional charges related to 5 Prosecutors required to clean up POA backlog for a total pressure of \$0.054 million.
- To partially offset the above pressures, the 2017 Preliminary Operating Budget includes court security upload resulting in revenue increase of \$0.032 million and user fee increase of \$0.002 million.



Part 3:

Issues for Discussion

Issues Impacting the 2017 Budget

Budget Reduction Target

- At its meeting on July 12, 2016, the "2017 Budget Process: Budget Directions and Schedule" staff report (EX16.37) was submitted for consideration and adopted by City Council regarding the establishment of the 2017 Budget Process and the scheduling of the review and approval of the Tax and Rate Supported 2017 Operating Budget and 2017-2026 Capital Budget and Plan for the City of Toronto.
(<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94519.pdf>)
- City Council adopted an across the board budget reduction target of -2.6% net below the 2016 Approved Net Operating Budgets for all City Programs and Agencies utilizing strategies including but not limited to controlling expenditures through cost saving measures, and exploring all services for efficiency savings including opportunities from business process reengineering, streamlining, transformation and innovation to service delivery.
- Overall, the Court Services' 2017 Preliminary Operating Budget is \$51.959 million gross and \$10.090 million net, representing an 18.1% increase from the 2016 Approved Net Operating Budget. This increase is \$1.768 million net or 20.7% above the budget reduction target of -2.6%, as set out in the 2017 Operating Budget Directions approved by Council for all City Programs, Agencies and Accountability Offices.
 - Through base budget savings, that included a line-by-line review of all non-labor expenditure accounts, Court Services was able to more than offset its base budget pressures reflecting a decrease of -4.1% from the 2016 Approved Budget.
 - The net increase of \$1.546 million from the 2016 Approved Operating Budget is entirely attributed to one-time start-up costs and the annualized impact of adding 6 positions for the LAB in 2016, one-time costs to pay for 5 temporary prosecutors to resolve parking ticket disputes issued prior to May 15, 2017 requiring resolution in courtrooms and to add 7 new positions for the new APS system as shown in the table below.

(In \$000s)	Total	
	\$	Position
Base		
Annualization of LAB Establishment	232.1	
Re-Budgeting of One-time LAB Costs	304.9	
Charges Related to Prosecutors from Legal Services	500.0	
	1,037.0	
New Service Priority		
New Administrative Penalty System for Parking Violations	854.9	7
Total	1,891.9	7.0

- If the above listed pressures are excluded, the 2017 Preliminary Operating Budget for Court Services will be at \$8.198 million net which is 4.1% below the 2016 Approved Budget or 1.5% below the reduction target of -2.6%.
- All the above changes are explained in more detail in the next sections.

Local Appeal Body (LAB)

- City Council at its June 2014 meeting, approved the establishment of a Local Appeal body (LAB) for Toronto to adjudicate Toronto-based appeals of Committee of Adjustment decisions pursuant to section 45 of the Planning Act (related to minor variances) and section 53 of the Planning Act (related to consents).

- On March 31, 2016 Council adopted a report called "Follow-up Report on a Local Appeal Body (LAB) for Toronto" to authorize Court Services Division to provide administrative support to the Local Appeal Body and coordinate its implementation and approved the transfer of \$1.536 million gross and \$1.479 million net from the Non-Program Expenditure Budget to the Court Services Operating Budget, as well as an increase in the Court Services approved staff complement by 6 permanent positions.
- Due to delays in the renovation of the new space, the 2016 Budget of \$1.529 million for LAB will be underspent by \$0.714 million. Of this amount \$0.305 million is for one-time start-up costs for furniture, fixtures and equipment plus the Mediation Pilot program, which will need to be re-budgeted in 2017 resulting in a pressure of \$0.538 million as presented in the table below.

	2016			2017
	Budget	Projection to YE	Variance	Budget
Operating Costs	\$547,017	\$137,897	(409,120)	1,591,620
Estimated Start-up Costs (one-time)				
Furniture, Fixtures & Equipment (7,500 sq.ft. @ \$50 per sq.ft.)	375,000	173,563	(201,437)	201,437
Contingency @ 10%	37,500		(37,500)	37,500
Project Coordinator (1)	111,000	96,000	(15,000)	52,000
Total	523,500	269,563	(253,937)	290,937
Contribution to Capital	391,483	391,483		-
Mediation Pilot Program	67,000	16,000	(51,000)	184,000
Total Operating Net Expenditures	1,529,000	814,944	(714,056)	2,066,557
Change from 2016				\$537,557

- Court Services is in the process of proceeding with the Mediation Pilot Project and establishing a temporary location until permanent space for the Local Appeal Body (LAB) is available in the fall of 2017. The Toronto Local Appeal Body is planned to be operational in first quarter of 2017 with 8 to 10 meetings per week.

Administrative Penalty System (APS)

- The Administrative Penalty System (APS) approved by City Council on July 12, 2016, is planned to start on May 15th, 2017 and will divert non-complex matters from the provincial courts freeing up limited court time for more serious matters, allowing parking violation disputes to be heard and resolved within 120 days (and ideally within 60 days) compared to an average of 18 months under a court-based system. The program will also improve customer experience by providing the City with more flexibility in serving a penalty notice and by closing loopholes that contribute to non-payment of parking tickets.
- The APS System will be implemented part way through the year, with 2017 being a transition year requiring both, new APS and current POA systems working parallel. It is anticipated that the parking tickets issued on or before May 15, 2017 requiring provincial courts for resolution will be cleared by December 31, 2017. For this purpose, one-time funding of \$0.500 million and 5 additional Prosecutors is included in the 2017 Operating Budget for Legal Services, fully funded by Court Services.
- To begin transitioning to the new system, an additional 7 positions and funding of \$0.855 million gross and net is included in the 2017 Preliminary Budget for Court Services to support and administer Administrative Penalty Tribunal which will result in an annualized impact of \$0.505 million in 2018 and \$0.022 million in 2019.
- In order to delineate the administration component of the new initiative from enforcement activities, the incremental fee revenue from the Administrative Penalty fees is included in the 2017 Non-Program's Revenue

Budget. For more information, please refer to the "Issues Section" of the 2017 Preliminary Operating Budget Notes for Parking Tags Enforcement and Operations.

- The 2018 outlooks for Court Services reflect savings of \$5.986 million gross and deletion of 31 positions as a result of the end of the court-based system operations. These savings will be offset by reduced recovery of \$6.866 million from the Non-Program Revenue Budget for parking tag fee recovery, resulting in a pressure of \$0.881 million for courtrooms in 2018. This pressure reflects the courtrooms that were once used for parking tickets trial disputes but no longer being recovered for these functions. Court Services will explore opportunities to utilize these courtrooms space during 2017 and in time for the 2018 Budget process.

Impact of Reduced Provincial Offence (Moving Violations) Charge Volumes on Fine Revenue

- Court Services revenue is derived from the payment of moving violation and other non-parking fines (Fine Revenue), with small portions of revenue received from transcript production, on-line payment transaction fees and from the recovery of costs from other City Programs.
- Program recoveries relate to the use of program resources, including courtrooms, Justices of the Peace and City staff that are primarily allocated to parking ticket trials and costs associated with the administration of the Toronto Licensing Tribunal.
- The Program uses charge volumes as the basis for determining Fine Revenue. As noted in the following table, the trend of lower charge volumes has resulted in a significant reduction in Fine Revenue over the last 5 years.

Analysis of Charge Volumes and Fine Revenue

Fine Revenues (\$ 000)	2012	2013	2014	2015	2016*	2017 vs 2016	2017**	Outlook**
Budget -Fine Revenues	\$59,144	\$61,414	\$59,976	\$45,257	\$31,257		\$31,257	\$31,257
Actual Revenues	\$61,486	\$43,822	\$31,587	\$40,287	\$31,257			
Fine Revenues -Over/(Under)	\$2,342	(\$17,591.88)	(\$28,389.59)	(\$4,969.93)	\$0			
Fine Revenue related to actual charges issued (Note 1)	\$46,361	\$34,166	\$24,445	\$28,287	\$30,257		\$30,257	\$30,257
Budget-Total # Charges	750,000	675,000	525,000	460,000	375,800		375,800	375,800
Actual # Charges								
Toronto Police Services	573,352	403,150	259,152	280,798	279,162	(36,837.8)	316,000	316,000
Red Light Camera	37,846	32,087	26,997	29,218	35,615	7,815.0	27,800	27,800
OPP	13,882	15,189	13,464	13,265	12,149	(1,250.7)	13,400	13,400
Other Enforcement Agencies	24,037	17,139	18,818	17,420	27,323	8,722.7	18,600	18,600
Total # Actual Charges	649,117	467,565	318,431	340,701	354,249	(21,550.8)	375,800	375,800
Variances to Volume Budget-Over/(Under)	(100,883)	(207,435)	(206,569)	(119,299)	(21,551)		0	0

(Note 1) Revenue adjusted to reflect charges issued, excluding timing related court settlements.

* Third Quarter projection

** Budget/Outlooks

***2016 TPS budgeted volumes were 316,000, with projected actuals of 279,162 reflecting an unfavourable variance of 12%

- The table compares the actual charge volumes by enforcement agency from 2012 to 2016 (projected to year end). Charges were at the highest level in 2012 at 649,117 and dropped to 318,431 in 2014, the lowest volume experienced since Court Services assumed responsibility from the Province to deliver court administration services in January, 2002.
- The 2016 projected volumes of 279,162 for Toronto Police Services (TPS) have dropped significantly from 573,352 in 2012, a reduction of 294,190 or 51%. In addition, projected 2016 volumes of 35,615 for Red Light Camera tickets have dropped from 37,846 in 2012, a reduction of 2,231, or 5.9%.
- The impact of lower charge volumes or fine revenues equates to a reduction from \$46.36 million in 2012 to \$30.26 million in 2016.
- Court Services has no control over the amount of revenue generated by individual charges issued by enforcement agencies or court decisions.

- The enforcement agencies determine the appropriate level of community engagement; discussions with TPS have indicated that there has been a change in strategy to now provide maximum resources for community safety and support, leaving fewer officers for traffic enforcement.
- Given the current trend, the charge volume for 2017 and outlooks remain unchanged from the 2016 budget levels of 375,800.
- This recognizes the need to estimate fine revenues in line with estimated charge volumes based on recent actual experience, with projected TPS charge volumes of 316,000 for 2017 and in future years.

Issues Impacting Future Year

Courtroom Capacity

- Currently, Court Services provides services in 30 court rooms located in 4 facilities across the City. Court Services is scheduled to move its existing facilities at Old City Hall and at Dundas and University Avenue into a new court facility at the corner of Front and Jarvis Streets.
 - This new court, located in the St Lawrence Market North building, is tentatively scheduled for occupancy late in 2019.
 - Court Services will be working with Facilities and Real Estate to assess the operating impact of consolidating its court-room operations, and will adjust its operational costs in the future-year outlooks, once the savings from the relocation has been determined.
- Court Services is also reviewing its capacity requirements given the reduction in TPS charges and the changes to how parking tickets and disputes will be processed. The introduction of the Administrative Penalty System (APS) in 2017 will no longer require the reliance on the availability of provincially appointed Justices of the Peace to hear trials respecting parking infractions once the existing court based caseload has been processed, which is expected to require court time only until the end of 2017.
 - Of the total courtroom capacity available, about 20 percent is used for parking disputes. The 2018 Plan includes a reduction of all expenditures related to this capacity.
 - Court Services will work with stakeholders in 2017 to identify whether there is a need to maintain a portion or all of this courtroom capacity. Part of this review will include understanding whether sufficient judicial resources would be available to preside in these courts.
- The challenges of having enough Justices of the Peace assigned to provincial offences court matters continues to be a concern. While the Province is in the midst of filling 12 vacancies, this process will likely take many more months to conclude. The appointments of individuals will then be followed by months of training. In addition, further reductions associated with retirements anticipated in 2017 will add to the challenges of operating courts at full capacity.
- It is recommended that the Director of Court Services explore options by undertaking a fulsome review of future courtroom and administrative requirements in 2017 and include funding with the Program's 2018 Budget Submission.



Appendices

Appendix 1

2016 Service Performance

Key Service Accomplishments

In 2016, Court Services accomplished the following:

- ✓ Following Council approval in July, staff from Legal, Revenue and Court Services divisions continued to work on the transition of the parking ticket process from the court system to an administrative system under the City of Toronto Act.
- ✓ Divisional staff have been leading the implementation of 2 initiatives adopted by Council in March.
- ✓ Establishment of a City wide mediation program for matters before Committee of Adjustment is anticipated to start before the end of 2016.
- ✓ Establishment of the Local Appeal Body is proceeding. Space has been leased and work is underway to establish a temporary facility to be active in early 2017 with the permanent space ready by the end of 2017.
- ✓ The Nominating Panel has been established and it is expected that members of the LAB will be identified with training and procedures completed by early 2017.
- ✓ Court offices serve over 30,000 individuals at public counters and in trial courts each month, with the average wait time at public counters under 20 minutes.
- ✓ While maintaining service levels, including supporting the operation of all courtrooms, the Court Services has, through attrition, held positions vacant to reduce expenditures in response to caseload decline.
- ✓ The online application service for persons wishing to meet with a City prosecutor has been upgraded and has resulted in over 10,000 requests (25% of total) up to the end of September, the only municipality in Ontario providing this service online.

Appendix 2

2017 Preliminary Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category of Expense (\$000's)	2014	2015	2016	2016	2017	2017 Change		Plan	
	Actual	Actual	Budget	Projected	Preliminary	from 2016		2018	2019
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	18,762.5	18,200.3	19,443.1	18,217.8	20,430.0	986.8	5.1%	18,835.4	19,348.9
Materials and Supplies	111.3	113.5	131.0	123.1	153.0	21.9	16.7%	139.7	139.7
Equipment	9.8	32.0	67.1	62.0	108.8	41.7	62.1%	106.8	106.8
Services & Rents	7,371.5	7,074.0	10,633.4	9,661.0	11,205.0	571.6	5.4%	8,897.0	8,897.0
Contributions to Capital			391.5	391.5		(391.5)	(100.0%)		
Contributions to Reserve/Res Funds	70.6	84.4	84.4	84.4	84.4			84.4	84.4
Other Expenditures	1,484.9	1,767.6	1,813.6	1,812.5	1,813.6			1,813.6	1,813.6
Interdivisional Charges	19,313.1	17,354.0	17,437.5	17,120.6	18,164.4	726.9	4.2%	16,173.0	16,180.8
Total Gross Expenditures	47,123.7	44,625.8	50,001.5	47,472.8	51,959.0	1,957.5	3.9%	46,049.9	46,571.1
Interdivisional Recoveries	5,403.5	6,840.5	7,428.0	7,428.0	7,427.4	(0.6)	(0.0%)	571.2	581.4
Provincial Subsidies						-			
Federal Subsidies						-			
Other Subsidies						-			
User Fees & Donations	256.7	262.6	245.0	268.3	273.1	28.1	11.5%	273.1	273.1
Transfers from Capital Fund						-			
Contribution from Reserve/Reserve Funds						-			
Sundry Revenues	33,574.0	42,904.2	33,783.9	33,787.9	34,168.4	384.5	1.1%	34,484.4	34,484.4
Total Revenues	39,234.2	50,007.2	41,456.9	41,484.2	41,868.9	412.0	1.0%	35,328.7	35,338.9
Total Net Expenditures	7,889.6	(5,381.4)	8,544.6	5,988.6	10,090.1	1,545.5	18.1%	10,721.1	11,232.1
Approved Positions	282.0	282.0	288.0	226.0	252.0	(36.0)	(12.5%)	221.0	221.0

* Based on the 2016 9-month Operating Variance Report

Year-end projection results in a net favourable variance mainly due to operational savings resulting from processing the lower volume of tickets predominantly filed by TPS with projected 36,838 fewer charges than planned.

For additional information regarding the 2016 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2016" considered by City Council at its meeting on December 13, 2016.

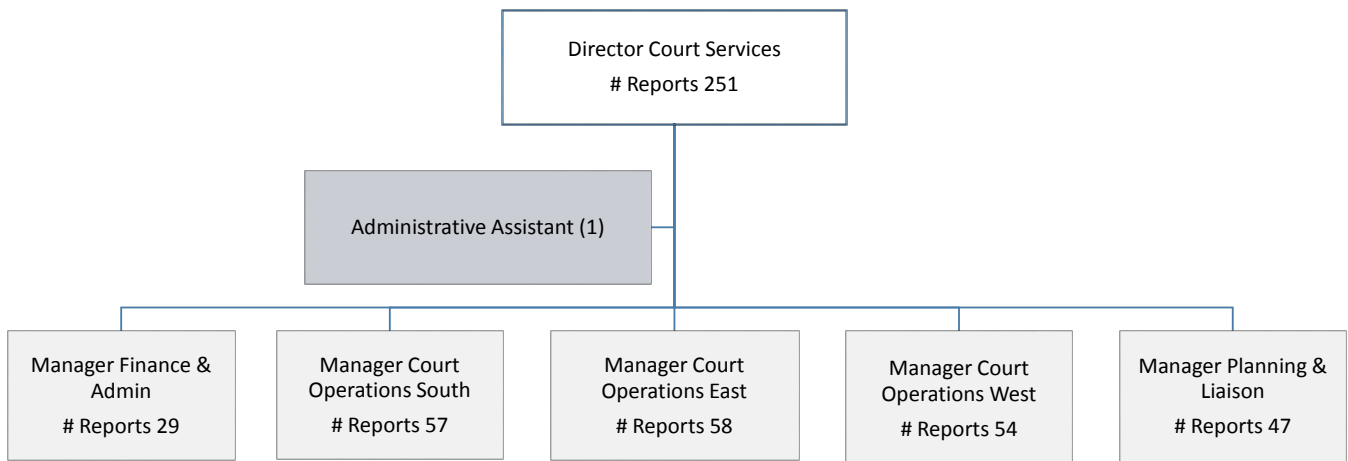
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

Impact of 2016 Operating Variance on the 2017 Preliminary Operating Budget

- There is no impact of 2016 Operating Variance on the 2017 Budget as the current trend for charge volumes is expected to continue at 375,800.

Appendix 3

2017 Organization Chart



2017 Total Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	28.0	1.0	222.0	252.0
Temporary					
Total	1.0	28.0	1.0	222.0	252.0

Appendix 5

Summary of 2017 New / Enhanced Service Priorities

2017 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		Citizen Focused Services A Program - Court Services	Adjustments				2018 Plan Net Change	2019 Plan Net Change													
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions															
11253		New Administrative Penalty System for Parking Violations																			
74	0	Description:																			
<p>The 2017 Preliminary Operating Budget includes funding for the new Administrative Penalty System totalling \$0.855 million gross and net and an increase of 7 positions for governance and administration of parking violations (i.e. parking tickets) that will include an Administrative Penalty Tribunal. By adopting this new administrative structure for parking disputes, non-complex matter can be diverted from the provincial courts freeing up limited court time for more serious matters.</p> <p>Service Level Impact:</p> <p>With the new APS system, parking violation disputes can be heard and resolved within 120 days (and ideally within 60 days) compared to an average of 18 months under current court-based system. The program will also improve customer experience by providing the City with more flexibility in serving a penalty notice and by closing loopholes that contribute to non-payment of parking tickets.</p> <p>Service: CT-Provincial Offences/Licensing Tribunal Dispute Resolution</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Preliminary New / Enhanced Services:</td> <td style="width: 15%; text-align: right;">854.9</td> <td style="width: 15%; text-align: right;">0.0</td> <td style="width: 15%; text-align: right;">854.9</td> <td style="width: 10%; text-align: right;">7.00</td> <td style="width: 10%; text-align: right;">505.1</td> <td style="width: 10%; text-align: right;">22.2</td> </tr> <tr> <td>Total Preliminary New / Enhanced Services:</td> <td style="text-align: right;">854.9</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">854.9</td> <td style="text-align: right;">7.00</td> <td style="text-align: right;">505.1</td> <td style="text-align: right;">22.2</td> </tr> </table>								Preliminary New / Enhanced Services:	854.9	0.0	854.9	7.00	505.1	22.2	Total Preliminary New / Enhanced Services:	854.9	0.0	854.9	7.00	505.1	22.2
Preliminary New / Enhanced Services:	854.9	0.0	854.9	7.00	505.1	22.2															
Total Preliminary New / Enhanced Services:	854.9	0.0	854.9	7.00	505.1	22.2															

11432		User Fee for LAB copying of case files and decisions																			
75	0	Description:																			
<p>The 2017 Budget includes 2 New user fees to recover costs for photocopying for LAB case files and decision documents totaling \$0.005 million. The new fee rate of \$20.00 is for certified copy of Board Decisions, and a fee rate of \$1.00 is a copy fee for LAB case files.</p> <p>Service Level Impact:</p> <p>Service: CT-Provincial Offences/Licensing Tribunal Dispute Resolution</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Preliminary New / Enhanced Services:</td> <td style="width: 15%; text-align: right;">0.0</td> <td style="width: 15%; text-align: right;">5.0</td> <td style="width: 15%; text-align: right;">(5.0)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> <tr> <td>Total Preliminary New / Enhanced Services:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">5.0</td> <td style="text-align: right;">(5.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table>								Preliminary New / Enhanced Services:	0.0	5.0	(5.0)	0.00	0.0	0.0	Total Preliminary New / Enhanced Services:	0.0	5.0	(5.0)	0.00	0.0	0.0
Preliminary New / Enhanced Services:	0.0	5.0	(5.0)	0.00	0.0	0.0															
Total Preliminary New / Enhanced Services:	0.0	5.0	(5.0)	0.00	0.0	0.0															

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion

74 - New Services
75 - New Revenues

2017 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		Citizen Focused Services A Program - Court Services	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
11799		Toronto Licence Tribunal (TLT) New User Fee Revenue						
75	0	Description:						
<p>New user fees to recover costs associated with Public requestes for photocopying of materials presented at Toronto License Tribunal hearings. These user fees are: \$40.00 for TLT audio recording of Tribunal hearings, \$3.50 for certified copy of the TLT report, \$5.00 transcript fee and \$1.00 photocopy fee for material presented at the TLT hearings.</p> <p>Service Level Impact:</p> <p>The Public will have access to receive a certified copy of materials presented at Toronto License Tribunal hearings.</p> <p>Service: CT-Provincial Offences/Licencing Tribunal Dispute Resolution</p>								
		Preliminary New / Enhanced Services:	0.0	5.6	(5.6)	0.00	0.0	0.0
		Total Preliminary New / Enhanced Services:	0.0	5.6	(5.6)	0.00	0.0	0.0
<hr/>								
Summary:								
		Total Preliminary New / Enhanced Services	854.9	10.6	844.3	7.00	505.1	22.2

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion

74 - New Services
75 - New Revenues

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		19,645.5	19,645.5	19,729.9	19,814.3
Insurance Reserve	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			84.4	84.4	84.4
Total Reserve / Reserve Fund Draws / Contributions		19,645.5	19,729.9	19,814.3	19,898.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		19,645.5	19,729.9	19,814.3	19,898.7

* Based on 9-month 2016 Reserve Fund Variance Report

Appendix 7b

New User Fees

Rate Description	Service	Fee Category	Fee Basis	2017 Budget Rate	2018 Plan Rate	2019 Plan Rate
Certified Copy of Board Decision	Court Services	Full Cost Recovery	Per Copy	\$20.00	\$20.00	\$20.00
Copy Fee for LAB case files.	Court Services	Full Cost Recovery	Per Copy	\$1.00	\$1.00	\$1.00
TLT Audio Recording - Tribunal Hearing	Court Services	Full Cost Recovery	Per recording	\$40.00	\$40.00	\$40.00
TLT Certified Copy, Report	Court Services	Full Cost Recovery	Per page	\$3.50	\$3.50	\$3.50
TLT Transcript Fee	Court Services	Full Cost Recovery	Per page	\$5.00	\$5.00	\$5.00
TLT Photocopy fee for material	Court Services	Full Cost	Per page	\$1.00	\$1.00	\$1.00