

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



Parking Tags Enforcement and Operations

2018 OPERATING BUDGET OVERVIEW

Parking Tags Enforcement and Operations provides safe and efficient free flow of traffic by responding to local neighbourhood parking concerns, 7 days a week, 24 hours a day. The Program collects and processes fines for issued parking infraction violation notices.

2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$72.204 million gross and (\$37.014) million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	69,374.8	72,203.6	2,828.8	4.1%
Revenues	112,567.3	109,218.0	(3,349.3)	(3.0%)
Net Expenditures	(43,192.5)	(37,014.4)	6,178.1	(14.3%)

The 2018 Operating Budget of \$72.204 million gross is \$2.829 or 4.1% million over the 2017 Approved Budget, primarily attributable to an increase in the MTO Driver Information Search Fee which will be offset by corresponding recoveries in revenue. The revenue reduction of \$3.349 million is primarily due to lower tag issuance, resulting from higher compliance, and a lower collection rate.

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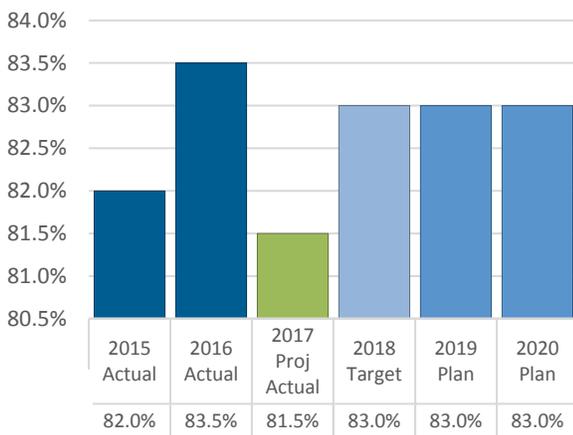
FAST FACTS

- As of October 2017, 27,617 vehicles were towed in relation to parking and enforcement violations.
- Over 5,670 vehicles were towed under the Habitual Offender Program.
- Over 700 stolen vehicles were located.
- Police Parking Enforcement vacancies have been higher than average in 2017 due to the Police hiring moratorium. As of September 30, 2017, Parking Enforcement had 34 vacancies and projects 36 vacancies by year-end 2017.

TRENDS

- The number of parking tags issued is projected to fall by 200,000 tags from 2017 budgeted level to 2.150 million in 2018 due to lower tag issuance resulting from higher compliance.
- The collection rate for parking tags being paid is projected to decline slightly to 83.0% in 2018 and stabilize for future years.

Collection Rate of Parking Tickets



KEY SERVICE DELIVERABLES FOR 2018

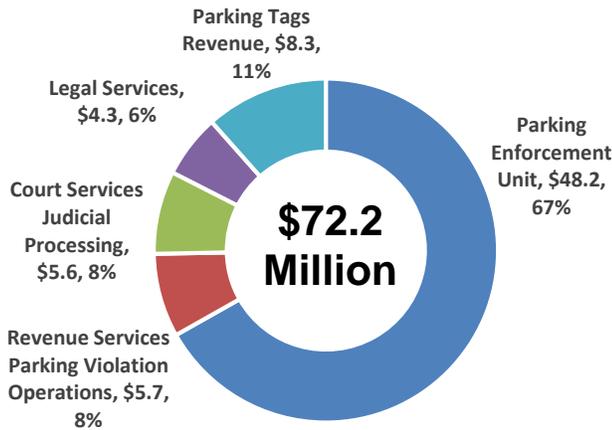
Parking Tags Enforcement and Operations is comprised of 5 inter-related services: Parking Tags Enforcement Unit, Revenue Services, Court Services, Legal Services and Parking Tags Revenue. Each of these units contributes to the safe and efficient free flow of traffic.

The Administrative Penalty System (APS) was implemented in August 2017 to replace the Provincial Offences Act (POA) for the resolution of disputes. This new system will allow for the faster and easier process to resolve parking tag disputes than the current court system. The POA system will continue for all parking tags issued prior to August 28, 2017. It is projected that most matters will be dealt with by June 30, 2018.

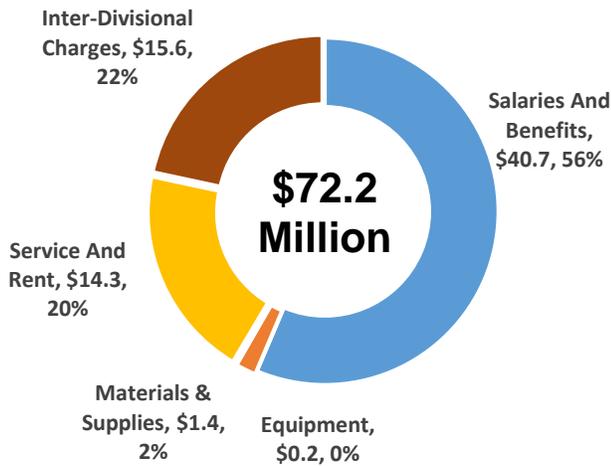
Under the new system:

- Legal Services will assume the lead role of managing/administering the dispute review process at Screening Offices. Screening Officers perform the initial review / screening of disputes and will have the authority to uphold, vary or cancel the parking penalty and fees.
- Court Services will shift its focus from using the provincial courts for parking disputes to supporting and administering the Administrative Penalty Tribunal. Council appointed Hearing Officers will have final authority in the review of Screening Officer Decisions.
- Revenue Services Parking Violation Operations will continue to be responsible for processing payments, mailing notices, and overseeing the collection of outstanding penalties, including the plate denial process.
- Toronto Police Service's Parking Enforcement Unit will continue to enforce the City's parking by-laws through the issuance of penalty notices (i.e. parking tags).
- Parking Tags Revenues will continue to be included in the Non-Program Revenue Budget for revenues generated from parking violation notices issued to support parking by-law initiatives and other related City programs.

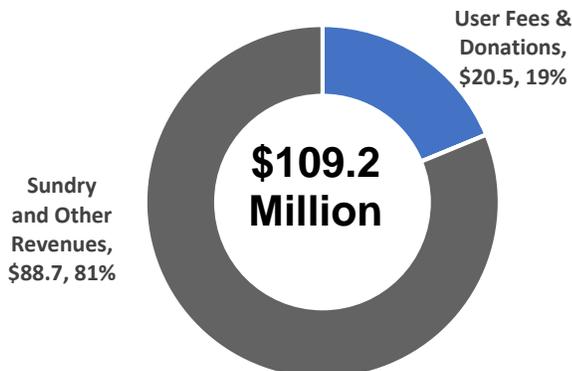
**Where the money goes:
2018 Budget by Service**



2018 Budget by Expenditure Category



**Where the money goes:
2018 Budget By Funding Source**



OUR KEY ISSUES & PRIORITY ACTIONS

- **Implemented the New Administrative Penalty System (APS)** effective August 28, 2017. This system has created an easier, faster and more efficient process for the resolution of parking violation disputes.

 - ✓ Greater access to dispute resolution services that are more accessible and efficient than those allowed under the *Provincial Offences Act* (POA).
 - ✓ The POA system will continue to operate for those parking tags issued prior to August 28, 2017, and that it is anticipated that most matters will have been dealt with by June 30, 2018. The incremental operating costs have been included in the 2018 Preliminary Operating Budget.
- **Promoting behavioural changes** and increased compliance with By-laws by:

 - ✓ Continuing the Habitual Offender Program.
 - ✓ The increased Rush Hour Route Fines during peak City travel times.
 - ✓ Continuing more strict enforcement during rush hours with regular updates to the public.
 - ✓ Responding to public emergencies/needs during rush hour.
 - ✓ Implementing mobile pay for on street parking so users can pay and extend their payments remotely.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget of \$72.204 million in gross expenditures and (\$37.014) million net represents an increase of \$6.178 million from the 2017 Approved Net Operating Budget. The Program could not meet the budget target due to the following factors:

 - ✓ Increased MTO Driver Information Search Fee as required under the new APS process of \$3.903 million.
 - ✓ Increased Inter-divisional Charges from Legal Services and Court Services due to annualization of the support costs for APS, and POA system extension into 2018, as well as request of 3 new temporary position to support the ongoing POA appeals and reopening.
 - ✓ Reduction in revenue due to lower ticket issuance and collection rate.
 - ✓ Strategies have been identified to help mitigate the above budget pressures through reduction in Premium Pay and efficiency savings.
- Staff complement will remain the same at 394 from 2017 to 2018.
- The 2018 Preliminary Operating Budget provides funding for 5 services: Police Parking Enforcement, Revenue Services Parking Violation Operations, Court Services Judicial Processing, Legal Services and Parking Tags Revenue, that combined deliver Parking Tags Operations for the City of Toronto.

Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for Parking Tags Enforcement and operations of \$72.204 million gross, (\$37.014) million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Toronto Police Parking Enforcement:	48,247.8	46,722.6
Revenue Services Parking Violation Operations:	5,686.2	5,686.2
Court Services Judicial Processing:	5,639.7	5,639.7
Legal Services:	4,294.9	4,294.9
Parking Tags Revenue:	<u>8,335.0</u>	<u>(99,357.8)</u>
Total Program Budget	<u><u>72,203.6</u></u>	<u><u>(37,014.4)</u></u>

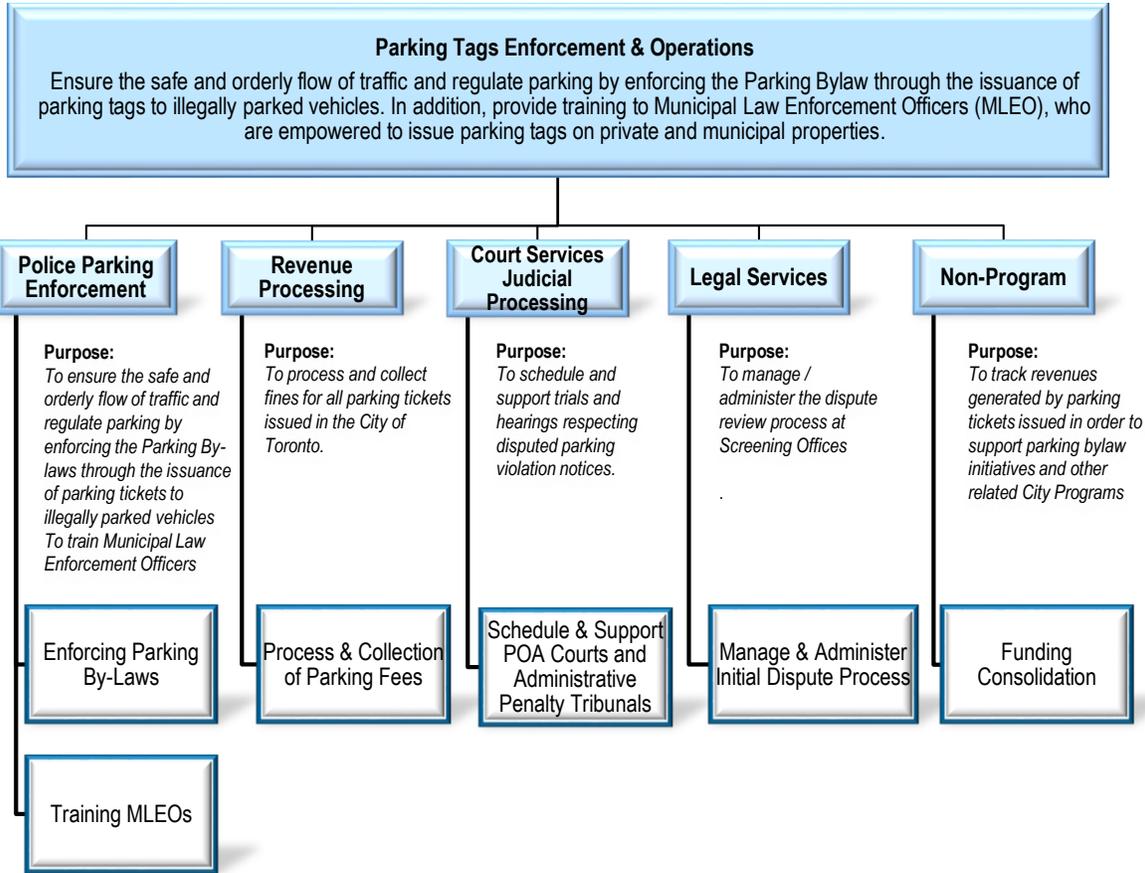
2. City Council approve the 2018 service levels for Parking Tags Enforcement & Operations as outlined on pages 14, 16 and 19 of this report, and associated staff complement of 394 positions, entirely comprised of operating service delivery positions.
3. The City Solicitor and Financial Planning work together to establish Service Levels for Legal Services given their new role in time for the 2019 Budget process.



Part 1

2018-2020 Service Overview and Plan

Program Map



Service Customer

Revenue Processing	Police Parking Enforcement	Courts Services Judicial Processing	Legal Services	Non Program Revenues
<ul style="list-style-type: none"> • Illegally Parked Vehicle Owners • Vehicle Drivers • Private Property Owners • Other Municipal Properties 	<ul style="list-style-type: none"> • Illegally Parked Vehicle Owners • Vehicle Drivers • Private Property Owners • Other Municipal Properties 	<ul style="list-style-type: none"> • Illegally Parked Vehicle Owners • Vehicle Drivers 	<ul style="list-style-type: none"> • Illegally Parked Vehicle Owners • Vehicle Drivers • Private Property Owners • Other Municipal Properties 	<ul style="list-style-type: none"> • Illegally Parked Vehicle Owners • Vehicle Drivers • Private Property Owners • Other Municipal Properties
<p>Indirect (Beneficiary)</p> <ul style="list-style-type: none"> • Residents • Staff – City Divisions • City-owned and operated Facilities 	<p>Indirect (Beneficiary)</p> <ul style="list-style-type: none"> • Residents • Staff – City Divisions • Staff – Agencies & Boards • City-owned and operated Facilities 	<p>Indirect (Beneficiary)</p> <ul style="list-style-type: none"> • Residents • Staff – City Divisions • Staff – Agencies & Boards • City-owned and operated Facilities • Provincial & Federal Governments 	<p>Indirect (Beneficiary)</p> <ul style="list-style-type: none"> • Residents • Staff – City Divisions • Staff – Agencies & Boards • City-owned and operated Facilities • Provincial & Federal Governments 	<p>Indirect (Beneficiary)</p> <ul style="list-style-type: none"> • Residents • Staff – City Divisions • Staff – Agencies & Boards • City-owned and operated Facilities

Table 1
2018 Preliminary Operating Budget and Plan by Service

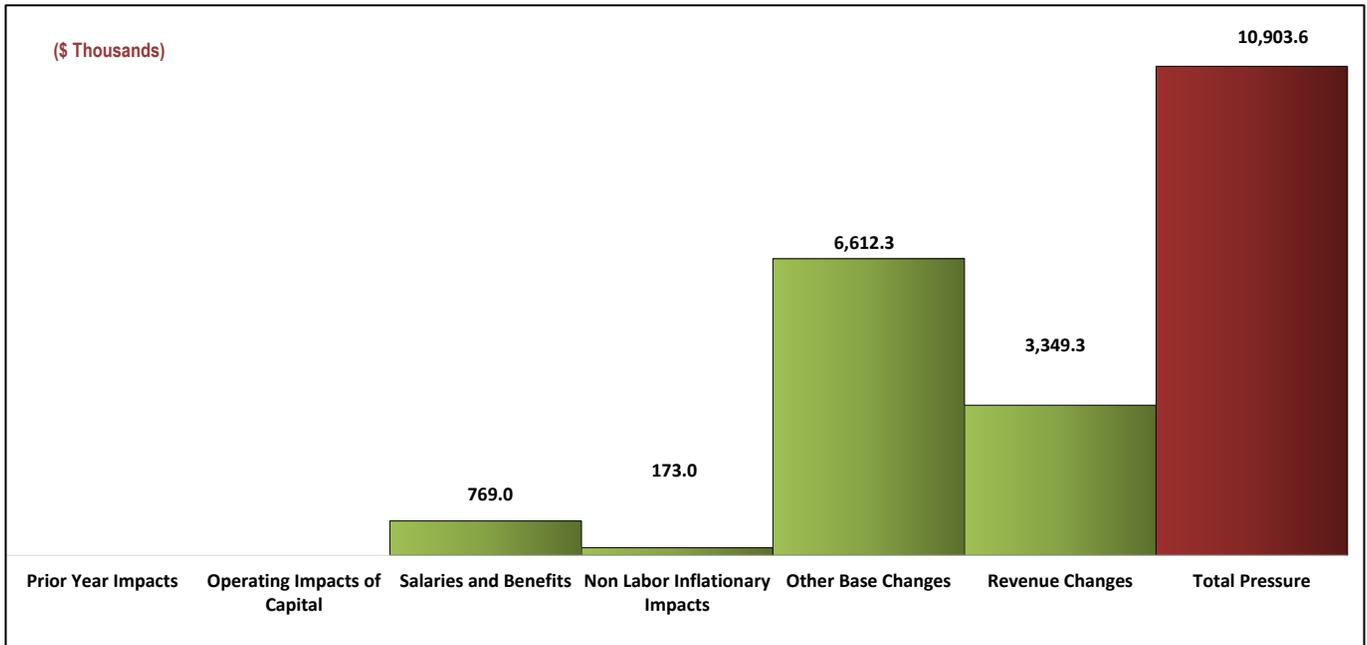
(In \$000s)	2017		2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget	\$	%	2019 Plan	2020 Plan	\$	%
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Toronto Police Parking Enforcement											
Gross Expenditures	48,234.0	45,947.8	48,247.8	0.0	48,247.8	13.8	0.0%	1,472.2	3.1%	951.6	1.9%
Revenue	1,511.4	1,525.2	1,525.2	0.0	1,525.2	13.8	0.9%				
Net Expenditures	46,722.6	44,422.6	46,722.6	0.0	46,722.6	0.0	0.0%	1,472.2	3.2%	951.6	2.0%
Revenue Services Parking Violation Operations											
Gross Expenditures	5,894.0	5,894.4	5,686.2	0.0	5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
Revenue				0.0	0.0	0.0	-				
Net Expenditures	5,894.0	5,894.4	5,686.2	0.0	5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
Court Services Judicial Processing											
Gross Expenditures	7,721.7	7,061.2	5,639.7		5,639.7	(2,082.0)	(27.0%)	(3,823.0)	(67.8%)		
Revenue				0.0	0.0	0.0	-				
Net Expenditures	7,721.7	7,061.2	5,639.7	0.0	5,639.7	(2,082.0)	(27.0%)	(3,823.0)	(67.8%)	0.0	
Legal Services											
Gross Expenditures	3,093.3	2,062.2	4,294.9	0.0	4,294.9	1,201.6	38.8%	85.9	2.0%	87.6	2.0%
Revenue				0.0	0.0	0.0	-				
Net Expenditures	3,093.3	2,062.2	4,294.9	0.0	4,294.9	1,201.6	38.8%	85.9	2.0%	87.6	2.0%
Parking Tags Revenue											
Gross Expenditures	4,431.8	7,673.6	8,335.0	0.0	8,335.0	3,903.2	88.1%				
Revenue	111,055.9	96,000.0	107,692.8	0.0	107,692.8	(3,363.1)	(3.0%)				
Net Expenditures	(106,624.1)	(88,326.4)	(99,357.8)	0.0	(99,357.8)	7,266.3	(6.8%)	0.0		0.0	
Total											
Gross Expenditures	69,374.8	68,639.2	72,203.6	0.0	72,203.6	2,828.8	4.1%	(2,151.2)	(3.0%)	1,155.2	1.6%
Revenue	112,567.3	97,525.2	109,218.0	0.0	109,218.0	(3,349.3)	(3.0%)	0.0		0.0	
Total Net Expenditures	(43,192.5)	(28,886.0)	(37,014.4)	0.0	(37,014.4)	6,178.1	7.1%	(2,151.2)	5.8%	1,155.2	(2.9%)
Approved Positions	394.0	358.0	394.0	0.0	394.0	0.0		(14.0)	(3.6%)	0.0	

Parking Tags Enforcement & Operations' 2018 Preliminary Operating Budget is \$72.204 million gross and (\$37.014) million net, representing a \$6.178 million or 7.1% increase over the 2017 Approved Net Operating Budget.

- Base pressures are mainly attributable to the revenue reduction resulting from lower ticket issuance and lower collection rate, as well as higher expenditures for MTO Driver Information Search Fees, annualization of APS support costs, and two additional positions requested to support the ongoing POA appeals and reopening.
- To help mitigate the above base pressures, the Program was able to achieve savings through changing the initiation of the MTO Search from Day 1 to Day 15, reduction in Premium Pay, increased vacancy savings based on actual trend, and increased recovery for MTO Driver Information Search Fee.
- The 2018 and 2019 Plan changes are attributable Salary and Benefit savings from position reduction resulting from the discontinuation of the POA system, partially offset by inflationary increases in salaries and benefits.

The following graphs summarize the operating budget pressures for the Parking Tags Enforcement & Operations and the actions taken to offset/reduce these pressures to meet the budget reduction target.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

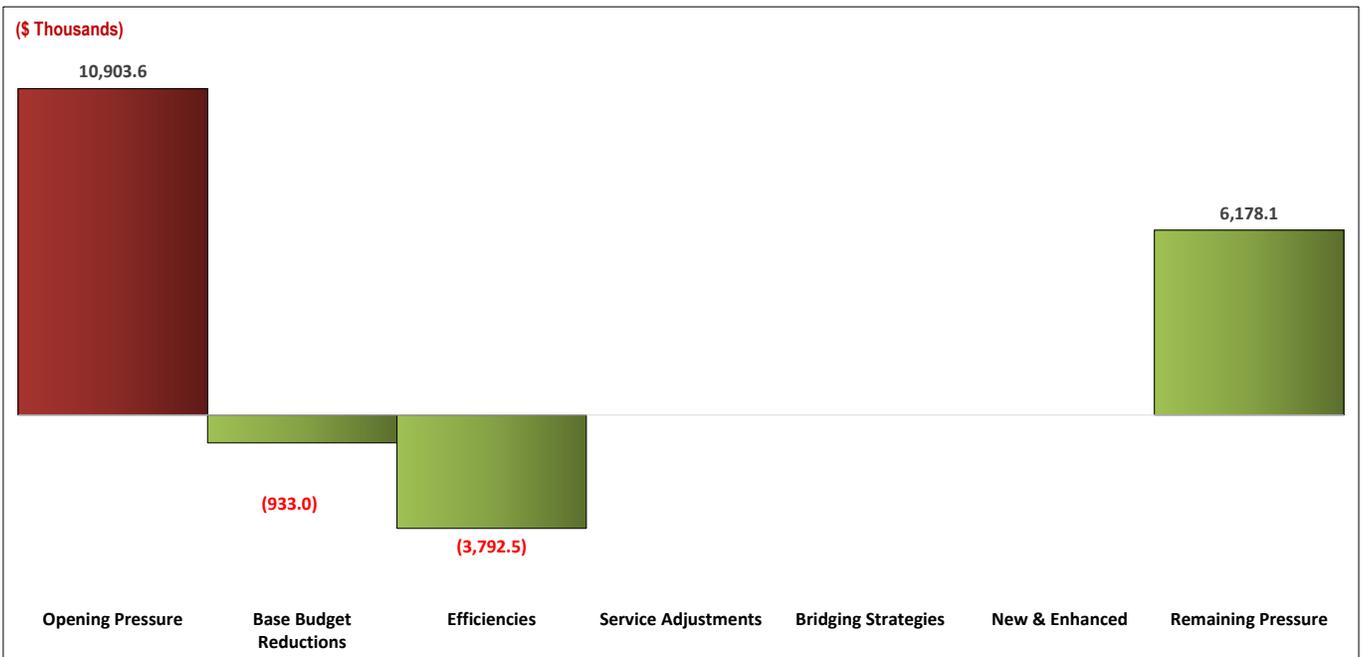


Table 2
Key Cost Drivers

(In \$000s)	2018 Base Operating Budget					Total	
	Toronto Police Parking Enforcement	Revenue Services Parking Violation Operations	Court Services Judicial Processing	Legal Services	Parking Tags Revenue		
	\$	\$	\$	\$	\$	\$	
Gross Expenditure Changes							
Prior Year Impacts							
Annualized Costs/(Savings) of Delayed APS Implementation		(207.8)	728.4	1,201.6		1,722.2	
Elimination of POA Supporting Positions			(3,031.0)			(3,031.0)	
Salaries and Benefits							
COLA, Progression Pay, STEP and Benefits	769.0					769.0	
Economic Factors							
Inflationary Increases for Fuel and Handheld Unit Maintenance Contract	173.0					173.0	
Other Base Expenditure Changes							
Other Expenditure Adjustments	4.8					4.8	
Additional Positions for POA Appeals/Reopening			220.6			220.6	
Payment to Province - MTO Driver Information Search Fee					7,695.7	7,695.7	
Total Gross Expenditure Changes	946.8	(207.8)	(2,082.0)	1,201.6	7,695.7	7,554.3	
Revenue Changes							
Prior Year Impacts							
Elimination of POA Late Fees/Plate Denial Fees					(8,500.0)	(8,500.0)	
Elimination of Online Transaction Fee					(590.0)	(590.0)	
Annualization of APS Late Fee/Plate Denial Fees					4,298.0	4,298.0	
Annualization of MTO Search Fee Recovery					10,110.6	10,110.6	
Base Revenue Changes							
Adjustment Police Recovery from Reserve	13.8					13.8	
Fine Revenue due to Ticket Volume Reduction					(8,156.6)	(8,156.6)	
Fine Revenue due to Collection Rate Decrease					(525.1)	(525.1)	
Total Revenue Changes	13.8				(3,363.1)	(3,349.3)	
Net Expenditure Changes	933.0	(207.8)	(2,082.0)	1,201.6	11,058.8	10,903.6	

Key cost drivers for Parking Tags Enforcement and Operations are discussed below:

- **Prior Year Impacts:**
 - Annualized of APS Costs/(Savings) of Delayed APS Implementation \$1.722 million
 - Annualized savings from the implementation of the APS system in printing, postage and contracted services for Revenue Services (\$0.208) million.
 - Incremental costs for Court Services due to the annualization of salary and benefit costs for 7 permanent full-time positions to support the APS system that was implemented on August 28, 2017 of \$0.728 million.
 - Annualized APS support costs in Legal Services for 35.5 permanent full time positions that manage and administer the dispute process at the Screening Offices of \$1.202 million.
 - Elimination of 31 full time positions that are supporting the current POA system for parking in 2018, of which 14 positions will be removed by end of 2017, and 17 positions in 2018, which will result in savings of (\$3.031) million.
- **Salaries and Benefits**
 - The primary cost driver for Parking Tags and Operations is salaries and benefits including cost of living allowance, progression pay and associated benefits, and inflationary increases for non-salary items for Toronto Police Parking Enforcement unit. The Program has identified reductions in Premium Pay and savings from vacancies that will fully offset these increases.
- **Other Base Expenditure Changes:**
 - Additional costs for 3 new temporary positions that are requested to handle the ongoing POA appeals and reopening in Court Services of \$0.221 million.

- Payment to Province for the MTO Driver Information Search Fee is expected to increase by \$7.696 million due to contract escalation and increased number of searches as required by the new APS process. This will be offset by the fees charged to the parking offenders.

Revenue Changes

- Prior Year Impact:
 - Fee Elimination
 - The POA tickets were no longer issued after August 27, 2017 upon the implementation of the new APS system, although payment of POA tickets could be accepted within 75 days of ticket issuance (i.e. up until November 12, 2017). As a result, the total budget of \$8.500 million for POA late fees and plate denial fees is removed from the 2018 preliminary operating budget.
 - To encourage greater use of the automated payment channels, the online transaction fee of \$1.50 per transaction was eliminated upon the implementation of the Administrative Penalty System effective August 28, 2017, which will result in a reduction of \$0.590 million in revenues.
 - Annualization of APS revenue \$4.298 million for Late Fees is included. The APS system was implemented on August 28, 2017, therefore, four additional months of revenue have been included in the 2018 Preliminary Operating Budget.
 - Annualization of recovery for MTO Search Fee. There is a MTO Search fee charge of \$10 for parking tag remaining unpaid after 15 days of issuance resulting in revenue of \$10.111 million. This user fee offsets the MTO fee charged by the Province for every driver information search.
- Base Revenue Changes:
 - Fine revenue reduction of \$8.682 resulting from the following assumption changes:
 - The number of tags issued is expected to decrease by 200,000 to 2,150,000 in 2018 as a result of the initiatives implemented that have increased compliance such as Pay-by-Cell.
 - The City's collection rate is anticipated to slightly decrease from a long-term average of 83.5% to 83.0% in 2018, resulting from the elimination of fixed fine amounts and fine reductions for the APS tags at the screening/hearing offices.

In order to achieve the budget target, the Parking Tags Enforcement and Operations' 2018 Preliminary Operating Budget includes base reduction and efficiency strategies of \$4.726 million net as detailed below.

Table 3
Actions to Achieve Budget Reduction Target
2018 Preliminary Service Change Summary

Description (\$000s)	Service Changes										Total Service Changes			Incremental Change				
	Toronto Police Parking Enforcement		Revenue Services Parking Violation Operations		Court Services Judicial Processing		Legal Services		Parking Tags Revenue		\$	\$	#	2019 Plan		2020 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.	
Base Changes:																		
Base Expenditure Changes																		
Police Parking Premium Pay Reduction	(239.4)	(239.4)									(239.4)	(239.4)						
Police Parking Vacancy Savings	(693.6)	(693.6)									(693.6)	(693.6)						
Base Expenditure Change	(933.0)	(933.0)									(933.0)	(933.0)						
Service Efficiencies																		
Change MTO Driver Information Search from Day 1 to Day 15											(3,792.5)	(3,792.5)	(3,792.5)	(3,792.5)				
Sub-Total											(3,792.5)	(3,792.5)	(3,792.5)	(3,792.5)				
Total Changes	(933.0)	(933.0)									(3,792.5)	(3,792.5)	(4,725.5)	(4,725.5)				

The Parking Tags Enforcement and Operations was able to offset some of the budget pressures with the following measures:

Base Expenditure Changes (Savings of \$0.933 million gross & \$0.933 million net)

- A reduction in Premium Pay costs of \$0.239 million for the Toronto Police Parking Enforcement resulting from lower overtime hours required for Parking Enforcement Officers to attend court upon the implementation of the APS system.
- Vacancy savings of \$0.634 million has been included in the 2018 Preliminary Operating Budget based on actual trend of vacancies and staff turnover at the Toronto Police Parking Enforcement Unit.

Service Efficiencies (Savings of \$3.793 million gross & \$3.793 million net)

Change MTO Driver Information Search from Day 1 to Day 15

- Under the new APS process, the MTO driver information search was initially performed on Day 1 following the ticket issuance.
- The City can only recover from the offender if the tag remains unpaid after 15 days after the tag issuance. There is no recovery for the City if the ticket is paid on time (within 15 days of issuance).
- The City Divisions including Revenue Services, Court Services and Legal Services are changing the process to perform the search on Day 15, instead of Day 1, which will reduce the total MTO fees paid to the Province, and therefore be able to recover the costs of the MTO search fees by charging a fee to parking offenders. There is no impact to the service level for this process change.

Table 5
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Salaries and Benefits										
COLA, Progression Pay, STEP and Benefits	1,671.8		1,672			1,155.20		1,155.2		
Other Base Changes (specify)										
Inter-Divisional Charges - Court Services	(3,823.0)		(3,823.0)							
Total Incremental Impact	(2,151.2)		(2,151.2)			1,155.2		1,155.2		

Future year incremental costs are primarily attributable to the following:

Known Impacts:

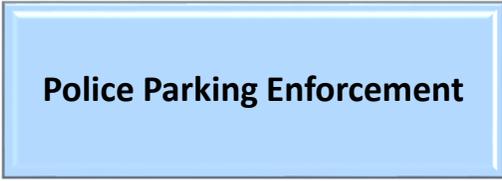
- The standard increases in salaries and benefits will create a pressure of \$1.672 million in 2019 and \$1.155 million 2020.
- Lower Inter-Divisional Charges from Court Services due to the elimination of all POA positions that are supporting the parking trial courts as they are no longer required in 2019 and forward.



Part 2

2018 Preliminary Operating Budget by Service

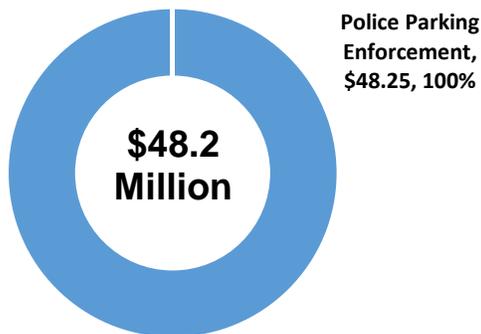
Police Parking Enforcement



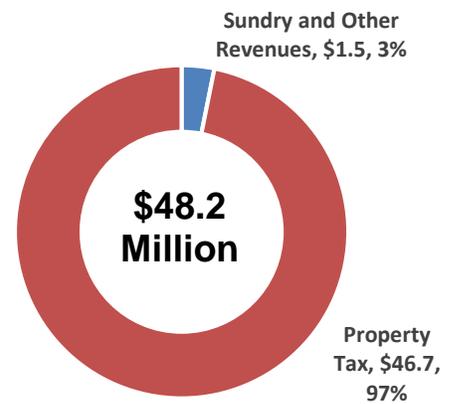
What We Do

- Enforce Parking By-laws through issuance of parking infraction tags;
- Parking tag inventory control;
- Handle complaints against Municipal Law Enforcement Officers; and
- Train Municipal Law Enforcement Officers as required.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)

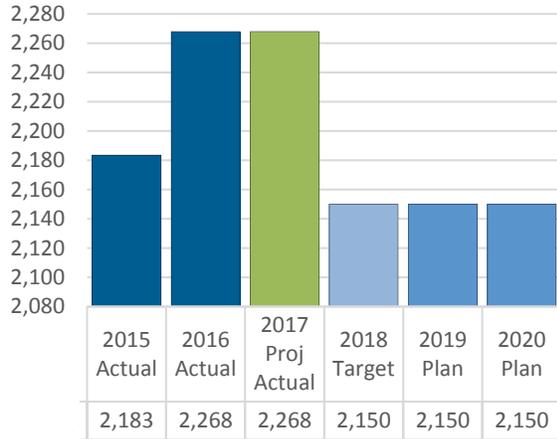


2018 Service Levels Police Parking Enforcement

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Enforcement	Parking Tags Issued	# of tags	Approved	2,600,000	2,350,000	2,350,000	2,350,000
			Actual	2,184,000	2,268,000	2,268,000	2,150,000

Service Performance Measures

**Number of Parking Tags Issued
(in '000s)**



- Continue to implement programs that will result in greater compliance.
- With greater compliance due to initiatives introduced in the past few years including the Pay-by-Cell program, tags issuance has declined from 2017 and is expected to stabilize for 2019 and beyond.

**Table 6
2018 Preliminary Service Budget by Activity**

(\$000s)	2018 Preliminary Operating Budget										Incremental Change					
	2017	Base Budget		Preliminary Base		Prelim. Base Budget vs. 2016 Budget		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan		
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget	% Change	\$			%	\$	%	\$	%	\$	%
GROSS EXP.																
Police Parking Enforcement	48,234.0	48,247.8		48,247.8	13.8	0.0%		48,247.8	13.8	0.0%	1,472.2	3.1%	951.6	1.9%		
Total Gross Exp.	48,234.0	48,247.8		48,247.8	13.8	0.0%		48,247.8	13.8	0.0%	1,472.2	3.1%	951.6	1.9%		
REVENUE																
Police Parking Enforcement	1,511.4	1,525.2		1,525.2	13.8	0.9%		1,525.2	13.8	0.9%		0.0%				
Total Revenues	1,511.4	1,525.2		1,525.2	13.8	0.9%		1,525.2	13.8	0.9%		0.0%				
NET EXP.																
Police Parking Enforcement	46,722.6	46,722.6		46,722.6				46,722.6	0.0	0.0%	1,472.2	3.2%	951.6	2.0%		
Total Net Exp.	46,722.6	46,722.6		46,722.6				46,722.6	0.0	0.0%	1,472.2	3.2%	951.6	1.9%		
Approved Positions	394.0	394.0		394.0				394.0				0.0%				

The **Police Parking Enforcement** Service provides enforcement for Parking By-laws and issuance of parking infraction violation notices.

The Police Parking Enforcement's 2018 Preliminary Operating Budget of \$48.248 million gross and \$46.723 million net which remains the same as the 2017 Approved Net Budget.

- Base budget pressures arising from the inflationary salary and benefit increases in this service are driving the costs for Parking Tags Enforcement and Operations.
- This pressure has been fully offset by the premium pay reductions and vacancy savings for Enforcement Offices (\$0.933) million.

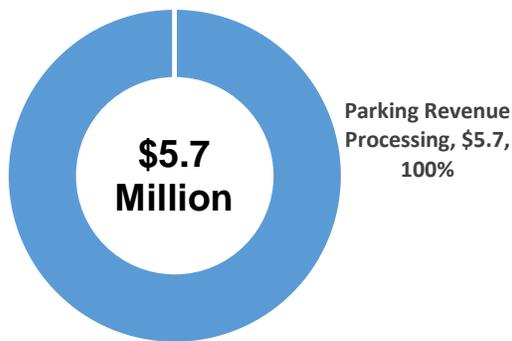
Revenue Services Parking Violation Operations



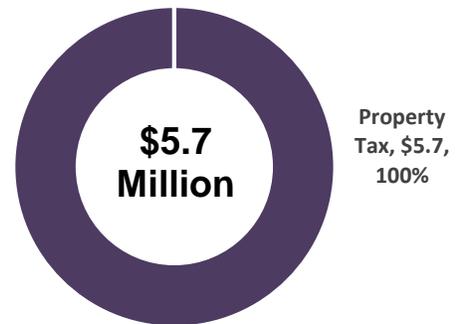
What We Do

- Collect fines for all parking violations issued in the City of Toronto.
- Conduct investigations for parking violations, provide accounting and reporting for parking violation revenues, and operate payment counters for parking violation payments.
- Continue to process payments, mail notices, and oversee the collection of outstanding penalties, including the plate denial process under the new APS process.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels Parking Revenue Processing

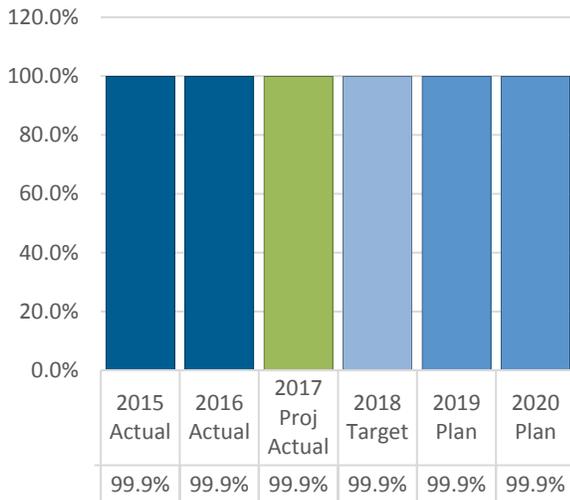
Activity	Type	Description	Status	2015	2016	2017	2018
Process & Collection of Parking Fees	Parking Tags	parking tags processed within legislative timeframes	Approved	99.50%	99.5%	99.5%	99.5%
			Actual	99.9%	99.9%	99.9%	
	Notice of Overdue Parking Penalty	notices sent within legislative timeframes	Approved	99.50%	99.5%	99.5%	99.5%
			Actual	99.50%	99.5%	99.5%	
	Notice of Conviction	parking tags processed within legislative timeframes	Approved	99.50%	99.5%	99.5%	99.5%
			Actual	99.50%	99.5%	99.5%	
	Refunds and Adjustments	refunds and adjustments processed within 14 days	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
	Investigations	Complete all investigations within 15 days	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
	Pre-Court Filing - No longer required under APS	all court filing documents prepared within the 75 day legislated time frame from date of offence	Approved	99.50%	99.5%	99.5%	N/A
			Actual	99.50%	99.5%	99.5%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Revenue Services Parking Tags Operations.

- The service measure for Pre-Court Filing will be no longer required in 2018 as a result of discontinuation of the POA system.

Service Performance Measures

% of Parking Tags Processed Within Legislated Time Frames



- The percentage of parking tags processed within legislated time frames will remain at 99.9% in 2018.
- The anticipated decline in trend from 2018 forward is due to the Habitual Offender Program requiring more tags to be processed.

Table 6
2018 Preliminary Service Budget by Activity

(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
									\$	%	\$	%	\$	%
GROSS EXP.														
Parking Revenue Processing	5,894.0	5,686.2		5,686.2	(207.8)	(3.5%)		5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
Total Gross Exp.	5,894.0	5,686.2		5,686.2	(207.8)	(3.5%)		5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
REVENUE														
Parking Revenue Processing														
Total Revenues														
NET EXP.														
Parking Revenue Processing	5,894.0	5,686.2		5,686.2	(207.8)	(3.5%)		5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
Total Net Exp.	5,894.0	5,686.2		5,686.2	(207.8)	(3.5%)		5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
Approved Positions														

Revenue Services Parking Violation Operations collects fines for all parking violations issued in the City of Toronto, and conducts investigations for parking violations, provides accounting and reporting for parking violation revenues, and operates payment counters for parking violation payments at six civic centre locations and Metro Hall. Revenue Services will continue to process payments, mail notices, and oversee the collection of outstanding penalties, including the plate denial process under the new APS system.

The Revenue Services Parking Violation Operations' 2018 Preliminary Operating Budget of \$5.686 million gross and net is \$0.208 million or 3.5% under the 2017 Approved Net Budget. The reduction is due to the annualization of efficiency savings from the APS implementation for printing, postage and contracted services.

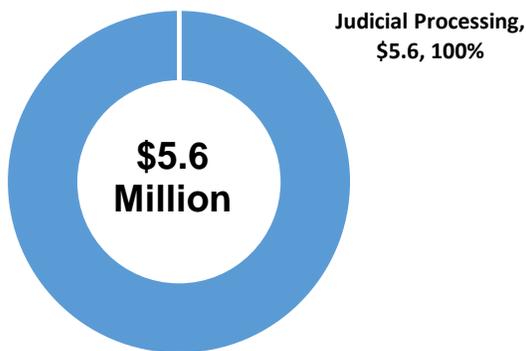
Court Services Judicial Processing

What We Do

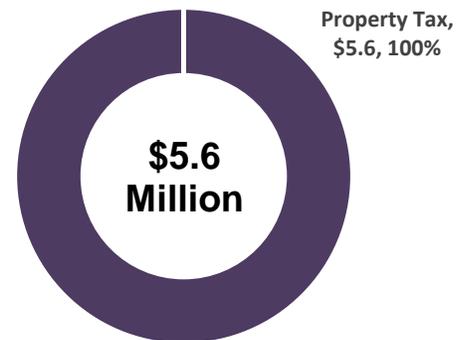


- Schedule and support Part II (Parking Ticket) Trials under the Provincial Offences Act.
- Receive and maintain files for all parking infraction trial requests that are delivered to court for adjudication purposes.
- Manage default convictions, including cases that are appeals, re-openings or extensions of times to pay fines.
- Under the new APS program, focus on administering the Administrative Penalty Tribunal.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels Court Services Judicial Processing

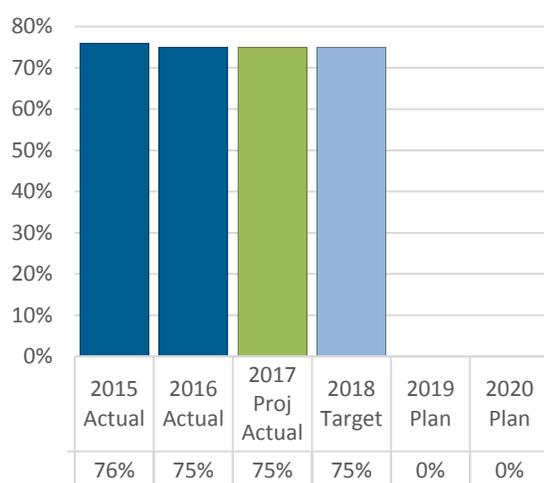
Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Court Services Judicial Processing	Administrative Penalty Tribunal	Time to hearing within 120 days from request date	Approved	N/A	N/A	100%	100%
	Provincial Offences Parking Charges	Accept incoming charges within 75 days of offence date	Approved	100%	100%	100%	N/A

The 2018 Service Level is consistent with the approved 2017 Service Levels for Court Services Judicial Processing.

- The service measure for Pre-Court Filing will be no longer required in 2018 as a result of discontinuation of POA system.

Service Performance Measures

Conviction Rate



- Conviction rate for parking tickets are dependent on various factors, including changes to legislation, appearance of Police Officers at trials, technology and quality of information.
- This measure will no longer be required under the new administrative penalty system which was implemented in 2017 and will be replaced with information reflecting Hearing Officer Outcomes.

**Table 6
2018 Preliminary Service Budget by Activity**

(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					\$	%			\$	%	\$	%	\$	%
GROSS EXP.														
Judicial Processing	7,721.7	5,639.7		5,639.7	(2,082.0)	(27.0%)		5,639.7	(2,082.0)	(27.0%)			0.0%	
Total Gross Exp.	7,721.7	5,639.7		5,639.7	(2,082.0)	(27.0%)		5,639.7	(2,082.0)	(27.0%)			0.0%	
REVENUE														
Judicial Processing														
Total Revenues														
NET EXP.														
Judicial Processing	7,721.7	5,639.7		5,639.7	(2,082.0)	(27.0%)		5,639.7	(2,082.0)	(27.0%)			0.0%	
Total Net Exp.	7,721.7	5,639.7		5,639.7	(2,082.0)	(27.0%)		5,639.7	(2,082.0)	(27.0%)			0.0%	
Approved Positions														

The **Judicial Processing** Service schedules and provides support for Part II (Parking Ticket) Trials of the Provincial Offences Act.

The Judicial Processing Services' 2018 Preliminary Operating Budget of \$5.640 million gross and net is \$2.082 million or 27.0% under the 2017 Approved Net Budget.

- Upon the full implementation of the Administrative Penalty System program in 2018, reliance on the court-based POA system to resolve parking disputes will be discontinued in 2018, which will result in savings of \$2.082 million.

Legal Services



What We Do

- Managing/administering the dispute review process at the Screening Offices. Screening Officers perform the initial review/screening of disputes and will have the authority to uphold, vary or cancel the parking penalty and fees.
- Prosecute all parking tickets issued under the POA system.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)

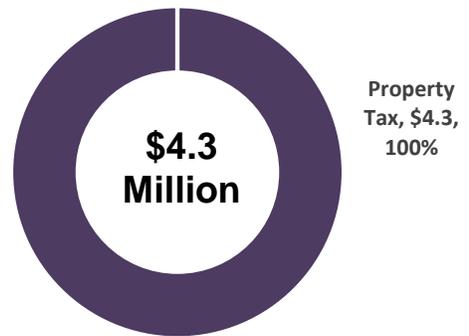


Table 6
2018 Preliminary Service Budget by Activity

(\$000s)	2017	2018 Preliminary Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016	% Change	New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					Budget				\$	%	\$	%	\$	%
GROSS EXP.														
Legal Services	3,093.3	4,294.9		4,294.9	1,201.6	38.8%		4,294.9	1,201.6	38.8%				
Total Gross Exp.	3,093.3	4,294.9		4,294.9	1,201.6	38.8%		4,294.9	1,201.6	38.8%				
REVENUE														
Legal Services						-				-				
Total Revenues						-				-				
NET EXP.														
Legal Services	3,093.3	4,294.9		4,294.9	1,201.6	38.8%		4,294.9	1,201.6	38.8%				
Total Net Exp.	3,093.3	4,294.9		4,294.9	1,201.6	38.8%		4,294.9	1,201.6	38.8%				
Approved Positions														

Legal Services is responsible for managing/administering the dispute review process at the Screening Offices. Screening Officers take over the initial review/screening of disputes and will have the authority to uphold, vary or cancel the parking penalty and fees.

Legal Services Parking Tags Operations' 2018 Preliminary Operating Budget of \$4.295 million gross and net is \$1.202 million over the 2017 Approved Net Budget, mainly due to annualization of the APS support costs.

Parking Tags Revenue



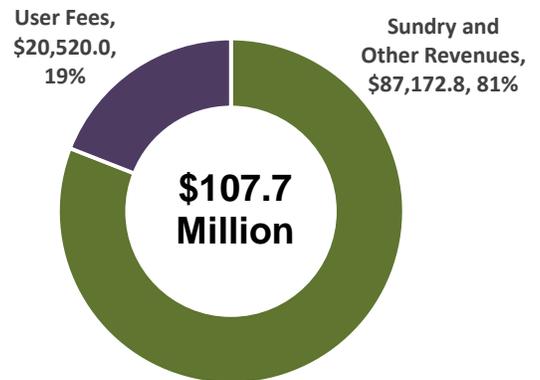
What We Do

- Parking Tags Revenues are included in the Non-Program Revenue Budget to track revenues generated by parking tags issued in order to support parking by-law initiatives and other related City programs.

2018 Service Budget by Activity (\$Ms)

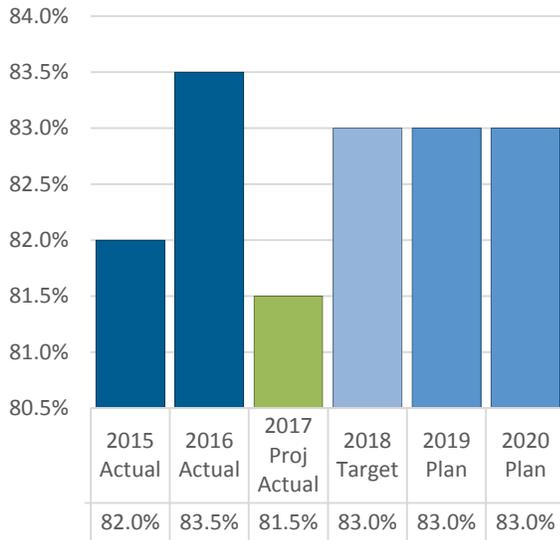


2018 Service by Funding Source (\$Ms)



Service Performance Measures

Collection Rate



- The collection rate for parking tags issued measures the percentage of fines actually collected by the City, where a ticket has been issued for parking violations.
- The collection rate for parking tags is anticipated to decline in 2017 due to elimination of fixed fine amounts, reductions in fine amounts by prosecutors at First Appearance Facilities and fine reductions for APS tags at screening/hearing offices. The collection rate for 2018 and beyond is expected to increase and remain steady at 83.0%, reflecting a long-term average collection rate.

**Table 6
2018 Preliminary Service Budget by Activity**

(\$000s)	2018 Preliminary Operating Budget										Incremental Change								
	2017	Base Budget		Service Changes		Preliminary Base		Prelim. Base Budget vs. 2017 Budget		New/Enhanced		Prelim Budget		2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
	Approved Budget	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	\$	%		
GROSS EXP.																			
Parking Tags Revenue	4,431.8	12,127.5	(3,792.5)	8,335.0	3,903.2	88.1%			8,335.0	3,903.2	88.1%			0.0%					
Total Gross Exp.	4,431.8	12,127.5	(3,792.5)	8,335.0	3,903.2	88.1%			8,335.0	3,903.2	88.1%			0.0%					
REVENUE																			
Parking Tags Revenue	111,055.9	107,692.8		107,692.8	(3,363.1)	(3.0%)			107,692.8	(3,363.1)	(3.0%)			0.0%					
Total Revenues	111,055.9	107,692.8		107,692.8	(3,363.1)	(3.0%)			107,692.8	(3,363.1)	(3.0%)			0.0%					
NET EXP.																			
Parking Tags Revenue	(106,624.1)	(95,565.3)	(3,792.5)	(99,357.8)	7,266.3	(6.8%)			(99,357.8)	7,266.3	(6.8%)			0.0%					
Total Net Exp.	(106,624.1)	(95,565.3)	(3,792.5)	(99,357.8)	7,266.3	(6.8%)			(99,357.8)	7,266.3	(6.8%)			0.0%					
Approved Positions																			

The **Parking Tags Revenue** Service's budget tracks the revenues generated by parking tags issued in order to support parking by-law initiatives and other related City programs.

- The Parking Tags Revenue's 2018 Preliminary Operating Budget of \$8.335 million gross and (\$99.358) million net is \$3.363 million or 3.0% decreased in revenue over the 2017 Approved Net Budget.
- The revenue reduction in the 2018 Preliminary Operating Budget is primarily due to lower tag issuance resulting from higher compliance rate and lower collection rate.



Part 3

Issues for Discussion

Issues Impacting the 2018 Budget

Budget Target

- At its meeting on May 24, 2017, the "2018 Budget Process - Budget Directions and Schedule" staff report (EX25.18) was submitted for consideration and adopted by City Council regarding the establishment of the 2018 Budget Process and the scheduling of the review and approval of the Tax and Rate Supported 2018 Operating Budget and 2018-2027 Capital Budget and Plan for the City of Toronto.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- City Council directed all City Programs and Agencies to provide their 2018 Net Operating Budget equal to the 2017 Approved Net Operating Budget through cost containment, service efficiency, modernization, service level and revenue strategies.
- Parking Tags Enforcement and Operations Program's 2018 Operating Budget is \$8.335 million gross and (\$37.014) million net, representing \$6.178 million increase from the 2017 Approved Net Operating Budget. In order to help mitigate the budget pressures, the Program has applied the following strategies:
 - Base budget reduction of \$0.933 million from Premium Pay and Vacancy Savings in the Police Parking Enforcement Unit;
 - Service efficiency savings from changing the MTO Driver Information Search from Day 1 to Day 15 to reduce the payment to the Province, which will result in a saving of \$3.793 million.
 - Additional revenue from annualization of APS fine revenue and recoveries from drivers for the MTO search fee.

Administrative Penalty System (APS)

- 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 with a planned start day on May 15th, 2017. This new APS system was to 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 is also to 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 tags.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.GM13.12>
 - The APS System was planned to be implemented part way through the year, with 2017 being a transition year requiring both new APS and current POA systems working in parallel. It was anticipated that the parking tags issued on or before May 15, 2017 requiring provincial courts for resolution would be cleared by December 31, 2017 and current POA system would end on December 31, 2017.
- On March 28, 2017, City Council adopted a report "Administrative Penalty System for Parking Violations – Revised Implementation Date" to move the implementation date of the Administrative Penalty System (APS) from May 15, 2017 to August 28th, 2017. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM18.6>
- The POA system is proposed to extend into 2018 resulting from the delayed implementation of APS and courtroom capacity including the availability of Justices of the Peace. The 2018 Preliminary Operating Budget included additional costs of \$4.056 million for the 6-month POA extension. The incremental cost is comprised of the following:
 - \$3.086 million for 14 positions and related costs including rent, interpreters, security and costs for Justice of Peace in Court Services to support the POA parking trial courts in 2018.
 - \$0.750 million for 9 positions in Legal Services to manage/administer parking disputes from prosecuting in courts. These positions will be eliminated in 2018.
- \$0.221 million is requested for 3 additional positions for the ongoing support for POA appeals/reopening.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, Parking Tags Enforcement and Operations made significant progress and/or accomplished the following:

- ✓ Commenced implementation of the Council approved Administrative Penalty System on August 28, 2017. The new APS program provides more efficient than the POA court system, by allowing the City greater flexibility in delivering this service and improves the ability to respond to disputes in a more timely fashion.

Appendix 2

2018 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries And Benefits	37,969.4	39,279.4	40,995.8	38,695.5	40,831.8	(164.0)	(0.4%)	42,154.6	42,954.6
Materials & Supplies	1,279.1	1,385.2	1,385.2	1,385.2	1,410.9	25.7	1.9%	1,439.1	1,467.9
Equipment	54.3	15.0	15.0	15.0	15.0			15.3	15.6
Service And Rent	9,153.0	9,045.6	10,270.1	13,525.4	14,325.1	4,055.0	39.5%	13,656.6	13,776.3
Inter-Divisional Charges	13,064.3	13,378.6	16,709.0	15,017.8	15,620.8	(1,088.2)	(6.5%)	11,797.8	11,797.8
Total Gross Expenditures	61,520.1	63,103.8	69,375.1	68,638.9	72,203.6	2,828.5	4.1%	69,063.4	70,012.2
Inter-Divisional Recoveries							-		
Provincial Subsidies							-		
Federal Subsidies							-		
User Fees & Donations							-		
Transfers From Capital							-		
Contribution From Reserves/Reserve Funds							-		
Sundry and Other Revenues	84,774.7	108,861.6	112,567.3	97,525.2	109,218.0	(3,349.3)	(3.0%)	110,757.4	110,757.4
Total Revenues	84,774.7	108,861.6	112,567.3	97,525.2	109,218.0	(3,349.3)	(3.0%)	110,757.4	110,757.4
Total Net Expenditures	(23,254.6)	(45,757.8)	(43,192.2)	(28,886.3)	(37,014.4)	6,177.8	(14.3%)	(41,694.0)	(40,745.2)
Approved Positions	390.0	368.0	394.0	358.0	394.0			394.0	394.0

* Based on the 9-month Operating Variance Report

For additional information regarding the 2017 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, 2017" considered by City Council at its meeting on November 27, 2017:

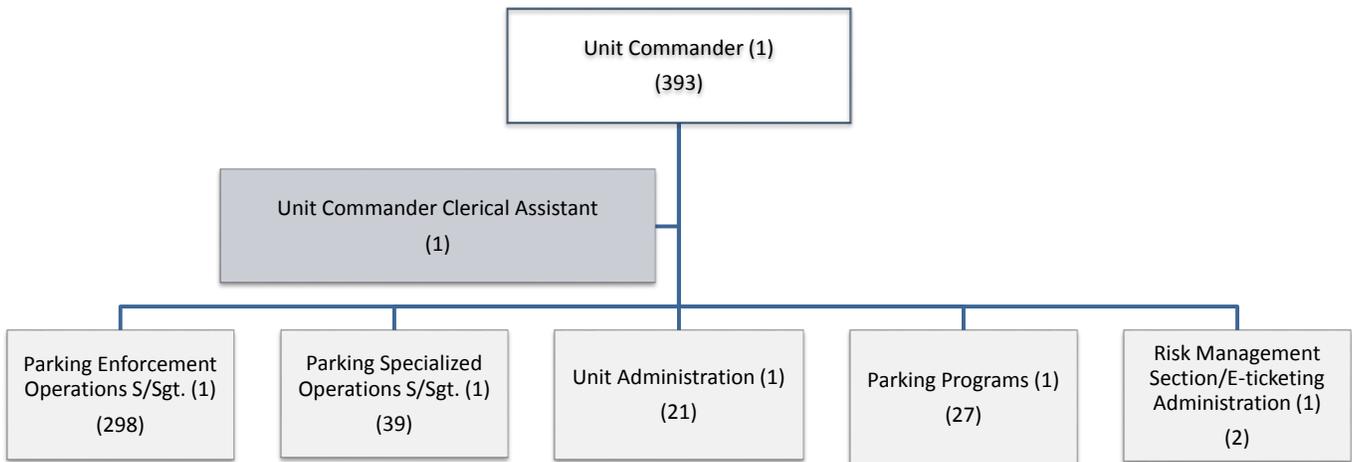
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- The 2017 year-end is projected to be \$14.307 million under budget. This is primarily due to lower fine revenue resulting from less tag issuance and collection rate. As a result, the 2018 Preliminary Operating Budget has been adjusted to reflect the impacts from lower tag issuance and collection rate.

Appendix 3

2018 Organization Chart



2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent		1.0		393.0	394.0
	Temporary			-	-	-
	Total Operating	-	1.0	-	393.0	394.0
Capital	Permanent			-	-	-
	Temporary			-	-	-
	Total Capital	-	-	-	-	-
Grand Total		-	1.0	-	393.0	394.0

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance		5,352.6	5,033.1	4,492.7	3,952.3
Police Central Sick Pay	XR1701				
<i>Proposed Withdrawals (-) Parking Tags</i>			(180.1)	(180.1)	(180.1)
<i>Proposed Withdrawals (-) TPS</i>		(344.4)	(4,157.1)	(4,157.1)	(4,157.1)
<i>Contributions (+) Parking Tags</i>			180.1	180.1	180.1
<i>Contributions (+) TPS</i>		24.9	3,616.7	3,616.7	3,616.7
Total Reserve / Reserve Fund Draws / Contributions		5,033.1	4,492.7	3,952.3	3,411.9
Balance at Year-End		5,033.1	4,492.7	3,952.3	3,411.9

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund	Projected Balance as of \$	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance		14,875.6	9,958.6	10,158.6	2,910.6
Vehicle Equipment Reserve	XQ1701				
<i>Proposed Withdrawals (-) TPS</i>		(25,177.0)	(21,060.0)	(31,508.0)	(27,387.0)
<i>Contributions (+) Parking Tags</i>		1,994.0	1,994.0	1,994.0	1,994.0
<i>Contributions (+) TPS</i>		18,266.0	19,266.0	22,266.0	25,266.0
Total Reserve / Reserve Fund Draws / Contributions		9,958.6	10,158.6	2,910.6	2,783.6
Balance at Year-End		9,958.6	10,158.6	2,910.6	2,783.6

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund	Projected Balance as of \$	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance		35,687.2	30,981.1	28,233.4	25,485.7
Police Central Sick Pay Reserve	XR1007				
<i>Proposed Withdrawals (-) Parking Tags</i>		(533.7)	(544.6)	(544.6)	(544.6)
<i>Proposed Withdrawals (-) TPS</i>		(13,762.2)	(14,030.3)	(14,030.3)	(14,030.3)
<i>Contributions (+) Parking Tags</i>		9,067.0	11,282.6	11,282.6	11,282.6
<i>Contributions (+) TPS</i>		522.8	544.6	544.6	544.6
Total Reserve / Reserve Fund Draws / Contributions		30,981.1	28,233.4	25,485.7	22,738.0
Balance at Year-End		30,981.1	28,233.4	25,485.7	22,738.0

* Based on 9-month 2017 Reserve Fund Variance Report