

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



Court Services

2018 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 three adjudicative tribunals.

2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$50.488 million gross and \$3.987 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	52,706.3	50,488.0	(2,218.3)	(4.2%)
Revenues	44,629.1	46,501.3	1,872.2	4.2%
Net Expenditures	8,077.2	3,986.7	(4,090.5)	(50.6%)

Through base budget savings of \$2.046 million and increased revenues from Provincial Offence Act (POA) fines resulting from the expansion of the Red Light Camera program and provincial court security upload, Court Services was able to more than offset base budget pressures arising mainly from salary and benefit increases and the annualized costs for the Administration Penalty System implemented in August 2017.

CONTENTS

Overview

1. 2018-2020 Service Overview and Plan [5](#)
2. 2018 Preliminary Operating Budget by Service [12](#)
3. Issues for Discussion [22](#)

Appendices

1. 2017 Service Performance [28](#)
2. 2018 Preliminary Operating Budget by Expenditure Category [29](#)
3. 2018 Organization Chart [30](#)
4. Summary of 2018 Service Changes [31](#)
5. Summary of 2018 New / Enhanced Service Priorities [32](#)
6. Inflows/Outflows to/from Reserves & Reserve Funds [33](#)
7. 2018 User Fee Rate Changes [34](#)

CONTACTS

Program:

Barry Randell

Director, Court Services

Tel: (416) 392-3935

Email: barry.randell@toronto.ca

Corporate:

Ritu Sadana

Manager, Financial Planning

Tel: (416) 395-6449

E-Mail: ritu.sadana@toronto.ca

FAST FACTS

- Court Services provides services through a network of 30 trial courtrooms, 3 early resolution hearing rooms and 34 public service counter stations.
- The Program also provides administrative support services to three of the City's adjudicative boards: Toronto Licensing Tribunal, Administrative Penalty Tribunal (APT) and Toronto Local Appeal Body (TLAB).
- 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 400,000 charges are processed annually requiring the scheduling of over 300,000 trials, including 150,000 parking ticket disputes heard in trial courts.

TRENDS

- The decline in moving violation tickets filed began in 2011/2012 and reached the lowest level of 318,431 tickets in 2014.
- The 2017 projected volume is trending at over 385,000 tickets with 406,334 charges projected for 2018-2020.

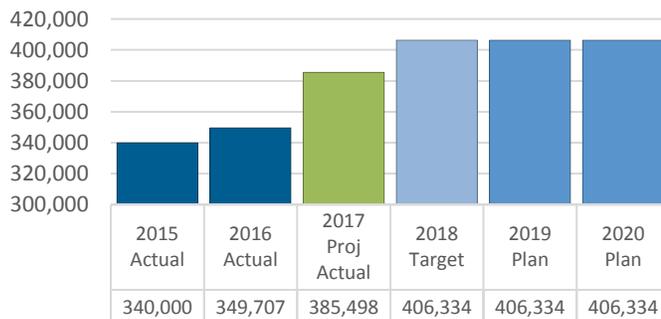
KEY SERVICE DELIVERABLES FOR 2018

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 2018 Preliminary Operating Budget supports:

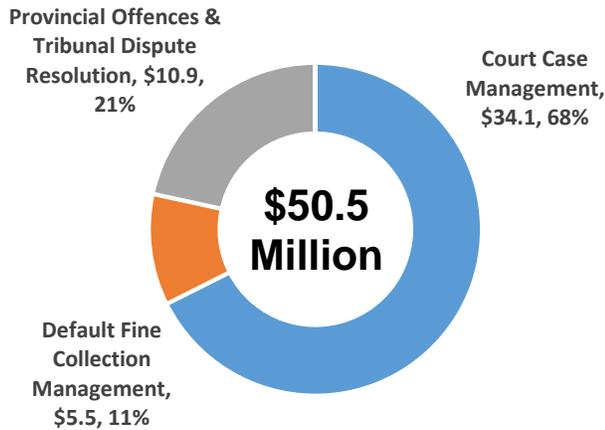
- Administration of the Toronto Local Appeal Body, Toronto Licensing Tribunal and the Administrative Penalty Tribunal.
- Completion of the move from the court based system to an administrative system available under the City of Toronto Act to manage parking tickets and penalties
- The administration of the one year Mediation Pilot Program to test the impact of mediation with respect to appeals of Committee of Adjustment decisions.
- The management of court cases for charges filed by enforcement officers in 2018 in accordance with Provincial legislation.

of Charges Managed

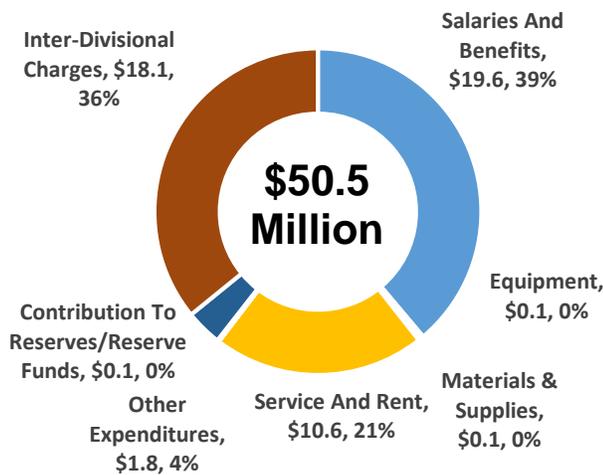


Where the money goes:

2018 Budget by Service

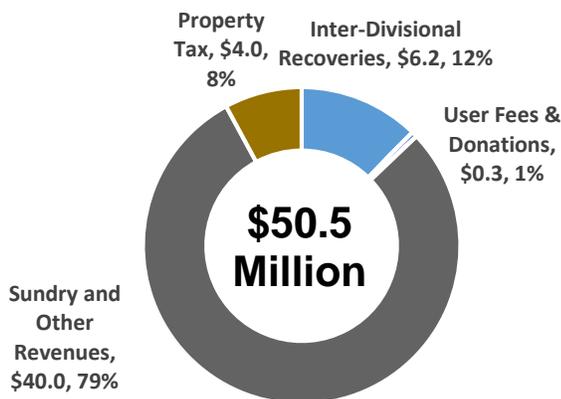


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Collection of Court Imposed Fines** remains a continuing challenge across Ontario municipalities.
 - ✓ Court Services, with support from Legal Services, continues to pursue available sanctions using civil enforcement measures to achieve results within the legislations available.
 - ✓ The 2018 Preliminary Operating Budget includes funding for 3 positions to assist in intervention matters of parking tickets under the court-based system for tickets issued prior to August 28, 2017.
 - ✓ The Administrative Penalty System (APS) implemented in August 28, 2017 provides easier and faster access to resolve disputes about parking tickets than available under the former court system process.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for Court Services is \$50.488 million gross and \$3.987 million net representing a decrease of 50.6% to the 2017 Approved Operating Budget.
- The transition from a court-based system to an administrative system to manage parking violations and additional revenue from the Red Light Camera expansion are reflected in the budget bringing the 2018 Net Operating Budget to \$4.091 million or 50.6% below the 2017 Approved Net Budget.
- Staff complement will decrease by 29 positions from 258 in 2017 to 229 in 2018 as a result of moving parking ticket disputes out of the court system in 2018.
- The 2018 Preliminary Operating Budget provides funding for:
 - ✓ Supporting the expansion of the Red Light Camera program.
 - ✓ Supporting the Administrative Penalty Tribunal, Toronto Local Appeal Body and Toronto Licensing Tribunal.
 - ✓ One-time costs for the Mediation Pilot Project.
 - ✓ Court administration and courtroom support services

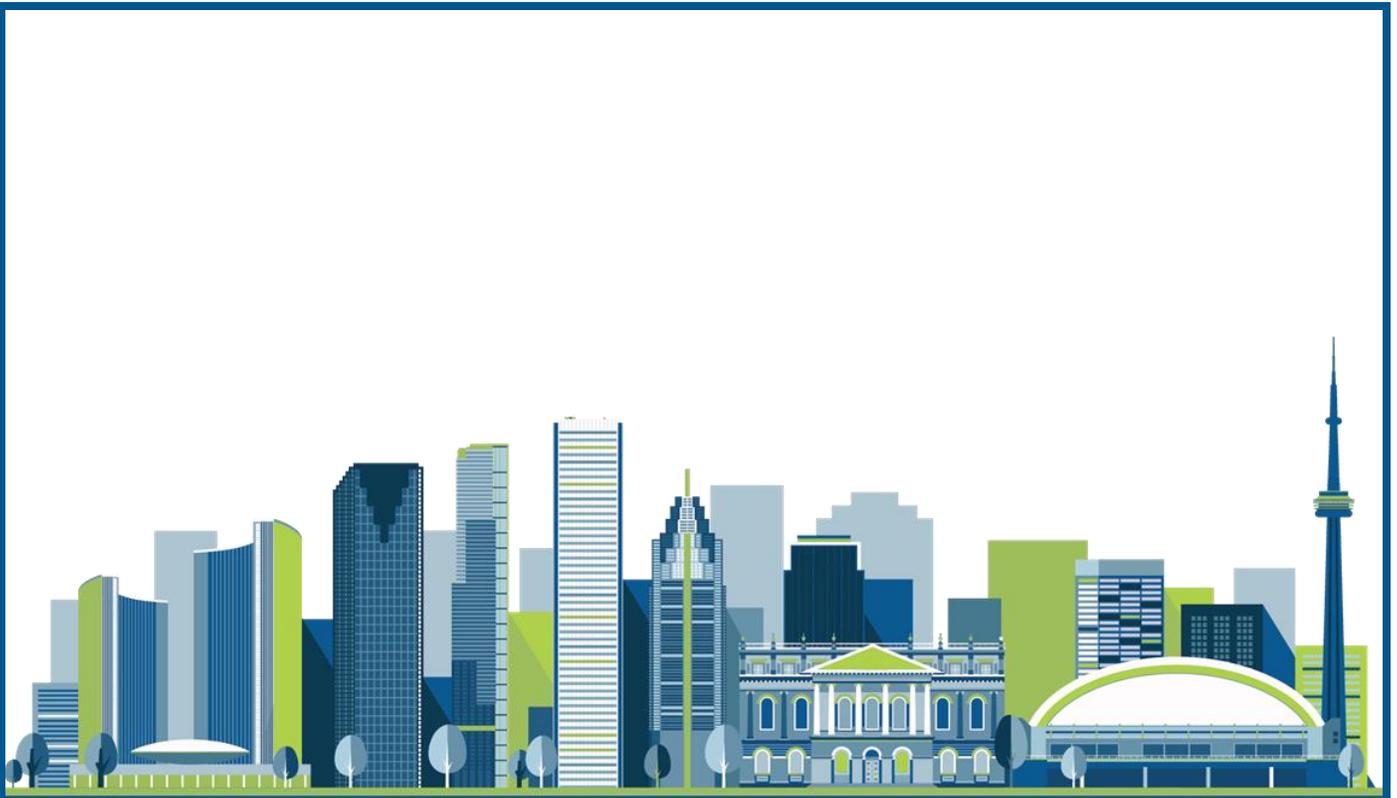
Actions for Consideration

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

1. City Council approve the 2018 Preliminary Operating Budget for Court Services of \$50.488 million gross, \$3.987 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Provincial Offences & Tribunal Dispute Resolution:	10,893.4	8,183.4
Default Fine Collection Management:	5,469.0	4,838.4
Court Case Management:	34,125.6	(9,035.1)
Total Program Budget	<u>50,488.0</u>	<u>3,986.7</u>

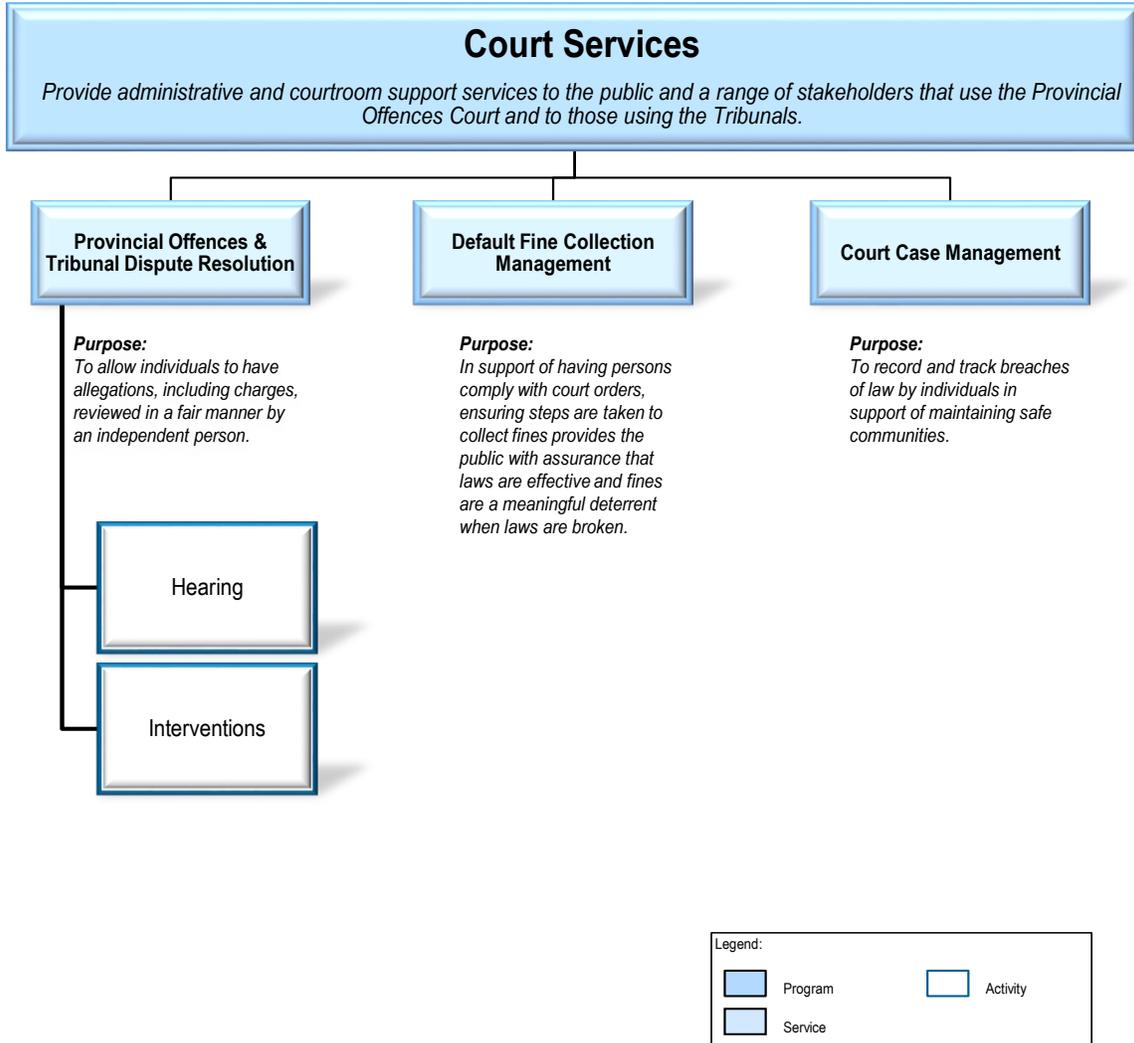
2. City Council approve the 2018 service levels for Court Services as outlined on pages 14, 17, and 20 of this report, and associated staff complement of 229 positions, entirely comprised of operating service delivery positions.
3. City Council approve the 2018 new user fees for Court Services identified in Appendix 7, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council amend the 2018 Operating Budget for Court Services by \$0 gross, \$2.347 million revenues and the 2018 Operating Budget for Transportation Services by \$0 gross, (\$2.347) million revenues by transferring the revenues from the Red Light Camera expansion initiative, once approved by Council.
5. City Council request the Director of Court Services to explore options for courtroom space optimization by undertaking a fulsome review of future courtroom and administrative requirements and include those options in the 2019 Budget Submission.



Part 1:

2018-2020 Service Overview and Plan

Program Map



Service Customer

Provincial Offences & 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
2018 Preliminary Operating Budget and Plan by Service

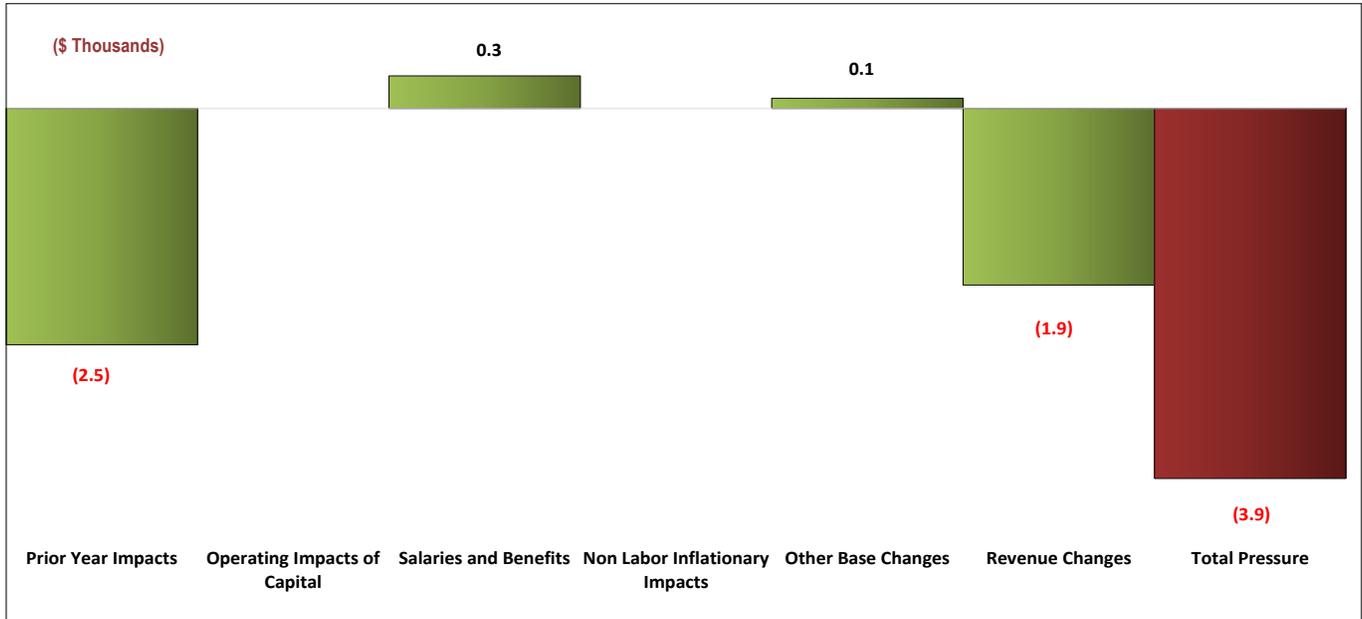
(In \$000s)	2017		2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget			2019 Plan	2020 Plan		
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Provincial Offences & Tribunal Dispute Resolution											
Gross Expenditures	11,374.4	9,494.4	10,893.4	0.0	10,893.4	(481.0)	(4.2%)	(653.0)	(6.0%)	61.7	0.6%
Revenue	2,155.1	1,781.9	2,710.0	0.0	2,710.0	554.9	25.7%	(249.5)	(9.2%)	11.0	0.4%
Net Expenditures	9,219.3	7,712.5	8,183.4	0.0	8,183.4	(1,035.9)	(11.2%)	(403.5)	(4.9%)	50.7	0.7%
Default Fine Collection Management											
Gross Expenditures	5,484.0	5,231.8	5,469.0	0.0	5,469.0	(15.0)	(0.3%)	(119.8)	(2.2%)	20.3	0.4%
Revenue	902.1	902.1	630.6	0.0	630.6	(271.5)	(30.1%)	(379.8)	(60.2%)	0.0	
Net Expenditures	4,581.8	4,329.7	4,838.4	0.0	4,838.4	256.5	5.6%	260.0	5.4%	20.3	0.4%
Court Case Management											
Gross Expenditures	35,847.9	32,791.0	34,125.6	0.0	34,125.6	(1,722.3)	(4.8%)	(1,305.1)	(3.8%)	131.4	0.4%
Revenue	41,571.8	42,586.4	43,150.2	10.5	43,160.7	1,588.9	3.8%	(3,149.3)	(7.3%)	0.5	0.0%
Net Expenditures	(5,723.9)	(9,795.4)	(9,024.6)	(10.5)	(9,035.1)	(3,311.1)	57.8%	1,844.2	(20.4%)	131.0	(1.8%)
Total											
Gross Expenditures	52,706.3	47,517.2	50,488.0	0.0	50,488.0	(2,218.3)	(4.2%)	(2,078.0)	(4.1%)	213.5	0.4%
Revenue	44,629.1	45,270.4	46,490.8	10.5	46,501.3	1,872.2	4.2%	(3,778.7)	(8.1%)	11.5	0.0%
Total Net Expenditures	8,077.2	2,246.8	3,997.2	(10.5)	3,986.7	(4,090.5)	(50.6%)	1,700.7	42.7%	202.0	3.6%
Approved Positions	258.0	234.0	229.0	0.0	229.0	(29.0)	(11.2%)	0.0	0.0%	0.0	

The Court Services' 2018 Preliminary Operating Budget is \$50.488 million gross and \$3.987 million net, representing a 50.6% decrease to the 2017 Approved Net Operating Budget and is below the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to inflationary increases in salary and benefits of \$0.344 million, which were more than offset by base expenditure savings resulting from the discontinuation of the Provincial Offences Act (POA) system to administer parking tickets including resolution of disputes in trial courts (\$0.613 million), fine revenue increases of (\$1.863 million) and additional revenue from Red Light Camera expansion (\$1.748 million).
- In addition, the Program was able to achieve service efficiency savings through reduction of costs due to the co-location of Local Appeal Body (LAB) and Administrative Penalty Tribunal (APT) of \$0.172 million.
- New user fees are included for the provision of screen prints and certified copy of materials related to POA charges filed following authorization provided by the Province that now allows the information to be shared with the public.
- Approval of the 2018 Preliminary Operating Budget will result in Court Services reducing its total staff complement by 29 positions from 258 to 229.
- The 2019 and 2020 Plan increases are attributable to adjustments in salaries and benefits and the annualized impact for courtroom costs that will continue following the implementation of the Administrative Penalty System.

The following graph summarize the operating budget pressures for Courts Services.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

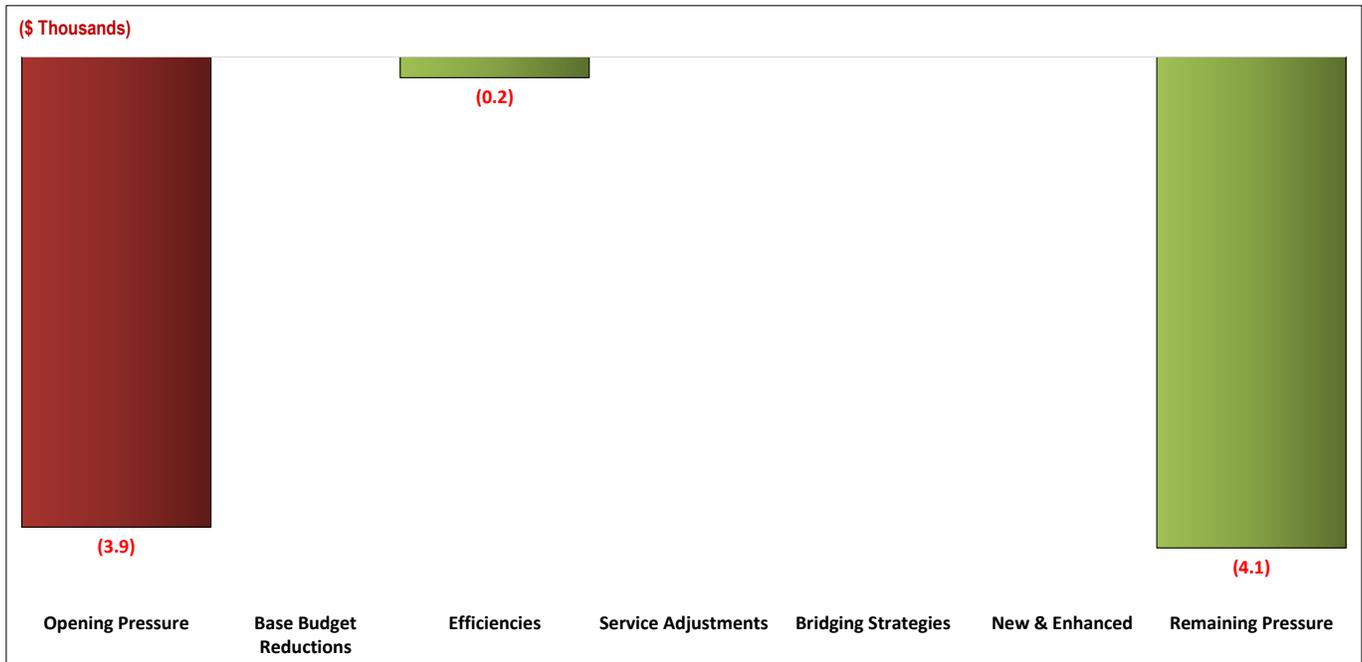


Table 2
Key Cost Drivers

	2018 Base Operating Budget			Total	
	Offences/ Licencing/ Tribunal Dispute	Default Fine Collection Management	Court Case Management		
	(In \$000s)	\$	\$	\$	
Gross Expenditure Changes					
Prior Year Impacts					
<i>Annualization of Expenditures Approved in 2017</i>					
Establishment of Administrative Penalty System (APS)	294.5			294.5	
1 Discontinuation of Provincial Offences Act (POA) System (for Parking Disputes)	(758.4)	(155.0)	(2,731.2)	(3,644.5)	(31.0)
2 Support for Parking Intervention post POA System (for Parking Disputes)			220.6	220.6	3.0
3 Red Light Camera Expansion	129.1	74.1	780.3	983.5	
Reversal of One-Time Local Appeal Body (LAB)	(474.9)			(474.9)	
Re-budgeting of One-time Mediation Pilot Costs	122.3			122.3	
Salaries and Benefits	228.9	49.8	66.1	344.7	
Other Base Expenditure Changes					
4 Interdivisional Charges	72.8	(12.4)	(103.2)	(42.8)	
5 APS Costs Adjustments	61.5	28.6	45.2	135.3	(1.0)
TLT Equipment and Other Costs	15.4			15.4	
Total Gross Expenditure Changes	(308.9)	(15.0)	(1,722.3)	(2,046.1)	(29.0)
Revenue Changes					
Prior Year Impacts					
<i>Annualization of Expenditures Approved in 2017</i>					
1 Discontinuation of Provincial Offences Act (POA) System (for Parking Disputes)	(212.2)	(303.1)	(2,515.8)	(3,031.1)	
2 Support for Parking Intervention post POA System (for Parking Disputes)			220.6	220.6	
3 Red Light Camera Expansion			1,748.2	1,748.2	
Base Revenue Changes					
4 Interdivisional Revenues	588.2			588.2	
Provincial Offences Act (POA) Fine Revenue Increases			1,863.2	1,863.2	
Provincial Court Security Upload	22.1	31.6	262.3	316.0	
5 Administrative Penalty System (APS) Revenue Adjustment	156.7			156.7	
Total Revenue Changes	554.8	(271.5)	1,578.3	1,861.7	
Net Expenditure Changes	(863.7)	256.5	(3,300.6)	(3,907.6)	(29.0)

Key cost drivers for Court Services are discussed below:

Gross Expenditure Changes

- Prior Year Impacts:
 - Annualized costs related to the establishment of Administrative Penalty System (APS) to divert parking violations disputes from the provincial courts will result in a pressure of \$0.295 million.
 - The Provincial Offences Act (POA) system for parking disputes previously planned for decommissioning in December 2017, will now be discontinued during 2018. The 2018 budget includes base expenditure reduction of \$3.655 million and a corresponding revenue reduction of \$3.031 million with savings of \$0.613 million for 2018.
 - To support parking ticket dispute interventions on parking tickets issued prior to August 28, 2017, such as re-openings, extensions and appeals under the POA court process, the 2018 budget includes an increase of \$0.220 million, funded from the Non-Program Budget for a \$0 net change.
 - The Red Light Camera Program was expanded by adding 70 new cameras in 2017/2018 to continue to reduce occurrences of killed or seriously injured (KSI) collisions resulting from running red lights. The

annualized cost of this expansion will result in a pressure of \$0.984 million with a corresponding revenue adjustment of \$1.748 million providing a net reduction of \$0.764 million.

- Reversal of the Local Appeal Body (LAB) start-up costs budgeted on a one-time basis in 2017 for furniture, fixture and equipment will result in savings of \$0.475 million.
- Re-budgeting of one-time Mediation Pilot costs required due to slower than planned take-up of public response to Phase 1 (scheduled mediations) initiated in 2017, will result in a pressure of \$0.122 million.
- Salaries and Benefits
 - The major cost contributors impacting all services are the inflationary labour costs totalling \$0.345 million.

Other Base Changes

- Net savings of \$0.021 million will be realized from realignment and reassignment of positions to accurately reflect the costs to operate the APS system.

Revenue Changes

- Prior Year Impacts:
 - The decommissioning of the POA system for parking disputes in 2018 will result in a reduced recovery from the Non Program Budget, offset by increased revenues from the Red Light Camera Program Expansion implemented part way in 2017 as well as funding to support a smaller number of parking tickets issued prior to August 28, 2017 that will require POA court interventions.
- Base Revenue Changes
 - The changes in POA charge-mix (varying fine levels) filed by enforcement agencies will result in a higher overall weighted average revenue per charge providing additional estimated revenue of \$1.863 million.
 - The phased-in upload of court security costs from municipalities to the Province will result in savings of \$0.316 million. The year 2018 represents the last and final year of a 7 year plan (2012-2018).

The 2018 service changes for Court Services consist of service efficiency savings of \$0.172 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			
	Offences/ Tribunal Dispute		Default Fine Collection Management		Court Case Management		\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies													
Efficiencies from the Co-location of LAB and APT	(172.4)	(172.4)					(172.4)	(172.4)					
Total Changes	(172.4)	(172.4)					(172.4)	(172.4)					

Service Efficiencies (Savings of \$0.172 million gross & 0.172 million net)

Efficiencies from Co-Location of the Local Appeal Body (LAB) and Administrative Penalty Tribunal (APT)

- Savings of \$0.172 million gross and net will be realized from a reduction of facility and other related costs due to the co-location of the Local Appeal Body (LAB) with the Administrative Penalty Tribunal (APT) and digital tribunal processes.

The 2018 Preliminary Operating Budget for Court Services includes 1 new priority as detailed in the following table:

Table 4
2018 Preliminary New & Enhanced Service Priorities

Description (\$000s)	New and Enhanced						Total New and Enhanced			Incremental Change			
	Provincial Offences & Tribunal Dispute Resolution		Default Fine Collection Management		Court Case Management		\$	\$	Position	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
New Service Priorities													
Staff Initiated:													
POA - Photocopying User Fees						(10.5)		(10.5)					
Sub-Total Staff Initiated						(10.5)		(10.5)					
Total New / Enhanced Services						(10.5)		(10.5)					

New Service Priorities (\$0 million gross & (\$0.011) million net)

Provincial Offences Act (POA) – Photocopying User Fees

- New user fee of \$1.00 for screen printouts and photocopy of documents and \$3.50 for certified copies and reports related to charges filed will result in additional revenue of \$0.011 million. The Ministry of Attorney General has recently provided guidance to municipalities allowing information from the Provincial computer application to be shared with the public.

Approval of the 2018 Preliminary Operating Budget for Court Services will result in a 2019 incremental net cost of \$1.701 million and a 2020 incremental net cost of \$0.202 million to maintain the 2018 service levels, as discussed in the following section.

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:										
Prior Year Bridging Impacts										
Reversal of One-Time Mediation Costs	(122.3)		(122.3)							
Prior Year Impact										
Annualization of costs for the Provincial Offences Act (POA) System (for parking disputes)	(2,380.7)	(3,795.1)	1,414.4			(25.0)	0.5	(25.5)		
Salaries and Benefits	429.7		429.7			238.2		238.2		
Other Base Changes										
IDC/IDR	4.8	16.4	(11.6)			1.5	11.0	(9.5)		
APS Costs Adjustments	(0.3)		(0.3)			(1.2)		(1.2)		
TLT Equipment and Other Costs	(9.0)		(9.0)							
Total Incremental Impact	(2,077.9)	(3,778.7)	1,700.8			213.5	11.5	202.0		

Future year incremental costs are primarily attributable to the following:

Known Impacts:

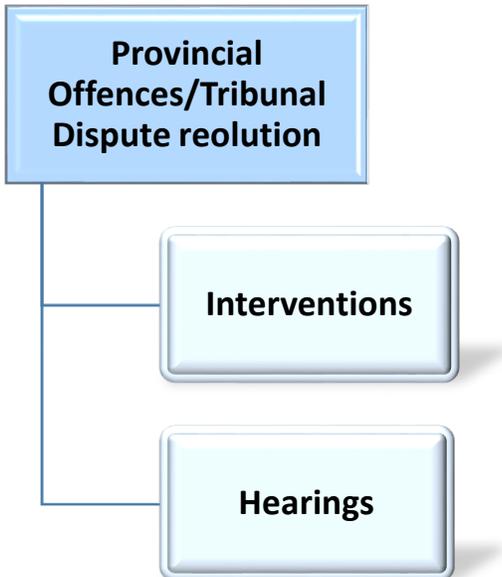
- Reversal of one-time Mediation Pilot Program costs created to test the impact of mediation with respect to appeals of Committee of Adjustment decisions will result in a reduction of \$0.122 million.
- Elimination of the Provincial Offences Act (POA) system to administer parking tickets including resolution of disputes in trial courts will result in a pressure of \$1.414 million in 2019 and savings of \$0.026 million in 2020. This transition will free up courtroom facilities which will continue to incur ongoing expenditures, such as facility rental and other overhead costs estimated at \$1.414 million in 2019.
- Salary and Benefit increases contribute a pressure of \$0.430 million in 2019 and \$0.238 million in 2020.



Part 2

2018 Preliminary Operating Budget by Service

Provincial Offences/Tribunal Dispute Resolution

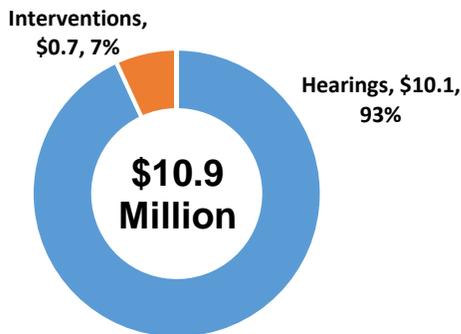


What We Do

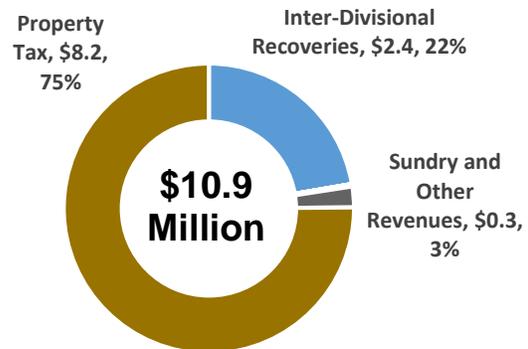
Provide administration and courtroom support for hearings stemming from offences under Provincial Offences Act and City by-laws for 4 types of hearings.

- 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 an estimated 20,000 hearings per year.
- Local Appeal Tribunal hearings of about 450 cases per year for minor variance and consent applications.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels

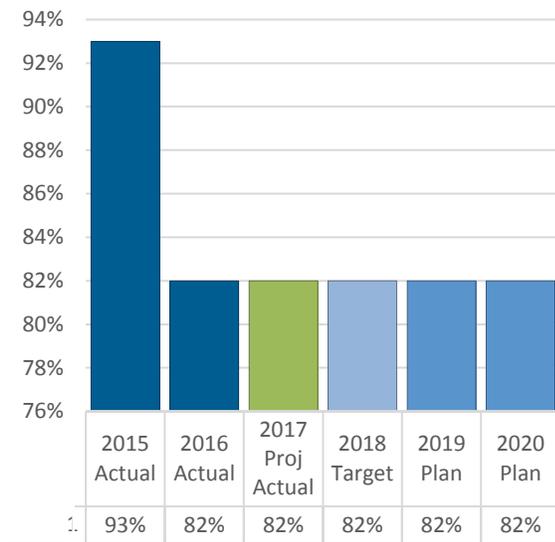
Provincial Offences/ Tribunal Dispute Resolution

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Hearings	Trial Court	Time to trial within 6 months of offence date	Approved	Time to trial within 7 months of offence date	100%	100%	100%
	Local Appeal Body	Time to hearing of 100 days from request date	Approved	N/A	N/A	100%	100%
Intervention	Intake Court	Process extension/re-openings applications within 3 days	Approved	100%	100%	100%	100%
	Appeals Court	Appeal hearing held within 120 days of receipt of appeal notification	Approved	100%	100%	100%	100%
	Licensing Tribunal	Time to hearing within 30 days from request receipt	Approved	100%	100%	100%	100%
	Administrative Penalty Tribunal	Time to hearing within 120 days from request date	Approved	N/A	N/A	100%	100%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Provincial Offences/ Tribunal Dispute Resolution. Service Level description has been added for clarity and better reflection of high level view of services provided.

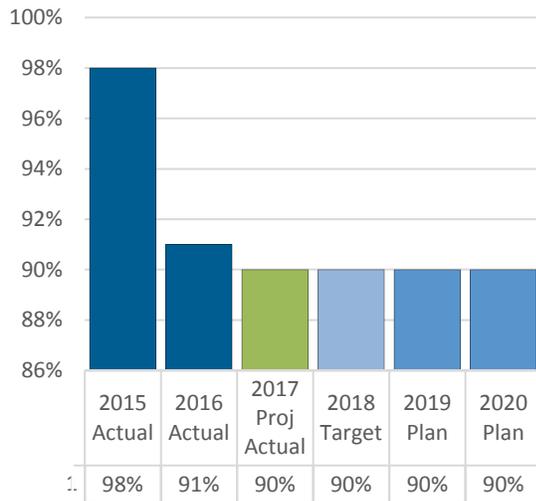
Service Performance Measure

% of Courtroom 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 2017 projected rate of 82% will remain at the same level for 2018 and future years.

Appeal Transcripts Prepared within 90 Days of Request



- 2017 projected actuals and future year targets are set at 90% of appeal transcripts prepared within 90 days of request.

Table 6
2018 Preliminary Service Budget by Activity

	2018 Preliminary Operating Budget										Incremental Change				
	2017				Prelim. Base Budget vs. 2016 Budget					2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget	% Change	New/Enhanced	Prelim Budget	\$	%	\$	%	\$	%	
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Hearings	10,495.4	10,319.1	(172.4)	10,146.7	(348.8)	(3.3%)		10,146.7	(348.8)	(3.3%)	(628.4)	(6.2%)	55.9	0.6%	
Interventions	879.0	746.7		746.7	(132.3)	(15.0%)		746.7	(132.3)	(15.0%)	(24.6)	(3.3%)	5.8	0.8%	
Total Gross Exp.	11,374.4	11,065.8	(172.4)	10,893.4	(481.0)	(4.2%)		10,893.4	(481.0)	(4.2%)	(653.0)	(6.0%)	61.7	0.6%	
REVENUE															
Hearings	1,974.7	2,583.9		2,583.9	609.2	30.8%		2,583.9	609.2	30.8%	(173.5)	(6.7%)	11.0	0.5%	
Interventions	180.4	126.1		126.1	(54.3)	(30.1%)		126.1	(54.3)	(30.1%)	(76.0)	(60.2%)			
Total Revenues	2,155.1	2,710.0		2,710.0	554.9	25.7%		2,710.0	554.9	25.7%	(249.5)	(9.2%)	11.0	0.4%	
NET EXP.															
Hearings	8,520.7	7,735.2	(172.4)	7,562.8	(957.9)	(11.2%)		7,562.8	(957.9)	(11.2%)	(454.9)	(6.0%)	44.9	0.6%	
Interventions	698.6	620.6		620.6	(78.0)	(11.2%)		620.6	(78.0)	(11.2%)	51.4	8.3%	5.8	0.9%	
Total Net Exp.	9,219.3	8,355.8	(172.4)	8,183.4	(1,035.9)	(11.2%)		8,183.4	(1,035.9)	(11.2%)	(403.5)	(4.9%)	50.7	0.6%	
Approved Positions	91.0	73.6		73.6	(17.4)	(19.1%)		73.6	(17.4)	(19.1%)	0.0	0.0%			

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

The Provincial Offences/ Tribunal Dispute Resolutions service's 2018 Preliminary Operating Budget of \$10.893 million gross and \$8.183 million net is \$1.036 million or 11.2% under the 2017 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing base pressures arising from the annualized costs related to the Red Light Camera expansion of \$0.129 million, re-budgeted one-time Mediation Pilot Program costs of \$0.122 million and increased equipment and other costs related to Toronto Licensing Tribunal (TLT) of \$0.015 million.
- In order to offset these pressures, the 2018 Preliminary Operating Budget includes:
 - Reduction in costs due to the co-location of LAB and APT of \$0.172 million and staff realignments will result in savings of \$0.095 million.
 - Annualized savings of \$0.546 million from the elimination of court based dispute resolution process for parking violations.
 - Reversal of one-time start-up costs of \$0.475 million for the Local Appeal Body (LAB) created to remove appeals of Committee of Adjustments on minor variance and consent applications from the Ontario Municipal board.
 - In addition, Provincial Offences/ Tribunal Dispute Resolution services include Court security upload savings resulting in revenue increase of \$0.022 million and increased recovery from the Non-Program Budget for the APS of \$0.577 million.

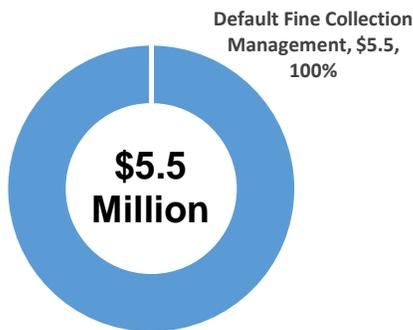
Default Fine Collection Management

What We Do

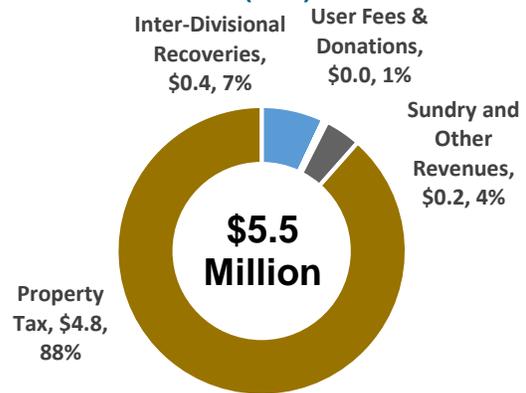


- Provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



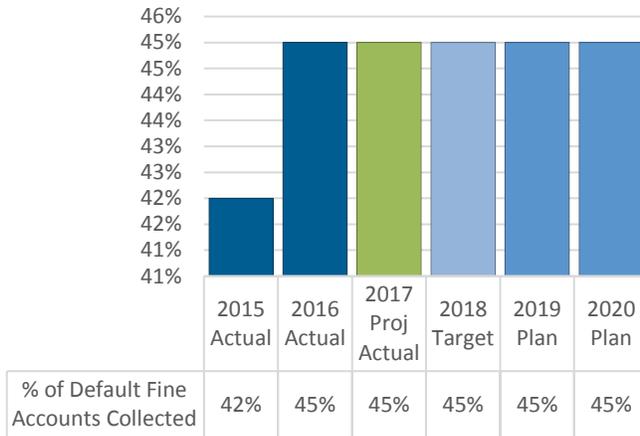
2018 Service Levels Default Fine Collection Management

Type	Service Level Description	Status	2015	2016	2017	2018
Processing Payments	<i>Payments processed within 24 hours of receipt</i>	Approved	100%	100%	100%	100%
		Actual				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Default Fine Collection Management. Service Level Description has been added for clarity and better reflection of high level view of services provided.

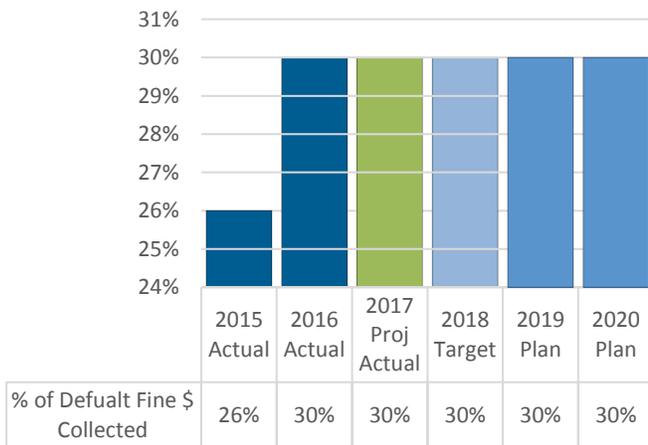
Service Performance Measure

% of Default Fines Collected within the 1st Year of Default



- Default fine collections are projected to increase from 42% in 2015 to 45% in 2018 and are projected to stay flat through 2019 and 2020.
- Current projections reflect improved collection procedures that include increased reliance on collection agencies and improved collection techniques, including electronic phone applications.

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



- The 2017 projections for the dollar value of fines collected in the 1st year of default has increased from 26% in 2015 to a projection of 30% in 2017, with 2018 and future years remaining flat at 30%.

Table 6
2018 Preliminary Service Budget by Activity

	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	
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Default Fine Collection Management	5,484.0	5,469.0		5,469.0	(15.0)	(0.3%)		5,469.0	(15.0)	(0.3%)	(119.8)	(2.2%)	20.3	0.4%
Total Gross Exp.	5,484.0	5,469.0		5,469.0	(15.0)	(0.3%)		5,469.0	(15.0)	(0.3%)	(119.8)	(2.2%)	20.3	0.4%
REVENUE														
Default Fine Collection Management	902.1	630.6		630.6	(271.5)	(30.1%)		630.6	(271.5)	(30.1%)	(379.8)	(60.2%)		
Total Revenues	902.1	630.6		630.6	(271.5)	(30.1%)		630.6	(271.5)	(30.1%)	(379.8)	(60.2%)		
NET EXP.														
Default Fine Collection Management	4,581.8	4,838.4		4,838.4	256.5	5.6%		4,838.4	256.5	5.6%	260.0	5.4%	20.3	0.4%
Total Net Exp.	4,581.8	4,838.4		4,838.4	256.5	5.6%		4,838.4	256.5	5.6%	260.0	5.4%	20.3	0.4%
Approved Positions	17.0	17.6		17.6	0.6	3.5%		17.6	0.6	3.5%	(0.0)	(0.0%)		

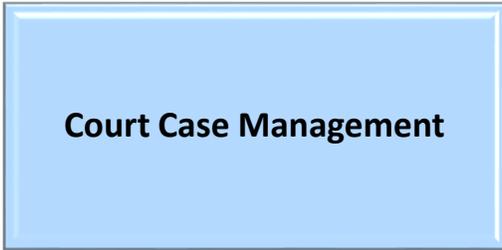
The **Default Fine Collection Management** service provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

The Default Fine Collection Management service's 2018 Preliminary Operating Budget of \$5.469 million gross and \$4.838 million net is \$0.257 million or 5.6% over the 2017 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing base pressures arising from the annualized costs related to Red Light Camera expansion, reduced recovery for parking violations related activity and staff reassignments to meet the operational needs creates an additional pressure of \$0.251 million.
- In order to partially offset these pressures, the 2018 Preliminary Operating Budget includes court security upload savings of \$0.032 million.

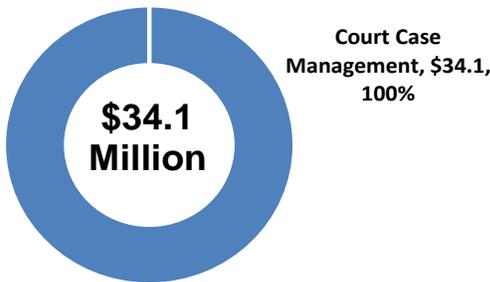
Court Case Management

What We Do

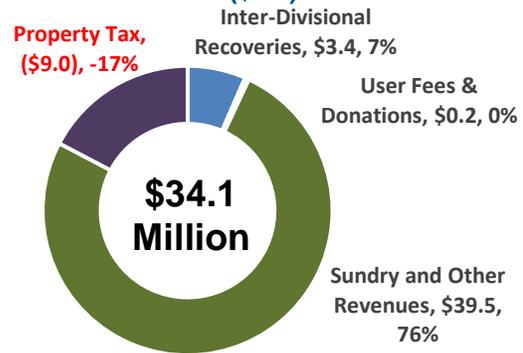


- Provide administrative services to record and track breaches of laws by individuals in support of maintaining safe communities by:
 - Completing court administration processes respecting charges issued by enforcement officers and others under Provincial law;
 - Providing information to the public,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

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels Court Case Management

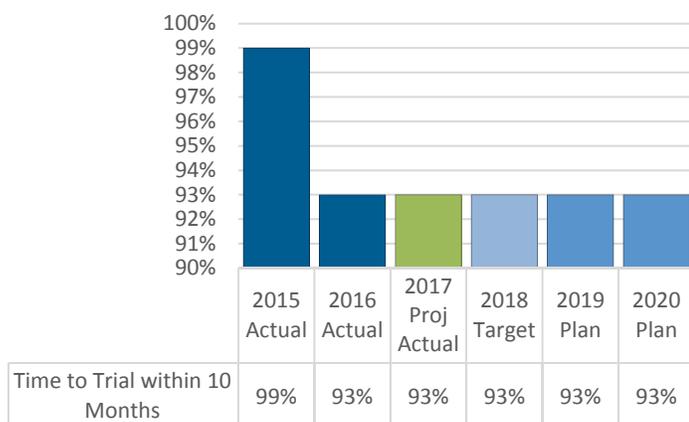
Type	Service Level Description	Status	2015	2016	2017	2018
Provincial Offences non-parking charges	<i>Accept incoming charges within 7 days of offence date</i>	Approved	100%	100%	100%	100%
		Actual				
Provincial Offences parking charges	<i>Accept incoming charges within 75 days of offence date</i>	Approved	100%	100%	100%	N/A
		Actual				

Overall, the 2018 Service Levels are consistent with the Approved 2017 Service Levels for Court Case Management. Service Level Description has been added for clarity and better reflection of high level view of services provided.

- As a result of the establishment of the new Administrative Penalty System (APS) on August 28, 2017, the current court based system used to resolve parking ticket disputes will be decommissioned during 2018. With this change, the service level measures for "Provincial Offences Parking Charges" will no longer be available and will be discontinued.

Efficiency or Effectiveness Measure

Time to Trial within 10 Months of Offence Date



- It is expected that 93% of trials will occur within 10 months of offence date, which will be maintained in future years.
- The reduction in 2016 as compared to 2015 is largely reflective of the higher number of offences requiring a court trial and the unavailability of provincially appointed justices of the peace to preside over court sessions. Several new justices of the peace have been appointed in 2017.

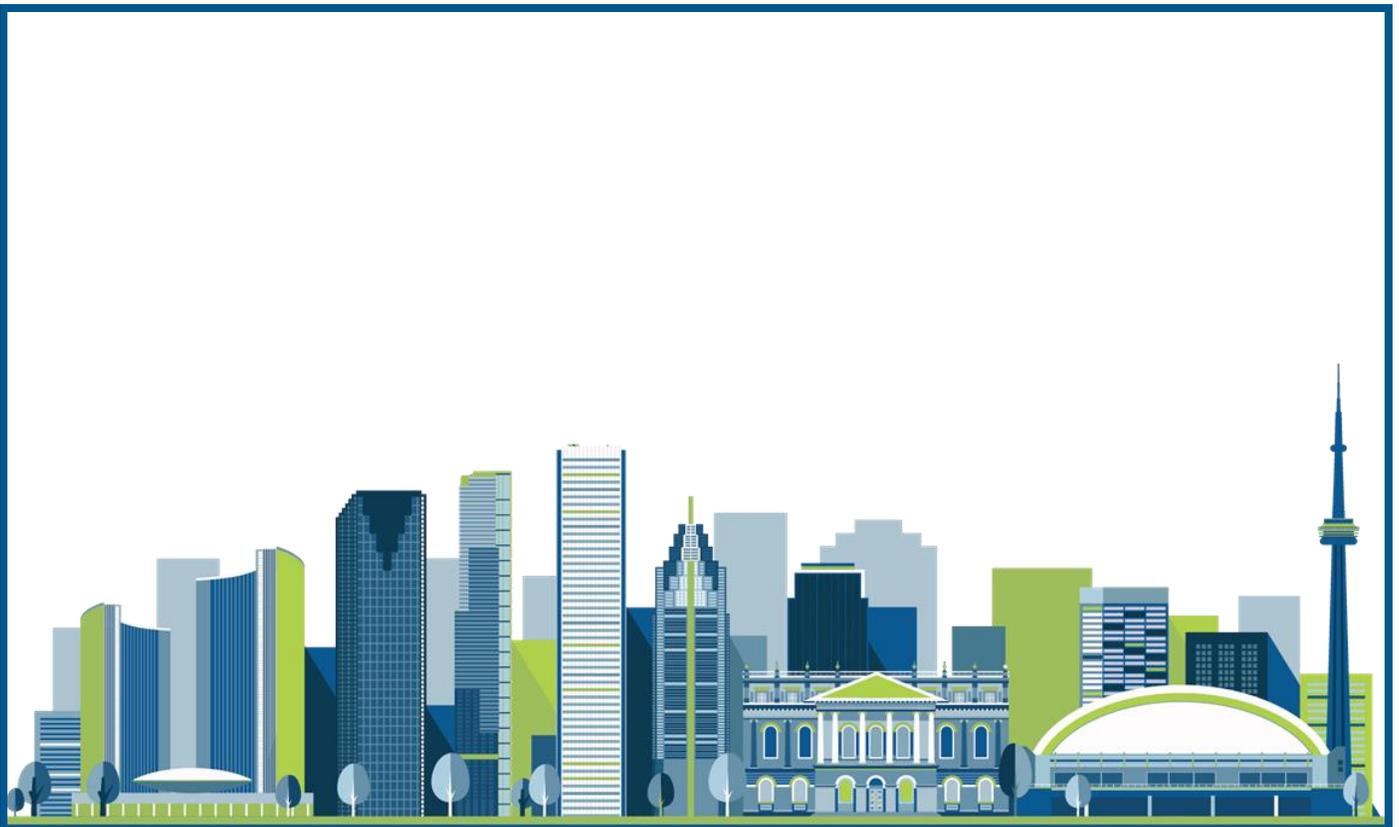
Table 6
2018 Preliminary Service Budget by Activity

(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					Budget	% Change			\$	%	\$	%	\$	%
GROSS EXP.														
Court Case Management	35,847.9	34,125.6		34,125.6	(1,722.3)	(4.8%)		34,125.6	(1,722.3)	(4.8%)	(1,305.1)	(3.8%)	131.4	0.4%
Total Gross Exp.	35,847.9	34,125.6		34,125.6	(1,722.3)	(4.8%)		34,125.6	(1,722.3)	(4.8%)	(1,305.1)	(3.8%)	131.4	0.4%
REVENUE														
Court Case Management	41,571.8	43,150.2		43,150.2	1,578.4	3.8%	10.5	43,160.7	1,588.9	3.8%	(3,149.3)	(7.3%)	0.5	0.0%
Total Revenues	41,571.8	43,150.2		43,150.2	1,578.4	3.8%	10.5	43,160.7	1,588.9	3.8%	(3,149.3)	(7.3%)	0.5	0.0%
NET EXP.														
Court Case Management	(5,723.9)	(9,024.6)		(9,024.6)	(3,300.6)	57.7%	(10.5)	(9,035.1)	(3,311.1)	57.8%	1,844.2	(20.4%)	131.0	(1.8%)
Total Net Exp.	(5,723.9)	(9,024.6)		(9,024.6)	(3,300.6)	57.7%	(10.5)	(9,035.1)	(3,311.1)	57.8%	1,844.2	(20.4%)	131.0	(1.9%)
Approved Positions	150.0	137.8		137.8	(12.2)	(8.1%)		137.8	(12.2)	(8.1%)	(0.0)	0.0%		

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 2018 Preliminary Operating Budget of \$34.126 million gross and (\$9.035) million net is \$3.311 million or 57.8% under the 2017 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing pressures of \$0.045 million resulting from the staff reassignment to meet the operational needs.
- The 2018 Preliminary Operating Budget includes additional revenues resulting from the implementation of Red Light Camera expansion in 2017 of \$0.968 million, replacement of the current court based system to an administrative system to resolve parking violation disputes of \$0.215 million, court security upload revenue adjustment of \$1.863 million and POA fine revenue increases totalling \$0.262 million.
- The 2018 Preliminary Operating Budget includes new user fees for screen printouts and photocopy of documents related to tickets filed for increased revenue of \$0.011 million.



Part 3

Issues for Discussion

Issues Impacting the 2018 Budget

Status on the implementation of 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 renovations of new space required for the Local Appeal Body, Court Services re-budgeted \$0.538 million representing one-time start-up costs for LAB and Mediation Pilot Project in 2017.
- TLAB was implemented on May 3, 2017 with 4 positions to process incoming appeals and full staff complement is expected to be in place in the fall of 2017 to coincide with the start of hearings.
- The Tribunal's Rules of Practice and Procedure prescribe a 100 day period from the time an appeal is filed to the hearing date. The first full roster of hearings started in September 2017.
- The volume of TLAB appeals is estimated at 300 in 2017 and 450 in 2018.

Mediation Pilot Project

- In addition to the establishment of TLAB, City Council, at its meeting on March 31, 2016, approved a one-year Mediation Pilot Project to test the impact of a mediation service for minor variance and consent applications.
 - City staff undertook research and consultation with key stakeholders related to a mediation program for land use planning disputes related to minor variance and consent applications. While research shows limited experience with using mediation for land use planning disputes, in general, mediation has been demonstrated to be an effective tool for resolving disputes between parties outside of the formal legal or adjudicative process. As such, this pilot program was adopted to test the impact of mediation with respect to appeals of Committee of Adjustment decisions.
- As the Mediation Pilot Project is part of TLAB establishment, which was delayed in 2017 as noted above, the Mediation Pilot Project was spread over two years (2017 and 2018). Due to slower take-up for Phase I (scheduled mediation), \$0.122 million will be re-budgeted in 2018.
 - Phase 1 (scheduled mediation) was launched in February 2017.
 - Phase 2 (same day mediation) was developed in May 2017 and launched in June 2017 and will run through to the end of January 2018.
- The evaluation of the program with the vendors is scheduled for Q1 2018 to be followed by a report by the City Manager to the Executive Committee on the effectiveness of the pilot project in reducing matters appealed to the appeal authority.

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 date on May 15th, 2017.
 - The new APS system is intended 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 expected to improve customer experience by providing the City with more flexibility in serving a penalty notice, using computer technology and by closing loopholes that contribute to non-payment of parking tickets. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.GM13.12>
- 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 15th, 2017 to August 28th, 2017. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM18.6>
- With the delayed implementation of APS on August 28, 2017, which was needed to address technical and other implementation issues, the court-based system (POA for parking disputes) will continue to operate part way through 2018 to allow disputed parking tickets issued on or before August 28, 2017 to be resolved.
 - The extension of the POA system for parking disputes into 2018 will require expenditure reductions of \$5.9 million previously planned for 2018 to be phased in over a two-year period. The 2018 Budget includes a base expenditure reduction of \$3.655 million and 31 positions and a corresponding recovery reduction from the Non-Program Budget of \$3.031 million resulting in a net savings of \$0.613 million. The remaining gross expenditure savings will be achieved in 2019, offset by a higher reduction in the recovery from the Non-Program budget.
 - The 2019 plan for Court Services reflects a pressure of \$1.4 million as a result of the end of court-based system operations. This pressure reflects the carrying costs of courtroom facilities that were used for parking tickets trial disputes. Court Services will continue to explore opportunities to utilize the available and freed up courtroom spaces for more serious charges.
 - Parking ticket dispute interventions relating to parking tickets issued prior to August 28, 2017 (re-openings, extension and appeals) will continue in the POA court system with decreasing volumes over the next 5 to 10 years. Three staff positions will continue to support the POA post court parking disputes interventions in 2018 and 2019 and will be deleted in 2020 to align with the reduced charge volumes.

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

- Court Services revenues are derived from moving violation charges 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, Toronto Local Appeal Body and the Administrative Penalty 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 revenues over the last 5 years.

Analysis of Charge Volumes and Fine Revenue

	2012	2013	2014	2015	2016	2017**	2018	2019	2020
Budget-Fine Revenues	\$59,144	\$61,414	\$59,976	\$45,257	\$31,257	\$33,162	\$39,120	\$39,120	\$39,120
Actual Revenues	\$61,486	\$43,822	\$31,587	\$40,287	\$31,399				
Fine Revenues - Over/(Under)	\$2,342	(\$17,592)	(\$28,389)	(\$4,970)	\$142				
Fine Revenues related to actual charges issue	\$46,361	\$34,166	\$24,445	\$28,287	\$29,903	*\$33,248			
Budget - Total # of charges	750,000	675,000	525,000	460,000	375,800	385,498	406,334	406,334	406,334
Actual # of charges									
Toronto Police Services	573,352	403,150	259,152	283,070	275,619	316,000	296,353	296,353	296,353
Red Light Camera**	37,846	32,087	26,997	29,680	35,346	37,498	68,436	68,436	68,436
OPP	13,882	15,189	13,464	13,417	11,288	13,400	12,104	12,104	12,104
Other Enforcement Agencies	24,037	17,139	18,818	17,589	27,454	18,600	29,441	29,441	29,441
Total # of actual charges	649,117	467,565	318,431	343,756	349,707	385,498	406,334	406,334	406,334
Variance to volume- Over/ (Under)	(100,883)	(207,435)	(206,569)	(116,244)	(26,093)	-	-	-	-

* Revenues based on 3rd quarter projection

**Charges for 2017 and onwards include RLC expansion charges as well

- The table compares the actual charge volumes by enforcement agency from 2012 to 2017 (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 2017 projected volumes of 316,000 for Toronto Police Services (TPS) have dropped significantly from 573,352 in 2012, a reduction of 257,352 or 44.9% but shows a slight improvement from the 2016 actual experience.
- The impact of lower charge volumes on fine revenues equates to a reduction from \$46.36 million in 2012 to \$33.25 million in 2017.
- 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. Consequently, the 2018-2020 estimated levels are set at 296,353 based on the actual experience over the past few years.
- With the expansion of the Red Light Camera program approved by Council on May 24, 2017, the estimated charge volume for 2018 and future years is expected to increase by 5.4%. Given this change, the overall charge volume for 2018 and outlooks is set at 406,334 charges.

Red Light Camera Expansion – 2018

- On May 24, 2017 Council adopted a report called “Retention of Phase 2 Red Light Cameras” to expand red light cameras to continue to reduce occurrences of killed or seriously injured (KSI) collisions resulting from red light running. The expanded Program requires additional expenditures as noted below:
 - Transportation Services - \$2,331,708 (net of all taxes) gross and net for 2018-2021.
 - Court Services - \$1,478,750 (net of all taxes) gross and estimated revenue of \$6,000,000 for a total net revenue increase of \$4,521,250, including annualization costs, for 2018-2021.
- The 2018 Preliminary Operating Budget for Court Services includes additional funding of \$1.479 million for staffing, associated processing costs including Provincial cost recovery payments in Court Services and costs for additional Legal staffing to support the expanded Red Light Camera program, and a revenue of \$3.653 million from volume of charges generated as a result of further RLC sites.
- Transportation Services' 2018 Preliminary Budget includes additional funding of \$2.347 million for the ongoing operation of the existing 70 red light cameras and associated revenues of \$2.347 million to reflect the actual costs of services provided under this initiative.
- Given that all costs and revenues associated with enforcement of City's by-laws reside within Court Services, a budget adjustment will be required to transfer the Red Light Camera revenues of \$2.347 million presented in the 2018 Preliminary Operating Budget for Transportation Services to the 2018 Preliminary Operating Budget for Court Services.
- Post Council approval, the 2018 Operating Budget for Court Services will be amended by increasing revenues by \$2.347 million and reducing net expenditures by an equivalent amount and the 2018 Operating Budget for Transportation Services will be amended by eliminating the revenues of \$2.347 million and increasing the net expenditures by an equivalent amount. Overall, there will be no impact to the City's Operating Budget.

Issues Impacting Future Years

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 2020.
 - 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 are 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 ticket disputes once the existing court based caseload has been processed, which is expected to conclude in 2018.
 - Of the total courtroom capacity available, about 20 percent is used for parking disputes.
 - Court Services will work with stakeholders in 2018 to identify whether there is a need to maintain a portion or all of this courtroom capacity to resolve disputes on more serious charges. 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 has appointed several justices of the peace this year and is currently in the process of interviewing additional candidates for current vacancies, this process will likely take many more months to conclude. The appointments of individuals is followed by months of training before they are able to preside in court.
- It is recommended that the Director of Court Services explore options for courtrooms space optimization by undertaking a fulsome review of future courtroom and administrative requirements and include those options in the 2019 Budget Submission.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, Court Services accomplished the following:

- ✓ Transition of the parking ticket dispute process from the court system to an administrative penalty system in collaboration with Legal Services, I & T Services, and Revenue Services and the Toronto Police Service.
- ✓ Establishment and administration of the new Administrative Penalty Tribunal.
- ✓ The administration of the one year mediation pilot program to test the impact of mediation with respect to appeals of Committee of Adjustment decisions.
- ✓ Establishment and administration of the new Toronto Local Appeal Body (TLAB).
- ✓ Continue to provide administrative support the Toronto Licensing Tribunal.
- ✓ Court offices serve over 30,000 individuals at public counters and 30,000 individuals in trial courts each month.
- ✓ The average wait time at our public counters is under 20 minutes.
- ✓ While maintaining service levels, including supporting the operation of all courtrooms, the Program has held positions vacant as a result of the delay in implementation of TLAB and APS as well as to accommodate for organizational changes in 2018 affecting the division's administration of disputed parking tag matters.

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		20119	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries And Benefits	18,200.3	18,007.5	20,652.6	18,425.0	19,620.9	(1,031.6)	(5.0%)	19,472.1	19,684.1
Materials & Supplies	113.5	84.8	156.4	146.2	149.2	(7.2)	(4.6%)	146.4	146.4
Equipment	32.0	41.7	114.3	94.6	130.2	15.9	13.9%	120.2	120.2
Service And Rent	7,074.0	9,095.1	11,468.7	10,053.7	10,577.9	(890.8)	(7.8%)	9,406.8	9,406.8
Contribution To Reserves/Reserve Funds	84.4	84.4	92.2	92.2	92.3	0.1	0.1%	92.3	92.3
Other Expenditures	1,767.6	1,586.4	1,813.6	1,733.8	1,813.6			1,813.6	1,813.6
Inter-Divisional Charges	17,354.0	17,319.5	18,408.5	16,971.7	18,104.0	(304.5)	(1.7%)	17,358.7	17,360.2
Total Gross Expenditures	44,625.8	46,610.8	52,706.3	47,517.2	50,488.0	(2,218.3)	(4.2%)	48,410.0	48,623.5
Inter-Divisional Recoveries	6,840.5	7,366.5	8,282.3	7,922.7	6,216.7	(2,065.6)	(24.9%)	2,438.0	2,449.5
User Fees & Donations	262.6	282.9	273.1	271.4	283.6	10.5	3.8%	283.6	283.6
Sundry and Other Revenues	42,904.2	34,167.9	36,073.6	37,076.3	40,001.0	3,927.4	10.9%	40,001.0	40,001.0
Total Revenues	50,007.2	41,817.3	44,629.1	45,270.4	46,501.3	1,872.2	4.2%	42,722.6	42,734.1
Total Net Expenditures	(5,381.4)	4,793.5	8,077.2	2,246.8	3,986.7	(4,090.5)	(50.6%)	5,687.4	5,889.4
Approved Positions	282.0	213.0	252.0	234.0	229.0	(23.0)	(9.1%)	229.0	229.0

* Based on the 9-month Operating Variance Report

Court Services is projecting a favourable net variance of \$5.830 million, mainly attributable to underspending in salaries and benefits from vacancies pending the 2018 organizational changes affecting the Program's administration of disputed parking tag matters.

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.

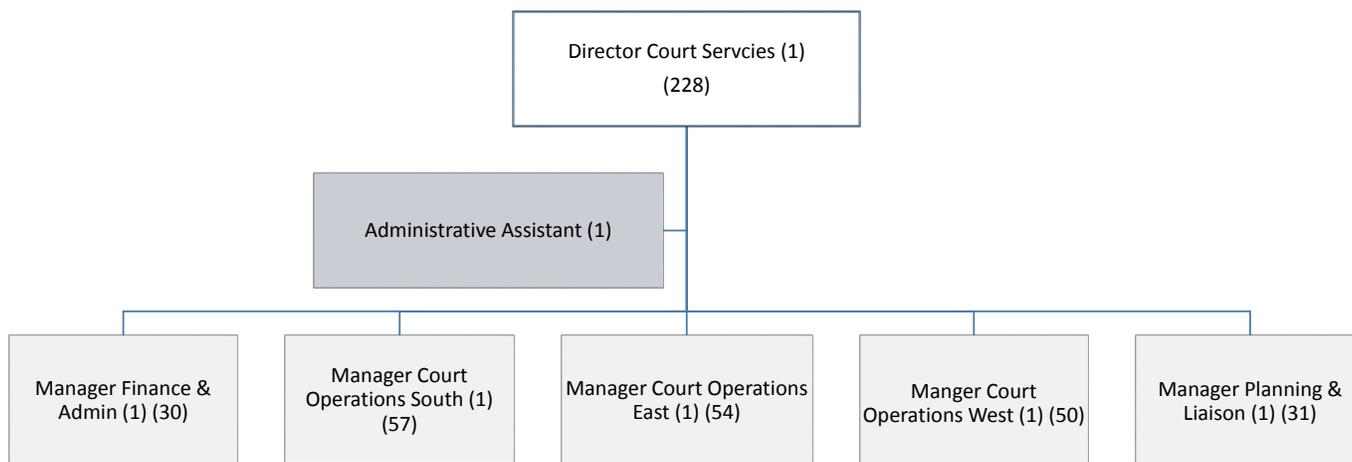
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- The 2018 Preliminary Operating Budget includes a reduction of 28 positions to reflect the decommissioning of the court-based parking dispute system.

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	23.0	5.0	197.0	226.0
	Temporary				3.0	3.0
	Total Operating	1.0	23.0	5.0	200.0	229.0
Capital	Permanent					
	Temporary					
	Total Capital					
Grand Total		1.0	23.0	5.0	200.0	229.0

Appendix 4
Summary of 2018 Service Changes

2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Citizen Focused Services A Program - Court Services	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2018 Preliminary Base Budget Before Service Changes:			50,639.0	46,490.8	4,148.1	228.00	1,700.4	200.8
14590		Efficiencies from the co-location of LAB and APS						
51	No Impact	Description:						
Savings of \$0.172 million gross and net will be realized from a reduction in facility and other related costs due to the co-location of the Local Appeal Body (LAB) with the Administrative Penalty Tribunal and digital tribunal processes.								
Service Level Impact:								
There is no change to the service level as a result of this change.								
Equity Statement:								
There are no equity impacts.								
Service: Provincial Offences & Tribunal Dispute Resolution								
Preliminary Service Changes:			(172.4)	0.0	(172.4)	0.00	0.0	0.0
Total Preliminary Service Changes:			(172.4)	0.0	(172.4)	0.00	0.0	0.0
<hr/>								
Summary:								
Total Preliminary Service Changes:			(172.4)	0.0	(172.4)	0.00	0.0	0.0
Total Preliminary Base Budget:			50,466.6	46,490.8	3,975.8	228.00	1,700.4	200.8

Appendix 5

Summary of 2018 New / Enhanced Service Priorities

2018 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		Citizen Focused Services A Program - Court Services	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
15174		Provincial Offences Act (POA) - Photocopying User Fees						
75	No Impact	Description:						
<p>The 2018 budget includes 2 new user fees to recover costs associated with Public requests for photocopying of materials resulting in a revenue of \$0.011 million. The new fee rate of \$1 is for screen printouts and photocopy of documents and \$3.5 for certified copies and reports.</p> <p>Service Level Impact: The Public will now have access to certain information related to ticket issuance, following new Provincial guidelines.</p> <p>Equity Statement: There are no equity impacts.</p> <p>Service: Court Case Management</p>								
		Preliminary New / Enhanced Services:	0.0	10.5	(10.5)	0.00	0.0	0.0
		Total Preliminary New / Enhanced Services:	0.0	10.5	(10.5)	0.00	0.0	0.0
<hr/>								
Summary:								
		Total Preliminary New / Enhanced Services:	0.0	10.5	(10.5)	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

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, 2017 \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance		25,981.0	25,981.0	26,073.3	26,165.6
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			92.3	92.3	92.3
Total Reserve / Reserve Fund Draws / Contributions		25,981.0	26,073.3	26,165.6	26,257.9
Balance at Year-End		25,981.0	26,073.3	26,165.6	26,257.9

* Based on 9-month 2017 Reserve Fund Variance Report

Appendix 7b**New User Fees**

Rate Description	Service	Fee Category	Fee Basis	2018 Budget Rate	2019 Plan Rate	2020 Plan Rate
Fee for screen printouts and photocopy of documents	Court Case Mgt	Full cost	Per copy/page	\$1.00	\$1.00	\$1.00
Certified Copy, Report	Court Case Mgt	Full cost	Per page	\$3.50	\$3.50	\$3.50