

Court Services Division Overview

**Susan Garossino, Director
General Government and Licensing Committee
December 2, 2019**

Presentation Outline

1. Court Services mandate
2. Accountability through performance
3. Volumes and organizational structure
4. Who we serve
5. Collaboration and partnerships
6. Service objectives and outcomes
7. Key issues and challenges in 2020 and beyond
8. Recent accomplishments
9. Planned projects 2019-2022

Court Services – Mandate

Court Services strives to improve the well-being of Toronto's residents, visitors, and businesses by achieving the following outcomes:

- Maintaining trust and confidence in the justice system.
- Supporting a safe, inclusive, and economically viable community.
- Supporting the public, our partners, and other stakeholders by effectively administering the following:
 - o Provincial Offences Court
 - o Administrative Penalty Tribunal
 - o Toronto Local Appeal Body
 - o Toronto Licencing Tribunal

Accountability through Performance

To achieve our mandate, our division delivers the following services:

Provincial Offences
and Tribunal Dispute
Resolution



Default Fine
Collection

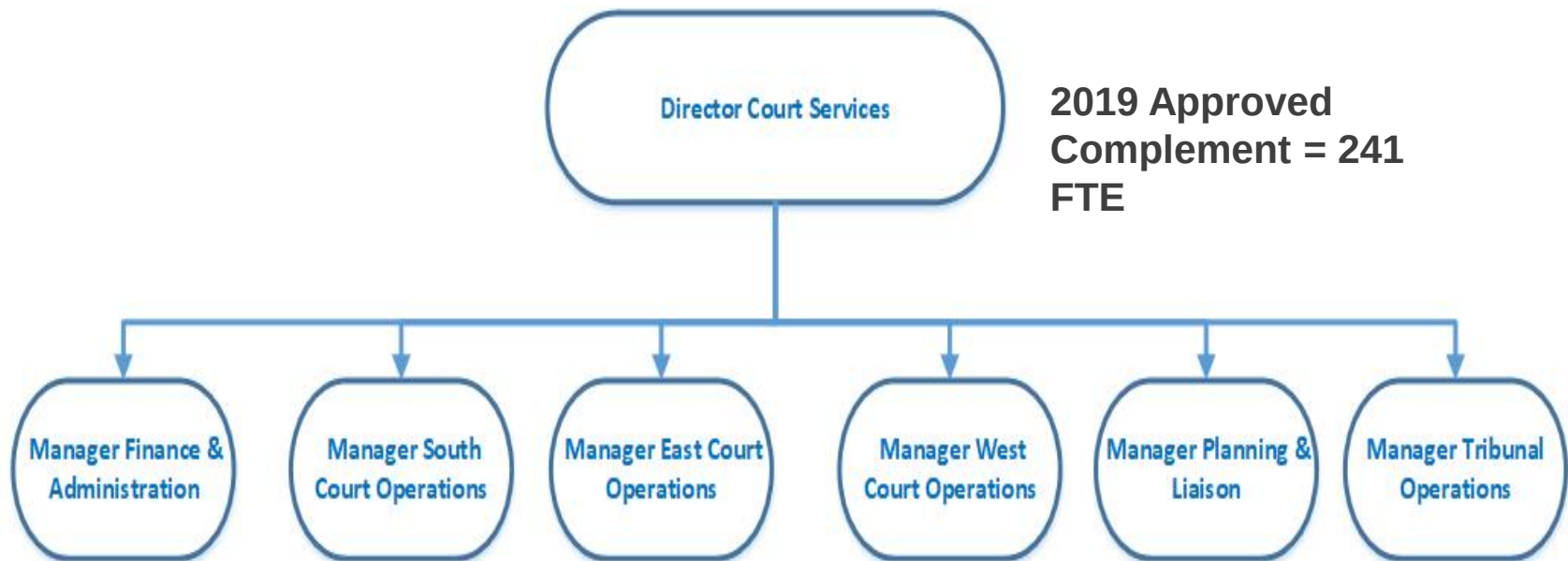


Court Case
Management



Service Volumes and Organizational Structure

Court Services provides services to 850,000 customers annually. The division administers 430,000 active cases before the court and tribunals annually and actively pursues collection of defaulted fines.



Who We Serve

- **Public – Toronto residents and visitors**
- **Property Owners**
- **Business owners and their employees**
- **City Council**
- **Judiciary**
- **Justice of the Peace Review Council**
- **Crown Attorney**
- **Witnesses**
- **Appellants, Parties and Participants**
- **Defendants**
- **Legal Services, Prosecutions**
- **Transportation Services**
- **Municipal Licensing & Standards**
- **Toronto Fire Services**
- **Toronto Police Service**
- **Toronto Transit Commission**
- **Toronto Community Housing Corporation**
- **Ontario Provincial Police**
- **Go Transit**
- **Ministry of Attorney General**
- **Ministry of Transportation**
- **Legal Professionals**
- **Tribunal Panel Members**
- **City of Toronto Employees**
- **Other Provincial Ministries and enforcement agencies**
- **Other Ontario Municipalities**

Collaboration and Partnerships

Municipal Partners

- Municipal Court Managers Association of Ontario
- Association of Municipalities of Ontario
- Ontario Municipal Tax and Revenue Association
- Municipal Finance Officer's Association
- York Region, Mississauga, Kawartha Lakes, Ottawa, Hastings, Belleville



Provincial Partners

- Ministry of the Attorney General
- Ministry of Transportation



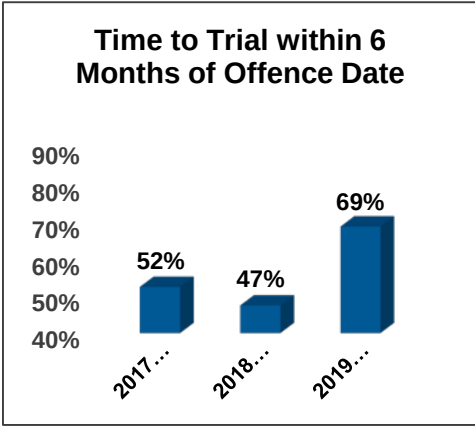
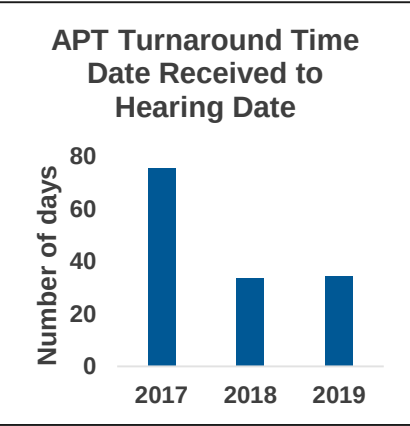
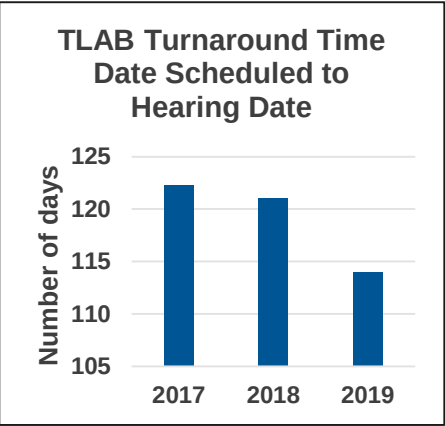
City Partners

Legal Services, Toronto Police Service, Transportation Services, Municipal Licensing and Standards, Office of the Controller, Revenue Services, Accounting Services, Corporate IT, City Clerk's Office

Performance Accountability – Provincial Offences and Tribunal Dispute Resolution

Provincial Offences and Tribunal Dispute Resolution	Service Objectives	Key Priority Actions
	• Provide administrative and courtroom support for Provincial Offences proceedings and for hearing of the Toronto Licensing Tribunal, Administrative Penalty Tribunal and Local Appeal Tribunal.	✓ Support Vision Zero Road Safety Plan ✓ Court Scheduling Plan ✓ Tribunal Hearing Plan ✓ Tribunal digital and online service delivery

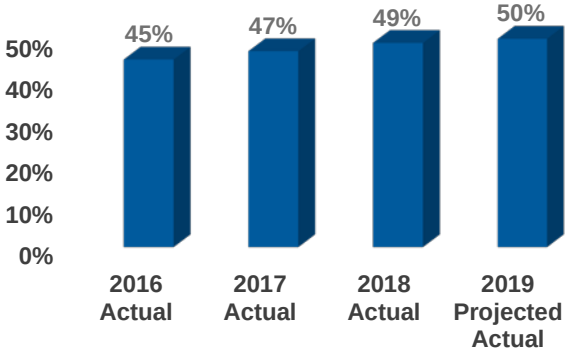
Provincial Offences and Tribunal Dispute Resolution – Outcomes

Outcome	Description																								
Sustain Time to Trial and Dispute Resolution	Timely access to the Provincial Offences Court System, Administrative Penalty Tribunal, Toronto Licensing Tribunal and Toronto Local Appeal Body hearings. Time to Trial within 6 Months of Offence Date  <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>52%</td> </tr> <tr> <td>2018</td> <td>47%</td> </tr> <tr> <td>2019</td> <td>69%</td> </tr> </tbody> </table> APT Turnaround Time Date Received to Hearing Date  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of days</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>75</td> </tr> <tr> <td>2018</td> <td>35</td> </tr> <tr> <td>2019</td> <td>35</td> </tr> </tbody> </table> TLAB Turnaround Time Date Scheduled to Hearing Date  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of days</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>123</td> </tr> <tr> <td>2018</td> <td>121</td> </tr> <tr> <td>2019</td> <td>114</td> </tr> </tbody> </table>	Year	Percentage	2017	52%	2018	47%	2019	69%	Year	Number of days	2017	75	2018	35	2019	35	Year	Number of days	2017	123	2018	121	2019	114
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Performance Accountability – Default Fine Collection

	Service Objectives	Key Priority Actions
Default Fine Collection	• Provide collection management services for the timely collection and processing of outstanding Provincial offence fines.	✓ Collection of Defaulted Fines Strategy ✓ New Information System

Default Fine Collection - Outcomes

Outcome	Description										
Increase the collection rate of defaulted fines	Financial Sustainability to offset program costs through partnering with other municipalities, improved technology and effective use of collection tools. % of Default fine accounts collected within 1st year of default <table><thead><tr><th>Year</th><th>Collection Rate</th></tr></thead><tbody><tr><td>2016 Actual</td><td>45%</td></tr><tr><td>2017 Actual</td><td>47%</td></tr><tr><td>2018 Actual</td><td>49%</td></tr><tr><td>2019 Projected Actual</td><td>50%</td></tr></tbody></table>	Year	Collection Rate	2016 Actual	45%	2017 Actual	47%	2018 Actual	49%	2019 Projected Actual	50%
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Performance Accountability – Court Case Management

	Service Objectives	Key Priority Actions
Court Case Management	• Provide frontline administrative and customer service to the public, partners and stakeholders who use the Provincial Offences Court and three City Tribunals; Administrative Penalty Tribunal, Toronto Licensing Tribunal and Toronto Local Appeal Board	✓ Digital and online service delivery ✓ Modernization of POA legislation ✓ Relocation of Court Services downtown location

Court Case Management - Outcomes

Outcome	Description																										
Improve customer access to information and services	Plan, manage and provide universal accessible frontline customer services to the public to ensure access to court and tribunal adjudication.	Customer transactions by channel <table><thead><tr><th>Year</th><th>In-person (%)</th><th>Call centre (%)</th><th>On-line (%)</th><th>Total # of customer transaction</th></tr></thead><tbody><tr><td>2016 Actual</td><td>59.5%</td><td>11.7%</td><td>28.8%</td><td>~950,000</td></tr><tr><td>2017 Actual</td><td>54.4%</td><td>13.8%</td><td>31.8%</td><td>~1,050,000</td></tr><tr><td>2018 Actual</td><td>53.1%</td><td>11.4%</td><td>35.5%</td><td>~1,150,000</td></tr><tr><td>2019 Projected Actual</td><td>48.3%</td><td>11.0%</td><td>40.7%</td><td>~1,100,000</td></tr></tbody></table>	Year	In-person (%)	Call centre (%)	On-line (%)	Total # of customer transaction	2016 Actual	59.5%	11.7%	28.8%	~950,000	2017 Actual	54.4%	13.8%	31.8%	~1,050,000	2018 Actual	53.1%	11.4%	35.5%	~1,150,000	2019 Projected Actual	48.3%	11.0%	40.7%	~1,100,000
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Key Service Issues and Challenges for 2020 and Beyond

1. Continued escalation of costs to maintain service level for time to trial and resolution.
2. Backlog in collection of defaulted fines.
3. Relocation of Court Services downtown location.
4. Development and procurement of technology solutions.

Recent Accomplishments

- Established two adjudicative tribunals with paperless business processes: Administrative Penalty Tribunal and Toronto Local Appeal Body.
- Collaborated with Legal Services, Revenue Services, and Toronto Police Services to launch the Administrative Penalty System for Parking Violations in August 2017.
- Worked with the Ministry of the Attorney General to enhance defaulted fine collection tools.
- Set a strategic approach to collecting defaulted fines that establishes and tracks collection benchmarks for each primary collection tool and key performance indicators.

Planned Projects (2019-2022)

- Online service improvements that allow the public to access additional information about their charge online.
- New collection software system to enhance the City's ability to manage defaulted accounts and improve collection rates.
- New APS case management system for existing and any new APS charges through consultation with City partners.
- New payment notices based on behavioural science in consultation with partners.
- Modernization of the Provincial Offences Act through the implementation of provisions in Bill 177, Schedule 35 (requires enabling provincial legislation to be enacted).
- Phased relocation of Court Services downtown location (2020 and 2022).

Thank You