

Municipal Licensing and Standards (ML&S)

Update on Service Standards and Trends for Animal-Related Service Requests

Presentation to Service Excellence Committee
September 6, 2024



Municipal Licensing and Standards (ML&S)

- ML&S' mission is to contribute to the safety, vibrancy and maintenance of Toronto's communities by being a leader in the professional delivery of bylaw enforcement, licensing and permits administration, and animal care services
- **Toronto Animal Services (TAS)** aims to ensure that animals in Toronto are cared for and protected and provides animal shelter, care and adoption, pet licence issuance, and mobile response and animal bylaw enforcement



ML&S Service Overview

30+

By-laws and statutes enforced by ML&S, including property standards, noise, multi-tenant housing, etc.

650+

Staff across various enforcement, administrative, and policy roles

144,192

Service request (SR) volume in 2023



Approximately

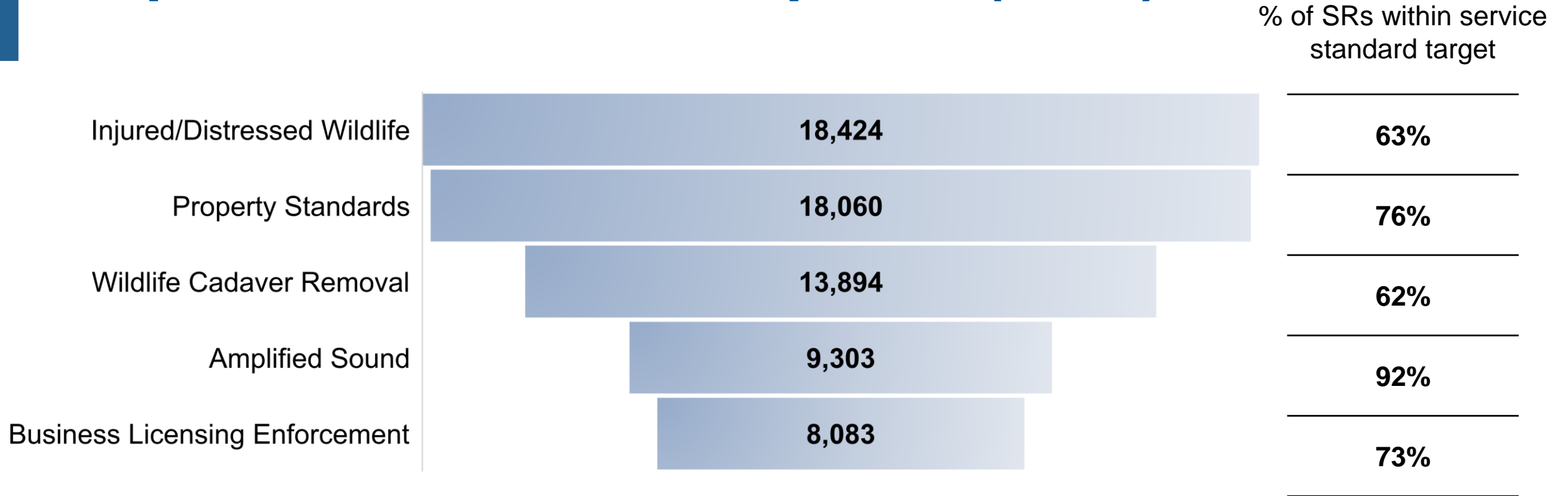
27%

of City-wide SRs

Annual Service Request Volume



Top 5 ML&S Service Requests (2023)

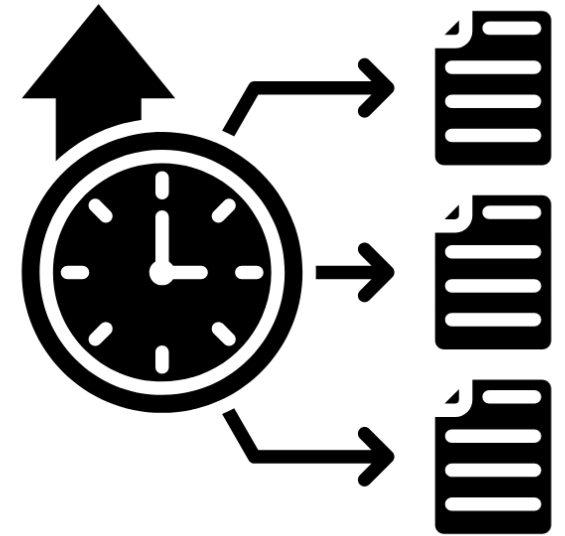


On average, **72%** of the top 5 service requests met the applicable service standard target

How ML&S Prioritizes Service Requests

Each service request is unique, and many factors will affect the time needed to resolve a particular issue

- Service requests (SRs) are received by ML&S through 311, by MLS staff, or generated through proactive investigations
- MLS uses a **priority response model** to triage and prioritize more urgent service requests that present a health and safety issue and based on frequency and severity of the issue
- Lower priority service requests are given a longer service standard (i.e. timeline) for response, depending on the bylaw



How ML&S Measures Progress

- The priority response model sets **service standards** within which complainants should expect a first communication from ML&S
 - Service standards are published publicly on the [City of Toronto webpage](#)
- Service standard performance is affected by the volume and frequency of service requests, and other mitigating factors (e.g. seasonal patterns)
- ML&S uses various tools to monitor SR volume and service standard performance and make data-driven enforcement and policy decisions

Municipal Licensing & Standards – Customer Service Standards

The Municipal Licensing and Standards (ML&S) division's mission is to contribute to the safety, vibrancy and maintenance of our communities by being a leader in the professional delivery of bylaw enforcement, administration and animal care services to Toronto. The division delivers the following services:

- Bylaw compliance and enforcement
- Licences and permits
- Animal services

Service requests can be submitted by calling 311 or [reporting online](#). Please provide the correct contact information and if possible, an email address with your request. After you submit a service request, staff from ML&S will contact you to gather more information before beginning their investigation.

ML&S has adopted priority response models to prioritize urgent service requests, provide excellent customer service and maintain a responsive process for managing service requests. The service standards and the periods within which you may expect to be contacted are indicated below. Service standards provided below are what ML&S aspires to achieve, however standards may be affected by the volume and frequency of service requests, and other factors.

As each situation is unique and many factors influence investigations and the time need to resolve different issues, there is no set time frame within which service requests are resolved. You can [track your service requests](#) to 311 using the reference number provided.

Expand All + Collapse All --

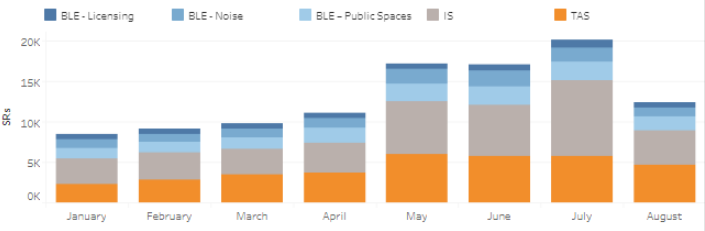
Private Property - Urgent Service Requests	+
Private Property - Non-urgent Service Requests	+
Waste Collection & Litter Service Requests	+
Noise Related Service Requests	+
Licensing & Permitting Service Requests	+
Parks Related Service Requests	+
Animals - Urgent Requests	+
Animals - Non-urgent Requests	+
Business Complaints	+

[Reset Filters](#)

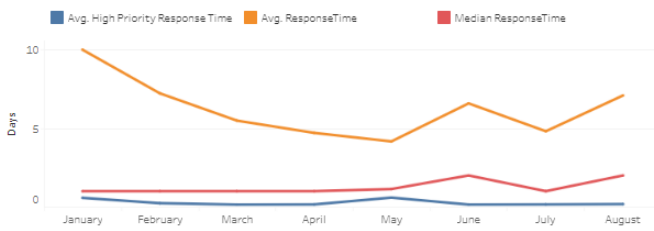
Year: 2024 | Team: (All) | Ward: (All) | Include RentSafeTo?: (All)

104,938 Total SRs | 79.56% %Completed within Standards | 5.99 Days Avg. Response Time | 1.0 Days Med. Response Time | 0.27 Days High Priority Avg. RESP Time

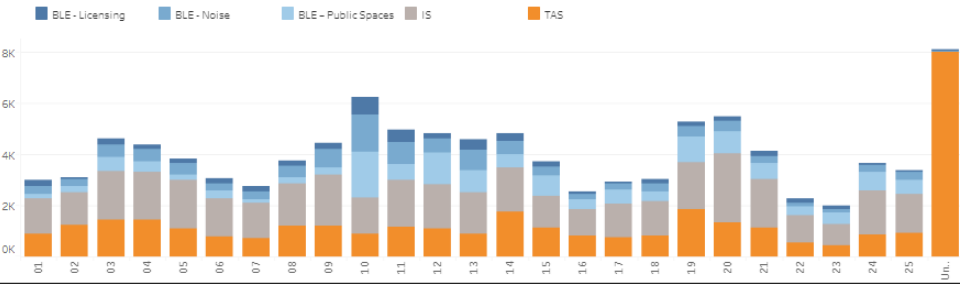
Total SRs by Team



Response Time by Month



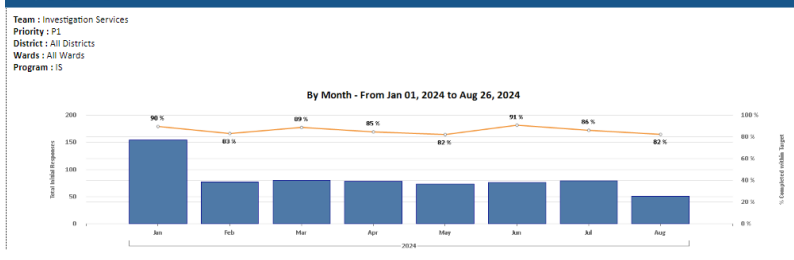
SRs by Team and Wards



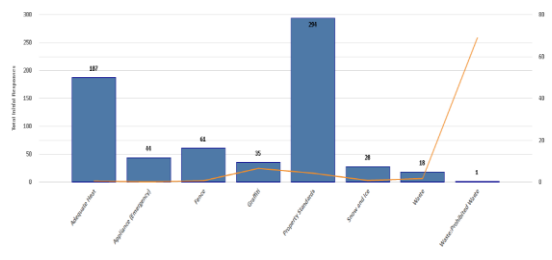
Top 10 Categories (Total SRs Responded)

Category	Count SRs	Avg. Response Time	% in Target
WILDLIFE	21,827	2.5 days	65.4% in Target
Property Standards	16,495	6.6 days	85.6% in Target
Long Grass and Weeds	5,555	13.3 days	61.7% in Target
Amplified Sound or Instru...	5,420	2.2 days	95.3% in Target
Waste	5,238	13.9 days	78.6% in Target
Zoning	5,006	6.2 days	89.4% in Target
Dogs off Leash	4,858	1.7 days	
Park Use	4,627	9.6 days	
Construction Noise	2,681	1.9 days	95.6% in Target
Wrong Location/Time/Day	1,652	14.5 days	66.9% in Target

Investigation Services



Priority Types by Category - From Jan 01, 2024 to Aug 26, 2024

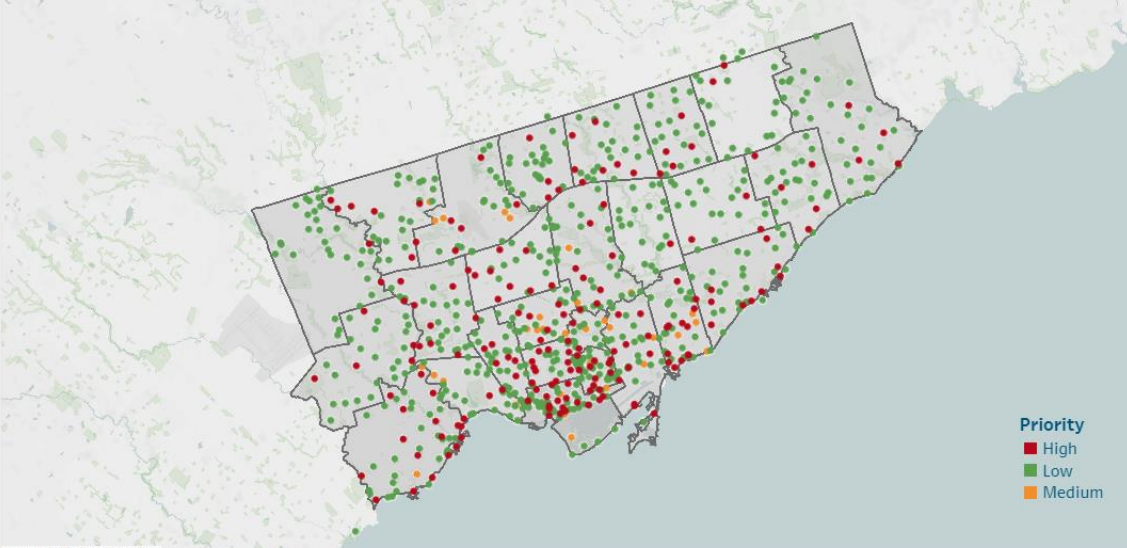
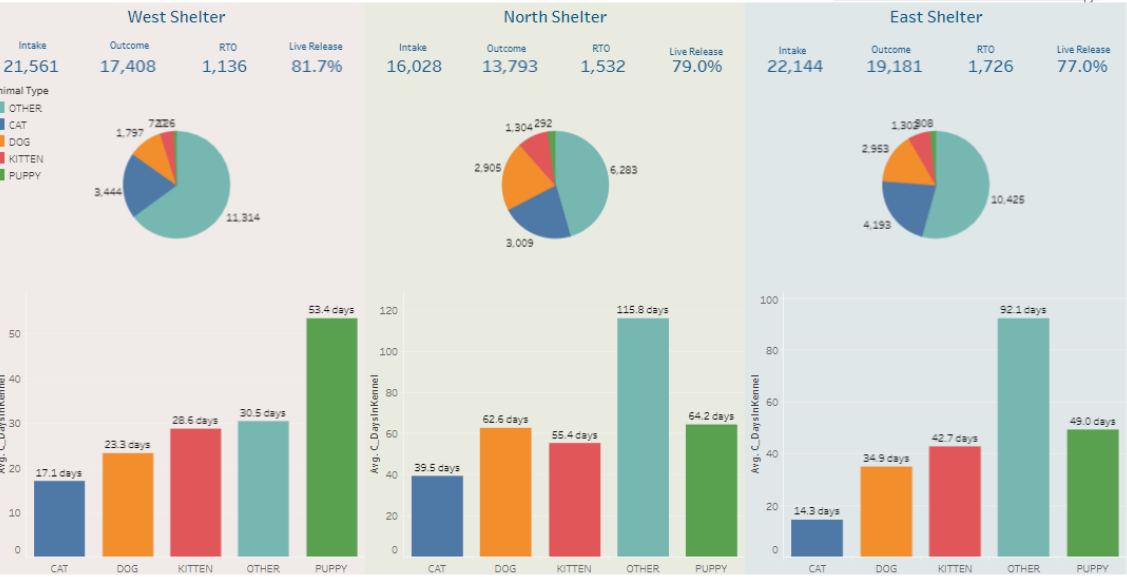


Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
Bylaw Enforcement	% of Compliance to Bylaws on first contact	93%	90%	90%	90%	●	90%	90%
	% response to reported noise issues within guidelines of the Noise Priority Response Model	71%	56%	70%	95%	●	90%	90%
	# noise service requests in year	17,323	19,468	19,500	19,000	●	20,000	20,000
Business Licensing & Registration	% online transactions and payments	100%	86%	95%	90%	●	95%	95%
Toronto Animal Services	Average # of days sheltered	9	11	14	12	●	13	13

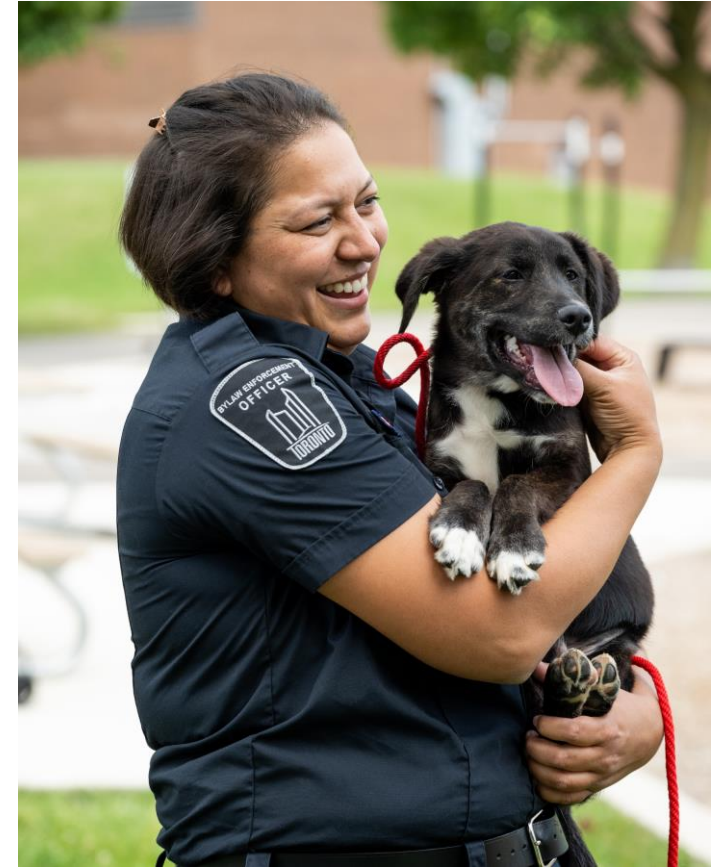
Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Service Level Measures								
Bylaw Enforcement	% Private Property non-emergency responses conducted within 5 days of reports	84%	70%	70%	71%	●	70%	70%
Business Licensing & Registration	% of new licences issued within standards (20 days or less)	86%	78%	85%	78%	●	85%	85%
Toronto Animal Services	% of TAS service requests response times within standards (5 days or less)	58%	67%	80%	78%	●	80%	80%

4/9/2024

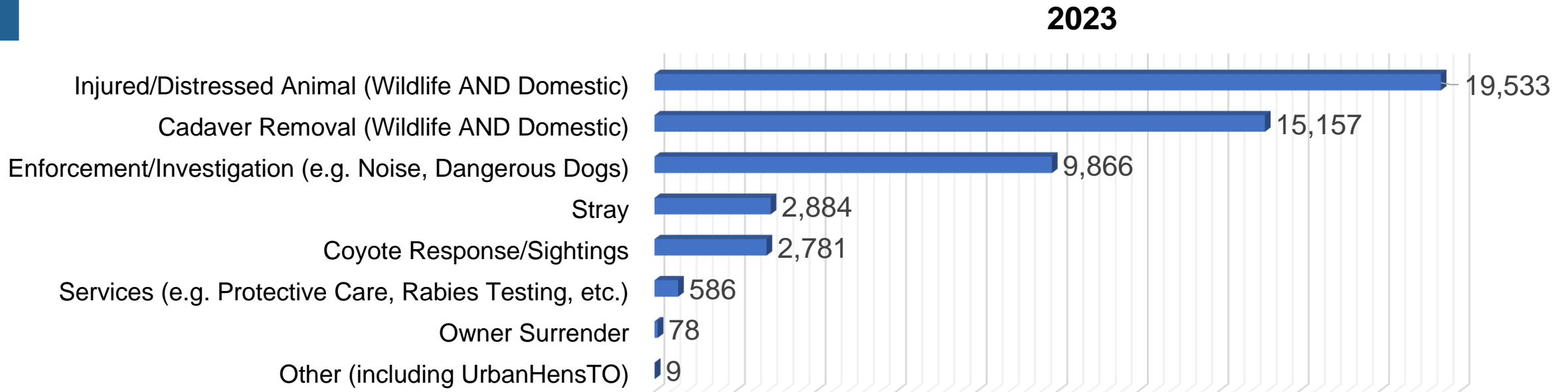
1/11/2019 4/9/2024



Case Study: Toronto Animal Services (TAS)



TAS Service Request (SR) Trends



2023 performance

- Received **50,894** service requests (**8.5%** increase from 2022)
- Average response time of **2.39 days** (**6.5%** decrease from 2022)
- Daily average of **53** service requests for injured/distressed animals

2024 progress to-date

- As of Aug 31, 2024, TAS has received **36,060** service requests with an average response time of **2.36 days**

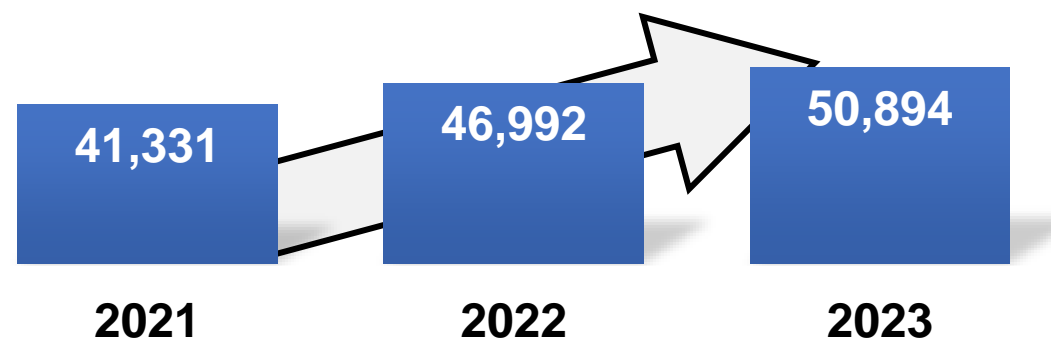
TAS Service Standards Performance (2023)

Priority	Request Types	Service Standard	Responded SRs	Target	% within Target
EMERGENCY	Sick or injured animals Unknown/stray dog attacks Coyote attacks on humans	Within 2 hours	15,939	80%	63%
PRIORITY 1	Confined stray animals (except cats) Stray dogs at large Protective animal care Rabies exposure Animals in extreme weather	Within 5 hours	2,419	80%	80%
PRIORITY 2	Dangerous dog attacks (bite or menace to humans or animals) Coyote/fox attacks on humans and animals	Within 24 hours	3,137	85%	35%
PRIORITY 3	Animal cadaver removal	Within 48 hours	11,558	90%	63%
NORMAL	Animal care concerns Unlicensed pets Dog concerns (e.g., off-leash, waste) Prohibited animals Straying/roosting pigeons Animal noise	Within 5 business days	8,149	70%	80%

Recent Challenges

- Increasing human and animal population density and more human-animal conflicts have resulted in a year-over-year increase in the number of animal-related service requests, which has affected TAS' service standard performance

TAS Annual Service Request Volume



- Particularly for cadaver response, spikes in SR volume are seasonal and have been affected by disease outbreaks in wildlife
- There has also been a recent influx in additional work for TAS enforcement staff related to the wildlife feeding ban, coyote interactions and education, and proactive follow-up inspections of dangerous dog orders (DDOs)

Improving Service Standard Performance

- **Operational Strategies:** TAS has developed strategies to manage call volumes and high intake of shelter animals, including risk-based operational plans and staff redeployment
 - Staff use self-serve data tools to inform strategies, including daily/monthly/seasonal analysis and location targeting
 - TAS partners with other City divisions to assist with meeting service level response targets for animal cadaver removal during busy summer and fall months and plans to set out more formal, permanent processes for urgent responses
 - Staff are redeployed to assist with locating a dog and/or owner if there is a significant public safety issue (for example, a dog at large who has bitten or attacked), which may affect other service level response targets
- **Staffing:** An increase in staffing resources in 2024 has resulted in improvements to service levels
 - 4 Officers and 1 Supervisor were added in 2024, for a total of 39 Officers and 4 Supervisors

Improving Service Standard Performance (continued)

- **Updates to Service Standards:** In March 2024, TAS updated priority response targets to increase efficiencies for dangerous act investigations and to set more realistic expectations for cadaver requests
 - The standard for dangerous dog incidents with no bite or act of menace were updated to 48 hours and 5 business days respectively to prioritize TAS' response to dangerous dog incidents that resulted in a bite (which will be maintained within the 24-hour response standard)
 - Prior to these updates, all potentially dangerous dog act SRs, whether an incident of menacing or a bite, had the same service standard
 - The standard for animal cadaver removal was updated from 48 hours to 5 business days
- Compared to 2023 dangerous act investigation response time targets have improved by **31%** and other TAS enforcement category response time targets have improved by **4%** (as of August 23, 2024)

Thank you!

Learn more about [ML&S](#) and our [service standards](#)!

