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NOTE REGARDING NEXT STEPS AND IMPLEMENTATION

This Service Efficiency Study provides advice and recommendations to the City Manager and was conducted in consultation with the Division. The Study identifies actions and directions that could result in more efficient and effective service delivery, organizational and operational arrangements and associated savings.

The City Manager will work closely with senior management to determine which of the actions are feasible and can be implemented, implementation methods and timeframe and estimated savings. In some cases, further study may be required; in other cases the actions may not be deemed feasible. Implementation will be conducted using various methods and may be reported through annual operating budget processes or in a report to Council or an applicable Board, where specific authorities are necessary. In all cases, implementation will comply with collective agreements, human resource policies and legal obligations.

Preliminary estimated savings have been identified in the study by year where possible. In some cases savings have been included in the 2012 budget submission. Achievement of these savings is highly dependent on the viability of these actions as determined by senior management, timeframes, and other implementation considerations.



Court Services Division – Service Efficiency Study

Final Report

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Executive Summary

Introduction



The latest budgetary projections indicate the City is facing a substantial budgetary deficit. In order to meet its budget challenges, the City, among other initiatives, began a Service Review Program.

As part of this program, the City committed to undertake a series of Service Efficiency Studies (SES) to identify and provide actionable recommendations to maximize service efficiency savings in the shortest period of time.

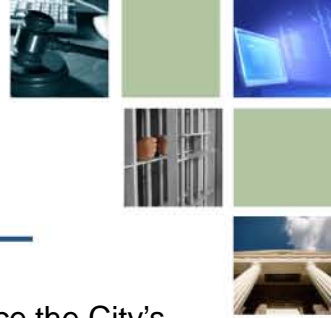
Court Services Division (CSD) was selected to undergo a SES primarily due to its size and customer facing nature of the services it provides.

In July 2012 Sierra Systems was engaged by the City to complete the Court Services Division SES to identify service efficiency opportunities and provide recommendations in the following areas:

- A. Reducing Offence Dispute Volume Requiring Courtroom Trials – identify opportunities to reduce the volume of cases requiring trials and explore opportunities to use other dispute resolution methods.
- B. Enforcement of Overdue Fines – review of Court Services and Revenue Services approach to collecting unpaid fines to explore alternate approaches available and whether there are opportunities to reorganize collection activities. This focus area also examined collection agency performance.
- C. Improving Public Access to Court Services – explore changes to service delivery channels to gain efficiencies. This focus area also examined the use of self-serve technologies for service delivery.
- D. Court Interpretation Services – examine the use of remote interpretation services in ER meetings and trials.

Executive Summary

Introduction *(continued)*

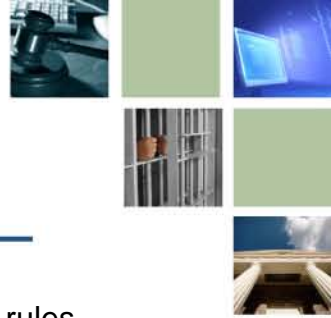


- E. Reducing Parking Ticket Disputes Requiring Courtroom Trials – explore opportunities to reduce the City’s reliance on the courts to address parking ticket disputes. This focus area also considered how to improve service to this client group while maintaining compliance with City parking by-laws.

The SES includes research into other jurisdictions to provide court services best practice recommendations.

Executive Summary

Provincial Offences Act (POA)



POA reflects the distinction between provincial and criminal offences. It is the legislation that dictates the rules, regulations and procedures of administration, enforcement and prosecution of provincial statutes and municipal by-laws that fall under its umbrella. Examples of common POA statutes include the Highway Traffic Act, Liquor Licence Act and the Trespass to Property Act to name a few.

In January 2002, the City of Toronto signed a Memorandum of Understanding (MOU) with the Ontario Ministry of the Attorney General (MAG) that resulted in the City of Toronto being responsible for:

- Court administration and court support functions, including the functions of the clerk of the court, for proceedings commenced under Part I, II and III of the POA;
- Prosecution of matters commenced under Part I and II of the POA with certain exceptions;
- Prosecution of matters designated as contraventions under the Contraventions Act (Canada) and commenced under Part I of the Act; and
- Conduct of appeals of proceedings commenced under Part I and II of the POA.

The City of Toronto, through its Court Services Division, has responsibility for the operation and the administration of the Provincial Offences (POA) courts. The POA courts are responsible for dealing with a variety of non-Criminal Code offences under various Statutes.

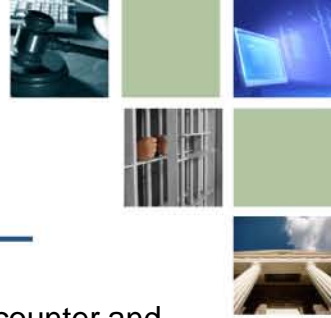
For example:

- Part I of the Provincial Offences Act requires the Court to handle offences such as traffic and by-law offences.
- Part II of the Provincial Offences Act focuses on parking offences.
- Part III of the Provincial Offences Act requires the Court to handle more serious offences such as racing and stunt driving.

Executive Summary

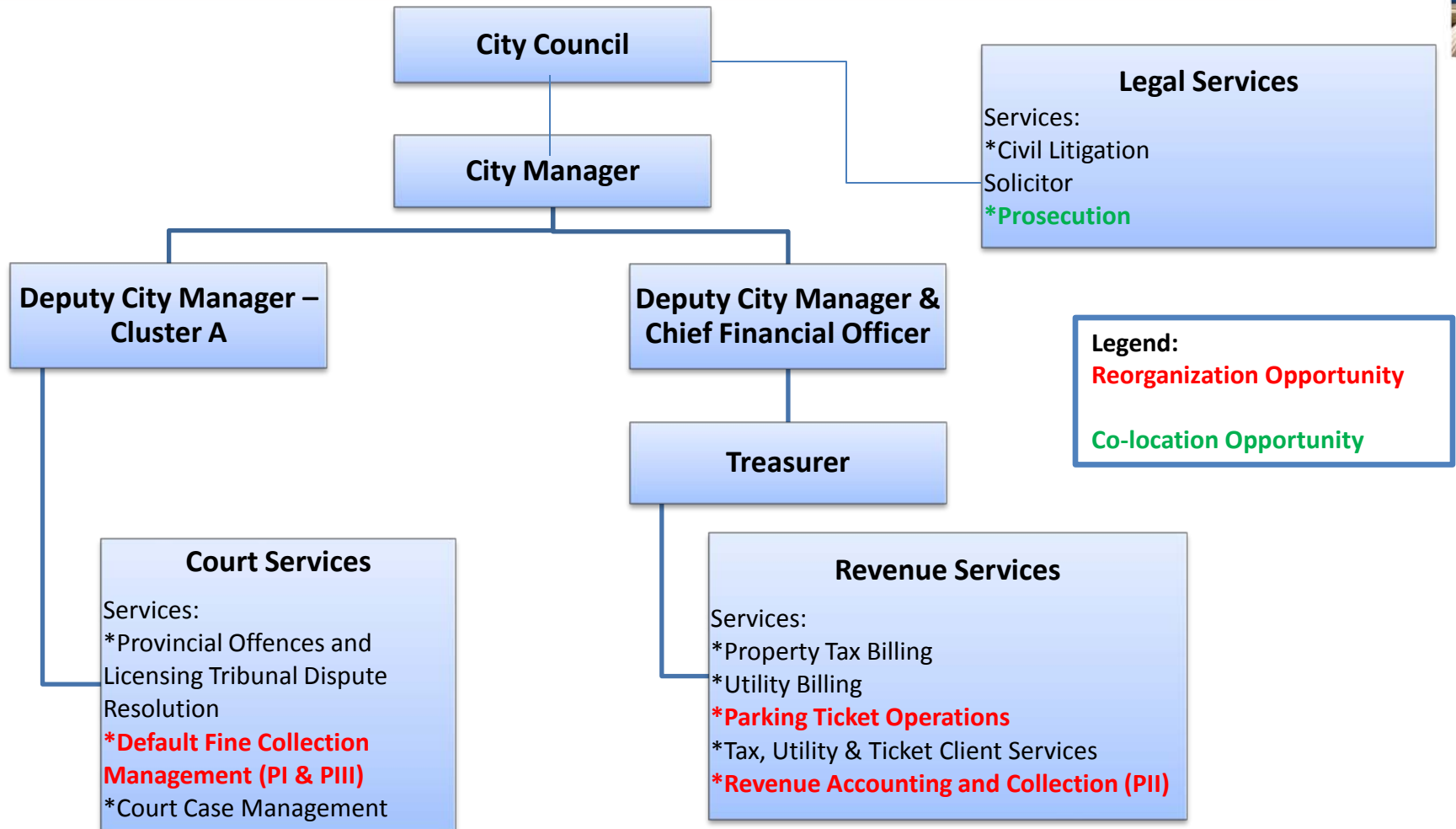
Provincial Offences Act (POA) *(continued)*

CSD provides court administration services for the City of Toronto by operating court facilities, providing counter and telephone services to the public, and providing court clerks/monitors to support the operation of 30 courtrooms in 4 locations with 284 approved established positions. CSD also provides administrative support to the Toronto Municipal Licensing Tribunal, adjudicating on matters related to the Licensing By-Law through hearing evidence and submissions and making independent decisions with regard to these matters under Chapter 545 of the Municipal Code.



Executive Summary

As Is - City of Toronto Organization Chart (simplified)



Highlighted Services present opportunities for reorganization and/or co-location efficiencies

Executive Summary

Organizational Structure



The organizational structure in place today to administer court services and parking tags is a result of the downloading of POA administration by the Ministry of the Attorney General. When the City entered into the MOU, there was a need to create a Court Services Division to address the newly acquired POA Part I and POA Part III responsibilities. The City of Toronto, through its Revenue Services Division, always had responsibility for parking tag administration and collection (POA Part II). Today parking tags that do not require disposition by the courts, continue to operate independent of court services through the City's Revenue Services Division.

Toronto Court Services operates three court locations: South Court, East Court and West Court. Also part of the CSD organization are a Planning and Liaison department responsible for program development analysis, system application and support and court and tribunal administration. CSD's Finance and Administration department performs collection activities, research analysis, budget and operations analysis and other finance functions.

Other jurisdictions use different organizational structures. The City of Ottawa exemplifies an organizational model that has effectively reduced offence dispute volumes, provides effective and efficient public access to court services and has effectively managed the enforcement of overdue fines. Key to this model is the consolidation of all POA matters within one organizational unit. This effectively:

- Provides one stop service
- Widens access to case information
- Assigns additional duties and quasi-prosecutor discretion to court services administrative staff to resolve disputes before going to trial
- Supports focused development of processes and IT systems to support processes
- Improves facility management and use around service delivery (design / hearing rooms)
- Increases court capacity by reducing parking dispute trial pressures on the courts and related costs through early resolution

Executive Summary

Organization Structure *(continued)*



It is recognized that there are many differences between the City of Ottawa and the City of Toronto but increasingly our interviews and research revealed that municipalities that are effectively managing trial requests and collection activities have a more centralized administration, promote early resolution meetings and utilize an administrative penalty system.

Drawing from this research, it is recommended the City of Toronto implement the following restructuring:

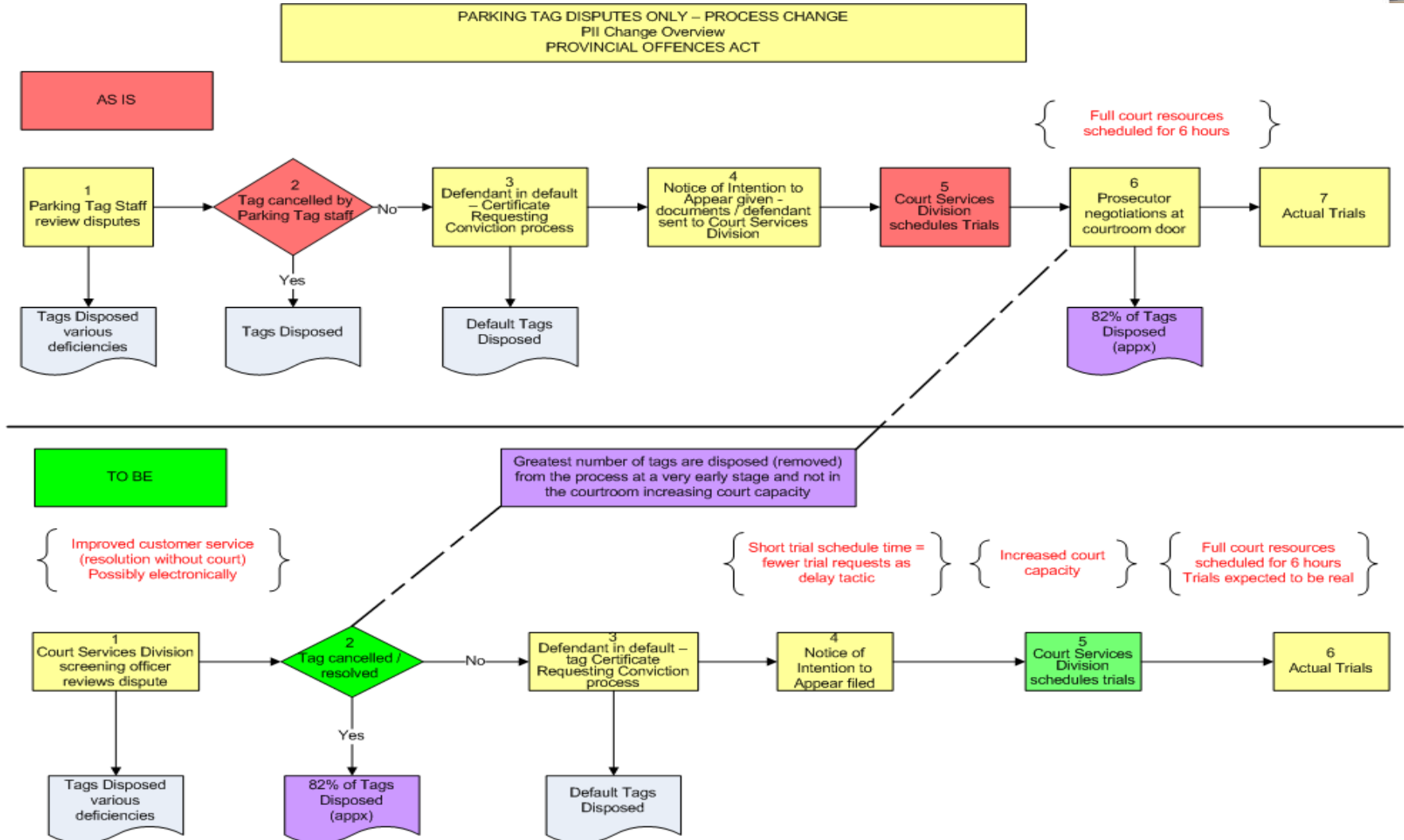
- Move parking tag operations and collections to Court Services.
- Develop and implement the role of the Screening Officer. This role will be customer facing and assume the existing responsibilities of the administrative counter staff with additional quasi-prosecutor authority. This role will report to Prosecutions. This change can be implemented under the existing legislation and regulations.
- In the longer term, obtain City Council approval to implement an administrative penalty system (APS). To fully realize this opportunity, MAG will need to approve the increase of the penalty under the APS from \$100 to \$500.

This organizational restructuring will greatly aid the City in achieving its defined service efficiency objectives by streamlining work methods and business process as it relates to POA matters. It also provides the opportunity to refine the City's strategy as it relates to collection of overdue fines and the use of collection agencies. There are other opportunities detailed in this report that present the City with options to implement service innovations and effectively utilize shared services all with the intention of improving court services efficiency. The "As Is" and "To Be" processes, as they relate to the restructuring of POA Part II are illustrated on Page 10.

Page 11 illustrates the new organization structure upon completing the reorganization.

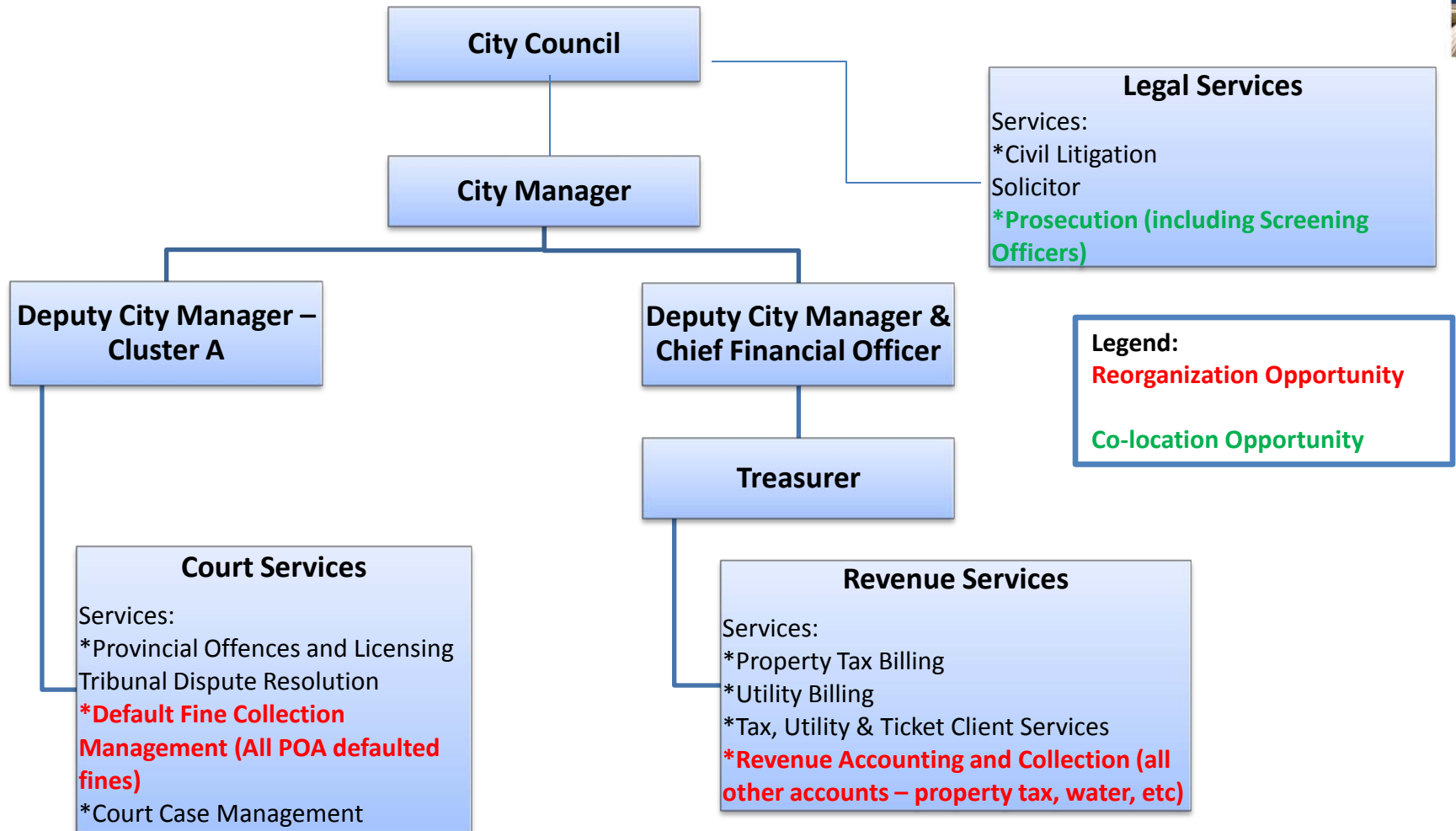
Executive Summary

As Is & To Be Processes & Efficiency Opportunities



Executive Summary

To Be - City of Toronto Organization Chart (simplified)



Highlighted Services present opportunities for reorganization and/or co-location efficiencies

Executive Summary

Summary of Portfolio of Opportunities

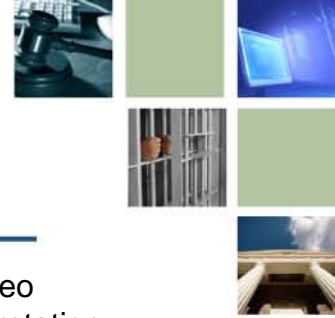


This reorganization touches upon every focus area of this service efficiency study. In addition to the reorganization, there are other opportunities the City should pursue to maximize efficiency including:

- **Promote Early Resolution Meetings** – Actively promote early resolution (ER) meetings when a defendant presents at the court office to request a trial. There is a longer term opportunity to work with the Province to pursue amendments to POA s.5.1 to mandate the use of ER meetings and expand the scope of this section to include Part II offences.
- **Utilize Audio and Video Conferencing in ER meetings** - Attending an ER meeting via teleconference should be presented as an option on the back of the ticket.
- **Realign the City's Collection Strategy** - Rebalance the consolidated collection portfolio (all POA matters post-reorganization) strategy by having CSD internal collection staff focus on the older, more difficult accounts where their access to information and ability to take legal action will improve the account recovery rate. Shift newer accounts to collection agencies for recovery.
- **Fine Payment Priority** - Working with the Province, pursue amendments to the POA and regulations that establish fine payment criteria that include the application of any fine payment to oldest fines first to reduce account aging and recovery difficulties.
- **Utilize 311 Service Division for Tier I Courts customer service**
- **Implement Online Scheduling tools** - Design and implement online scheduling tools to allow a defendant to self-schedule and request an early resolution meeting.
- **Implement Self-Service Technology** - Invest in kiosks to allow individuals to process their own fine payments at court offices.

Executive Summary

Summary of Portfolio of Opportunities *(continued)*



- **Implement Remote Interpretation Technology and Processes** - Incorporate telephone and video conferencing technology into ER meetings and trials to allow interpreters to provide remote interpretation services.
- **Reimplement the Early Voluntary Payment system for parking infractions**
- **Review and amend parking ticket cancellation guidelines** - Review and amend the parking ticket cancellation guidelines to make them more principle-based consistent with the role of the Screening Officer.
- **Design and implement an Administrative Penalty System** - With the consolidation of parking tags within CSD, develop and implement a hybrid approach to the Administrative Penalty System (APS) for POA Part II offences utilizing the Screening Officer. The longer term opportunity is to move to a full administrative penalty system utilizing Hearings Officers eliminating reliance on the POA court process.

A summary of these opportunities are presented starting on Page 14. The details can be found in the section describing each focus area.

Executive Summary

Portfolio Of Opportunities

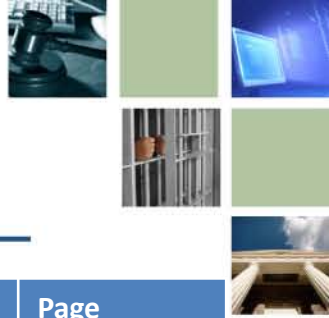


The following summarizes the service efficiency opportunities identified by focus area. Economic Value is largely driven by the process efficiencies to be implemented. Additional economic value has been identified through capital investment. Refer to the subsequent focus area sections for details of each opportunity.

Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value - Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area A – Reducing Offence Dispute Volumes Requiring Courtroom Trial							
A1 – Promote early resolution meetings	High	2013 2014 to fully realize cost savings	Legislative change not required to realize current opportunity. Future opportunities require amendment to POA s5.1	\$2.1M - \$4.7M Annually	Reduce offence disputes requiring courtroom trials by 25%.	None identified.	Page 41

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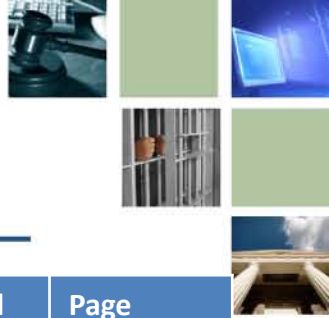
Portfolio Of Opportunities *(continued)*



Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value – Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area A – Reducing Offence Dispute Volumes Requiring Courtroom Trial							
A2 - Incorporate video evidence captured by Toronto Police processes into court trials and ER meetings	High	2014	n/a	Economic Value captured in A1	Prosecutors will have sufficient evidence to effectively conduct an ER meeting and further reduce offence dispute volumes requiring courtroom trials.	Granting Prosecutors access rights to Toronto Police video evidence library.	Page 45
A3 – Certified Statements	High	Legislative change required – potential to be realized in 2014	Enact amendment to POA s.48.1	\$1.8M - \$2.1M Annually	Reduce the cost to operate POA courts by reducing police officer attendance in court and associated costs.	Legislative change required to realize this opportunity.	Page 47

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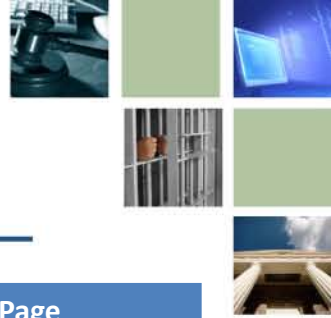
Portfolio Of Opportunities *(continued)*



Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value – Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area A – Reducing Offence Dispute Volumes Requiring Courtroom Trial							
A4 – Remote ER meetings	High	2013 2014 to fully realize opportunity	n/a	Economic Value from more effectively scheduling remote ER meetings and trials involving an interpreter captured in D1. Additional economic value to be obtained by expanding remote ER to those not involving an interpreter. Further research is required to fully assess the financial impact of this opportunity.	More effective use of court resources in scheduling and attending court matters. Improved customer service to the public.	None identified.	Page 50

Executive Summary

Portfolio Of Opportunities *(continued)*



Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value - Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area B – Enforcement of Overdue Fines							
B1 - Consolidate POA collection activities within CSD	High	2015	n/a	Net positive impact to the balance sheet. Further analysis is required.	-Improved cash flows -Reduce amount of outstanding overdue fines -Reduce collection efforts	None identified.	Page 55
B2 – Overdue Account Balancing Strategy	High	2013	n/a	Net positive impact to the balance sheet. Further analysis is required.	-Improved cash flows -Reduce amount of outstanding overdue fines	Resourcing to be reviewed 6 months following implementation to ensure the correct staff complement supports this strategy.	Page 58

Executive Summary

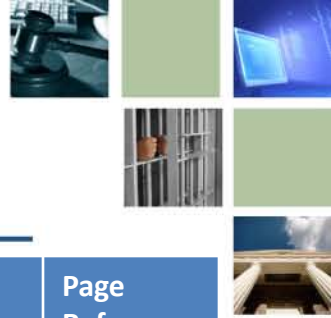
Portfolio Of Opportunities *(continued)*



Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value - Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area B – Enforcement of Overdue Fine							
B3 – Evaluate Collection Agency Performance	High	2013	n/a	n/a – operational efficiency / intangible benefit	Better information available against which to benchmark collection agency performance.	None identified.	Page 60
B4 – Amend guidelines for payment processing to require the application of a payment to the oldest fine	High	2014	POA	Net positive impact to the balance sheet. Further analysis is required.	-Improved cash flows -Reduce amount of outstanding overdue fines	Legislative change required to realize this opportunity.	Page 62

Executive Summary

Portfolio Of Opportunities *(continued)*



Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value - Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area C – Improving Public Access to Court Services							
C1 – Leverage 311 Service Division to provide Tier I courts customer service	High	2013	n/a	Net zero budget impact	Improved customer service and access to service.	311 staff will require access to ICON which is currently restricted to CSD staff.	Page 70
C2 – Schedule High Volume Agents	High	2013	n/a	n/a – operational efficiency / intangible benefit	Improved customer service and access to service.	Physical limitations of the existing court facilities.	Page 72
C3 – Drop Off & Pick Up Requests from High Volume Agents	High	2013	n/a	n/a – operational efficiency / intangible benefit	Improved customer service and access to service.	None identified.	Page 73

Executive Summary

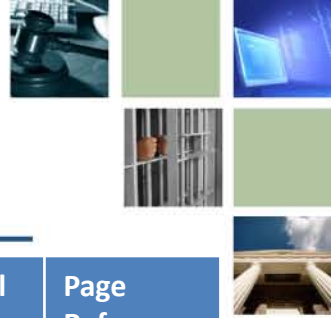
Portfolio Of Opportunities *(continued)*



Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value – Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area C – Improving Public Access to Court Services							
C4 – Online Early Resolution Request	High	2013	n/a	n/a – operational efficiency / intangible benefit	Improved customer service and access to service.	None identified.	Page 74
C5 – Self-serve payment terminals	High	2014	n/a	\$(5,000) - \$(10,000) One Time Expenditure per kiosk	-Lower cost of service -Improve public access to courts	None identified.	Page 76
Focus Area D – Court Interpretation Services							
D1 – Remote Interpretation Services	High	2013 2014 to fully realize cost savings	n/a	\$(154,000) – Year One Expenditure \$242,000 Annual Cost Savings	More effective utilization of interpretation services.	None identified.	Page 81

Executive Summary

Portfolio Of Opportunities *(continued)*



Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value - Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
Focus Area E – Reducing Parking Ticket Disputes Requiring Courtroom Trial							
E1 - Consolidate all POA within Court Services Division.	High	2014	n/a	Further study required.	<ul style="list-style-type: none"> -Improved customer service -Better access to case information -Expanding counter staff authority to review and cancel parking tags -Improved facilities management -Reduced trial pressures on the courts and related costs through early resolution 	None identified.	Page 98
E2 – Early voluntary payments	High	2013 2014 to fully realize opportunity	City by-law	\$(82,656) Annually	<ul style="list-style-type: none"> -Reduce number of parking ticket disputes -Faster time to trial -Reduce amount of outstanding overdue fines 	None identified.	Page 102

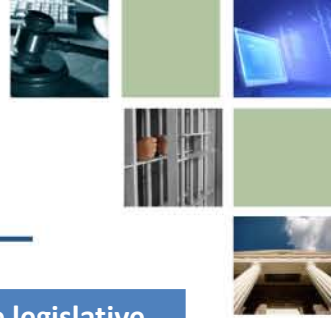
Executive Summary

Portfolio Of Opportunities *(continued)*

Service Efficiency Opportunity	Probability	First Budget Year Impacted	Legislative Change Required	Value – Economic	Value - Operational Efficiency / Intangible Benefit	Potential Barrier	Page Reference
E3 - Amend parking ticket cancellation guidelines developing more principle-based guidelines	High	2013	n/a	n/a – operational efficiency / intangible benefit	Reduce number of parking ticket disputes.	None identified.	Page 105
E4 - Administrative Penalty System	High	2015	<p>City by-law to enact APS</p> <p>Changes to provincial legislation to increase maximum penalty to \$500</p>	\$10.4M - \$11.4M Annually	<p>-Reduce number of parking ticket disputes</p> <p>-Faster time to hearing</p> <p>-Elimination of parking related expensive courtroom trials and related resource costs</p> <p>-Increased court capacity</p>	<p>-City Council approval for APS and related by-laws</p> <p>-MAG approval to increase maximum penalty under APS from \$100 to \$500</p>	Page 107

Executive Summary

Portfolio Of Opportunities *(continued)*



Economic Value by Budget Year	Service Efficiency Opportunity	Opportunities that can be realized without legislative change	Opportunities that require legislative change
2013*	A1 D1 E2	\$976K - \$2.4M	n/a
2014*	A1 A3 C5 D1 E2	\$2M - \$4.9M	\$1.8M - \$2.1M
2015	E4	n/a	\$10.4M - \$11.4M

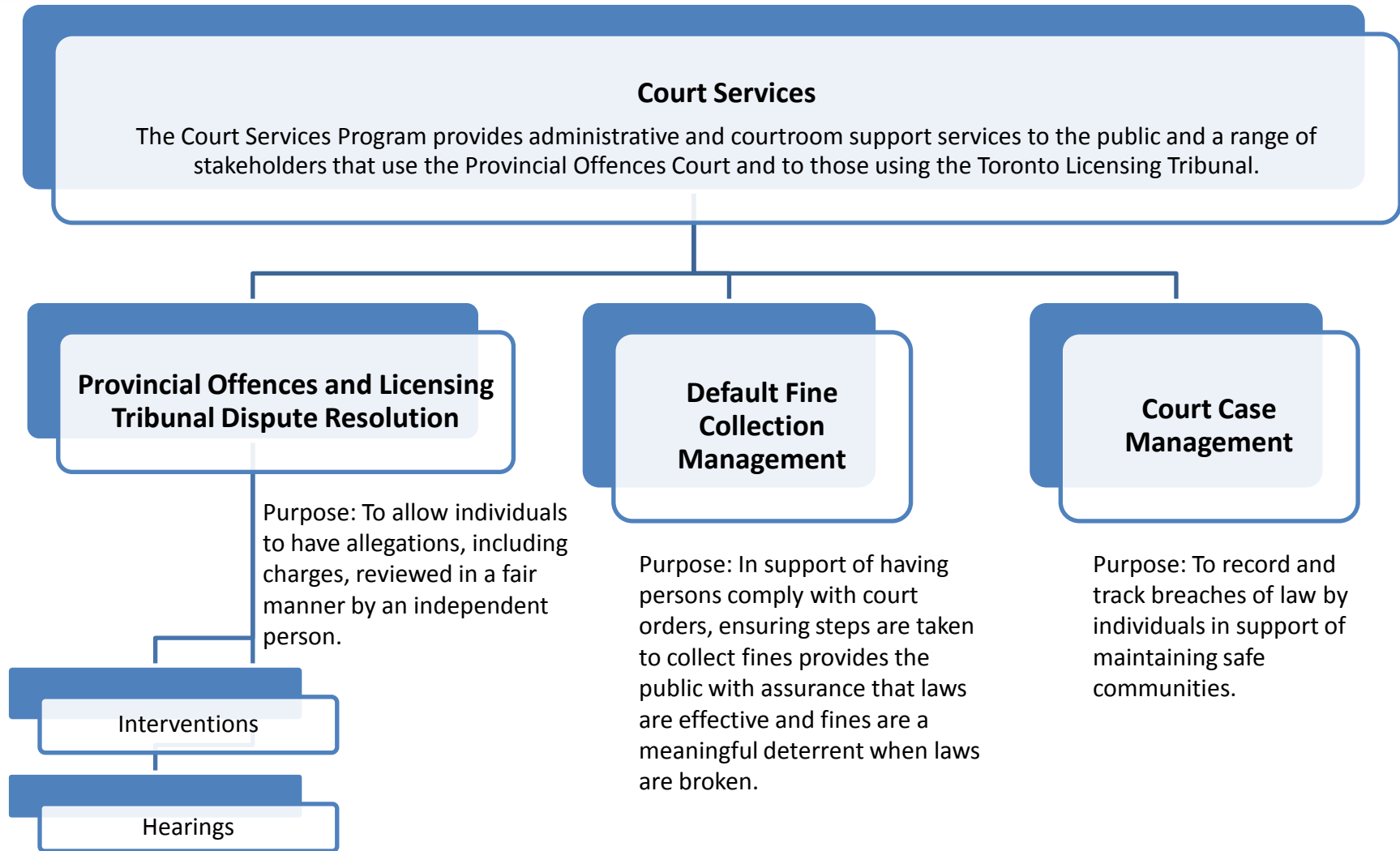
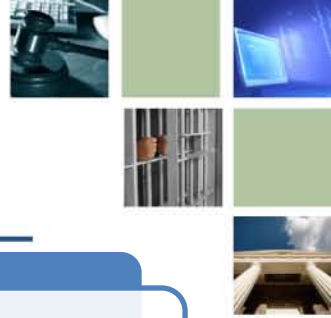
*It is unlikely the identified opportunities for 2013 will be fully operational in the 2013 budget year. Half of the projected savings have been included for 2013. A full years savings has been factored in 2014.



Project Background

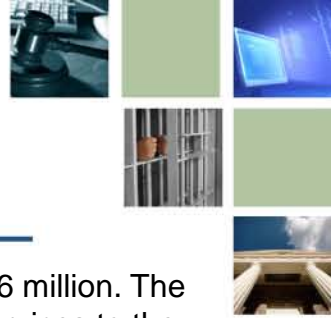
Background

Overview of CSD Operations



Background

2012 Budget Highlights



- CSD's Total Program Budget for 2012 was approved at \$52 million. Revenues were budgeted at \$66 million. The resulting operating budget was used to fund Court Services and support court administration and services to the public. This represents a 15.1% (\$1.8 million) decrease from the 2011 Operating Budget which exceeded Court Services 2012 reduction target of 10%. These savings were achieved through base budget changes and service efficiencies.
- Actual revenues and expenses for 2012 are expected to come in at the budgeted amount.
- Toronto Court Services has effectively managed operating costs. In 2011, the City of Toronto's Operating Cost of POA Services per Charge Filed was \$37.91 which is 44% lower than the average municipal result reported by Ontario Municipal CAO's Benchmarking Initiative (OMBI).
- The Provincial Offences Act currently requires the scheduling of police officers in court as key witnesses where a defendant in the Notice of Intention to Appear (NIA) indicates he/she "intends to challenge the evidence of the provincial offences officer". The cost of having officers appear in court on overtime wages has steadily increased. Overtime costs were budgeted at \$7.47 million in 2012. Efforts are being made to reduce this cost with the introduction of the Early Resolution process and optimization of officers' time in court by effectively grouping and scheduling matters that require an officer's appearance.
- In 2011, CSD working with Legal Services operationalized the Provincial Good Government Act amendment that allows for defaulted fines to be added to individual property tax bills. Since implementation, \$2.5 million in outstanding fines have been recovered via the property tax roll.

Background

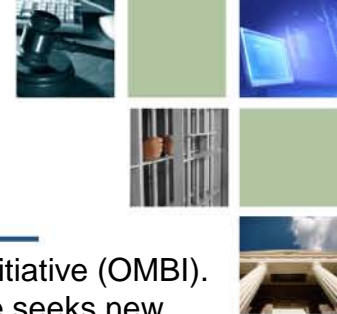
2012 Service Levels

2012 Service Levels remain unchanged from 2011 and include the following:

Service	Activity	Type	2012 Proposed Service Level
Provincial Offences and Licensing Tribunal Dispute Resolution	Hearings	Trial Court	7 – 16 months time to trial
	Interventions	Intake Court	1 – 3 days from receipt of application
		Appeals Court	60 – 120 days from appeal notification
		Licensing Tribunal	Hearing held within 30 days of request
Default Fine Collection Management		Processing Payments	24 hours from receipt
Court Case Management		Provincial Offences – non-parking	Receive incoming charges within 5-7 days
		Provincial Offences – parking	Receive incoming charges within 60-75 days

Background

Ontario Municipal CAO's Benchmarking Initiative (OMBI)



The City of Toronto is a Member of the Ontario Municipal Chief Administrative Officer's Benchmarking Initiative (OMBI). This initiative collects data for more than 850 measures across 37 municipal service areas. This initiative seeks new ways to measure, share and compare performance and operational practices.

The following table shows key 2011 metrics, based on data provided by OMBI members (as of September 24, 2012), that shaped the opportunities identified in this service efficiency study.

Metric	Median Result	Average Result	City of Toronto Result	Comment
Number of Charges Filed Per Capita	.16	.20	.37	Toronto's result includes parking charges which may not be reflected by other municipalities. The City of Toronto also has the highest population count of all the municipalities; anywhere between 3 to 45 times in size.
Number of Charges Filed per Court Administration Clerk	7,395.46	9,170.01	7,395.46	Toronto's performance is comparable to other municipalities for this metric.
Total Operating Cost of POA Services per Charges Files	\$58.29	\$54.79	\$37.91	Toronto's cost of service is lower than most municipalities. The only municipality with a lower cost is Ottawa at \$17.61. This difference is due to the inclusion of all parking tickets in Ottawa's denominator for this calculation which drives down the operating cost per charges files.
Defaulted Collection Rate	48.51%	47.62%	26.85%	Toronto's performance is the lowest of all reported municipalities. This is mainly due to the large number of old accounts in default; some accounts date back to the 1970s and 1980s.

Project Focus Areas



The City identified five areas to review under this engagement:

- A. Reducing Offence Dispute Volume Requiring Courtroom Trials – identify opportunities to reduce the volume of cases requiring trials and explore opportunities to use other dispute resolution methods.
- B. Enforcement of Overdue Fines – review of Court Services and Revenue Services approach to collecting unpaid fines to explore alternate approaches available and whether there are opportunities to reorganize collection activities. This focus area also examined collection agency performance.
- C. Improving Public Access to Court Services – explore changes to service delivery channels to gain efficiencies. This focus area also examined the use of self-serve technologies for service delivery.
- D. Court Interpretation Services – examine the use of remote interpretation services in ER meetings and trials.
- E. Reducing Parking Ticket Disputes Requiring Courtroom Trials - explore opportunities to reduce the City's reliance on the courts to address parking ticket disputes. This focus area also considered how to improve service to this client group while maintaining compliance with City parking by-laws.

Project Objectives



To identify efficiency opportunities, Sierra Systems considered a broad range of strategies including:

- Business process and work method streamlining – explore how to duplicate the success of Early Resolution meetings across all Parts of the Provincial Offences Act (POA)
- Organizational restructuring – explore how to realign reporting relationships and structures to reduce demand on courtrooms
- Outsourcing – explore opportunities to outsource activities
- Automation – explore the use of Information Technology (IT) to enable services
- Shared Services – explore pooling of resources to gain economies of scale in service delivery

Project Deliverables



1. Confirm Focus Area and Methodology

- Using the baseline information, initial focus areas suggested by the City and additional data, identify the areas of focus and the most appropriate methodologies with the greatest potential for cost savings and improved service delivery.

2. Assess Service Efficiency

- Identify and assess the costs and cost drivers of current practices;
- Review and assess services, activities and methods;
- Compare against service providers in other Ontario jurisdictions that must comply with Ontario legislation using comparable and relevant best practices;
- Analyze and compare service benchmarks and measures; and
- Assess against other relevant information.

3. Identify and Recommend Opportunities for Improved Efficiency and Cost Savings with the existing legislative framework:

- Identify and recommend changes to work methods, processes, responsibilities, and other factors that will result in the most cost savings and the greatest improvement in service delivery;
- Identify opportunities for introducing more cost-effective and efficient program delivery applications that would result in the same benefit;
- Provide cost savings estimates and implementation details and steps that will address the changes identified and recommended;
- Provide advice and recommendations about which changes can be made quickly, e.g., savings in 2013 and which will take longer to implement;
- Identify and provide advice on the costs required to make changes including any short term financial investments; and
- Provide advice about any risks and implications for service delivery, policy development, finances, cross divisional or enterprise wide human resource impacts, and or effects of alternatives and changes.

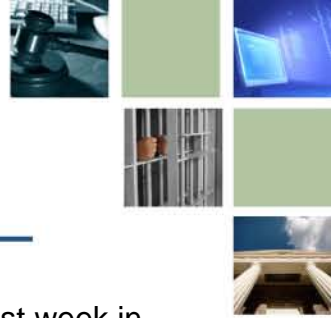
Project Deliverables *(continued)*

4. Provide reports and documentation
 - Provide documentation, reports and presentations for the City Manager as required for each of the deliverables and provide other advice as identified throughout the review process.
5. Work with divisional and agency staff as required
6. Attend, support and provide documentation for status and/or planning meetings with the City Manager, the designated Project Manager, the Division Head, the City staff team, the City Steering Committee established for Service Review activities, and/or other officials as may be required.

Project Timeline

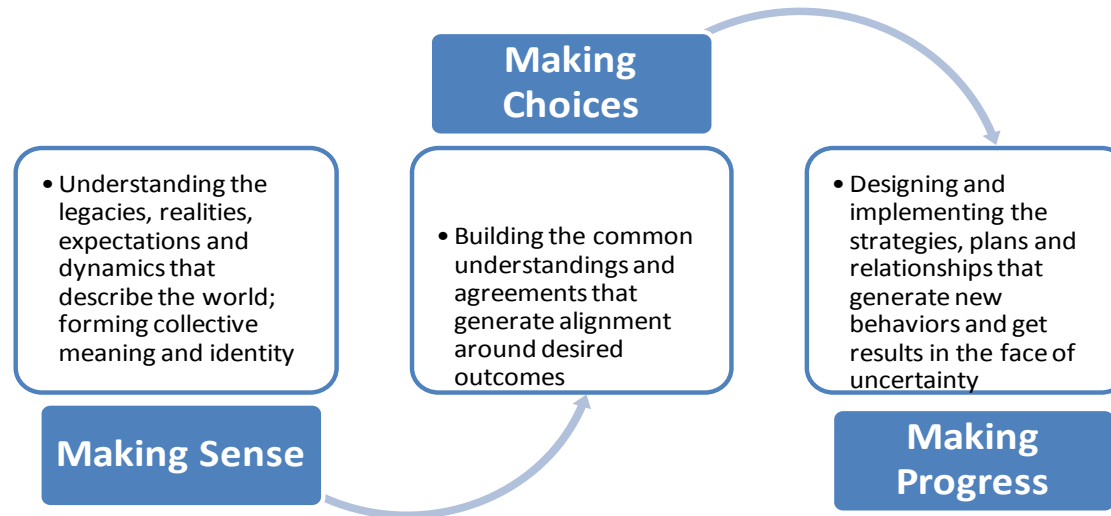
The project took place over a 10 week timeframe, commencing at the end of July 2012 and ending the last week in September 2012.

Project milestones and deadlines were defined with the aim of incorporating key recommendations into the CSD's 2013 budget.



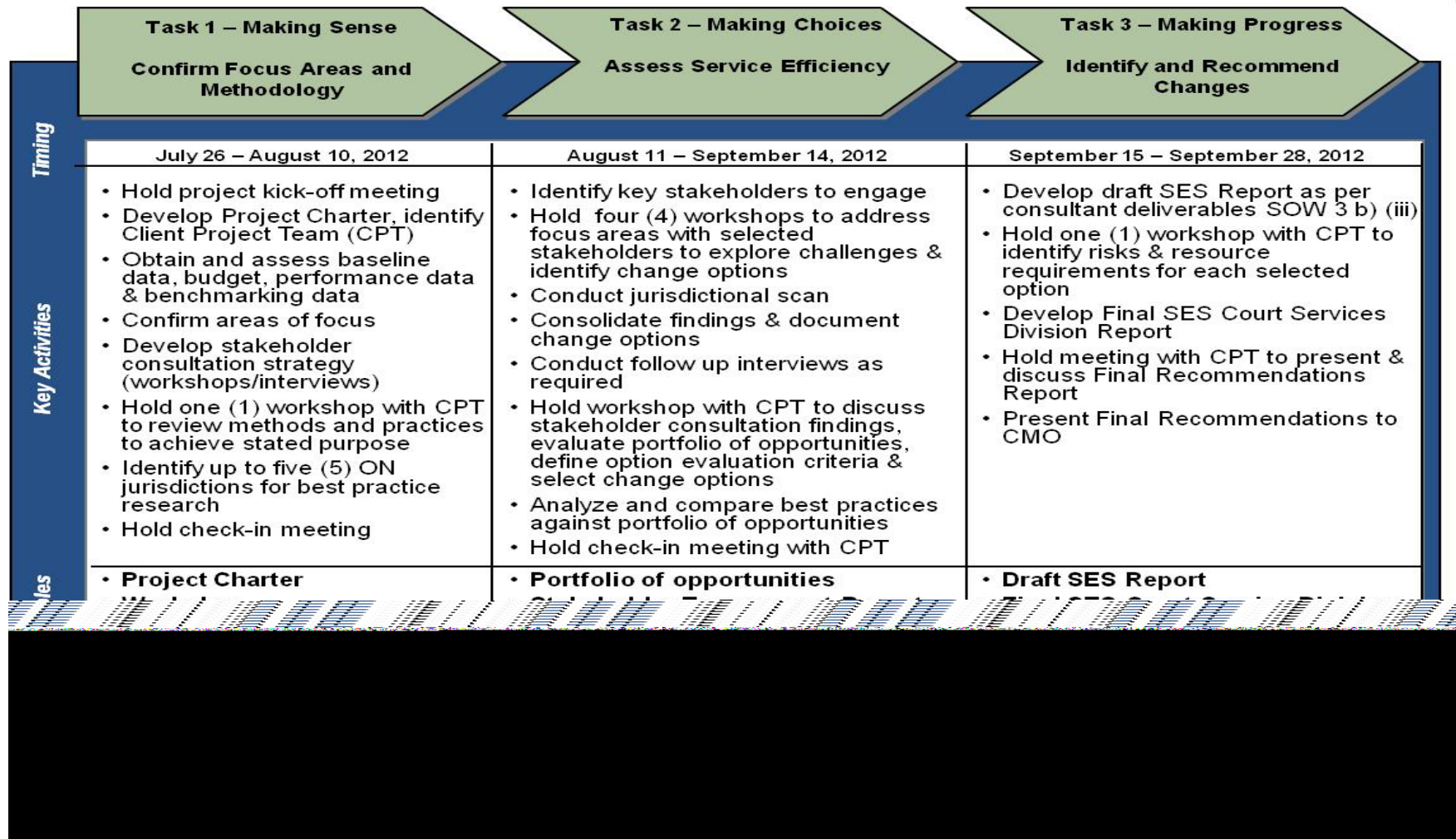
Methodology

Sierra Systems has built and developed proprietary methodologies and uses them consistently to meet client demands. Strategic thinking is at the core of every assignment we undertake as an organization. Sierra Systems strategic thinking is based on an integrative model of how the real world actually works. Our model is built on the belief that there are three distinctive activities that are needed for an integrative and holistic view of strategy and change.



Applying this model will create a more competitive Court Services Division at the City with an organizational culture of LEAN thinking to design better services, improve quality and reduce costs.

Work Plan



Approach



Building on Sierra Systems Methodology and Work plan, the following approach was taken to conduct the CSD SES.

- Interviews & Workshops:
 - A project kick-off and planning session was held with the City Project Team (CPT) to scope each of the focus areas, identify workshop participants and discuss data requirements.
 - Sierra Systems facilitated five workshops to address the project focus areas. Twelve stakeholder interviews were completed to allow the project team to further explore focus area suggestions. Workshop and interview participants are documented in Appendix B & Appendix C.
 - A separate meeting was held with the City Manager and Deputy City Manager to provide them an opportunity for input to the study.
 - Two additional workshops were facilitated with CPT – one to present the interim portfolio of opportunities and a subsequent workshop to present a draft of the Final SES Court Services Division Report.
- Inquiry and observation of Court Services operations.
- Analysis of City-provided information. For a complete list of data sources refer to Appendix A.
- Jurisdictional Scan - Sierra Systems conducted analysis of five comparable jurisdictions to leverage best practices in the recommendations included in this report. Jurisdictional scan included:
 - Sault Ste. Marie – use of remote interpreters
 - City of Oshawa – use of administrative penalty system
 - Region of Durham – use of audio technology, early resolution process
 - City of Brampton – parking and collection processes
 - City of Ottawa – use of electronic ticketing, early payment and set fine policy, collections processesInterviews were conducted with each of these jurisdictions. Interview participants can be found in Appendix C.
- Utilize Court Subject Matter Experts on the Sierra Systems project team.



Focus Area A:

Reducing Offence Dispute Volume Requiring Courtroom Trials

Current State

In April 2012 CSD introduced a new legislated program - Provincial Offences Act (POA) s.5.1 Early Resolution Program (ER) - which provides individuals charged under Part I of the Act an opportunity to first meet with a prosecutor instead of filing a Notice of Intention to Appear (NIA) and proceed to a trial. This service allows individuals to request a meeting with a prosecutor via mail or at the court office. This program has been successful at reducing the volume of disputes requiring the time and expense of a courtroom trial by 25%.

CSD Courtroom Costs & Cost Drivers (per annum unless stated otherwise):

- In 2011, CSD conducted 700,000 trials and other hearings. Of these hearings and trials, it is estimated 385,000 (or 55%) required police officer attendance.

CSD Cost Driver	Total Cost (\$)	Cost per trial
Cost to CSD for Prosecutors	\$5.87M	\$15.25
Cost to CSD for Toronto Police Officer attendance in court	\$7.47M	\$19.40
CSD External Costs including provincial prosecutors, judicial time and court case management system	\$5.78M	\$15.01
Courtroom facility costs	\$5.11M	\$13.27
TOTAL	\$24.23M	\$62.93



What We Know About POA Fines:

- 17-24% of those convicted prepay the fine
- 20-25% of those convicted ignore the fine
- 30-35% of those that dispute the offence will choose ERP
- 21-37% of those that want to dispute the offence will choose to go straight to trial when ER is presented as an option

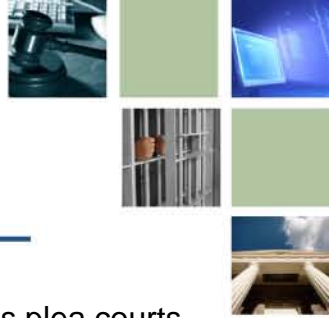
ERP Statistics (Annualized from April 2012 –August 2012 data):

Area	Percentage	# of Cases	Wait time
Offences where ERP requested	31%	132,990	6 weeks
ERP Resolution Rate	80%	106,392	n/a
ERP resulting in trials	20% of the original 31% who requested ERP = 6% overall	26,598	South Court = 6-9 months East Court = 9-12 months West Court = 8-11 months
Offenders who request trial first (pre-ERP)	55%	429,000	Pre-ERP 7-16 months across all courts
Offenders who request trial first (post-ERP)	37%	159,803	South Court = 6-9 months East Court = 9-12 months West Court = 8-11 months

The 80% ERP Resolution Rate results in a savings of \$2.1M to CSD by reducing Toronto Police attendance in court. The savings is even higher when other external costs are factored however the information is not available at this time to perform such analysis. Based on the five months of operational information available, this presents an efficiency opportunity by reducing demand for courtroom trials by 25%.

Offence Dispute Focus Areas

1. ERP is not currently mandated by the Provincial Offences Act. As a result courts are often used as plea courts and not trial courts which is an ineffective use of limited courtroom resources.
2. Prosecutors are forced to make difficult decisions in ERP with limited information. This may impact the number of ER meetings that do not result in resolution and proceed to trial requests.



Promote Early Resolution

Current Opportunity #A1



Recommendation:

More actively promote early resolution when defendants present to counter staff requesting a trial.

Benefits / Rationale:

We recognize CSD is mandated to provide public access to court services, however efforts should be made to encourage ER. CSD should develop operating procedures that require counter staff to promote an ER meeting when the defendants request for trial is received. Our research indicates other municipalities utilizing ER have reduced offence disputes requiring courtroom trial by 50-70% through wider promotion of ER when a defendant presents to request a trial. A key to effecting this change is to have the ER meeting rooms within close proximity to the court services counters. When a defendant requests a trial and the counter staff suggest an ER meeting, the defendant can simply go down the hall or into the next office to speak with the Prosecutor. This allows for the ER meeting to occur almost simultaneously without need to schedule a separate appointment.

While the City of Toronto has much higher trial request volumes, it can take further action without enacting changes to the POA including:

- Increased promotion on the City's Courts Web site
- Train 311 staff when responding to PI and PII inquiries to promote ER and parking screening procedures
- Include promotional "card" or "pamphlet" with the Notice of Offence and Parking Infraction Notice
- Provide informational material at the court office locations
- Educate the high volume representation agents in the benefits / options for them and their clients of the ER process
- Promote the availability of electronic access, meetings and hearings

Promote Early Resolution

Current Opportunity #A1 *(continued)*

Benefits / Rationale *(continued)*:

Since ER implementation in April 2012, the City of Toronto has decreased offence disputes requiring courtroom trials by 25% presenting a potential cost savings of \$2.1M when annualized. Expanding the use of ER could present the City with further annualized cost savings as illustrated:

Increase ER to 50%		Increase ER to 70%
Offence disputes resolved through ER	171,600	240,240
Cost Savings	\$3.3M	\$4.7M
Wait Time to Trial	5.5 months	4 months

This presents a significant efficiency opportunity in scheduling trials, reducing time to trial and reducing overall costs without risk.

This opportunity presents costs savings in the range of \$2.1M - \$4.7M

Promote Early Resolution

Current Opportunity #A1 *(continued)*



Barriers:

None identified.

Timing:

CSD can take steps today to more effectively promote early resolution meetings.

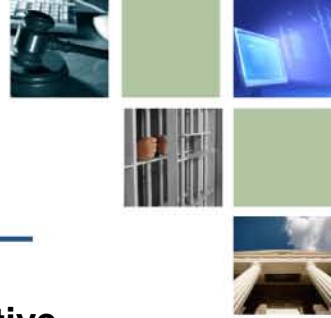
Future Opportunity:

Additional steps could be taken to redefine the ER process by having a defendant file the ER meeting request directly with the Prosecutor's office instead of the court clerk. This potentially could reduce the need to schedule a future dated ER meeting if the defendant presents in person and a Prosecutor is available as the meeting could be conducted at once. This will also result in potentially quicker resolution if opportunity A2 (providing Prosecutors with access to Toronto Police Services video evidence) is implemented as the Prosecutor will have the information available to effectively conduct an ER meeting.

If the request is received via mail or a Prosecutor is not available, this opportunity also allows the Prosecutor to give notification to defendants and removes this function from the Clerk. This change allows the Prosecutors to manage their calendars directly and improves customer service by requiring the defendant to attend one office counter only rather than to be shuffled between various offices.

Promote Early Resolution

Current Opportunity #A1 *(continued)*



Additional efficiency opportunities in addressing offence disputes requiring legislative changes to POA s5.1:

- Work with MAG to amend POA s.5.1 to mandate the use of ER meetings and expand the scope of this section to include Part II offences.
- Provincial Offences Act - Allow “consent” orders without attending court. Similar to the legislated / regulated process followed in civil, family and criminal proceedings, this type of amendment would support the signing of court orders through the use of a written consent process. This would remove the need for an appearance before the court official and for the matter to be placed on a court docket. This would be a particularly valuable inclusion to the ER process where the prosecutor and defendant co-sign the Early Resolution Outcome form (POA form 7.3). The addition of a “non-coercion” clause to the form or right to independent legal advice as well as the existing re-opening and appeal processes would continue to allow the defendant to challenge the order if they so desired.
- Allow use of electronic notifications. Many of the current legislative and regulatory requirements confine notices to defendants and prosecutors to physical paper notification. In today’s world of electronic commerce and communication removing or at least loosening this requirement would provide significant opportunities for efficiency improvements, cost reduction and customer service improvements through the use of electronic notices.

Promote Early Resolution

Current Opportunity #A1 *(continued)*



Jurisdictional Scan:

Durham Region:

An interview was conducted with the Manager of Durham Region POA Office. Durham Region introduced ER in the Spring of 2012. Since its introduction, Durham Region has conducted 24 ER meetings. Of those ER meetings, a maximum of 4 trials have been scheduled. That is a successful ER rate of 83% and further supports the mandatory use of ER meetings to reduce offence disputes requiring a courtroom trial.

Summary:

At time of writing, ER has been operating in the City of Toronto for five months utilizing existing resources. Each court office utilizes two Prosecutors and one Justice in ER. CSD's current facilities are adequate to support the ER.

If ER is further promoted, CSD will need to rebalance resources. As fewer courtroom trials will be scheduled to address disputed POA Part I matters, Prosecutors and Justices will be utilized for "real" trials and can be redeployed in ER. It is not anticipated that there will be an increase in Prosecutors staff as Screening Officers (see opportunity E1) can be utilized in the ER process. This will not result in any reduction to CSD staffing levels. The efficiencies by mandating ER arise from the reduced scheduling of "plea" cases, increased courtroom capacity and improved customer service with an earlier resolution of their case. Matters that require a courtroom will be heard in a timely manner. Savings are achieved in reducing Police Officer attendance in court and other facility related costs.

Information available to Prosecutors

Current Opportunity #A2



Recommendation:

Incorporate video evidence captured by Toronto Police processes into court trials and ER meetings.

Benefits:

This opportunity specifically addresses Prosecutors having insufficient evidence to effectively conduct an ER meeting. Implementation of this opportunity supports the expanded use of ER meetings and the resulting reduction to the number of disputes requiring trial, police officer attendance in court and cost savings identified in Opportunity A1. There are no identified risks to implementing this recommendation.

Barriers:

In order to effectively utilize Toronto Police video evidence in trials and ER meetings, Prosecutors will require access to the Toronto Police Services (TPS) video evidence library. Currently, when video evidence is required for a trial, TPS provides this to the Prosecution on a CD/DVD for the specific case requested. Moving forward, the most effective way to fulfill this requirement and maintain Toronto Police control and integrity over the data, would be to provide Prosecutors with limited view access to the video evidence library.

If access rights are a constraint on implementing this opportunity, an alternative would be to assign a police officer to the prosecutors office to allow the police officer to access the video evidence library and conduct the search. There would still be costs incurred to CSD for use of the police officer's time to conduct the video evidence searches but it would be less costly and more effective then scheduling an officer's appearance for a trial or ER meeting.

Information available to Prosecutors

Current Opportunity #A2 *(continued)*



Financial Impact:

Opportunity	Financial Impact
Cost Savings identified in A1	\$2.1M - \$4.7M
Potential Cost of A2 – Police officer to conduct search of video library for Prosecutor	(\$70K)
<i>NOTE: this is not the City's preferred implementation approach and would be the last alternative chosen to action this opportunity</i>	
Net Potential Cost Savings	\$2M - \$4.6M

Timing:

Working with TPS, Prosecution could realize this opportunity within the next twelve months realizing the financial benefits in the 2014 budget.

Information available to Prosecutors

Current Opportunity #A3



Recommendation:

Enact amendments to Provincial Offences Act (POA) s.48.1 to allow Provincial Offences Officers to provide Certified Statements.

Benefit:

Certified statements from police would reduce the requirement to have the officer present at court. This would provide many benefits:

- Provides Prosecutor with sufficient evidence to effectively conduct ER meeting, make a decision and potentially avoid court trial.
- When used at trial, helps respond to trial scheduling constraints as scheduling is not dependent on officer availability.
- Reduces courtroom trial costs as police officer costs for courtroom attendance will be reduced.

There are no identified risks to implementing this recommendation. A certified statement is equivalent to a provincial offences officer testifying in court.

Cost Savings:

Building on the analysis conducted in A1 and A2, this opportunity assumes that 50% of those disputes that do not get resolved through early resolution and proceed to trial will be resolved by use of a certified statement and will not require police officer attendance in court. This is a conservative estimate as few jurisdictions are utilizing certified statements to provide an accurate basis of estimate. Cost savings could be greater than projected.

Information available to Prosecutors

Current Opportunity #A3 *(continued)*



Cost Savings *(continued)*:

Element	Number of Disputes that result in Trial	Cost Savings from use of a Certified Statement at Trial
ER at today's level of 31%	186,401	\$1.8M
Increase ER to 50%	154,440	\$1.5M
Increase ER to 70%	85,800	\$832K

Barriers:

This opportunity requires legislative change in order to be realized.

Timing:

There is currently a project under way with the Ontario Ministry of the Attorney General (MAG) to examine the use of certified statements. The timeframe for this opportunity will be driven by the Ontario government's agenda however it is anticipated certified statements will be available by the end of 2013.

Jurisdictional Scan:

The City of Oshawa utilizes an Administrative Penalty System (APS) for POA Part II matters with the exception of parking violations related to fire hydrants and disabled parking. Under Oshawa's APS, certified evidence from law enforcement officers along with a picture of the offence is used by Hearings Officers in dispute hearings. This has removed the requirement to have an officer present for the hearing. Financial information related to Oshawa's APS and use of certified evidence is unavailable.

Information available to Prosecutors

Current Opportunity #A3 *(continued)*



Considerations:

Certified statements have proven to be very effective in reducing offence disputes for some by-laws. In other situations, for instance parking, it has proven to be less effective without pictorial evidence. Other municipalities that have successfully used certified statements for parking have partnered the ticket with a certified statement and picture taken of the offence. A key to using certified statements effectively is to ensure the certified statement is identical in description and detail to the ticket.

Another area for study with the use of certified statements is the question as to when to produce a certified statement recognizing there is a cost involved. A decision will need to be made as to whether a certified statement will be produced at the same time as the ticket (100% of the occurrences) or when/if the matter is disputed and a trial is requested (approximately 43% of the occurrences).

It should be noted a defendant can apply to the court to have the witness summoned even when a certified statement has been provided. If this right were exercised the potential savings and efficiency achieved by removing the officer from the process as proposed would be reduced.

This opportunity presents costs savings by reducing the number of police officers required to be present at trials in the range of \$832K - 1.8M .

Further analysis is required to quantify the cost to implement certified statements to establish the net cost savings.

Remote ER Meetings

Current Opportunity #A4



Recommendation:

Promote the use of technology via telephone and video conferencing in early resolution (ER) meetings . Attending an ER meeting via teleconference should be presented as an option on the back of the ticket.

Rationale:

Today the majority of ER proceedings are conducted face-to-face despite legislation allowing for remote electronic meetings. This idea is fully explored in Focus Area D regarding the use of remote interpreters. Please refer to that section for full details on costing, savings and implementation plan.

Benefits:

- The City of Toronto already uses remote electronic meetings for defendants who live more than 75 kilometers from the court facility. The processes and policies in place to support this practice can be extended to all ER meetings.
- More effective use of court resources in scheduling and attending court matters.
- Improved customer service to the public.

Barriers:

None identified – Ontario Regulation 67/12, s.7 and particularly sub-section (4) allows for remote electronic meetings.

Timing:

In line with the recommendations included in Focus Area D, this opportunity could be realized within the next six months and become fully operational in 2014.



Focus Area B:

Enforcement of Overdue Fines

Current State



Overview:

Enforcement of overdue fines is an area that has received much media attention as a result of the 2010 Annual Report of the Office of the Auditor General of Ontario. As a result, Court Services Division (CSD) has taken steps to strengthen enforcement of overdue fines including:

- The filing of Certificates of Default with the civil courts (Small Claims and Superior Court of Justice) as part of their enforcement processes;
- Non-renewal of vehicle licence plate stickers through the Ministry of Transportation (MTO) – plate denial;
- Suspension of drivers' licences;
- Engaging collection agencies to recovery overdue fines; and
- Adding overdue fines to the debtors property tax account.

Due to these initiatives, CSD was able to recover 105% of the revenue budgeted to be collected in 2011 by successfully collecting older overdue amounts.

City Structure:

Account Receivable (AR) management and enforcement of overdue fines is performed by three divisions within the City of Toronto.

- Court Services Division manages receivables related to POA Part I and Part III offences.
- The Treasurer's Office, Revenue Services Division manages receivables related to POA Part II parking offences. Revenue Services is also responsible for property tax and water account receivables.
- Within the Treasurer's Office, Accounting Services Division manages all other City related accounts receivable (ie. leased property invoices).

All three divisions have their own internal collection activities that are performed on overdue accounts. The divisions work in conjunction with the City's Legal Services to enforce overdue fines. Once internal collection activities have been exhausted, each division utilizes the services of collection agencies to pursue overdue accounts. At this time, the divisions are not utilizing the services from the same collection agencies.



Overdue Fines Statistics – Court Services Division:

- CSD is very successful at collecting “new” fines (less than 5 years old). Approximately 70% of overdue fines are collected within this time period.
- CSD has improved internal collection processes by working with the City’s Legal Services to add overdue fines to the debtor’s property tax account.
- Of the \$380M in outstanding fines with collection agencies, 74% or \$280M are older than 5 years. These are the most difficult accounts to collect as CSD and/or collection agencies have exhausted available data sources to locate the debtor and recover the debt.
- There are 8 internal courts collection resources and 6 external collection agencies used by CSD.

Overdue Fines Statistics – Revenue Services Division:

- Revenue Services is also successful in collecting overdue fines. Over 80% of all parking tag fines are received within 75 days.
- The current amount of outstanding parking tags with collection agencies is \$2.8M which represents about 3.5% of the total tags issued in a year. These account balances are greater than \$300 and have been outstanding for at least 2 years.
- Revenue Services utilizes 2 resources in internal collection activities; mainly license plate denial processing. One external collection agency is used by Revenue Services Division.
- Parking tags do not present the same enforcement challenges as POA Part I and Part III matters. The Plate Denial Program has been hugely successful in enforcing the payment of overdue parking fines.

Given the level of success Court Services and Revenue Services have achieved in collecting overdue fines, the need for a “one-time collection blitz” is not warranted at this time.

Enforcement of Overdue Fines Focus Area

1. Court Services Division employs a staff of 8 to perform internal collections activities. CSD has built a database to assign and track results of accounts distributed to internal collections officers. Revenue Services employs 2 staff to perform internal collections which mainly consists of tracking and processing licence plate denials. There is the potential to gain synergies by merging the services of these departments and transferring responsibility for collection activities on older debts back to CSD's internal collection staff and away from collection agencies.
2. There is limited collection agency benchmark information available against which to assess CSD's collection agency's performance.
3. When paying fines, defendants with multiple convictions and fines may request that their payment be apportioned across the multiple fines or select specific fines to pay. This can result in newer fines being paid before older fines which further complicates CSD's collection efforts.

Enhanced Collection Efforts - Reorganization

Current Opportunity #B1



Recommendation:

Consolidate collection activities related to POA matters within CSD.

Benefits / Rationale:

This is consistent with the recommendations included in Focus Area E to reorganize parking tag operations under Court Services Division. CSD currently performs complete collection activities for all Part I and Part III POA matters but Part II, parking offences, are collected through Revenue Services. This presents efficiency opportunities by consolidating all POA receivable collection activities and resources under a single division. Under the existing model, there is the potential that Revenue Services and Court Services could be pursuing the same debtor on different accounts which is not the most effective strategy.

Consolidation has been recommended within Court Services Division since this division has the authority, as the court clerk, to perform collection activities on all POA matters including parking. CSD also has a mature internal collection operation that has been very successful in collecting overdue POA fines and can easily assume parking tag collection responsibilities. This structure supports more effective and possibly expanded use of existing CSD collections staff. Privacy concerns are addressed by maintaining all court collection activities within CSD. By managing all overdue POA accounts in a centralized manner this will improve the overall effectiveness of internal collection activities within the City while minimizing risk.

This also presents Court Services with the opportunity to review the arrangements made with external collection agencies. A bundled portfolio of overdue accounts may be more attractive to collection agencies and the City may obtain better commission rates than that obtained by each division negotiating independently.

Cost Savings:

This opportunity does not present a cost savings per se as it does the opportunity to improve the City's cash flows. Outstanding fines will be collected sooner effectively reducing the amount of outstanding overdue fines which will decrease the reliance on collection activities and have a net positive impact on the overall balance sheet.

Enhanced Collection Efforts - Reorganization

Current Opportunity #B1 *(continued)*



Barrier:

None identified.

Timing:

Consistent with the recommendations in Focus Area E, the reorganization of parking tags into CSD could be completed in the next 24 months.

Jurisdictional Scan:

City of Ottawa:

In 2004, the City of Ottawa undertook a Universal Program Review (UPR) that resulted in Court Services assuming overall responsibility for the management of PII parking infraction cases including the enforcement of overdue fines. Ottawa's Revenue Division Collections continues to manage overdue property tax and water accounts in addition to collections from all three Parts of the POA (PI, PII and PIII). While the division remains operationally separate from courts, Ottawa's success in enforcing overdue fines stems from the consolidation of the collection function. For the City of Toronto, given that a considerable part of the internal POA collection resources are already located within CSD, it is more efficient and practical to consolidate all POA collection activities in CSD.

Key to the consolidation of these functions in Ottawa is the use of a single database that allows the collections department to view all outstanding receivables of a person when contact is made to pay a receivable. This allows the collections department to pursue the individual on all receivables through an interview process. Prior to conducting an inquiry interview with the debtor, the debtor is asked to complete a questionnaire which is designed to obtain information about the debtor that may be used to support future collection efforts.

Additionally, when a defendant attends the collection office and requests an extension of time to pay a fine or a re-opening, the collection office prepares an information form that is presented to the court supporting (or challenging) the application and escorts the defendant to the court office. This gives the court additional information to use in making a decision.

Enhanced Collection Efforts - Reorganization

Current Opportunity #B1 *(continued)*



Jurisdictional Scan *(continued)*:

Other practices employed:

- Ottawa conducts civil enforcement in parallel with its collection practices similar to Toronto.
- Ottawa courts administration sends any receivable over \$500 to its collection department after 90 days. In Toronto a decision is made after 10 days as to whether an account is going to be pursued internally or assigned to a collection agency.
- As a collection tool, the City of Ottawa uses a “call blasting” system (ERMS) that sends automated pre-scripted messages by phone to a debtor asking them to call back. Ottawa reports a call back rate of approximately 80%.
- Three private collection agencies are contracted by the City of Ottawa through the RFP process with few measurement metrics imposed. Ottawa reviews collection accounts and distribution on a periodic basis which encourages agencies to maximize recovery rates. Toronto performs similar monitoring activities.

The City of Ottawa achieved a default collection rate of 41.5% in 2010. The average collection rate reported by municipalities for the same period through OMBI was 45.52%. The City of Toronto’s default collection rate was 26.85% in 2011. Reorganizing collection operations will greatly assist the City of Toronto to improve their efficiency in this area.

Additional Considerations:

Given the nature of the accounts managed within Accounting Services, efficiency opportunities would not present by merging this area with CSD Collections. Information should be shared between Accounting Services and Court Services Division to aid with the tracking and collecting of overdue accounts. Taking this one step further, a City Contractor should not be engaged to perform services for one City division if fines/receivables are outstanding with another City division.

Enhanced Collection Efforts – Overdue Account Balancing Strategy

Current Opportunity #B2



Recommendation:

Realign CSD's collection strategy to focus internal staff collection activities on older accounts that collection agencies are relatively unsuccessful in collecting (refer to page 61).

Benefits / Rationale:

Between January - August 2012, 88,000 new accounts (PI and PIII) were in overdue status. 27% of these new accounts were not actively followed up or investigated by CSD prior to being placed with a collection agency. This may be due to seasonal fluctuations in volume, vacations or other unplanned staff absences (ie. illness). This represents a potential lost opportunity as the clock has already started on the account aging by the time it is placed with the collection agency, which impacts collection success.

Collection agencies have demonstrated success in collecting newer debts. By shifting strategies and focusing collection agency efforts on the "new" accounts (aged 90 days to 2 years), CSD is able to focus internal resources on the more complex, older accounts (aged 2 years and older) that collection agencies have been relatively unsuccessful in recovering. CSD also has access to information not available to collection agencies and can take legal action which may improve the recovery rate for these older accounts.

This opportunity can be implemented by CSD immediately without change to processes and technology.

Cost Savings:

This opportunity does not present a cost savings per se as it does the opportunity to improve the City's cash flows reducing the amount of outstanding overdue fines with a net positive impact on the overall balance sheet.

Enhanced Collection Efforts – Overdue Account Balancing Strategy

Current Opportunity #B2 *(continued)*



Barrier:

The current volume of overdue accounts pursued by CSD's internal collection staff and the City's Legal Services have been well managed. However, with this shift in strategy and more, older accounts being enforced internally, it is probable that additional resources will be required to conduct investigations and follow-up, pursue civil enforcement and application of overdue fines to a debtors property tax account. CSD and Legal Services will review resourcing six months following implementation of this opportunity and prepare a business case if additional resources are required.

Timing:

CSD can take actions today to rebalance the accounts that are placed with collection agencies versus being pursued internally. This opportunity could be fully operational in 2013.

Jurisdictional Scan:

No other jurisdiction included in the research for this report has a similar issue with aged overdue accounts as the City of Toronto. Other jurisdictions utilize models that best match their accounts receivable and overdue status. For instance, the City of Brampton assigns overdue accounts less than \$300 to one of their two contracted collection agencies. The City's internal collection department focuses on accounts greater than \$300. As a result, collection efforts are more focused and efficient with the internal collection staff utilizing all available resources, including legal channels to file a writ or garnishment, to collect on overdue accounts.

The City of Brampton also conducts a monthly performance review of its two collection agencies using information from their CAMS database to monitor their collection success. This information is shared with both collection agencies. Brampton's contract provides for adjustment to the number of accounts being assigned to either agency depending on their performance.

Collection Agency Performance

Current Opportunity #B3



Recommendation:

Incorporate the scorecard used to rate and track collection agency performance into the vendor procurement process.

Benefits / Rationale:

Information obtained through workshops and interviews with other municipalities indicates that there is limited information available against which to benchmark the collection agencies' performance. Incorporating performance metrics by the age of the account and the dollar amount assigned and collected into the vendor management and procurement process will greatly aid CSD in the selection and management of their vendors.

Some key performance measures used across the collection agency include:

- Recovery Rate – the amount collected in a period expressed as a percentage of the total account balance. It is useful to have the recovery rate reported by placement type / account age: 1st assignment, 2nd assignment-regular, 2nd assignment-high balance and high balance.
- Commission rate – the amount the collection agency retains as it's fee. Depending on the agreement this can be a flat percentage of the amount recovered, a flat fee per account or flat fee per hour worked. Commission rates often vary by the account age and type.

Cost Savings:

Not applicable – this opportunity is operational in nature.

Barrier:

None identified.

Timing:

CSD can take actions today to refine reporting and scorecards provided by collection agencies. In 2013, with the next collection agency procurement, Requests for Proposal (RFP) should specify collection agency performance criteria by the age of the account and include targets for the dollar amount to be assigned and collected by the agency.

Collection Agency Performance

Current Opportunity #B3 *(continued)*



CSD Collection Agency Performance:

	Recovery Rate as a % of Budget - 1 st Assignment	Recovery Rate as a % of Budget - 2nd Assignment	Recovery Rate as a % of Budget - 2nd Assignment – High Balance	Recovery Rate as a % of Budget – High Balance
Average across all contracted collection agencies	99%	100%	23%	81%

Note:

As part of this study, Sierra Systems researched collection agency performance metrics. There are no rating mechanisms used across the industry to compare one collection agency's performance to another.

All collection agencies used by CSD are members in good standing with the Ontario Society of Collection Agencies as well as other international associations.

Additional Consideration:

As part of the 2013 budgeting process, Court Services should review the assumptions made in determining the budget for overdue fine recovery. For first and second assignment accounts, the collection agencies are achieving, if not exceeding, 100% of the budgeted recovery rate. A review should be performed by CSD to ensure the budgeting process and assumptions are not overly conservative.

Payment Processing

Current Opportunity #B4



Recommendation:

Pursue amendments to the Provincial Offences Act and regulations that establish a fine order payment protocol based on the principle of “first fine in, first payment applied”.

Benefits / Rationale:

CSD and Revenue Services both have an excellent recovery rate for overdue fines less than 2 years old. By requiring older fines to be paid first, the situation of old debts becoming uncollectible is reduced. There is no risk to implementing this change to the legislation.

Cost Savings:

This opportunity does not present a cost savings per se as it does the opportunity to improve the City’s cash flows reducing the amount of outstanding overdue fines with a net positive impact on the overall balance sheet.

Barrier:

Legislative change required to Provincial Offences Act and regulations.

CSD may be limited in applying this policy as the Ministry of the Attorney General may restrict the retroactivity of this amendment.

Timing:

From discussions with MAG, it is reasonable that this opportunity could be realized within the next 12 months becoming operational by the end of 2013 subject to the Ontario Government’s timeframe for the amendments.

Legislation & Regulations

In addition to the opportunities discussed, the City's Court Services and Legal Services Divisions are part of a Provincial/Municipal Working Group to address the findings and recommendations of the Ontario Association of Police Services Boards (OAPSB). Actions on these recommendations will strengthen the City's enforcement of overdue fines. OAPSB's report was issued in November 2011 and included a number recommendations. Toronto, along with other municipalities, are working to implement 9 of the 13 recommendations that include:

Initiative	Action required
1. Expand licence plate denial for non-payment of any POA fine. 2. Tighten licence plate denial so that if an offender is in plate denial status with one plate another vehicle licence plate registered to the same offender can't be renewed.	-Legislative change – POA sec. 69 -Tighten appeal, extension of time to pay and re-opening approvals by courts -IT investment to allow systems to apply plate denial to all overdue POA fines
3. Improve information sharing between the City, Ministry of the Attorney General (MAG) and Ministry of Transportation (MTO) to provide linkages between a licence plate suspension, drivers licence suspension and offender current address to better enforce overdue fines.	-IT investment to provide interfaces and configuration for sharing of information -Review of privacy legislation to ensure information sharing would not result in a privacy breach – Freedom of Information and Protection of Privacy Act (FIPPA)

Legislation & Regulations *(continued)*

Initiative	Action required
4. Make it easier for offenders to pay overdue fines. Today there is often confusion around the payment handoffs between the city and the province. For instance, an offender should be able to pay outstanding fines and licence and/or plate renewals at Ministry of Transportation (MTO). Today the payment for outstanding fines would need to be processed by the courts and MTO would process the payment for the license/plate renewal. This would improve customer service and provide for collection of all amounts owed in a more effective manner.	<ul style="list-style-type: none">-Review operating procedures and develop policy related to payment of overdue fines-Review Toronto policy, by-laws
5. Review incentives to pay. <ul style="list-style-type: none">▪ Consider development and increase of set fines.▪ Revisit use of early voluntary payment option for parking.▪ Increase late payment penalties.▪ Consider vehicle impoundment as a penalty for overdue fines. This effectively targets habitual offenders and has been effectively used by the City of Mississauga.	<ul style="list-style-type: none">-Legislative change – various statutes and regulations – POA, Highway Traffic Act, etc.-Review Toronto policy, by-laws



Focus Area C: Improving Public Access to Court Services

Current State

While court services as a division performs many tasks that are not visible to the public, the public has access to Court Services through the following service channels; phone, in-person, email and traditional mail service. The effectiveness of these services does not represent an issue for the City, however the increasing pressures on the system balanced with budgetary restrictions make obtaining greater efficiency a driver for change.

CSD Counter Service Statistics (includes Parking & Intake):

Note: all figures projected for 2012 were derived by annualizing year-to-date figures provided by CSD up to July 2012. The projected figures do not take into consideration seasonal variations or other causes of fluctuations to normalize the data.

# of Customers accessing Counter Services 2011	# of Customers accessing Counter Services until August 2012	Projected # of Customers accessing Counter Services in 2012
122,799	73,187	122,306

Average Counter Service Wait Times Expressed in Minutes and Percent					
Minutes	10	10 to 20	20 to 30	30 to 40	Over 40
Percent	47.0	27.0	14.5	8.0	3.5

Wait times for Court Counter Services fall within the City of Toronto's Service Standards

Current State *(continued)*



CSD Counter Service Statistics (includes Parking & Intake):

Qmatic Customer Service System Average Counter Service Statistics by Category for all POA matters

Category	Fine Payment	Priority Service - follow-up from previous service	Trial Scheduling	Intake / Parking	Motions / Information	Scheduled 1 st Appearance/ERP
Percentage of counter transactions	17.0	4.5	43.0	16.5	8.0	7.5

Current State *(continued)*

CSD Phone Call Service Statistics:

	# of Calls - 2011	# of Calls until July 2012	Projected # for 2012
Tier I (70%)	129,888	80,338	129,695
Tier II (30%)	55,666	34,430	55,583
Total	185,554	114,768	185,278

CSD Email Service Statistics:

# of Email received - 2011	# of Email received until July 2012	Projected # for 2012
20,447	8,294	13,106

Email communications have proven to be the least effective means for customer service representatives to address public inquiries. Unless the email request is very succinct, an email chain is required to elicit all of the clarification required to respond to an inquiry.

Often email is the secondary service channel used by the client to connect with CSD when lengthy wait times are experienced.

Average Phone Wait Times

2011 = 12.25 minutes

2012 = 13.25 minutes

Desire is to decrease the average wait time per call.

In general the public :

- *Wants to deal with a maximum of 2 people when being serviced*
- *Has a maximum tolerance for a 5-9 minute wait in any queue*
- *Has a tolerance of being on hold for 30 seconds*
- *Wants same day replies to voice or email requests (if request is issued by 10 am)*

**Institute for Citizen-Centered Service*

Public Access Focus Area



1. Court Services Division (CSD) and 311 Toronto are both responsible for providing customer service to residents of the City of Toronto.

CSD customer service is very court specific and operates Monday – Friday between the hours of 8:30-4:30. Most inquiries are considered “Tier I” and relate to payment options, ticket options, court locations and hours. CSD is also responsible for addressing more sensitive, case specific “Tier II” inquiries.

311 Toronto is the largest end-to-end service integration system in North America providing access to non-emergency city services and information. 311 operates 24 hours a day / 7 days a week. There are opportunities to leverage 311 to address Tier I inquiries to allow CSD staff to focus on the more sensitive Tier II inquiries. This will more effectively utilize CSD’s limited resources.

2. The growth in the “agent” industry (those who represent multiple defendants) has put a strain on CSD counter service processes that are designed to meet single requests/filing needs. This trend is likely to increase and alternative processes need to be developed to address this demand.
3. There is a significant use of court counter services for requests that could be handled via other, more efficient channels, freeing up court counter service times. For instance, requesting an early resolution meeting or the payment of fines. On average, about 40% of counter service time is used for fee payment. Staff can be used more efficiently in other service categories where their expertise about the system and courts can be better leveraged for the public’s benefit.

311 Call Centre

Current Opportunity #C1



Recommendation:

Leverage the call centre expertise within the City of Toronto's 311 Service Division to provide Tier I courts customer service and service requests.

Benefits / Rationale:

Currently, the 311 service to Court Services is limited. The primary reason for this is that access to court trial information contained in the Ministry's ICON system is restricted to CSD staff. As a result, most calls are forwarded to Court Services to address case specific queries. The City's "Court Case Look-Up" project (anticipated implementation December 2012) supports this opportunity by providing additional case information accessible by 311 staff. This will enable 311 staff to respond to 70% of court case related inquiries. CSD is also working with 311 to build a service request for courts.

Leveraging 311 is in the best interest of the City as more calls inevitably will be received by 311 for court services as 311 gets increased public buy-in.

Cost Savings:

This opportunity presents a net zero cost savings as resources will be shifted from CSD to 311. There are currently 6 CSD resources dedicated to answering telephone and email inquiries. 2 staff will continue to be required within CSD to respond to Tier II inquiries. It is anticipated that 4 CSD customer service representatives will be redeployed to 311 as Tier I services migrate.

**Barriers:**

One reason presented for not onboarding more court services customer service responsibilities to 311 was that access to ICON was restricted to court services staff. Through interviews with other municipalities, it was identified that they were able to effectively overcome this barrier by having staff in other departments sign the same confidentiality agreement as signed by court services staff to access ICON. This effectively addresses the access barrier.

If CSD does not consider the use of a confidentiality agreement as appropriate to address this barrier, the technological solution presented through the “Court Case Look-Up” will address the information requirements of 311.

Timing:

This opportunity could be realized in the next 6-12 months becoming operational in 2013.

Scheduling High Volume Agents

Current Opportunity #C2



Recommendation:

Develop and implement processes and tools whereby high volume agents, specifically licenced lawyers and paralegals, can schedule an appointment with court counter personnel to process all of their material.

Benefits / Rationale:

- Court Services Division will be able to improve service delivery to both the high volume filing agents and individual customers by taking the time-consuming demands occasioned by high volume filing agents out of the general customer service line-ups at the public counters.
- Agents can better manage their busy days with certainty when attending multiple locations.
- Projected reduced customer agitation with shorter service lines and shorter service wait times.
- This service is already available to prosecutors in some situations.

Cost Savings:

Not applicable – this opportunity is operational in nature.

Barriers:

The ability to implement this opportunity is subject to the physical limitations of the existing court facilities.

Timing:

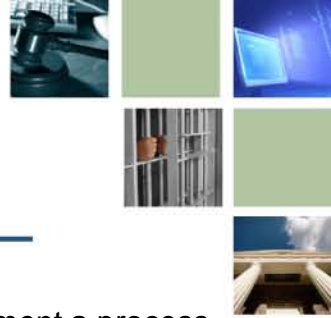
This opportunity can be realized in 6-12 months becoming operational in 2013.

Considerations:

Regardless of the appointment scheduling tool used, scheduling of appointments requires detailed analysis. Appointment processing precedents exist in other Ontario courts to provide Toronto CSD with inquiry and design assistance (Toronto SCJ / Newmarket courts). Communication and dialogue with the high volume agents as a group is necessary to gain acceptance and design implementation.

Drop Off & Pick Up of Requests from High Volume Agents

Current Opportunity #C3



Recommendation:

In addition to, and/or in conjunction with the use of high volume agent appointments, develop and implement a process whereby high volume agents have the ability to “drop-off “ their filings with CSD for processing and later pick-up.

Benefits / Rationale:

- Drop-off processing precedents exist in other Ontario courts (Toronto SCJ / Newmarket courts).
- Court Services Division will be able to improve service delivery to both the high volume filing agents and individual customers by taking the time consuming demands occasioned by high volume filing agents out of the general customer service line-ups at the public counters.
- Agents can better manage their busy days with certainty when attending multiple locations.
- Projected reduced customer agitation with shorter service lines and shorter service wait times.
- This opportunity can easily be implemented in court locations, and is already done in some locations by updating business processes.

Cost Savings:

Not applicable – this opportunity is operational in nature.

Barriers:

None identified.

Timing:

This opportunity can be realized in 6-12 months becoming operational in 2013.

Observations:

It will be necessary for CSD, working with the high volume agents, to develop service timeline standards in order to avoid the risk of customer dissatisfaction.

Online Early Resolution Request Future Opportunity #C4



Recommendation:

Design and implement online scheduling tools to allow a defendant to self-schedule and request an early resolution (ER) meeting.

Benefits / Rationale:

CSD has a project underway to develop and implement an online calendar for appointment scheduling utilizing Webmethods. Benefits of online early resolution meeting requests include:

- Remote access reduces the need for defendants to physically attend court offices to schedule appointments.
- Prosecutors manage their own calendars and schedules.
- Reduces transfer of information between prosecutors and courts CSR's.

Cost:

Funding secured - this project has a capital approved budget and is fully funded from CSD's reserve fund.

Cost Savings:

Not applicable – this opportunity is operational in nature.

Barriers:

None identified.

Timing:

Court Services Division Webmethods project provides for the launch of the online ER appointment calendar by Fall 2013, subject to IT resource availability.

Online Early Resolution Request Future Opportunity #C4 *(continued)*

Jurisdictional Scan:

An online self-scheduling tool would be a first for an Ontario municipality. No other jurisdictions interviewed or researched as part of this service efficiency study are using online scheduling tools for ER meetings. Many jurisdictions accept email and fax requests for ER meetings. This would make the City of Toronto a leader in the use of online tools for ER meetings.



Self-Service Payment of Fines

Future Opportunity #C5



Recommendation:

Invest in kiosks and other self-serve technologies to allow individuals to process their own fine payments at court offices.

Benefits:

At present, 40% of people attend at a court office to make a payment in person. Self service options will lower the cost of service and improve public access to court services for other matters. This opportunity is aligned with the City of Toronto's E-Service Strategy. In general, kiosks are easy to use and do not require a steep learning curve. For people who only want to pay their fine in cash, this option offers a cost effective alternative.

Many of the City's ticket forms already contain 3D barcode identifiers. It is not difficult to expand the use of these barcodes to other areas for use at a kiosk.

Costs:

The cost to implement a kiosk can range from \$5,000 - \$10,000 per kiosk depending on the features and technology used.

As kiosk technology can vary greatly, an accurate estimate of ongoing kiosk maintenance and repair costs as well as software and licencing fees are not available.

Cost Savings:

Not applicable – this opportunity is operational in nature.

Barriers:

None identified.

Self-Service Payment of Fines

Future Opportunity #C5 *(continued)*



Timing:

This opportunity could be realized in the next 12-18 months.

Jurisdictional Scan:

Our research did not discover another municipality that employed self-serve kiosks. However, the Province of Ontario does use kiosks as part of the Service Ontario strategy. This has been an effective strategy for the province.

As an example of the viability and potential of kiosk technology, Sierra Systems is currently implementing the Automated Border Clearance (ABC) system. This is a multi-language, kiosk-based traveler processing system. It allows Canadian citizens and permanent residents entering the country to complete the primary customs inspection process electronically using a dedicated kiosk. Sierra Systems has developed the ABC system in collaboration with the Vancouver International Airport Authority (YVRAA) and Canadian Border Services Agency (CBSA).

The ABC system presently handles up to 5,000 passengers per day using a set of 12 kiosks located at Vancouver Airport International Arrivals Hall. In addition to processing incoming passengers, the ABC system also collects statistical data associated with the passengers' use of kiosks allowing for the real-time kiosk monitoring and continuous system improvement based on kiosk usage analytics. The entire ABC system was designed to address high-level security and privacy requirements deemed necessary by CBSA, and has been tested, certified and reviewed by CBSA security personnel.

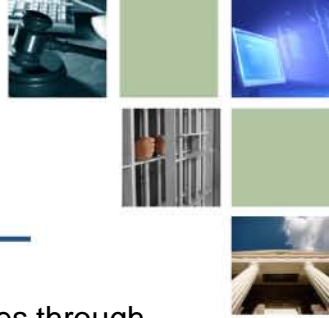
Additional Considerations:

Further study of self-service technologies is required by the City. Given the recent security breach experienced by Service Ontario, the appropriate safeguards and controls need to be in the system to ensure confidential information is protected.



Focus Area D: Court Interpretation Services

Current State



Court Services Division provides counter service in English and French as well as over 40 other languages through interpretation services for court matters.

The use of court interpreters is directed by Ontario's Ministry of the Attorney General (MAG). MAG maintains a registry of accredited interpreters that have demonstrated their skills and ability through MAG's testing and accreditation process. The process of accreditation has resulted in a significant reduction in the number of interpreters available for court business. This complicates hearing and trial scheduling as Court Services Division is restricted to using conditionally accredited and fully accredited interpreters in POA matters; a finite resource pool also in demand by many other courts.

Interpreter Statistics:

- CSD conducts 700,000 trials and other hearings per year.
- 60,000 interpreter requests are received annually by CSD.
- \$1.6M spent annually by CSD on interpreters.
- Interpreters are paid \$90 for 3 hours of interpretation services regardless of the actual hours worked during the assignment.
- There are no statistics available related to the number of matters adjourned due to interpretation related issues (ie. no interpreter available, justice not satisfied with interpreter's skills).
- Statistics are not available regarding trial wait time for an interpreter.

Court Interpretation Focus Area

1. Interpreters are paid a flat fee of \$90 to provide the courts with three hours of interpretation services. There are no metrics as to whether the interpreters are fully utilized for the three hour period they bill the City. This is due to the inherent system limitations the City works within when scheduling interpreters.
2. There is a shortage of fully accredited and conditionally accredited interpreters for court matters in Ontario. This complicates trial and ER scheduling as interpreters are often required for different cases at different court locations across the City of Toronto. Travel times across the city, and even across the province, restrict the availability of an interpreter for different matters at different court locations. This is an ineffective use of the interpreters time.

Remote Interpretation

Current Opportunity #D1



Recommendation:

Incorporate telephone and video conference technology into ER meetings and trials to allow interpreters to provide remote interpretation services.

Benefits:

Court Services Division will be able to more effectively utilize interpreters time and maximize the value they are currently spending on interpretation services. Use of telephone and video conference technology will greatly alleviate interpreter scheduling issues as an interpreter can be assigned to trials and ER meetings across Ontario's court facilities and avoid travel and downtime. CSD will achieve better use of the interpreter's time by effectively loading the interpreters schedule to fully utilize the interpreters minimum 3 hours of service.

This opportunity will also partially address the shortage of qualified interpreters by more effectively utilizing existing interpreter resources.

Cost:

The initial capital investment required to implement this opportunity is \$141,000. Operating costs in Year One are estimated at \$13,000. The operating costs are expected to remain stable over the next 5 years until newer, and potentially cheaper, remote conferencing technology is introduced to the marketplace. This opportunity requires a total investment in Year One of \$154,000.

Cost Savings:

Implementing this opportunity will present CSD with costs savings in the magnitude of \$242,000. See subsequent pages for full calculations and analysis.

Remote Interpretation

Current Opportunity #D1 *(continued)*



Barriers:

None identified.

Recent discussions with senior judicial officials indicate that the use of video technology is an acceptable method to schedule interpreters to appear in court via remote access due to their availability and is a viable means of providing individuals with access to qualified interpretation services and ensuring efficient use of limited court resources.

Timing:

This opportunity can be quickly and easily implemented in the short term, 3-6 months, with a minimal capital investment by CSD.

Consideration:

A policy needs to be developed and communicated with interpreters to document the court's requirements for remote interpretation. The policy needs to address interpreters' dress, physical location requirements and technology. Interpreters would be responsible for providing their own video conference technology. This was not seen as a barrier to implementation as most individuals own a computer with video conference technology and have internet access.

Jurisdictional Scan:

The use of video and teleconference technology is becoming more and more prevalent in ER meetings and the courtroom. Some recent innovative examples are included on the following pages.

Case Study – Sault Ste. Marie

Current Opportunity #D1 *(continued)*



The City of Sault Ste. Marie introduced video conferencing for remote interpretation services in the Spring of 2012.

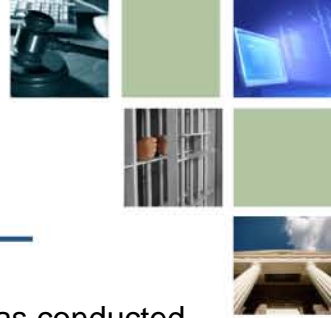
Initial Capital Investment: \$3,700 per court for hardware and software.

Ongoing Costs: \$29.99 per month service fee per court location.

Savings: Historically, Sault Ste. Marie could spend up to \$1,500 for a single interpreter when interpretation services were required. This expense was largely driven by their remote location and travel expenses incurred for interpreters. Sault Ste. Marie estimates with the use of video conferencing, interpreter services now cost \$150 per interpreter request. Implementing this opportunity has presented Sault Ste. Marie with cost savings on average of 15% per interpreter request.

Case Study – Durham Region

Current Opportunity #D1 *(continued)*



Durham Region started using teleconferences for interpreters and ER meetings in Spring 2012. A pilot was conducted in one courtroom. Durham invested in a polycom to provide better audio quality for the teleconferences. Durham conducted extensive surveys with the courts including Prosecutors, Justices and Interpreters to ensure their feedback and suggestions were incorporated into the process and the use of technology. The polycom was tested in a mock court trial. Lessons learned were shared with all court stakeholders. The result was very positive. Durham attributes the success of the audio teleconferences to gaining and maintaining organizational buy-in for the change. Durham intends to purchase another polycom for use in another courtroom. Eventually Durham would like to move to video conference technology.

Initial Capital Investment: 1 Court, 1 Polycom - \$1,000

Savings: Durham recognizes there have been efficiency savings with the introduction of teleconferencing however it is too early to quantify. Durham has scheduled 40 remote ER meetings in the 2.5 months teleconferencing has been available. The demand for remote interpretation has also steadily increased.

Legislation & Regulations

Current Opportunity #D1 *(continued)*



Legislation supports the use of remote interpretation and ER meetings.

Legislature Bill 212, the Good Government Act, was tabled by the Attorney General in October 2009 and received Royal Assent in December 2009. This Act specifically allows for the use of “electronic method” if the appropriate equipment is available at the courthouse where the proceeding occurs,

- (a) a witness may give evidence by electronic method;
- (b) a defendant may appear by electronic method;
- (c) a prosecutor may appear and prosecute by electronic method; and
- (d) an interpreter may interpret by electronic method.

Electronic methods has been defined to include video conference, audio conference, telephone conference or any other method determined by the regulations.

Capital Investment

Current Opportunity #D1 *(continued)*

Toronto Courts have disparate audio and video technology. Most courtrooms are equipped with televisions that could be used to view the remote interpreter. This plan assumes all courtrooms and ER meeting rooms will require some level of hardware and software be purchased to support remote interpretation and ER meetings. Figures have been budgeted from the Sault Ste. Marie case study. CSD may be able to achieve cost savings by leveraging Toronto Courts digital recording systems in this process reducing related hardware and software costs. This plan assumes interpreters are responsible for providing compatible technology from their remote location.

Initial Capital Investment:

Item	Step	Count	Cost
# of courtroom & ER meeting rooms	(A)	38	
Hardware & Software cost / courtroom	(B)		\$3,700
Ongoing Operating Cost / court	(C)		\$30/month
Calculation:			
Initial Capital Cost	(A x B)		\$141K
Ongoing Operating Costs (annualized)	(A x C x 12 months)		\$13K
(D) = Total Capital and Operating Costs (1st year)			\$154K

Estimated future costs and cost savings for interpretation services

Current Opportunity #D1 *(continued)*

Given the invoices received by CSD in 2011, the calculations do not support that interpreters were fully utilized for the minimum 3 hour period. By moving to a remote interpreter model, Court Services Division can more effectively schedule interpretation services for the courts to achieve a cost of \$90 for 3 hours of interpretation services.

Estimated Future Cost & Cost Savings:

Note: A 15% cost savings, consistent with Sault Ste. Marie's experience, has been used to calculate the future cost and cost savings for interpretation services.

Element:	Result:
Step 1: Expected future cost for interpretation services	Future Cost = \$1.37M
Step 2: Expected future cost savings for interpretation services	Cost Savings = \$242K

Return on Investment and Payback Period

Current Opportunity #D1 *(continued)*



Return on Investment:

Step	Inputs	Calculation	Result
Step 14: Return on investment	D = \$154,000 Step 2 = \$242K	$(\text{Step 2} - D) / D$	57%

Payback Period:

The payback period on this investment is less than 1 year.

Note: These calculations only consider interpreters hourly bill rate. Invoices billed in 2011 may also have included travel and related expenses which were ignored in these calculations. These projections assume Court Services Division utilizes remote interpretation on the majority of ER and trial matters. Savings and efficiencies achieved in scheduling interpreters will be reduced if in person attendance is utilized for individual cases. It is recommended interpreters attend in person when multiple matters requiring interpretation are scheduled at one courthouse. Research from other jurisdictions indicate productivity would be lost by calling the same interpreter multiple times from multiple courtrooms in the same day in one courthouse location as opposed to having the interpreter physically travel from courtroom to courtroom.

Additional considerations

Current Opportunity #D1 *(continued)*



Implications to business processes:

Court Services Division will be required to identify on the docket which matters involve remote interpretation to allow connection to be made with the scheduled interpreter.

Court Services Division will need to implement an internal process with the court clerks and/or monitors to independently track interpreters. Under the existing model, interpreters are required to utilize a City of Toronto interpreter invoice that captures name of defendant, courtroom and tier time. The interpreter completes the interpreter invoice and presents it to the clerk/monitor who fills in the time the assignment ended and initials the appropriate area. Failure to obtain the clerk/monitors initials on the invoice results in non-payment of invoice. To move to a remote interpreter model, the clerk/monitor would have to track this information along with the name of the interpreter and submit it to West Court Operations so they can continue to process interpreter invoices.

There are no implications for the current process of scheduling trials and interpreters. Court Schedulers will continue to group cases by officer availability and assign interpreters to the case where a request for interpretation has been received.

Implementation Timeline:

Following the Sault Ste. Marie model, we have budgeted 6 months to complete the installation of the hardware and software required to support remote interpretation in Toronto courts.

Parallel with the hardware/software installation, CSD will work with the court clerks to refine the internal processes required to track interpreter time.



Focus Area E:

Reducing Parking Disputes Requiring Courtroom Trials



Organizational Structure:

Revenue Services Parking Tag Operations is responsible to provide processing and collection of parking ticket revenues for the City. This includes:

- Processing parking tickets
- Issuing Notice of Intention to Appear (NIA) to offenders who have not paid after 15 days
- Issuing Notice of Fine and Due Date for all offenders who receive convictions
- Processing refunds on overpayments
- Processing adjustments on errors
- Investigating parking ticket disputes
- Preparing pre-court filing documents

Court Services Division provides administration and courtroom support services to the public and a range of stakeholders that utilize the Provincial Offences Courts. CSD is responsible for court case management services including POA Part II disputes received by Revenue Services.



Parking Overview:

Toronto Police Services (TPS) is largely responsible for parking enforcement. TPS handles about 90% of all parking tickets in the City. Private agencies with certified Municipality Law Enforcement Officers (MLEO) handle about 10% of the ticketing in the City. Revenue Services is currently responsible for the processing and collection of fines for parking tickets – POA Part II offences. Court Services Division is currently responsible for scheduling and conducting trials for parking ticket matters.

In recent years, parking tickets within the City of Toronto have received considerable media attention. In the public, parking tickets are a hot button issue. Negative public perception regarding the issuance of tickets has been heightened due in part to the increased promotion of agencies who advertise their ability to successfully fight these same tickets. In 2011, the City of Toronto issued 2,833,787 parking tickets. Parking tickets issued from January-July 2012 totaled 1.6M and when annualized will approximate 2011 levels (2.8M tickets).

Parking Ticket Statistics:

In 2011, 12.2% (346,425) of parking ticket recipients requested trial dates. Of those that requested trials, 84.9% (255,268) resulted in a conviction. The City is incurring a significant cost for parking ticket disputes requiring courtroom trials.

Current State *(continued)*

POA Part II - Parking Tickets Scheduled for Trial 2011

Category	# of Tickets	% of total tickets scheduled for trial
Court Cases where defendant appeared	137,877	39.8%
Court cases where defendant did not appear	155,198	44.8%
Other Dispositions	53,350	15.4%
Total # Parking Tickets Scheduled for Trial in 2011	346,425	100.0%

Currently Court Services operates five (5) courtrooms for POA Part II Parking Ticket offences.

- East Court = 1
- West Court = 1
- South Court = 3

The annual volume of cases scheduled in the 5 courtrooms as of December 2011 is about 210,000.

The operating cost per courtroom is about \$1 million annually.

Less than 40% of parking ticket recipients who requested a trial date actually appeared in court on the scheduled trial date. This has a significant impact on City resources and operating costs. While dockets can be loaded to account for the shortfall in attendance, the expenses incurred by the court in the preparation of documents and in the scheduling of court resources can not be recovered.

Current State *(continued)*

POA Part II – Breakdown of Trial Requests

Breakdown of Part II Trial Requests in 2010
Expressed in Number of Requests, Percentage of Total Trial Requests and
Number of Entities requesting trials

Number of Trial Requests (2010)	1 Request	2-10 Requests	11-30 Requests	31-50 Requests	More than 50
% of Total Trial Requests	23.8%	38.7%	9.9%	2.2%	25.4%
Number of Entities	73,029	36,463	1,926	173	118

Entities that generally request 50 or more trials are companies/agents. This group represents about 25% of all trial requests.

The average individual is responsible for approximately 63% of all trial requests.

High volume individuals, those who request between 11-50 trials per year, account for 12% of trial requests.

Ongoing Initiatives



There are several on-going initiatives to reduce parking ticket disputes requiring courtroom trials including:

1. Ticket Cancellations:

Toronto City Council has detailed cancellation guidelines that can be used by counter staff when a parking ticket dispute is received and the reason for the cancellation of a parking ticket is legitimate. Parking ticket cancellation guidelines have been publicly posted on the City of Toronto's website.

The City has also introduced processes to reduce the demand on counter staff by allowing for disputes related to parking meter or pay-and-display violations to be submitted by either fax or email and in person, previously they were required to appear in person. For disputes that have been faxed or emailed, the vehicle owner will be advised in writing confirming either that the ticket has been cancelled, or that it does not meet the criteria for cancellation. This policy applies when:

- A ticket has been issued from a broken service machine
- A ticket that has been either improperly printed or displayed

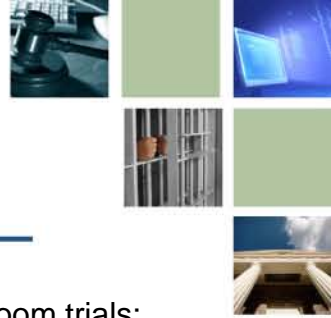
It is estimated about 40,000 people will take advantage of this modification.

The intent of these measures are to reduce requests for parking offence trials and free up court resources to hear more serious offences.

2. Grace Periods:

21% of the parking tickets issued in the City are for an 'expired meter'. Prior to July 2012, the City had a grace period of 5 minutes. The Government Management Committee proposed an extension of this grace period to 10 minutes which was adopted on July 11, 2012. Toronto Police Services (TPS) and Municipal Law Enforcement Officers (MLEO) are not to issue a parking ticket for an expired meter if the expiration is less than 10 minutes. The intent of this measure is to reduce the number of parking ticket disputes requiring trial.

Proposed Initiatives



The following initiatives have been proposed to attempt to reduce parking ticket disputes requiring courtroom trials:

1. Fixed Fine System

This system would remove the discretion of the presiding justice to alter a fine. Where a defendant is found guilty, the fine to be imposed is equal to the set fine. The fixed fine would not be applicable if the ticket was paid out of court or the defendant was found not guilty in court.

The Fixed Fine System is expected to receive approval by the end of 2012 becoming effective 45 days after such approval date. This system is expected to cause a change in defendants' behaviour by reducing the number of trials that are requested by persons without a valid defence or by those looking for a reduced fine.

2. Fixed Fine – Accessible Parking Offence:

Recipients who frequently request a trial are often charged with infractions involving accessible parking. Currently, the maximum penalty for this offence is \$450. The City is expected to make application to the Regional Senior Judge to reduce the set fine from \$450 to \$300 with the objective of reducing the number of parking ticket disputes in this category. A \$300 fine is still seen as being an effective deterrent without being punitive.

3. Courier/Delivery Vehicle Parking Permit:

Commercial delivery and courier vehicles are the largest category of repeat offenders when it comes to parking infractions. The majority of these parking tags result in a trial request. It is estimated that each commercial vehicle receives on average 10 tickets per year. Statistics Canada reports the number of courier and local messenger carriers to be 8,150 in the Province of Ontario. It is estimated 50% of couriers/carriers operate within the City of Toronto resulting in a maximum of 40,750 trial requests to Court Services Division. Transportation Services is currently conducting a Downtown Transportation Study to examine the introduction of a parking permit program for courier/delivery vehicles. Implementation of such a program would have a significant reduction on the number of parking ticket disputes that require a trial.

Parking Ticket Focus Area

1. In 2011, parking tickets represent 12% of all scheduled courtroom matters. Of those trials scheduled, only 40% of defendants appeared in court for their trial. Of those disputes that do go to trial and the defendant appeared, approximately 62% received a lower fine from the court than the set fine on the face of the ticket.
2. Parking ticket disputes requiring courtroom trials have a significant impact on court resources and costs. The current organizational structure of having parking management within Revenue Services may not be the most effective use of the City's limited resources.

Court Services - All Parking Management

Current Opportunity #E1



Recommendation:

Fold all administration of parking tags issued under municipal by-laws into the Court Services Division (CSD).

With the consolidation, implement the role of Screening Officer to address parking ticket disputes (see opportunity E4 for full description of this new role).

Benefits / Rationale:

- The current organizational split of parking tag administration creates a number of challenges:
 - Various staff involved in processing parking tickets report to different supervisors
 - Parking Tag office staff have limited decision making discretion to manage customer complaints / disputes
 - Access to case information is restricted causing development of sub-processes and systems and limiting staff response to inquiries (Freedom of Information and Protection of Privacy Act)
 - There is a need to transfer customers from one organization to another depending on the type of dispute / inquiry
 - Information is transferred across administrative offices at various steps in the process
 - Disparate collection practices by different administrations
- Bringing the overall administration of parking tags under CSD offers:
 - Provision of a one stop service
 - Widened access to case information
 - The ability to assign additional duties and quasi-prosecutor discretion to Screening Officer in order to resolve disputes before trial. This has the opportunity to dramatically reducing the number of new tags entering the system at the front end.
 - Focused development of processes and systems
 - Improved facilities management and use around service delivery (design / hearing rooms)
 - The ability to reduce trial pressures on the courts and related costs through earlier resolution

Court Services - All Parking Management

Current Opportunity #E1 *(continued)*



Additional Considerations:

- The use of Screening Officers is an organizational change for the City and is a role that will need to be staffed. There is the opportunity to train and redeploy existing Revenue Services and Court Services counter staff as Screening Officers. It is important that Screening Officers be viewed as independent to uphold their decision making authority. Organizationally having Screening Officers report to the Prosecutors division would provide the most independence and reduce criticism of their decision making under the consolidated POA structure. In the longer term should the City pursue a fully operational APS (Opportunity E4), the role of the Screening Officer would report to an administrative body.
- There may be some one time expenditures in facilities and technology to ensure the process operates efficiently. This requires further analysis and costing by the City.
- This analysis and the resulting guidelines also offer the ability to:
 - Review all currently scheduled parking trials
 - Offer a resolution to the defendant
 - Potential to open up considerable space on the court trial dockets for parking (estimate 80% uptake by customers)
 - Schedule new trials into the available court times not being utilized by parking
 - Hold the line on scheduling dates beyond the current latest date
 - Reduce the time to trial to within 60 to 90 days from ticket receipt
 - Reduce the “let’s delay” tactic
 - Reduce the number of court charter challenges (11B motions) with respect to trial time “within a reasonable time” creating additional available docket time and capacity
 - Improving City collection of revenues
 - Reducing overdue penalty collection volumes

Court Services - All Parking Management

Current Opportunity #E1 *(continued)*



Additional Considerations (continued):

- Training and documented guidelines will have to be prepared to assist staff as they transition to this new structure. Roles and responsibilities will need to be clearly defined and documented.
- Periodic performance and delivery audits to ensure consistency in approach and application of principles.
- It is recommended that periodic reviews be performed of the new processes and structure to ensure identified efficiencies are being achieved and provide an opportunity to tweak processes where required.
- This also provides a possibility to introduce extended hours to the public during the first part of this program to bring the workload under control.
- Revenue Services will continue to be responsible for Property Tax Billing, Utility Billing, Tax & Utility Client Services and Revenue Accounting and Collection (Tax & Utility). Detailed analysis will need to be performed of Revenue Services staff complement to determine the best approach to redeploying resources in Court Services for POA matters versus retaining staff in Revenue Services. This opportunity is not expected to reduce resource levels.

Court Services - All Parking Management

Current Opportunity #E1 *(continued)*



Cost Savings:

Detailed study, outside the scope of this report, is required to understand the implications of this reorganization on resources, technology, facilities and the related costs and cost savings.

Identified Risks:

Folding all administration of parking tags issued under municipal by-laws into the Court Services Division (CSD) is an organizational change for the City and requires significant dialogue among the various divisions impacted and much focused senior executive support. Detailed analysis and planning will need to occur to ensure processes, resources and technology under the existing structure are mapped to ensure a successful reorganization. Staff roles and responsibilities will need to be clearly defined and documented under the new structure to ensure optimal resource utilization.

Barriers:

None identified.

Timing:

This is a longer term opportunity with implementation within two years.

Jurisdictional Scan:

This structure and process is working extremely well in Ottawa. The City of Ottawa employs 15 Court Administration Clerks. Annually, under their model, each clerk handles on average 30,000 charges being filed with the courts. Ottawa's total operating cost of POA services per charges filed in 2011 was \$17.61. In comparison, the City of Toronto's 140 Court Administration Clerks handle approximately 7,400 charges each. Toronto's 2011 total operating cost of POA services per charges filed was \$37.66. It is recognized that the City of Toronto's total operating cost of POA services per charges filed would be dramatically reduced if parking ticket offences were included in the denominator of this calculation similar to how Ottawa calculates their cost.

Reimplementation of Early Voluntary Payments

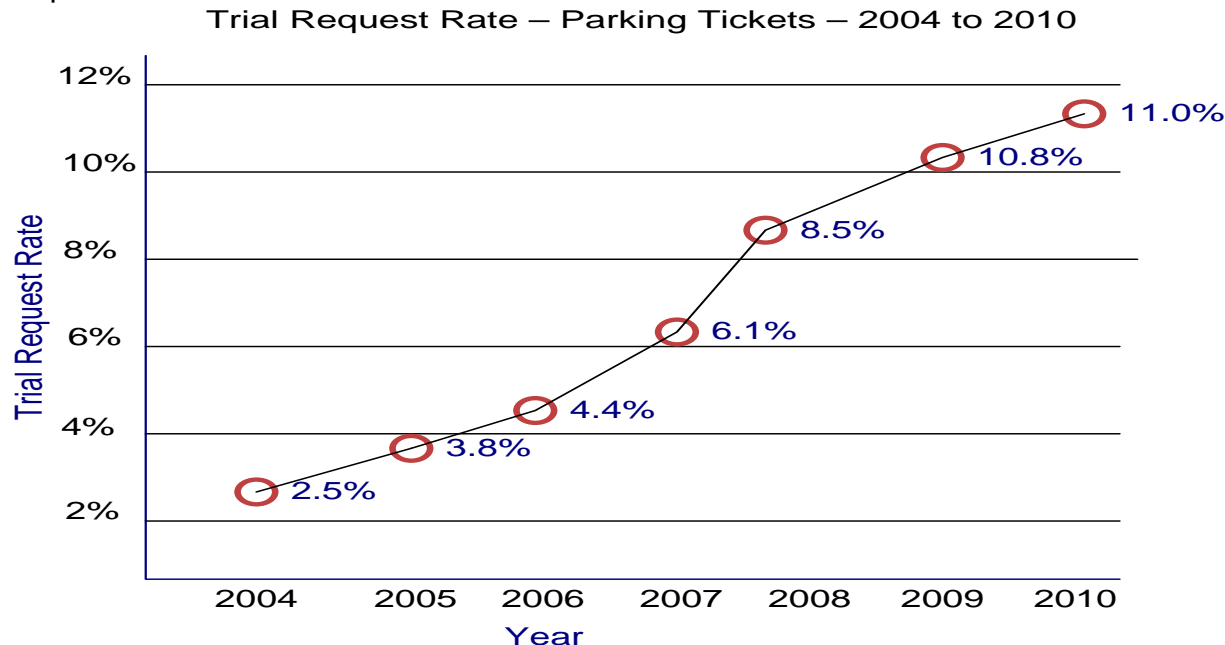
Current Opportunity #E2

Recommendation:

Amend the City by-law to reimplement the system of early voluntary payments for parking infractions.

Benefits / Rationale:

The early voluntary payment system was removed in 2004 by council as reviews conducted at that time concluded the voluntary payment amounts were set at rates less than what it would cost an individual to pay for parking. It was also viewed as a revenue generation opportunity. The result has been an increase in parking ticket disputes requiring trials which is costing the City money. The following graph illustrates the effect of removing the early voluntary payment option on trial requests.



Reimplementation of Early Voluntary Payments

Current Opportunity #E2 *(continued)*



Benefits / Rationale (continued):

The fixed fine does not offer the offender any incentive to make early payment . Given the constraints faced by courts to schedule trials, a defendant may play the “wait and see” game as the matter may be dismissed if a trial is not conducted in a reasonable period of time. Additionally, the defendant may anticipate a fine reduction by the court at trial.

By re-introducing the system of early voluntary payments, the number of trial requests and associated time to trial will be reduced. This will also reduce the amount of accounts in overdue status as offenders will have an incentive to make an early voluntary payment at a reduced amount. It is recognized that this opportunity results in a minor reduction to the City's net revenues however the opportunity to repurpose three courtrooms and the potential cost savings from that activity require further study. To balance the financial implications of this opportunity, a 10% early voluntary payment discount is proposed. Consistent with historical data, it is assumed only 40% of those who receive tickets will take advantage of the early voluntary payment option.

There are no identified risks for reintroducing the early voluntary payment option.

Barriers:

None identified.

Timing:

This opportunity could be realized in the next 6-12 months.

Jurisdictional Scan:

Other municipalities including Ottawa, Hamilton, Brampton and Oshawa have maintained an early voluntary payment option and have lower parking ticket dispute volumes than the City of Toronto.

Reimplementation of Early Voluntary Payments

Current Opportunity #E2 *(continued)*



Financial Impact:

Element	2011 Result – no early voluntary payment	Potential impact of 10% early voluntary payment
# of tickets issued	2,833,787	-
Average Ticket Revenue	\$27	\$24
2011 PII Target Revenue - Actual	\$77,066,400	-
2011 PII Target Revenue with 10% early voluntary payment discount taken		\$73,983,744
<i>Note: In line with historical data, it is assumed only 40% will take advantage of the early voluntary payment</i>		
Potential Lost Revenue	\$3,082,656	
Cost Savings:		
PII trial requests reduced to 3%	85,014 PII trials to schedule	
# of PII courtrooms required reduced from 5 to 2 given: -less than 40% of defendants appear at trial -a courtroom has capacity for 42,000 cases per year	\$3,000,000 Cost Savings	
Net Financial Impact	\$(82,656)	

Parking Ticket Cancellation Guidelines

Current Opportunity #E3



Recommendation:

Amend Parking Ticket Cancellation Guidelines to be more principles-based to allow for the exercise of judgment in the cancellation of a parking tag leveraging the role of the Screening Officer.

For instance, if 80% of parking tickets are negotiated at the door with the Prosecutor to two-thirds of the set fine, the cancellation guidelines should incorporate this type of decision making and historical data for the Screening Officer.

Benefits / Rationale:

With the proposed restructuring of Parking Ticket offices within CSD (See opportunity E1) and the introduction of the role of Screening Officer with increased decision making authority, it is critical that the Parking Ticket Cancellation Guidelines be revised and made more principles-based to support this role.

To aid the development of the principle-based guidelines it is recommended CSD perform an analysis of previous court decisions by type of charge (ie. expired meter) to provide guidance to the Screening Officer and provide the customer with the same result as they would receive in court.

Cost Savings:

Not applicable – this opportunity is operational in nature.

Barriers:

None identified. The City of Toronto Treasurer in consultation with the City Solicitor, General Manager Transportation Services and Toronto Police Services has the authority to amend the parking ticket cancellation guidelines.

Timing:

This opportunity can be implemented within the next 3-6 months.

Parking Ticket Cancellation Guidelines

Current Opportunity #E3 *(continued)*



Jurisdictional Scan:

The cancellation guidelines for the City of Brampton are more principle-based in nature. They allow the Court Administration staff to conduct an investigation of the dispute utilizing Autoprocess (system used by the officer to enter their notes) and make a decision regarding facilitation. Options available to Court Administration staff in Brampton include:

- Reducing the set fine of the ticket by 50%
- Upholding the ticket and having the individual complete a Notice of Intention to Appear
- Further investigating the ticket – ie. potentially broken meter

Unfortunately, statistics are not available to illustrate the application of this policy.

Hybrid Administrative Penalty System

Future Opportunity #E4



Recommendation:

With the consolidation of parking tags within CSD, develop and implement a hybrid approach to the Administrative Penalty System (APS) for POA Part II offences utilizing Screening Officers.

An administrative penalty, unlike a fine, is imposed and payable once an infraction has been detected. Unlike the current POA system, APS does not depend on a defendant being found guilty before an amount is payable.

Benefits / Rationale:

Implementing APS will reduce the requirement for courtroom trials to address parking ticket disputes. An alternative resolution process involving a Screening Officer would be utilized. Under this proposed model, an individual disputing a parking administrative penalty would request a meeting with a Screening Officer. The Screening Officer, having Council approved authority, would review the facts and data provided to determine if a trial is required to address the dispute. The Screening Officer and the courts would have no authority to amend the penalty amount. This is also consistent with Toronto's Fixed Fine System.

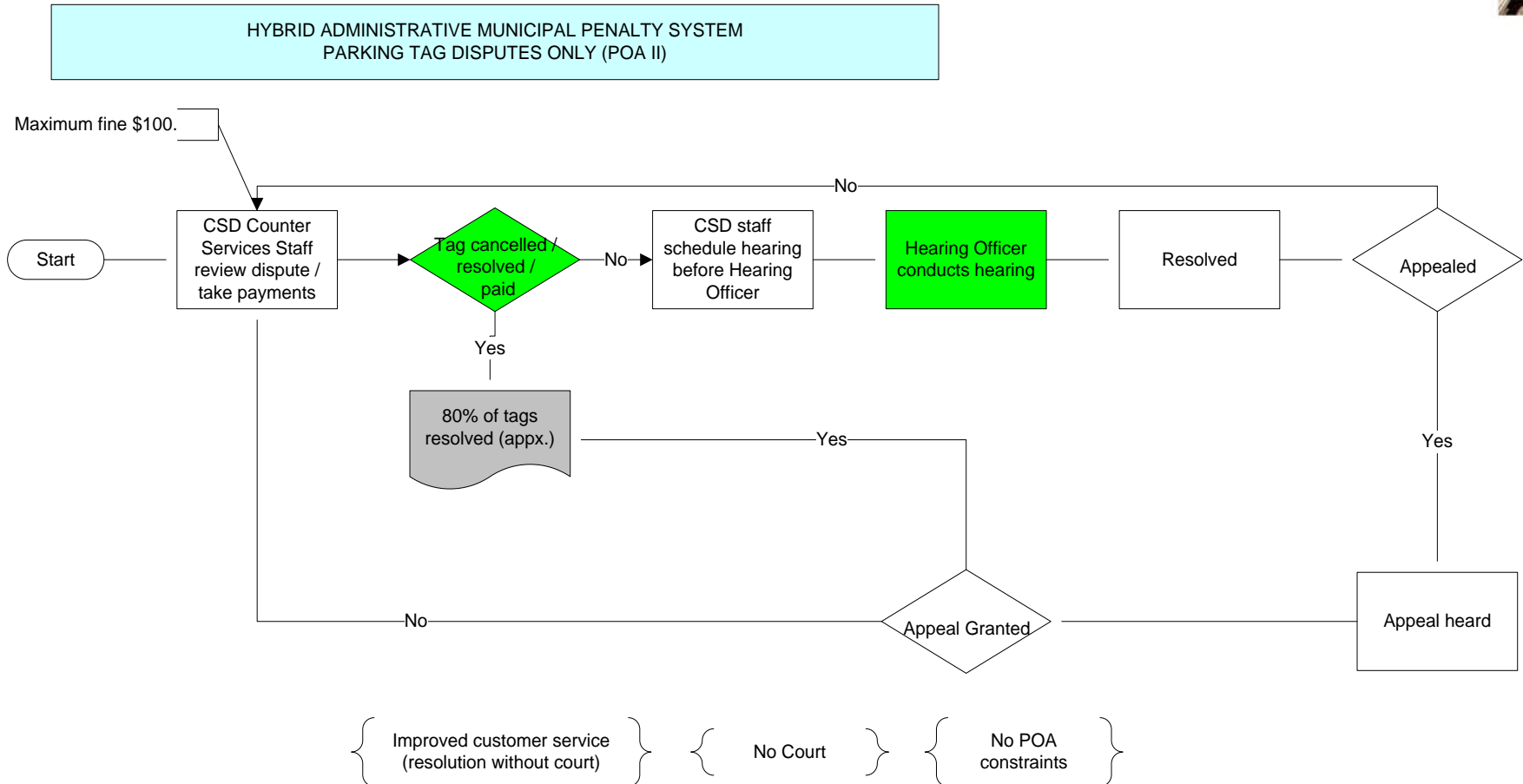
The meeting with the Screening Officer will have one of three outcomes:

1. The parking ticket is cancelled as it meets the principles established in the cancellation guidelines.
2. The Screening Officer determines that the parking ticket is valid and a hearing is not required under APS.
3. The Screening Officer determines that the parking ticket is valid, a hearing is not required under APS however the offender continues to dispute the APS and a hearing is scheduled before a municipal Hearings Officer.

This differs greatly from the POA process by which an Early Resolution meeting is scheduled with a Prosecutor and a trial scheduled if resolution is not reached thereby tying up valuable court resources. Based on experience in other jurisdictions, it is anticipated that very few disputes would proceed to a hearing. APS efficiency opportunities can be summarized as follows:

Hybrid Administrative Penalty System

Future Opportunity #E4 *(continued)*



Hybrid Administrative Penalty System

Future Opportunity #E4 *(continued)*



Financial Implications:

Assumptions:

- Under the existing POA system, 19% of cases are acquitted or withdrawn at trial. Research indicates this percentage would be reduced to 2% under an APS. With 2.8 million tickets issued per year with an average revenue per ticket of \$27 (\$24 with the implementation of E1 – Early Voluntary Payments), this equates to \$11.5 - \$13M in potential additional revenues.
- Screening Officers – as existing “Screening Officers” under the consolidated POA structure are transitioned to this new role, the net impact to resources will be zero. Time needs to be given for the newly implemented process to stabilize and then resourcing can be re-evaluated.
- Given the experience of other jurisdictions, it is estimated the City of Toronto will require hearings to be scheduled two days per week to support the anticipated dispute level of 42,000 per year. The cost of a Hearings Officer is budgeted at \$62,500. It is anticipated 10 Hearings Officers will be required to address the projected dispute level.
- There are no budgeted implications to Prosecutions staff. Prosecutors will be engaged in “real” trials with the removal of disputed parking offences from court dockets. Prosecutions staff are also more actively engaged in the upfront ER process and enhanced collection activities through the implementation of opportunity A1 and B2.
- The one time cost to make changes to the existing Information Technology infrastructure, handheld devices utilized by enforcement officers and administrative penalty tickets should be absorbed through the City’s IT refresh budget.

Hybrid Administrative Penalty System

Future Opportunity #E4 *(continued)*



Financial Implications *(continued)*:

Revenue Elements of APS:	Result
Additional Revenue from penalties not being withdrawn at Hearing	\$11.5M - \$13M
Costs Elements of APS:	
Ongoing Operating Cost - Cost of Hearings Officers	(\$625,000)
One Time Cost - Estimated IT Costs	(\$500,000 - \$1,000,000)
Net Financial Impact	\$10.4M - \$11.4M

Hybrid Administrative Penalty System

Future Opportunity #E4 *(continued)*



Barriers:

- The City of Toronto needs to adopt and approve the APS model.
- In order to be an effective system to address existing POA Part II offences, the maximum fine under the APS will need to be raised from \$100 to \$500. This amendment requires Provincial approval.
- Constitutional issues raised under the Statutory Power and Procedures Act when APS was first introduced have been adequately addressed to prevent challenges on the constitutionality of the administrative penalty system.

Timing:

This is a longer term opportunity with implementation within two years.

Additional Considerations:

It is unknown at this point how many screening and hearings would be requested. Through our research we discovered the City of Vaughn employs two Hearing Officers and holds hearings once a week. Approximately 20 hearings are scheduled on that date. As a pilot, the City of Toronto could examine using one parking tier for hearings.

Jurisdictional Scan:

APS has been found to be an efficient and effective tool for enforcing compliance with by-laws and regulations in other jurisdictions.

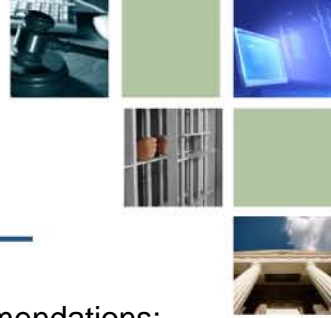
The City of Oshawa has successfully implemented APS. The City of Oshawa reports that APS has resulted in matters being heard quicker and cost savings have been achieved by using administrative hearing officers that don't tie up judicial and prosecutors time.

The APS model is commonly used in the United States including New York and Chicago which are comparable to Toronto in terms of complexity of parking related matters.



Appendices

Appendix A - Data Sources



- The following documents were utilized by the project team to conduct research and develop recommendations:
 - *Annual Report of the Office of the Auditor General of Ontario*, 2010
 - Auditor General's Office, City of Toronto. *Toronto Police Service Parking Enforcement Review*, October 2011
 - CGI, *Government Debt Collection*, 2012
 - City of Oshawa. *Oshawa Parking Administrative Penalty By-Law, Item FA-11-21*, January 2011
 - City of Toronto. *Courier/Delivery Vehicle Parking Permit – Approval and Program Implementation Staff Report*, December 2011
 - City of Toronto. *Court Services Operating Budget*, 2012
 - City of Toronto, *Five Year eServices Strategic Plan*, 2010
 - City of Toronto. *Implementation of a Fixed Fine System for Parking Tickets*, June 2011
 - City of Toronto. *Parking Ticket Activity Report 2011 Staff Report*, 2011
 - Economic Development and Parks Committee. *Report No. 3 of the Economic Development and Parks Committee*, May 2004
 - KPMG. *City of Toronto Core Services Review*, July 2011
 - Law Commission of Ontario. *Modernization of the Provincial Offences Act*, August 2011
 - Law Commission of Ontario. *Report into Administrative Monetary Penalties (AMPS) for Parking Infractions*, June 2010
 - Ontario Association of Police Services Boards. *Provincial Offences Act – Unpaid Fines, A \$Billion Problem*, November 2011
 - Ontario Bar Association. *Municipal Administrative Penalty Systems as an Enforcement Alternative*, 2010
 - Ontario Municipal Benchmarking Initiative (OMBI). *2011 Benchmarking Report*, 2011

Appendix A - Data Sources (continued)

- Court Services Data Queries:
 - 2012 Disposition Summary
 - City of Toronto, Summary of Collections, 2011
 - City of Toronto, Summary of Collections, January – May 2012
 - Collections report: number of cases assigned and number of cases active, July 26, 2012
 - Interpreters Study, August 2012
 - Payment Information by Channels for 2011
 - PI Tiers – Minor Offences trial court docket totals
 - PII Transaction Summary 2011
 - PII Transaction Summary 2012



Appendix B – Workshop Participants

Focus Area	City of Toronto Participants
A – Reducing Offence Dispute Volumes Requiring Courtroom Trials	George Bartlett – Legal Services Barry Randell – Court Services Division Krisa Rhodes – Court Services Division
B – Enforcement of Overdue Fines	Diana Dimmer – Legal Services Rodney Gill – Legal Services Anthony Fabrizi - Revenue Services Case Oortwyn – Accounting Services Barry Randell - Court Services Division Chris Tsangarides – Court Services Division
C – Improving Public Access to Court Services	Neil Evans – 311 Toronto Katerina Granton – 311 Toronto Barry Randell – Court Services Division Susan Garossino – Court Services Division Amy Lang – City Manager’s Office
D – Court Interpretation Services	Barry Randell – Court Services Division Susan Garossino – Court Services Division
E – Reducing Parking Ticket Disputes Requiring Courtroom Trials	George Bartlett – Legal Services Casey Brendan – Revenue Services Barry Randell – Court Services Division Krisa Rhodes – Court Services Division Amy Lang – City Manager’s Office

Appendix C – Interview Participants

Jurisdictional Scan	Participant
City of Brampton	Jane Iacobucci, Manager Brampton POA Office Annemilia Scola, Manager Corporate Collections
Durham Region	Shirley Brodie, Manager Durham Region POA Office
Sault Ste. Marie	Denis Desrosiers, Manager Sault Ste. Marie POA Office
City of Oshawa	David Potts, City Solicitor Jerry Conlin, Director Municipal Law Enforcement and Licensing Services
City of Ottawa	Patrick Emard, Coordinator Courthouse & Provincial Offences Services Guy Bergeron, Manager Courthouse & Provincial Offences Services Debbie Foster, Specialist POA Systems & Operation Support Wendy Stephanson – Manager Customer Service & Collection
Ministry of the Attorney General	Sheilagh Stewart

Appendix C – Interview Participants (continued)

Focus Area Interviews	Participant
All Focus Areas	Barry Randell, City of Toronto Court Services Division
Focus Area A, B & E – Parking Ticket Reorganization	George Bartlett, City of Toronto Legal Services
Focus Area A, B & E – Parking Ticket Reorganization	Casey Brendon, City of Toronto Revenue Services
Focus Area B – Enforcement of Overdue Fines	Barry Randell, City of Toronto Court Services Division Philip Arhinson, City of Toronto Court Services Division – Finance & Administration Anthony Fabrizi - City of Toronto Revenue Services
Focus Area C – Improving Public Access to Court Services	City of Toronto Court Services Division: Krisa Rhodes Gary Clarke Sharon Kaehler Tamara Costa Shelley Parker
Focus Area E – Reducing Parking Ticket Disputes Requiring Courtroom Trials	Sandra Burk, City of Toronto Transportation Services