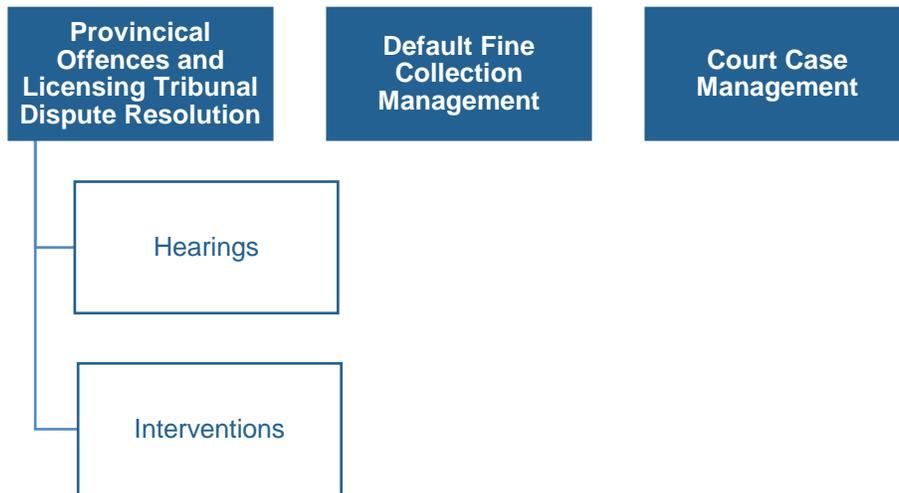


COURT SERVICES

PROGRAM MAP

Court Services



Court Services, through 30 courtrooms in four locations across the City, provides administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using the Toronto Licensing Tribunal. These include:

- Provincial Offences Court and Licensing Tribunal Dispute Resolution – allows individuals to have allegations, including charges, reviewed in a fair manner by an independent person.
- Default Fine Collection Management – supports individuals to comply with court orders, ensuring steps are taken to collect fines, and provides the public with assurance that laws are effective and fines are a meaningful deterrent when laws are broken.
- Court Case Management – records and tracks breaches of law by individuals in support of maintaining safe communities.

Offences under the Provincial Offences Act (POA) are minor (non-criminal) offences that include, but are not limited to:

- Speeding, careless driving, or not wearing your seat belt – Highway Traffic Act.
- Failing to surrender your insurance card or possessing a false or invalid insurance card – Compulsory Automobile Insurance Act.
- Being intoxicated in a public place or selling alcohol to a minor – Liquor License Act.
- Entering prohibited premises or failing to leave premises after being directed to do so – Trespass to Property Act.
- Violations of the Occupational Health and Safety Act and environmental legislation.
- Noise, taxi and animal care by-laws – City by-laws.

SUMMARY OF PERFORMANCE MEASUREMENT RESULTS

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2016	Chart & Page Ref.
Service/Activity Level Indicators				
How many Provincial Offences Act (POA) charges are filed?	Number of POA Charges Filed per 1,000 Population - (Activity Level)	Stable Number of POA charges filed was stable	1 Higher rate of POA charges filed compared to others	6.1 6.2 pg. 5
Community Impact Measures				
How long does it take to get a trial?	Average Number of Months from Offence Date to Trial -Community Impact)	Stable Time to trial was stable in 2016	N/A	6.3 pg. 7
Customer Service Measures				
How long is the wait to be served at counters?	Average Time to Serve Customers at Public Counter - (Customer Service)	Stable Average wait time to service customers was stable and was below the target	N/A	6.4. pg. 7
How did users rate their overall experience with Toronto's Court Services?	% of survey respondents who either agreed or strongly agreed to the 5 key drivers of satisfaction	High rate of customer satisfaction with the services that were received from Court Services in 2013 <small>(no survey in 2015 and 2016)</small>	N/A	6.5 pg. 8
Efficiency Measures				
What is the collection rate on unpaid POA fines?	Collection Rate on Cases in Default of Payment (Efficiency)	Stable Collection rat on defaulted unpaid POA fins was stable	4 Lower rate of collection on fines defaulted in 2016 compared to others	6.6 6.7 pg. 9/10
What is the cost of Court/POA services per charge filed?	Operating Cost per POA Charge Filed -(Efficiency)	Increase Cost per charge filed increased in 2016	2 Lower cost per charge filed compared to others	6.8 6.9 pg. 11

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2016		Chart & Page Ref.
Overall Results		Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
		0 - Increased 1 - Stable 0 - Decreased 100% stable or increased	0 - Favorable 3 - Stable 1 - Unfavorable 75% favorable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% in 1st and 2nd quartiles	0 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 50% in 1st and 2nd quartiles	

For an explanation of how to interpret this summary and the supporting charts, please see the Guide to Toronto's Performance Results. These quartile results are based on a maximum sample size of 10 municipalities.

SERVICE/ACTIVITY LEVELS

One indicator of activity levels is the number of POA charges that have been filed in a year, which in any given year can be impacted by the level of enforcement of POA matters. These enforcement activities are at the discretion of enforcement agencies operating in Toronto such as Toronto Police Services, Ontario Provincial Police, the Ministry of Labour, and Toronto By-law Enforcement Officers.

6.1 – HOW MANY PROVINCIAL OFFENCES ACT (POA) CHARGES ARE FILED IN TORONTO?

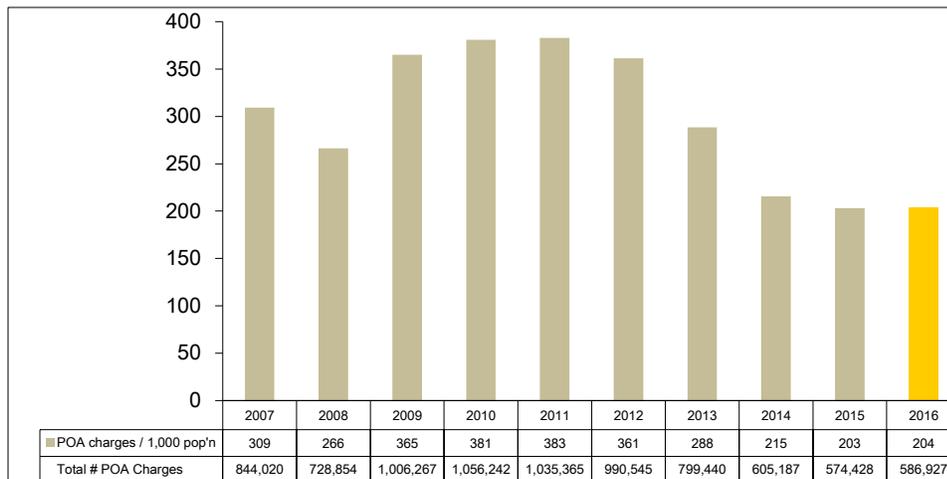


Chart 6.1 summarizes the number of charges filed in Toronto from 2007 to 2016. The results for 2010 and prior years are not based on the revised population estimates. 2012 has been restated from 1,042,996 to 990,545.

Chart 6.1 (City of Toronto) Number of POA Charges Filed per 1,000 Population

Since 2011, charges filed have generally decreased due to lower volumes of charges filed by Toronto Police Services. In 2016, POA charges per 1,000 population remained relatively stable.

6.2 –HOW DOES THE RATE OF POA CHARGES FILED IN TORONTO COMPARE TO OTHER MUNICIPALITIES?

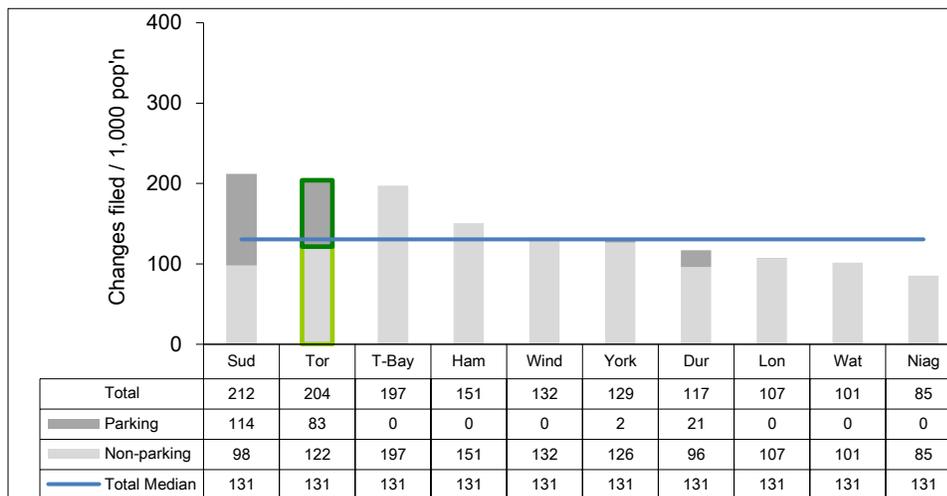


Chart 6.2 compares Toronto's 2016 result to other municipalities for the rate of all POA charges filed per 1,000 population, as well as separate components for those that are related to parking and those that are not.

Chart 6.2 (MBNC 2016) Number of POA Charges Filed per 1,000 Population

Toronto ranks second of ten municipalities (first quartile) in terms of having the greatest number of total charges filed and highest rate of non-parking related charges. Toronto's high number of charges filed may be due to different enforcement strategies and higher rates of charges to non-Toronto residents who are charged for POA offences while within the boundaries of the city.

CUSTOMER SERVICE

For individuals that choose to contest a charge under POA Part 1 offences and request a trial, they have an expectation that their trial occurs within a reasonable time period of their request. The provincial average is 6 months. The time to trial is significantly influenced by the availability of Justices of Peace (appointed by the Province) who preside over courtroom trials. This remains a concern in Toronto due to the limited number and availability of Justices of the Peace. In relation to other municipalities, Toronto tends to have one of the longest periods of time to trial; although, this has improved due to the Early Resolution Initiative.

6.3 - HOW LONG DOES IT TAKE TO GET A TRIAL IN TORONTO?

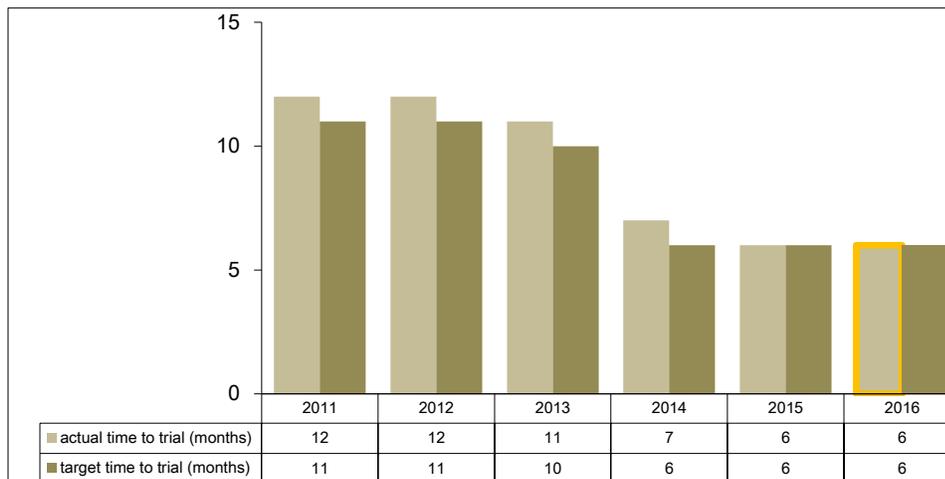


Chart 6.3 provides data from 2011 to 2016 on the average time (in months) to trial from the date of the offence.

In 2016, the actual time to trial remained stable at 6 months.

Chart 6.3 (City of Toronto) Average Number of Months from Offence Date to Trial

6.4 – HOW LONG IS THE WAIT TO BE SERVED AT COUNTERS?

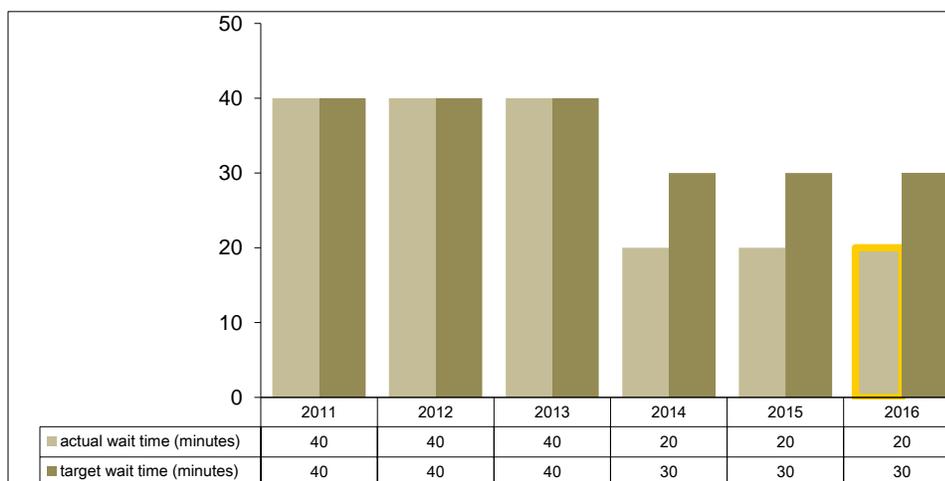


Chart 6.4 shows the average number of minutes it takes to serve a customer at the four Court Services counters in the City.

Since 2013, the wait time has reduced from an average of 40 minutes to under 20 minutes. This reduction was primarily due to the lower volume of charges filed by

Chart 6.4 (City of Toronto) Average Time Span (minutes) to Serve Customers at Public Counters

enforcement agencies resulting in fewer customers served at public counters.

6.5 – HOW DID USERS RATE THEIR OVERALL EXPERIENCE WITH TORONTO’S COURT SERVICES?

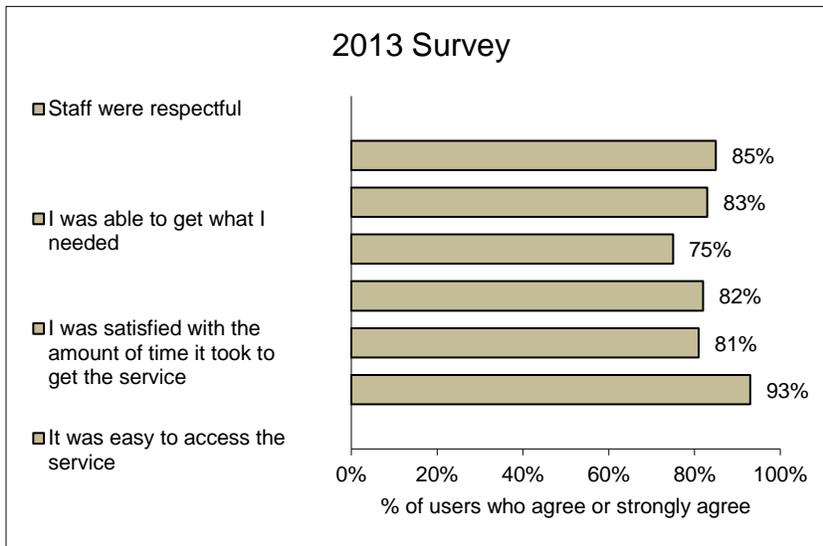


Chart 6.5 shows the results of a 2013 Court Services Customer Satisfaction Survey.

Chart 6.5 (City of Toronto) % of Survey Respondents who either Agreed or Strongly Agreed to the 5 Key Drivers of Satisfaction

The survey was conducted in 2013 and is based on input from 441 respondents, who were asked their level of agreement with five key drivers of customer satisfaction listed on 6.5 (above). The result reflects the percentage of respondents that agreed or strongly agreed with the statement, based on their experience with the service. Overall in 2013, the majority of responses that were collected were satisfied with the level of service they received. More information on the customer survey results can also be found [online](#). There was no survey conducted in 2015 and 2016.

EFFICIENCY

One measure of service efficiency is the collection rate on defaulted cases. A ticket is in default when the recipient of the ticket has not paid the fine by the specified date.

6.6 – WHAT IS THE COLLECTION RATE IN TORONTO ON UNPAID POA FINES?

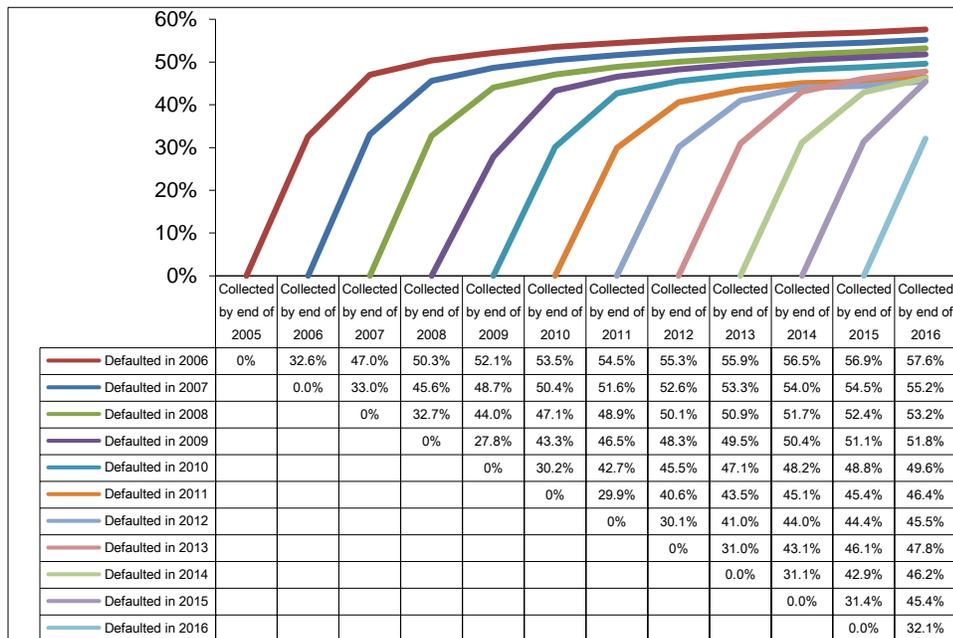


Chart 6.6 shows the proportion of defaulted tickets that are collected in a given year, with the collection process continuing over a multi-year period.

Chart 6.6 (City of Toronto) Collection Rate on Cases in Default of Payment

An example of the multi-year effort would be fines defaulted in 2006. Only 32.6 percent of them were collected in 2006, but through continuing efforts over the next six years, approximately 57.6 per cent of these amounts had been collected by the end of 2016. One collection method used is the property tax roll sanction. First introduced in 2010, it's helped to recover \$4.8 million (by end of 2014).

6.7—HOW DOES TORONTO'S COLLECTION RATE ON UNPAID POA FINES COMPARE TO OTHER MUNICIPALITIES?

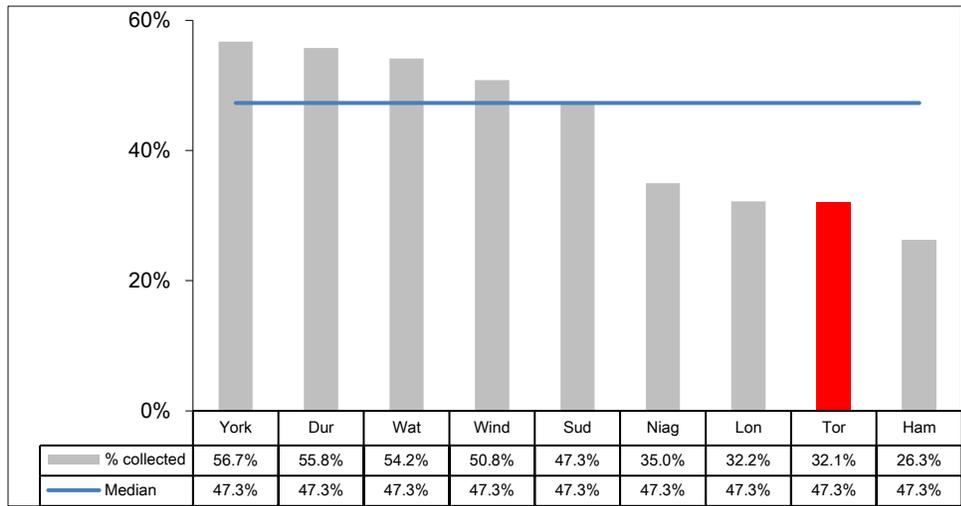


Chart 6.7 compares Toronto to other municipalities for the 2016 collection rate for POA fines that went into default in 2016.

Chart 6.7 (MBNC 2016) Rate of Cases in Default of Payment

Toronto ranks eighth out of nine (fourth quartile) in terms of having the highest collection rate based on a twelve month view. Fines defaulting near the end of a year that are paid in the following year are not captured in this measure. Results should be examined over the longer term since collection efforts continue over a multi-year period. Using common data on defaulted fines has also been problematic across the Province.

Collection efforts vary based on the type of charge and size of fine and success largely depends on having effective collection sanctions available. The City continues to work with the Province with the objective of increasing sanctions to achieve higher compliance levels. Wherever possible, defaulted fines are being added to the property tax rolls to be collected with property taxes. Another aspect of service efficiency is the cost of Court/POA Services per charge filed.

6.8 – WHAT IS THE COST OF COURT/POA SERVICES PER CHARGE FILED IN TORONTO?

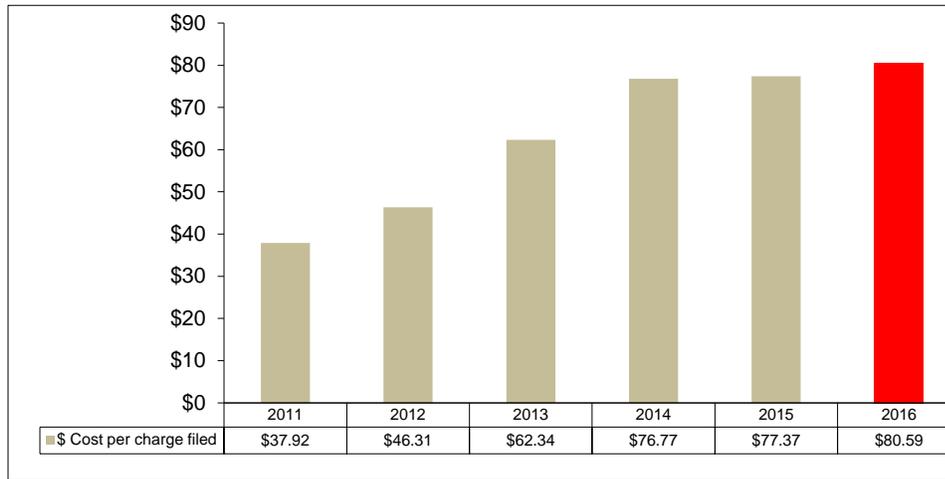


Chart 6.8 summarizes Toronto’s Court Services costs per charge filed for the years from 2011 to 2016. These costs exclude those related to Court security and off-duty police (court attendance).

Chart 6.8 (City of Toronto) Operating Cost per POA Charge Filed

In 2016, the rate of cost per charge filed increased by 4.2%. This was due to a substantial decrease in the number of charges filed combined with a relative small decrease in the operating cost compared to the previous year.

6.9 – HOW DOES TORONTO'S COST PER COURT/POA SERVICES PER CHARGE FILED COMPARE TO OTHER MUNICIPALITIES?

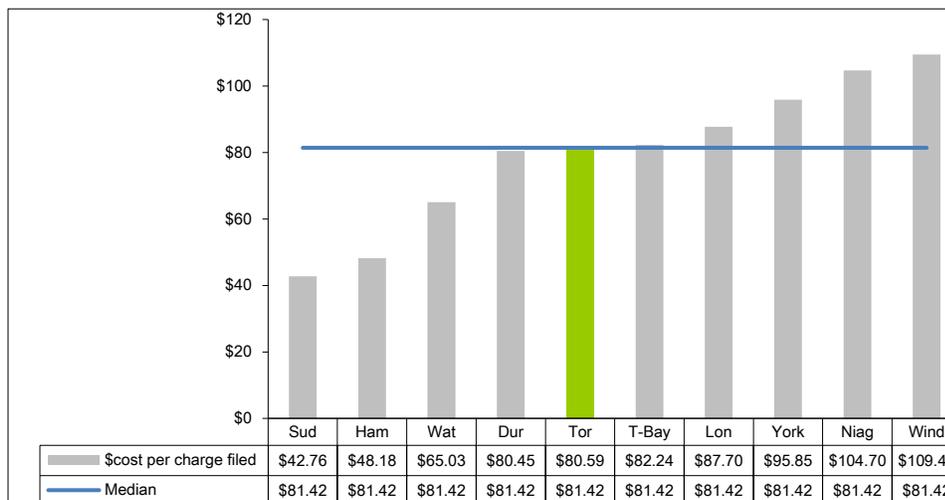


Chart 6.9 compares Toronto’s 2016 results to the other municipalities.

Toronto ranks fifth of ten municipalities (second quartile) in terms of having the lowest cost per charge filed. Factors that impact the results for this

Chart 6.9 (MBNC 2016) Operating Cost per POA Charge Filed

measure include utilization of available court time by Justices of the Peace, the types of charges, the rate of request for trials and the provision of specialized services. Toronto’s result is favourable considering it has the second highest POA charges filed compared to others (6.2), with trials being much more costly than charges settled without a trial. Specialized services in Toronto, that may not be as pervasive in other municipalities, include providing a higher number of court interpreters, increased facility and court security related costs.

2016 ACHIEVEMENTS AND 2017 PLANNED INITIATIVES

The following initiatives have improved or are expected to further improve the efficiency and effectiveness of Court Services:

2016 Initiatives Completed/Achievements

- Establishment of a City wide mediation program for matters before Committee of Adjustment (anticipated to start before the end of 2016).
- Court offices serve over 30,000 individuals at public counters and in trial courts each month, with the average wait time at public counters under 20 minutes.
- The online application service for persons wishing to meet with a City prosecutor has been upgraded and has resulted in over 10,000 requests (25% of total) up to the end of September, the only municipality in Ontario providing this service online.

2017 Initiatives Planned

The 2017 Preliminary Operating Budget supports:

- The management of court cases for charges filed by enforcement officers in 2017 in accordance with Provincial legislation.
- Establishment of the Local Appeal Body is proceeding. Space has been leased and work is underway to establish a temporary facility to be active in early 2017 with the permanent space ready by the end of 2017.
- The move from the court based system to an administrative system available under the City of Toronto Act to manage parking tickets and penalties.
- The administration of the one year mediation pilot program to test the impact of mediation with respect to appeals of Committee of Adjustment decisions.

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- Charges & Cost Structures: Parking ticket vs. non-parking ticket charges; costs that might be unique to some municipalities and the ability to account for the true cost of delivering the service can affect the results.
- Enforcement: This varies year-to-year based upon the enforcement agencies staffing complement and the prioritization of their resources and is beyond the control of Court Administration.
- Geographic Location: Municipalities that experience seasonal swings between permanent and seasonal residents (i.e. cottage country), tourism destinations, border towns or those with 400 series highways going through them, have offences (by non-residents) that can't be isolated in population-based measures.

- **Judiciary Controls:** No transparent rationale for allocation of court time to municipal courts, i.e. Court Administration units are assigned Justices of the Peace and, based on the priorities of the day, Justices of the Peace are reassigned. This has the effect of reducing their availability to preside in municipally administered POA Courts. The availability of Justices of the Peace are impacted by a variety of factors including the need for their services in Criminal and other areas of court operations under Provincial control and the ability to promptly replace and train new Justices of the Peace before retirements and other vacancies occur.