

2017
Annual Report

ML&S

Municipal Licensing & Standards



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Message from Executive Director, Tracey Cook



The Municipal Licensing and Standards division led the development and implementation of several new programs and/or changes to existing regulations to the benefit of Toronto residents and businesses in 2017. From the creation of the RentSafeTO: Apartment Building Standards bylaw, creation of a Short-Term rental regulation to deal with Airbnb, to the review and implementation of changes to the Tow Trucks bylaw and public education on the Dangerous Dogs bylaw. The aspect I love most about our division is the diverse and challenging portfolio we are privileged to have. It is this diversity that facilitates our division having such a significant impact for so many residents, businesses, visitors and pets alike. The work that we have done this year, has continued to expand our reach and contributions to the vibrancy, and quality of living and community standards for our city.

The RentSafeTO: Apartment Building Standards bylaw was a key focus in 2017. This bylaw ensures that people living in rental apartment buildings in Toronto (30% of all residents) have a clean, safe and secure place to call home. Tenants will have better access to information about their homes, and greater transparency about the maintenance standards for their buildings. Implementing the bylaw involved significant technology enhancements, system programming, and organizational and business process changes across the division. Due to this work, the division was able to register more than 3,400 buildings by the end of 2017, as well as educate them about their requirements under the new bylaw.

I am very proud of the positive impact that Municipal Licensing and Standards has continued to have within our communities. I am certain that our work this year will have a lasting impact and I am looking forward to another year of working together to ensure that Toronto is a safe, vibrant and livable city for all.

Tracey Cook,
Executive Director

MUNICIPAL LICENSING AND STANDARDS

Did you know?

A snapshot of services provided in 2017



SNYP (SPAY/NEUTER YOUR PET) TRUCK PROVIDED:

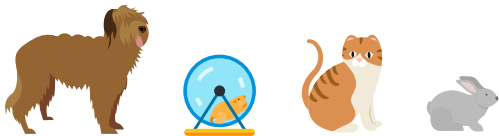
- **1,100** spay/neuter surgeries
- **825** rabies vaccinations
- **1000** microchips



99,500

BUSINESS LICENCES AND PERMITS

issued and renewed.



3,700 ANIMALS



were adopted or transferred to other organizations.



Collected

\$23.1M

through business licences, pet licences and permits.

Engaged through **23,000 RESIDENTS**
62 PUBLIC CONSULTATIONS
and **7 SURVEYS**



Conducted

197,000 INVESTIGATIONS

for property standards, zoning, noise, waste, parks, animals and business matters.





Senior Management Team



From left: Rod Jones, Director, Bylaw Enforcement; Ginny Adey, Manager, Customer Services and Issues Management; Mark Sraga, Director, Investigation Services; Annalisa Mignardi, Director, Business Licensing and Regulatory Services; Tracey Cook, Executive Director; Pam Audette, Program Manager; Carleton Grant, Director, Policy and Strategic Support. Not depicted: Elizabeth Glibbery, Director, Toronto Animal Services.



2017 Year in Review

Animal Services seizes 38 snakes from Toronto home.

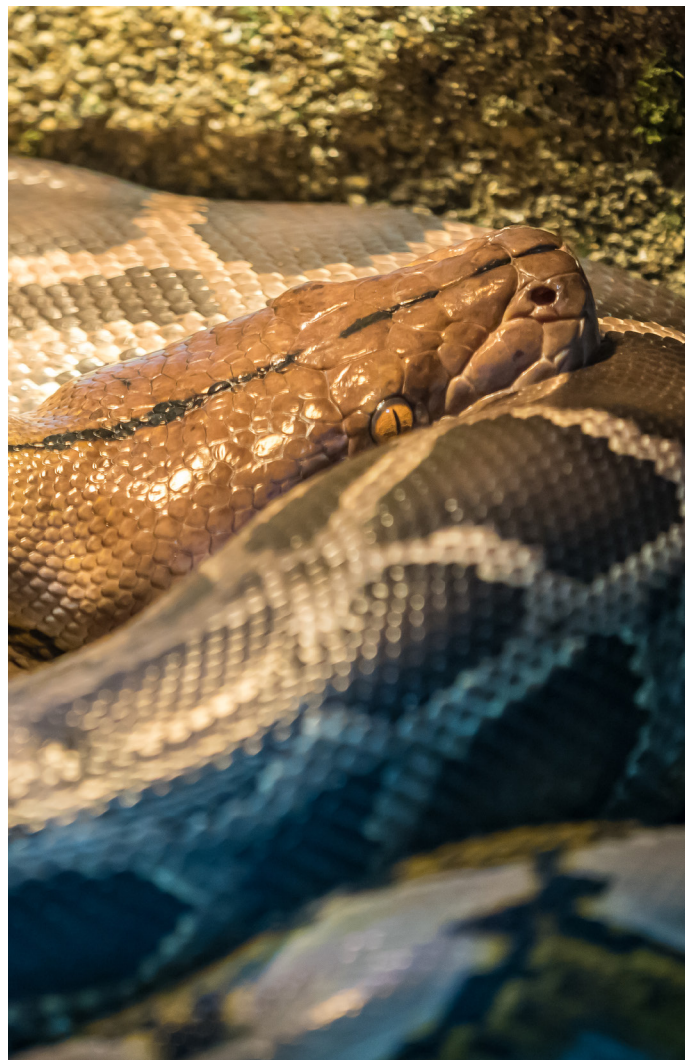
What a way to start the New Year! On January 5, Animal Services executed a search warrant and seized 20 live and 18 dead snakes from a home in the city. The snakes were extremely dangerous and venomous, and prohibited in Toronto.

We received information from the Canada Border Services Agency that a quantity of venomous snakes had been imported from Asia, destined for a Toronto address. This information was used to obtain and execute a search warrant, led by Toronto Animal Services, with assistance from the Toronto Police Service, the Toronto Zoo and Toronto Public Health.

The snakes included a variety of vipers, puff adders, hundred pacers (a type of viper), cobras and rattlesnakes.

The person in possession of the snakes was charged and convicted on two counts of keeping prohibited animals and fined \$7,000.

There are no federal or provincial laws or regulations that prohibit entry and/or require a permit for the importation of these snakes into Canada. In Toronto, all venomous and poisonous snakes, as well as all snakes that reach an adult length larger than three metres are prohibited.





RentSafeTO: Apartment Building Standards Program



In March 2017, City Council approved a new regulatory bylaw for apartment buildings in Toronto, which became the RentSafeTO: Apartment Building Standards Program. The program took effect on July 1 and applies to approximately 3,500 apartment buildings that are home to 30% of Toronto's residents across the city.

The new program combines the requirements of the new bylaw with the existing regulatory, audit and enforcement system. The goal of the program is to ensure that residents of Toronto have a clean, safe and secure place to call home by:

- strengthening the enforcement of City bylaws;
- enhancing tenant engagement and access to information; and
- promoting preventative maintenance in apartment buildings to prevent deterioration of standards.



An education campaign was launched to inform both building owners and tenants across Toronto of their rights and responsibilities under the new bylaw.

- 82% of building owners registered their building prior to the deadline
- 79,000 unique visits to toronto.ca/RenSafeTO during two-month registration period
- 3,700 letter and handbooks mailed to building owners
- 40,881,988 total reach of transit shelter ads
- Engaged more than 400 people at OpenStreetsTO event



Bylaw Enforcement launches Public Spaces Enforcement Team

In order to adapt to the changing landscape of service demands, population density and finite resources, Bylaw Enforcement is moving towards an intelligence-led model of enforcement, using data to help determine where to be and when to be there.

This new model focuses on the use of partnerships, education and enforcement. Efforts will be directed at health and safety, consumer protection and control of nuisance behaviours.

As part of this new model, the Public Spaces Enforcement Team was created, combining the former parks enforcement portfolio with elements of the waste enforcement portfolio and the integration of the parks, waste and licensing bylaws.

Municipal Standards Officers were cross-trained in all areas to create a more effective and efficient team.

To support this new team, several activities took place:

- All officers can now view Parks permits and details; a much-needed tool for investigation and enforcement.

- Public Spaces Team Training Days occurred in November. Sessions included presentations by BLE supervisors on relevant bylaws, case studies by officers and guest speakers from key community partners.

Bylaw Enforcement has also introduced a dedicated Solid Waste Enforcement Team to address concerns of illegal dumping in addition to proactive waste diversion enforcement.





Review of tow truck regulations



Staff conducted an extensive review of the tow truck regulations to address a number of issues raised by the industry and other stakeholders. The review, which engaged more than 400 stakeholders with consultations, stakeholder meetings and surveys included an examination of towing and storage rates, driver service, charging and billing practices, towing practices and consumer protection related to the industry.

Key changes were made in order to:

- update the existing bylaw and current towing rate caps (last updated in 2006)
 - provide transparency/clarity regarding the regulations for tow truck owners and drivers
- respond to public complaints around issues such as:
 - overcharging
 - poor business practices
 - unauthorized vehicle removal
 - solicitation

In Toronto, there are:

- **1,081 licensed tow truck owners**
- **1,232 licensed tow truck drivers**

New licensing requirements were implemented including:

- Written authorization from vehicle owner required for every tow
- Itemized bill and consent to tow form must be agreed upon and signed
- Tow truck must charge the City-regulated rate of \$250 for a tow from an accident scene
- Tow truck may charge \$3.25 for each km of travel outside City of Toronto when requested to tow more than 5 km from city boundaries



Dangerous Dog Bylaw became effective March 1

The City has a responsibility to effectively balance, manage and address dog owners' responsibilities, dog behaviour, and public safety city-wide. In 2017, staff reviewed and amended Toronto Municipal Code Chapter 349, Animals with the goal of enhancing public and animal safety, specifically related to dangerous dogs.

The bylaw amendments introduced restrictions and requirements for owners of a dangerous dog, as well as tougher penalties to deal with owners of dangerous dogs.

This new bylaw defines a dangerous act as any bite, attack, act of menacing behaviour or a combination of the above. A dangerous dog is defined as:

- A dog that has severely bitten a person or domestic animal (pet)
- A dog that has bitten or attacked a person or domestic animal (pet) and it is the second bite or attack on record
- A dog that is the subject of a notice of caution, muzzle or control order

The bylaw came into effect on March 1, 2017.

Charge	Number (March 1 to December 31)
Attack – Dog to Human	154
Attack – Dog to Animal	105
Extreme Weather	60
Menace	317
Tethered choke collar	1
Tethered longer than 1 hour	16
Walk too many dogs	4



Creation of Short-Term Rental Regulations

Residents and property owners are renting out rooms or entire units for short periods in growing numbers across Toronto, facilitated by the rise of online platforms such as Airbnb, Homeaway and VRBO.

Throughout 2017, ML&S staff, in partnership with City Planning and Finance, held consultations, conducted research and engaged with stakeholders to consider regulations for short-term rental (less than 30 days) of accommodation.

Should there be rules for short-term rentals in Toronto?

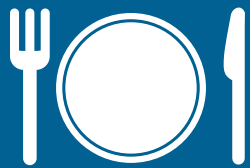
Let us know what you think.



The main areas of discussion throughout the review included quality of life, such as community concerns related to noise and safety), impacts on housing availability and affordability, opportunities for economic development and tourism, and taxation.

- Held two public meetings with facilitated group discussions (320 attendees)
- Meetings streamed on YouTube with interactions with staff on Twitter (700 views of the online videos posted on Twitter)
- Ipsos research – statistically representative general population survey and focus groups with industry stakeholders
- More than 4,000 responses to online general population survey
- Five targeted stakeholder meetings
- Stakeholder and regulator workshops by MaRS Solutions Lab
- Written submissions from industry, companies, organizations and residents

On December 7, 2017, City Council approved the regulation of short-term rentals in Toronto, which is expected to take effect on June 1, 2018.



Restaurant application process simplified through BizPal



Staff worked in partnership to update the “restaurant bundle” on BizPal, an online source of information on permits and licences managed jointly by the federal, provincial and municipal government.

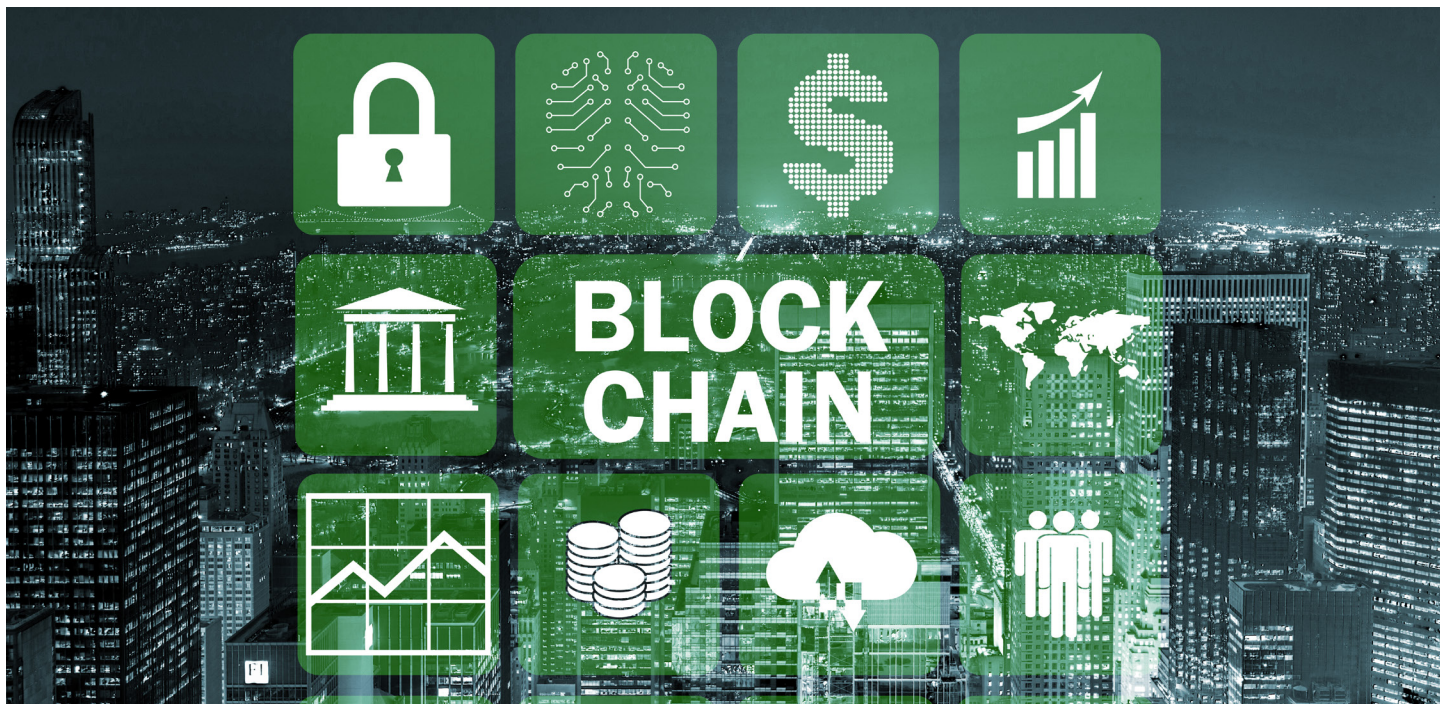
People wishing to apply for a new restaurant licence or renew their current one, can now create an online checklist of permits or licences required and how to obtain them. BizPal also provides an estimate of the total fees and timelines.

With this revision, the number of processes for restaurant owners substantially decreased from 51 to 20, which is expected to make the application process much simpler.

Partner	Requirement reduction
City of Toronto	18 to 9
Province of Ontario	24 to 8
Government of Canada	9 to 3

Congratulations to everyone who participated in this project, thank you all for your hard work and dedication. I think the site looks fabulous and is a huge improvement over the traditional BizPal results.

Ministry of Government and Consumer Services, Province of Ontario



Public-private collaboration on a proof of concept for licensing

Municipal Licensing and Standards worked with the Province of Ontario through Service Ontario, the Alcohol and Gaming Commission of Ontario, Federal Government, Deloitte, and McCarthy Tétrault to test a proof of concept utilizing blockchain technology to facilitate a “one window” and efficient information exchange for all permits and licence requirements in Toronto.

Blockchain is a technology platform, described as a distributed public ledger where information can be stored and/or transactions can be shared between parties. Most importantly, once information is entered, it cannot be altered. This collaboration resulted in a proof of concept exploration on the opportunities to use Blockchain as a component of the digital architecture that could facilitate a more

streamlined process and very importantly, ease of use for the licence applicant. The use case involved was opening a restaurant in Toronto. Using this technology, would allow for secure and integrated document and data management. It also creates a much simpler process for the end user – the person applying for the restaurant licence.

Moving forward, ML&S will continue to explore opportunities where future technologies can advance the delivery of services for our city, including potential future partnerships with the other orders of government



2017 Awards

Municipal Licensing and Standards, in partnership with our Information and Technology Division was honoured to receive a number of awards in 2017 in recognition of our work on implementing the new vehicle-for-hire regulations.

Excellence in Municipal Systems from the Municipal Information Systems Association (MiSA) of Ontario

Each year, MiSA Ontario recognizes municipalities and individuals within municipalities who have successfully undertaken a significant initiative or set a new standard that other municipalities may follow in the use and delivery of technology.

The City won the Excellence in Municipal Systems award for its Vehicle-for-Hire Legislation Solution and Enterprise Geospatial Environment. The solutions furthered the City's strategic objectives using information technology, an improvement in service delivery to clients, residents and businesses, and a high level of collaboration between City divisions.

2017 Digital Transformation Award from IT World Canada

The City's Vehicle-for-Hire Legislation Solution won the Digital Transformation Award in the large public sector category at the 2017 IT World Canada awards. The licensing process for private transportation companies is now completely digital, with no paper exchanging hands and no in-person application process. Selected from more than 25 finalists, the inaugural Digital Transformation Award recognizes excellence in digital transformation in Canada.

Public Sector Leadership Awards - The Institute of Public Administration of Canada (IPAC) and Deloitte

The City of Toronto received Bronze in the category of Public Sector Leadership for its work on the vehicle-for-hire regulations in Toronto. IPAC and Deloitte partnered this year to establish the first Public Sector Leadership Awards, which are designed to encourage and recognize organizations whose leaders

have demonstrated the vision, commitment and capacity to set a new course. The City of Toronto was recognized for demonstrating outstanding leadership within the organization and for innovation, strategic thinking as well as effective collaboration and partnerships.





The Specialized Enforcement and Resolution Team (SERT)

The Specialized Enforcement and Resolution Team (SERT) was formed in 2014 to address complex problem properties that often involve hoarding issues and vulnerable persons. This team focuses on long-term sustainable resolutions, and has made significant positive impacts to individuals and communities through their dedication and diligence.

SERT often works with other divisions in the City to do its work, including the SPIDER (Specialized Program for Interdivisional Enhanced Responsiveness) team. In 2017, SPIDER got involved with 50 different situations involving vulnerable residents requiring attention from a number of divisions across the City including Public Health, Social Services and Toronto Fire Services.

- Remedial work carried out at 19 properties
- More than 245,159 pounds of waste removed from residential properties
- Collaborated with seven vulnerable property owners who have since sold their properties to move to long-term suitable and sustainable housing.
- Worked with Ombudsman's Office to resolve three separate escalated complaint investigations, one that involved hundreds of communications sent to Mayor, Councillors, City Manager and staff.
- Managed multi-divisional enforcement investigation of 13 illegal rooming houses occupied by more than 100 vulnerable adults. Adults have been relocated, operators charged under Zoning bylaw and properties reoccupied lawfully by the owners.
- Worked collaboratively with Toronto Fire Services on "immediate threat to life" investigations of illegal rooming houses resulting in:
 - 120 people being relocated from unsafe living conditions at 37 residential properties
 - owners charged with both Zoning bylaw charges and charges under Fire Protection and Prevention A

Enforcement of illegal cannabis storefronts

A dedicated team was formed with staff from across the division, along with the Toronto Police Service, who worked together to undertake enforcement efforts to combat the proliferation of these illegal storefront operations.

Information and complaints received about 143 illegal cannabis storefronts resulting in 347 charges being laid against property owners and employees.

The City continues to investigate and take enforcement action against owners, operators and employees of these illegal cannabis storefronts, as well as property owners where they are located.

Pending Legalization of Cannabis for Recreational Purposes

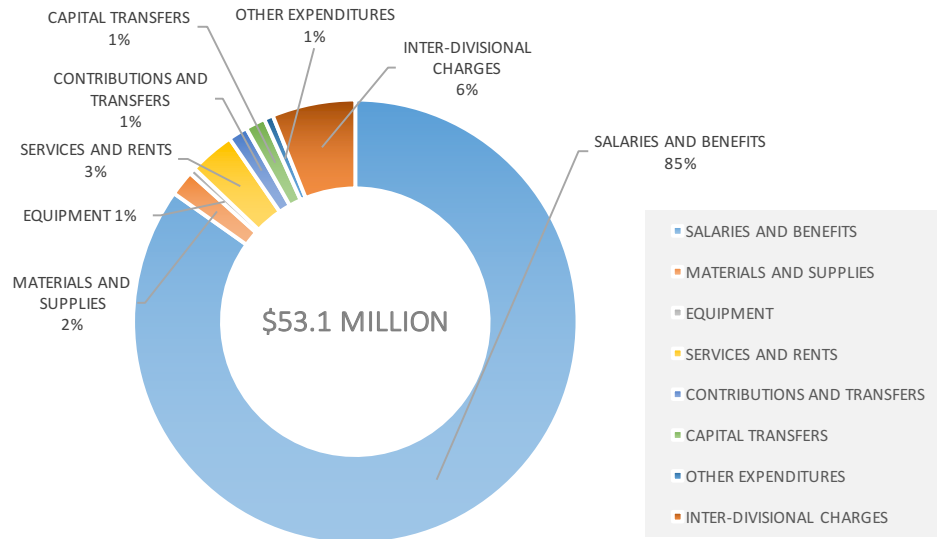
In 2016, Municipal Licensing and Standards brought together an inter-divisional working group to work on the pending legalization of cannabis. Since that time, the City has worked collaboratively with the Province of Ontario and the Federal government, through Health Canada, to determine the appropriate municipal response.

The City is continuing to work with the Province throughout 2018 on this very important community issue.

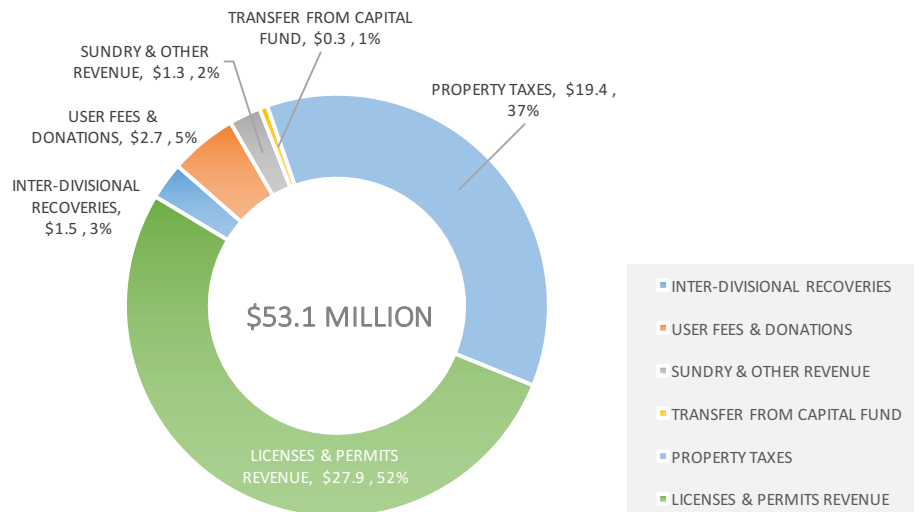


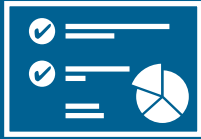
Financial Year in Review

Where the money goes



Where the money comes





2018 Work Plan and Priorities

2018 is the final year of the division's current strategic plan. We are looking ahead to planning for 2019 and beyond.

This next year is a bridge between the last strategic plan (2014 to 2018) which is 87% complete, and the next plan which is being planned to align with the new term of Council. The division is excited to set its course for the next four years with its second strategic plan, and will be working to ensure that our goals align with the broader City objectives. As we move forward, we will continue to focus on our priorities of:

CUSTOMER SERVICE:

- Improve and modernize customer experience with services
- Broaden promotion and public education of services

OPERATIONS:

- Modernize and ensure effectiveness of bylaws
- Ensure consistent, high-quality service delivery
- Transform the enforcement strategy

STRATEGY, PLANNING AND FINANCIAL MANAGEMENT:

- Improve financial accountability and stewardship
- Transform business information and support systems
- Realign organizational planning capability and capacity

EMPLOYEE:

- Optimize workforce
- Increase employee engagement
- Improve workforce development
- Support employee health and wellness