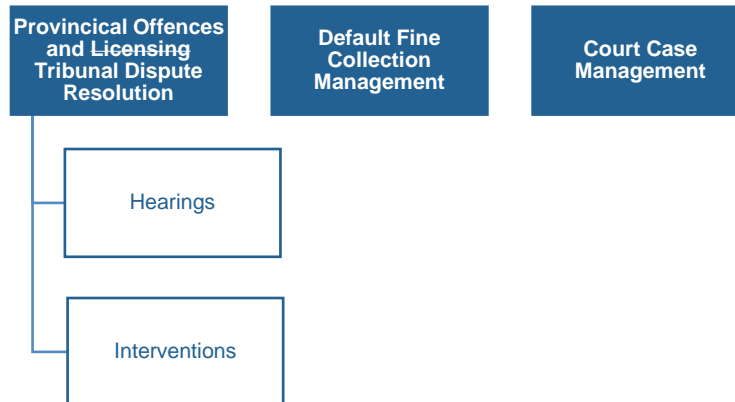


COURT SERVICES

PROGRAM MAP

Court Services



Court Services, through a network of 25 trial courtrooms, 11 tribunal hearing spaces; 6 intake hearing rooms and 37 public service counter stations at 4 geographical locations (East, West, South, and North)., provides administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using 3 of the City's adjudicative boards: Administrative Penalty Tribunal, Toronto Licensing Tribunal and Toronto Local Appeal Body. These include:

- Provincial Offences Court and 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 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
How many Provincial Offences Act (POA) charges are filed?	Number of POA Charges Filed per 1,000 Population - (Activity Level)	Decrease Number of POA charges filed decreased - (Activity Level)	1 Higher rate of POA charges filed compared to others (Activity Level)	6.1 6.2 pg. 5
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 2017 (Community Impact)	N/A	6.3 pg. 6
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 at target (Customer Service)	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 (Customer Service)	High rate of customer satisfaction with the services that were received from Court Services in 2017 (Customer Service) (no survey in 2015 and 2016)	N/A	6.5 pg. 7
What is the collection rate on unpaid POA fines?	Collection Rate on Cases in Default of Payment (Efficiency)	Stable Collection rate on defaulted unpaid POA fines was stable (Efficiency)	4 Lower rate of collection on fines defaulted in 2017 compared to others (Efficiency)	6.6 6.7 pg. 8/9
What is the cost of Court/POA services per charge filed?	Operating Cost per POA Charge Filed - (Efficiency)	Decrease Cost per charge filed decreased in 2017 (Efficiency)	2 Lower cost per charge filed compared to others (Efficiency)	6.8 6.9 pg. 10

Question	Indicator/Measure	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
What is Toronto's Service Quality Score for Municipal or regional courts Services?	Citizens First Survey Service Quality Score for Municipal or regional courts - (Customer Service)	<p style="text-align: center;">Increase</p> <p style="text-align: center;">The CF8 (2018) Service Quality Score increased compared to CF7 (2014) (Customer Service)</p>	N/A	6.10 pg. 11

SUMMARY OF OVERALL RESULTS

Internal Comparison of Toronto's 2017 vs. 2016 Results	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	External Comparison to Other Municipalities (MBNC) By Quartile for 2017
Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)
<div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> 0 - Increased 0 - Stable 1 - Decreased </div> <p>0% stable or increased</p>	<div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> 3 - Favorable 3 - Stable 0 - Unfavorable </div> <p>100% favorable or stable</p>	<div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> 1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile </div> <p>100% in 1st and 2nd quartiles</p>	<div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> 0 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile </div> <p>50% in 1st and 2nd quartiles</p>

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?

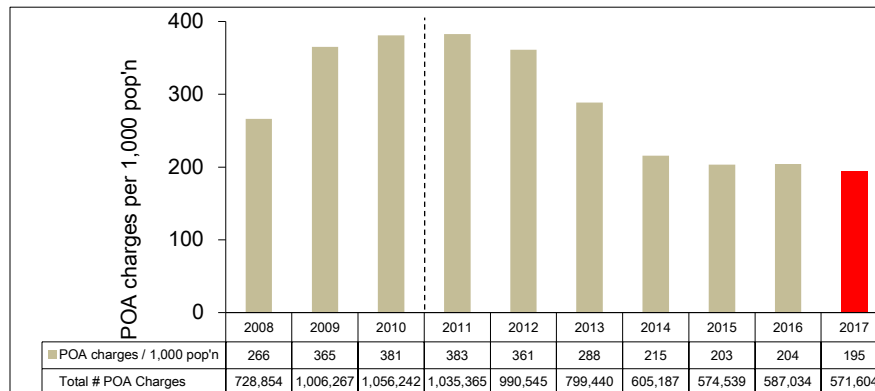


Chart 6.1 (City of Toronto) Number of POA Charges Filed per 1,000 Population

Chart 6.1 summarizes the number of charges filed in Toronto from 2008 to 2017. The results for 2010 and prior years are not based on the revised population estimates.

Since 2011, charges filed have decreased due to lower volumes of charges filed by Toronto Police Services. In 2017, POA charges per 1,000 population decreased by 2.6%.

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

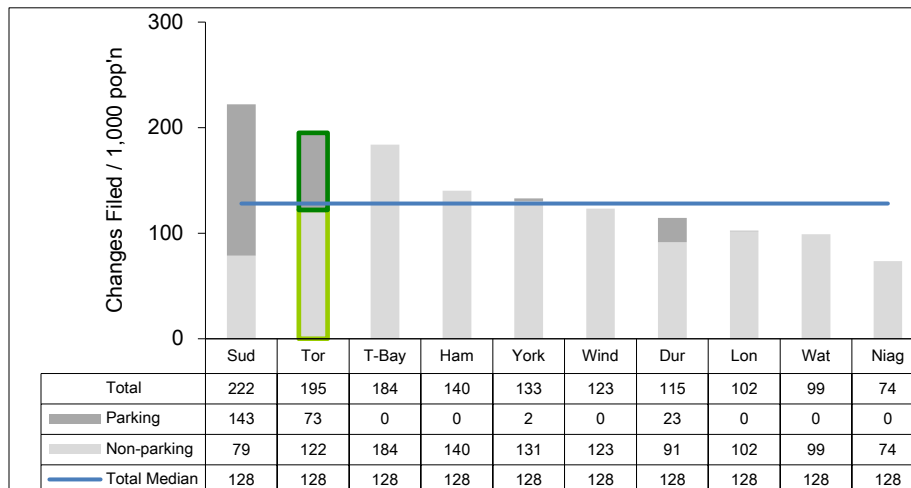


Chart 6.2 (MBNC 2017) Number of POA Charges Filed per 1,000 Population

Chart 6.2 compares Toronto's 2017 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.

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.

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. In relation to other municipalities, Toronto tends to have one of the longest periods of time to trial. Some of the wait times have improved due to the Early Resolution Initiative.

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

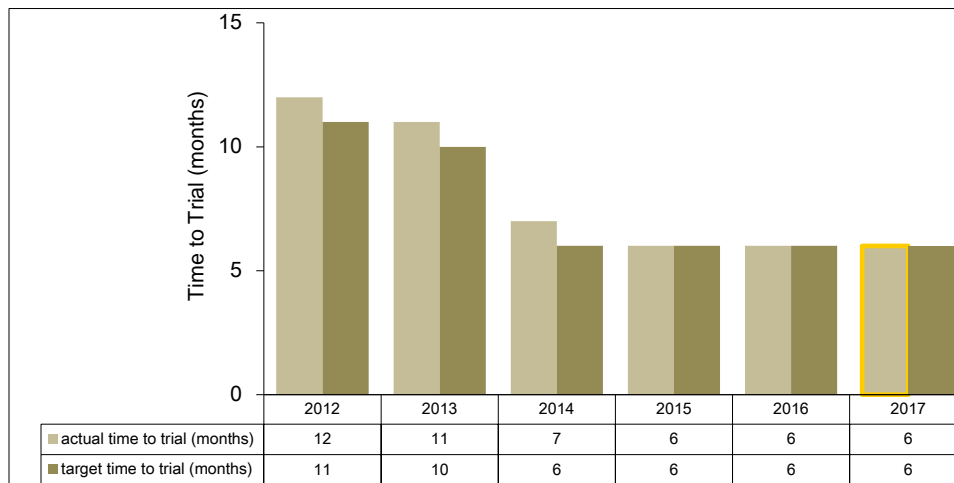


Chart 6.3 provides data from 2012 to 2017 on the average time (in months) to trial from the date of the offence.

In 2017, 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?

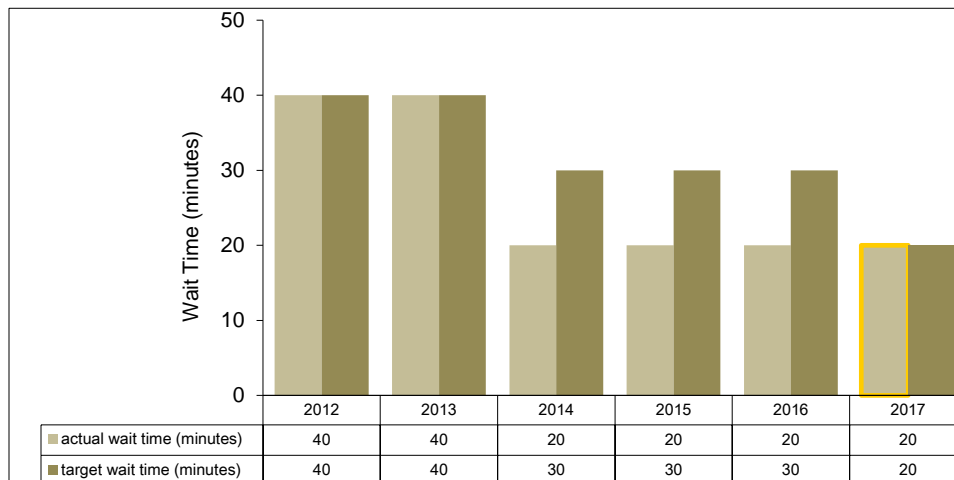


Chart 6.4 shows the average number of minutes it takes to serve a customer at the four Court Services counters in the City.

Since 2013, the wait time decreased from an average of 40 minutes to under 20 minutes.

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

This reduction was primarily due to the lower volume of

charges filed by enforcement agencies resulting in fewer customers served at public counters.

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

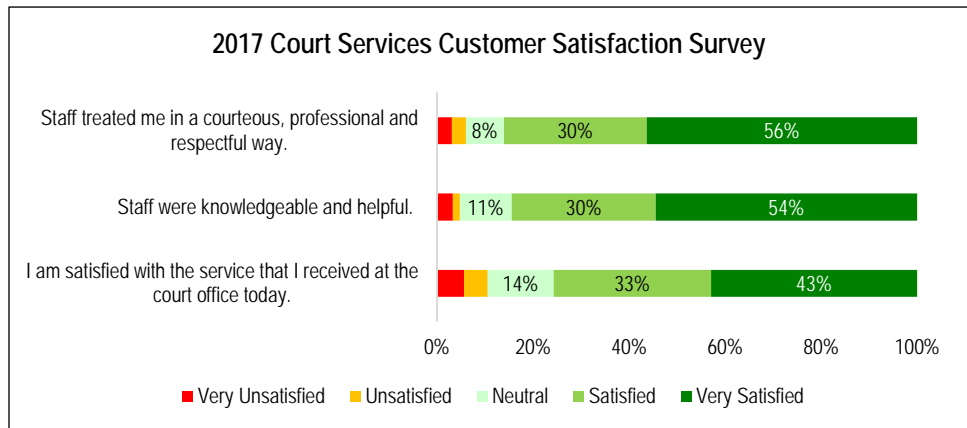


Chart 6.5 shows the results of a 2017 Court Services Customer Satisfaction Survey.

Chart 6.5 (City of Toronto) % of Survey Respondents who either Very Satisfied, Satisfied, Neutral, Unsatisfied, or Very Unsatisfied

Toronto Court Services Division conducted a Customer Satisfaction Survey in 2017. The survey ran for a 5 week period commencing on Friday, March 10, 2017 and ended on Thursday, April 13, 2017. The purpose of this survey was to gather feedback on how well Court Services was doing in the area of Customer Service and to identify areas which required improvements. The survey received responses from 483 respondents, and focused on their level of satisfaction with three key drivers of customer satisfaction, based on their experience with the service. The large majority of respondents were satisfied or very satisfied with the service they received. More information on the [Court Services customer satisfaction survey results](#) can also be found on the City's OpenData website.

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?

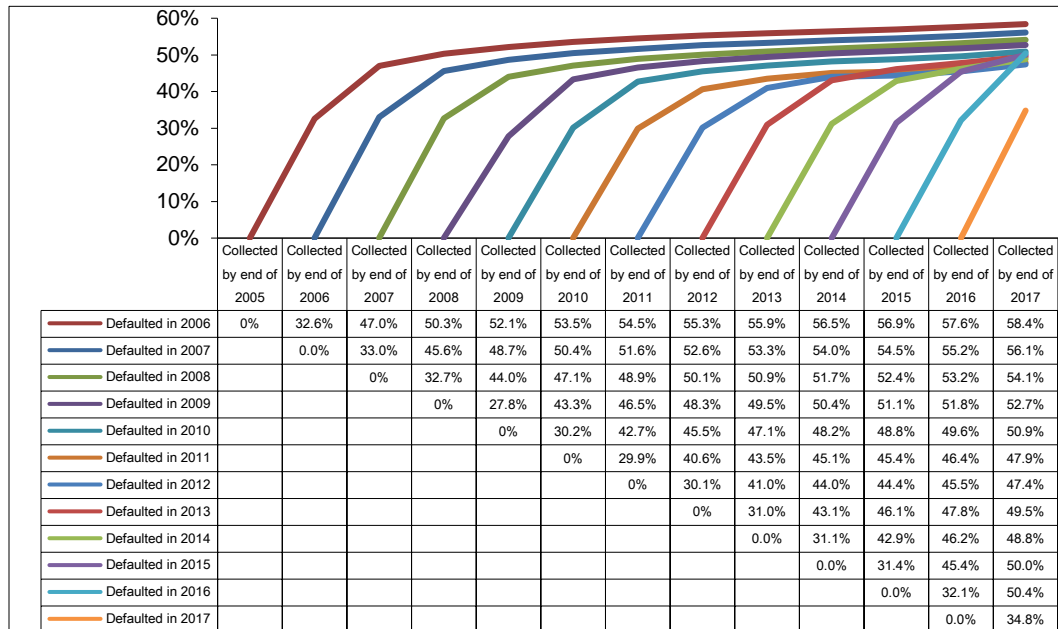


Chart 6.6 shows the proportion of defaulted tickets that are collected in a given year, with the collection process continuing over a multi-year period.

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 past several years, approximately 58.4 percent of these amounts had been collected by the end of 2017. One collection method used is the property tax roll sanction. First introduced in 2010, it's helped to recover \$4.9 million (by end of 2017).

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

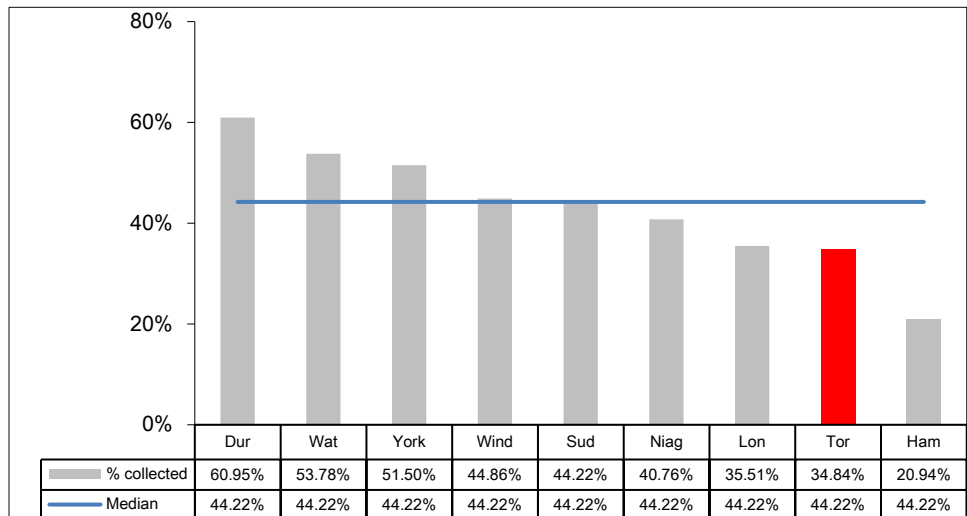


Chart 6.7 compares Toronto to other municipalities for the 2017 collection rate for POA fines that went into default in 2017.

Chart 6.7 (MBNC 2017) 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?

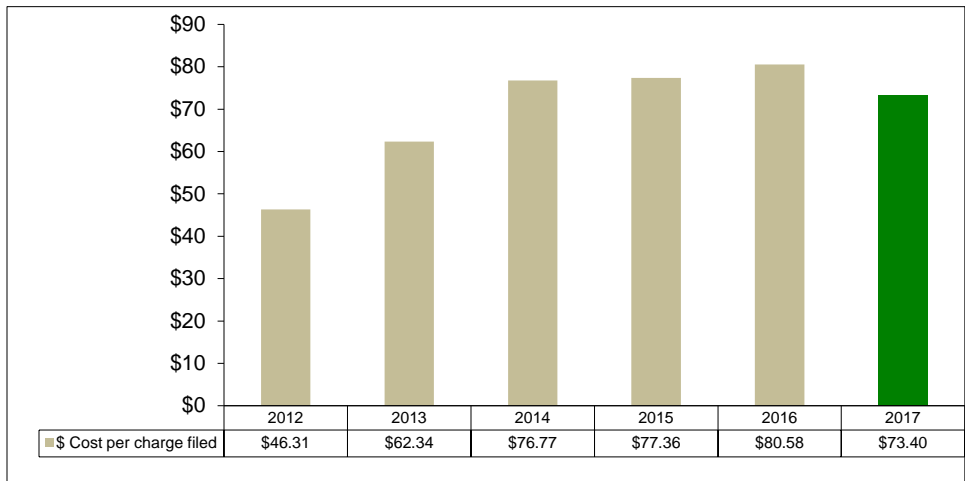


Chart 6.8 summarizes Toronto's Court Services costs per charge filed for the years from 2012 to 2017. These costs exclude those related to Court security and off-duty police (court attendance).

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

In 2017, the rate of cost per charge filed decreased by 8.9%. The decrease was due to reduced corporate and program support cost allocation.

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

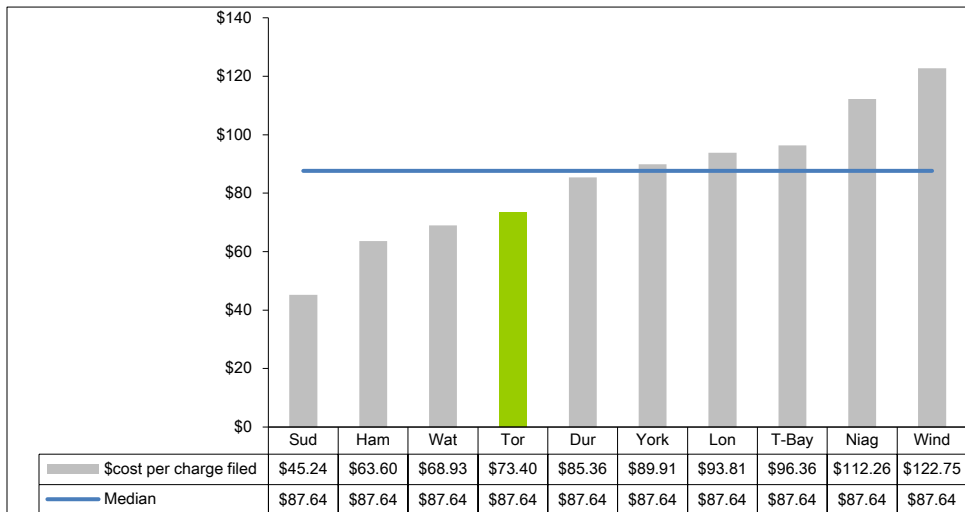


Chart 6.9 compares Toronto's 2017 results to the other municipalities.

Toronto ranks fourth 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 2017) 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 (Chart 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.

CUSTOMER SATISFACTION: CITIZENS FIRST (CF) SERVICE QUALITY SURVEY RESULTS

One way to measure satisfaction of a public service is to through the use of surveys. The Citizens First surveys, conducted every 2 to 3 years by the [Institute for Citizen-Centred Services](#), provides a comprehensive overview at how citizens view their government services.

Citizens First 8 (CF8) is the most recent survey and was conducted between December 2017 – February 2018. A total of 401 Toronto residents were surveyed in CF8. The final data are weighted for Toronto by age and gender. Based on this sample size, Toronto's results have a margin of error of $\pm 4.9\%$ for a result of 50% at the 95% confidence interval. However, data based on sub-groups is subject to a greater margin of error.

The Service Quality Score (SQR) relates to how Toronto residents rate their municipal services. Respondents were requested to provide a score on a 5-point scale where 1 means 'very poor' and 5 means 'very good'. In order to remain consistent with results from previous years, all the results are scaled from 0 to 100.

Rating	Very Poor 1	2	3	4	Very Good 5
Score	0	25	50	75	100

The survey respondents were asked the following question: Please rate the quality of [*Municipal or regional courts*]. If you did not use this service in the past 12 months, select 'Does Not Apply'.

6.10–WHAT IS TORONTO'S SERVICE QUALITY SCORE FOR MUNICIPAL OR REGIONAL COURTS SERVICES?

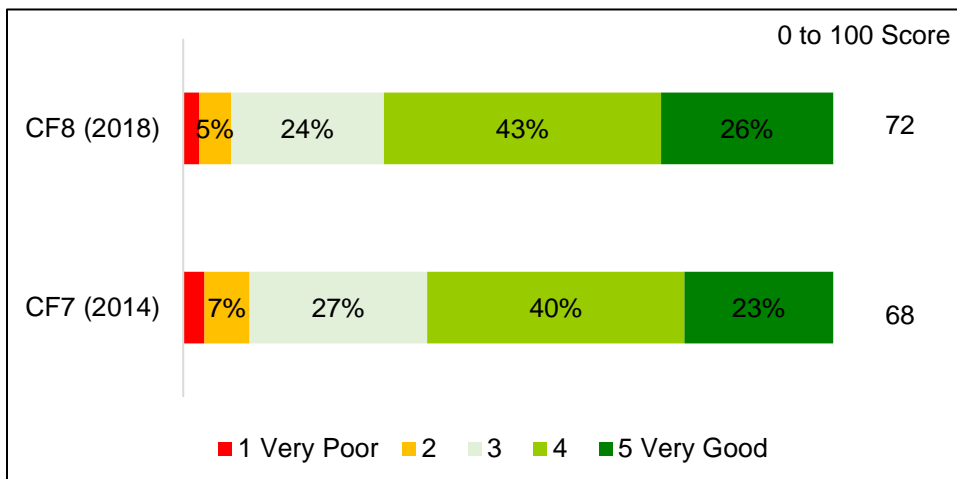


Chart 6.10 displays the Service Quality Score for Toronto's Municipal or regional courts services. In CF8 (2018), Toronto's Municipal or regional courts services scored 72 out of 100, an improvement from 68 in 2014 results.

Chart 6.10 (Citizen's First 7 and 8) Service Quality Score for Municipal or regional courts

The majority (69%) of all CF8 survey respondents who have used Municipal or regional courts services in the past 12 months rated Toronto's Municipal or regional courts services at a "4" or "5" on the 5-point scale.

2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

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

2017 Achievements

- Transition of the parking ticket dispute process from the court system to an administrative penalty system in collaboration with Legal Services, I&T Services, and Revenue Services and the Toronto Police Service.
- Establishment and administration of the new Administrative Penalty Tribunal.
- The administration of the one year mediation pilot program to test the impact of mediation with respect to appeals of Committee of Adjustment decisions.
- Establishment and administration of the new Toronto Local Appeal Body (TLAB).
- Continue to provide administrative support the Toronto Licensing Tribunal.
- Court offices serve over 30,000 individuals at public counters and 30,000 individuals in trial courts each month.
- The average wait time at our public counters is under 20 minutes.
- While maintaining service levels, including supporting the operation of all courtrooms, the Program has held positions vacant as a result of the delay in implementation of TLAB and APS as well as to accommodate for organizational changes in 2018 affecting the division's administration of disputed parking tag matters.

2018 Planned Initiatives

- Administration of the Toronto Local Appeal Body, Toronto Licensing Tribunal and the Administrative Penalty Tribunal.
- Completion of 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.
- The management of court cases for charges filed by enforcement officers in 2018 in accordance with Provincial legislation.

Factors Influencing 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.