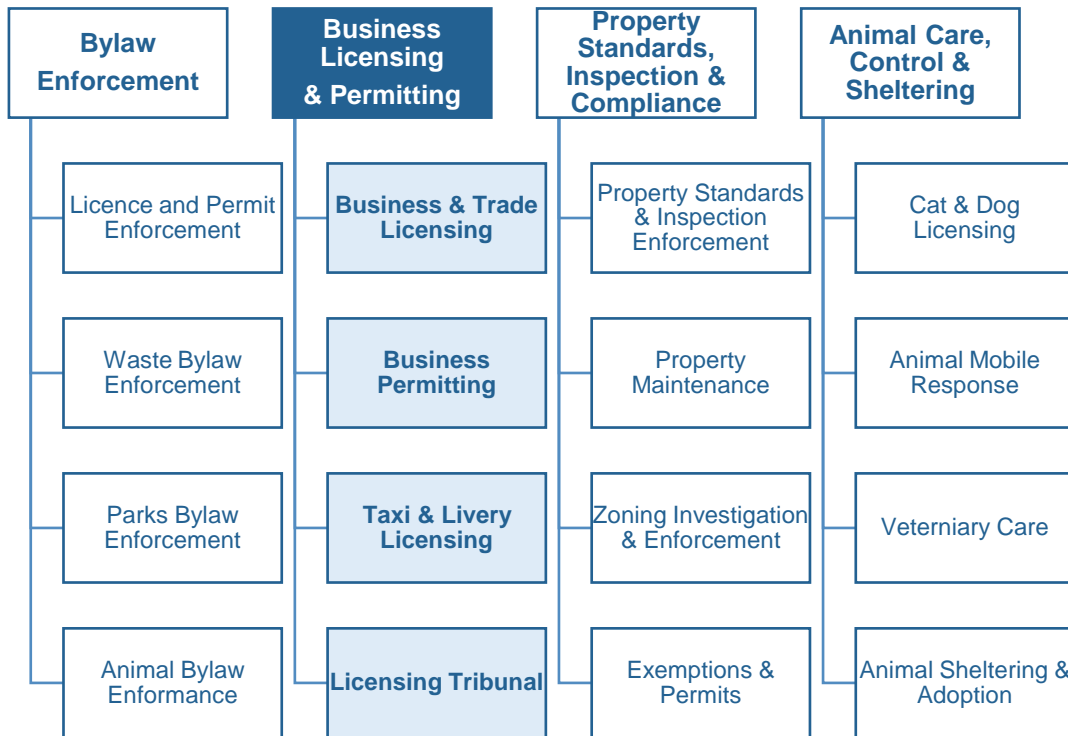




# LICENSING SERVICES

PROGRAM MAP

Municipal Licensing and Standards



Shaded boxes reflect the activities covered in this report

Licensing programs, for businesses and taxi services, help protect the health and safety of the public and the integrity of the businesses. Administrative and enforcement staff carry out key functions: issuing licences to businesses that meet the standards set by by-laws; ensuring the standards are maintained; investigating complaints, and any non-compliant issues. Licensing programs seek to enrich businesses by promoting public confidence, assisting with fair competition and ensuring a degree of consumer protection is in place.

## 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 licences are issued?	Number of licences issued per 100,000 population - (Service Level Indicator)	<p style="text-align: center;"><b>Stable</b></p> <p style="text-align: center;">The number of licences issued was relatively stable</p> <p style="text-align: center;">(Service Level Indicator)</p>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">High number of licences issued compared to others</p> <p style="text-align: center;">(Service Level Indicator)</p>	19.1 19.2 pg. 5/6
How many taxi plate-holder licences are issued?	Number of taxi-plate holder licences issued per 100,000 population - (Service Level Indicator)	<p style="text-align: center;"><b>Decrease</b></p> <p style="text-align: center;">The number of taxi-plate holder licences issued was slightly decreased</p> <p style="text-align: center;">(Service Level Indicator)</p>	<p style="text-align: center;"><b>1</b></p> <p style="text-align: center;">Higher number of taxi plate holder licences issued compared to others</p> <p style="text-align: center;">(Service Level Indicator)</p>	19.1 19.2 pg. 5/6
How many taxi driver licences are issued?	Number of taxi licences issued per 100,000 population - (Service Level Indicator)	<p style="text-align: center;"><b>Stable</b></p> <p style="text-align: center;">The number of taxi driver licences issued was stable</p> <p style="text-align: center;">(Service Level Indicator)</p>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">Higher number of taxi licences issued compared to others</p> <p style="text-align: center;">(Service Level Indicator)</p>	19.1 19.2 pg. 5/6
How many business licences are issued?	Number of business licences issued per 100,000 population - (Service Level Indicator)	<p style="text-align: center;"><b>Stable</b></p> <p style="text-align: center;">The number of business licences issued was relatively stable in 2017</p> <p style="text-align: center;">(Service Level Indicator)</p>	<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;">Higher number of business licences issued compared to others</p> <p style="text-align: center;">(Service Level Indicator)</p>	19.1 19.2 pg. 5/6
How long does it take to renew a taxi licence?	Average number of days to renew a taxi licence – (Customer Service)	<p style="text-align: center;"><b>Stable</b></p> <p style="text-align: center;">Number of days to renew a taxi licence was stable in 2017</p> <p style="text-align: center;">(Customer Service Indicator)</p>	N/A	19.3 pg. 7

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 the Total Cost for Business Licensing per Business License Issued in Toronto?	Total Cost for Business Licensing per Business License Issued – (Efficiency)	Decrease Total costs for business licensing per license issued decreased (Efficiency)	4 Higher total costs for business licensing per license issued compared to others (Efficiency)	19.4 19.5 pg. 8/9

## 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)
0 - Increased 3 - Stable 1 - Decreased	1 - Favorable 1 - Stable 0 - Unfavorable	1 - 1st quartile 3 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile
75% stable or increased	100% favorable or stable	100% in 1st and 2nd quartiles	0% favorable or stable

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

Toronto's licensing services issue and monitor business licences, right-of-way permits, temporary sign permits, and firework permits. The three types of licences that are included for the purposes of this report are business licences, taxi licences and taxi plate holder licences.

### 19.1 –HOW MANY LICENCES ARE ISSUED IN TORONTO?

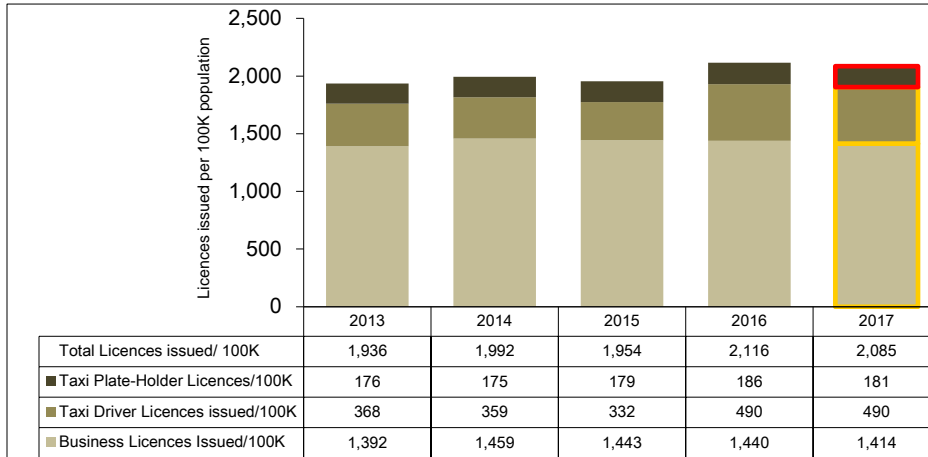


Chart 19.1 show the number of licences issued per 100,000.

Chart 19.1 (City of Toronto) Number of Licences Issued per 100,000 Population

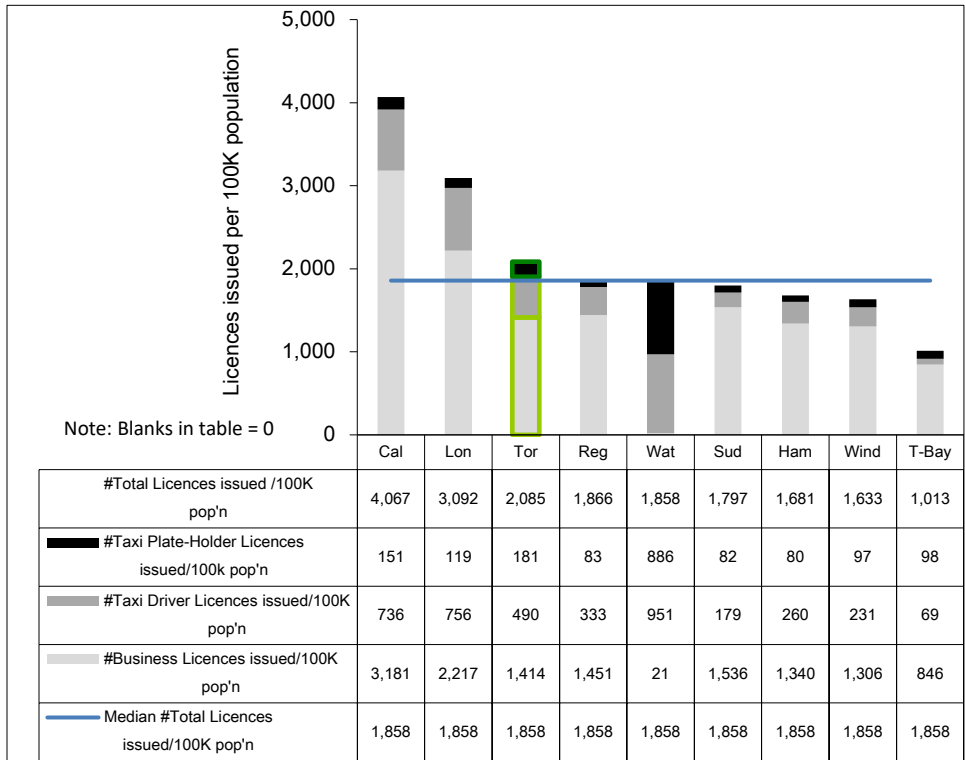
In 2017, Toronto issued 490 taxi driver licences per 100,000 population (stable), 1,414 Business licences per 100,000 population (relatively stable) and 181 taxi plate-holder licences per 100,000 population (slightly decreased).

Overall, the number of licences issued decreased in 2017 in Toronto compared to 2016, which is related to transition, changes to bylaw and operationalization and implementation of the Vehicle For Hire (VFH) bylaw.

The slight decrease in taxi plate-holder licences is mainly due to population growth (the denominator) as the number of issued licences did not show a significant change.

The slight drop of less than 2% in the number of issued business licences is thought to be of normal fluctuation in the number of applications received.

19.2 – HOW MANY LICENCES ARE ISSUED IN TORONTO COMPARED TO OTHER MUNICIPALITIES?



**Chart 19.2** compares Toronto's 2017 result to other municipalities for the Number of Licences Issued per 100,000 Population.

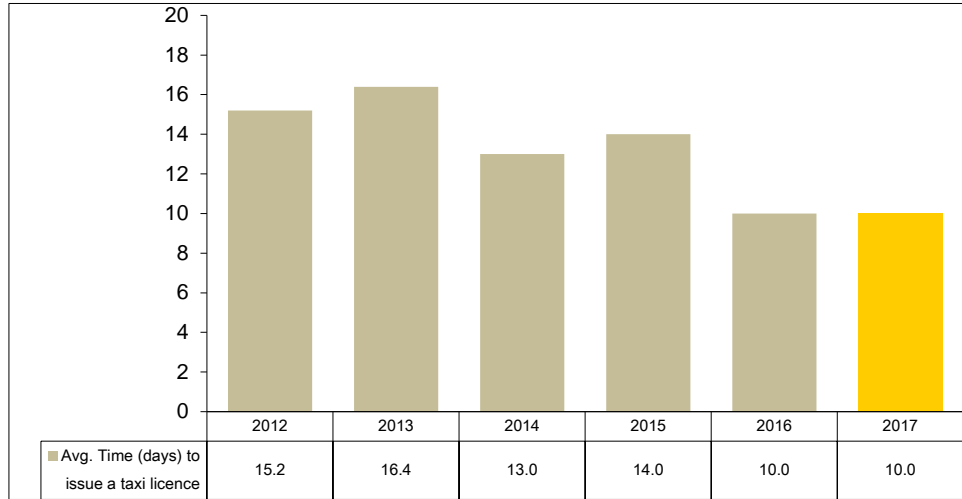
**Chart 19.2 (MBNC 2017) Number of Licences Issued per 100,000 Population**

In terms of having the highest rate of licences issued:

- Total Licences issued per 100,000 population: Toronto ranks third of nine (second quartile) municipalities.
- Taxi Plate-holder Licences issued per 100,000 population: Toronto ranks second of nine (first quartile) municipalities.
- Taxi Driver Licences issued per 100,000 population: Toronto ranks fourth of nine (second quartile) municipalities.
- Business Licences issued per 100,000 population: Toronto ranks fifth of nine (second quartile) municipalities.

## CUSTOMER SERVICE

### 19.3 – HOW LONG DOES IT TAKE TO RENEW A TAXI LICENCE IN TORONTO?



**Chart 19.3** provides the average number of days it takes to renew a taxi licence in Toronto - a reflection of customer service.

**Chart 19.3 (City of Toronto) Number of Days to Renew a Taxi Licence**

In 2017, average days to issue a taxi licence was stable in comparison to the previous year.

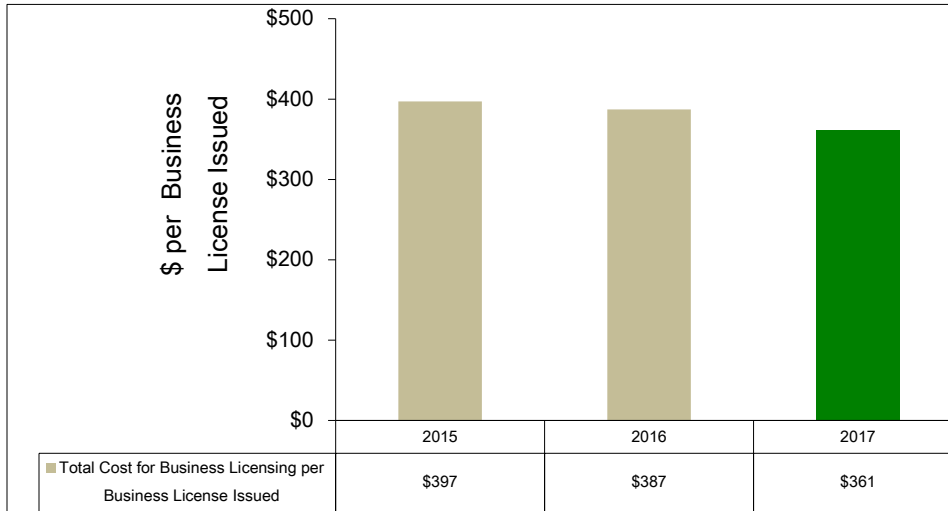
Although the number of days to renew a Taxi Licence was projected to decrease further by 20% for 2017, yet, due to decreased number of staff the number stayed at a 10 days rate.

In 2018, through implementation of system improvements, the number of days fell in line with the expected trend of 20% decrease. Therefore, the number of licences issued dropped to close to 7 days through 2018.

In 2019, the number of days to renew taxi licences is stable at a 6.5 days for the first quarter of the year.

## EFFICIENCY

### 19.4–WHAT IS THE TOTAL COST FOR BUSINESS LICENCING PER BUSINESS LICENCE ISSUED IN TORONTO?



**Chart 19.4** provides the total cost for business licensing per business license issued for Toronto.

**Chart 19.4 (City of Toronto) Total Cost for Business Licensing per Business License Issued**

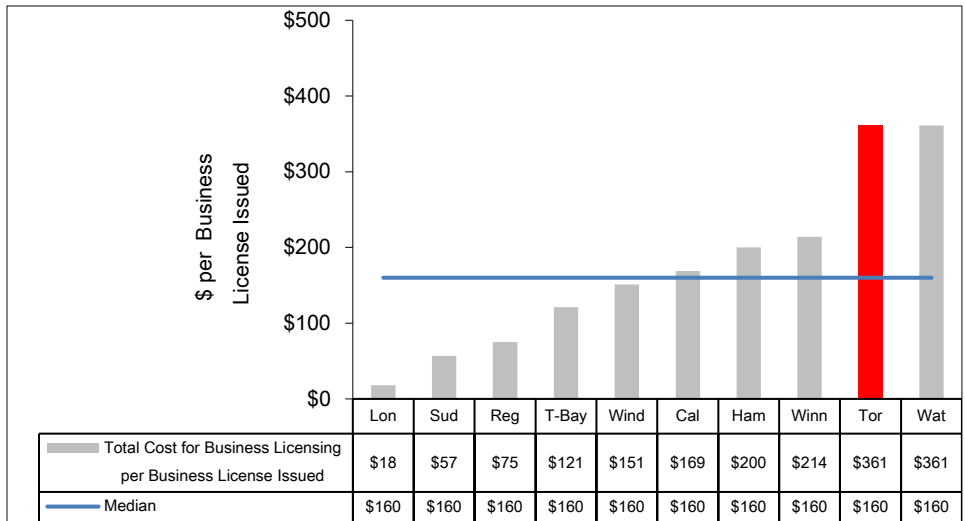
In 2017, total cost for business licensing per business license issued decreased by 6.7% from the previous year.

The increase in the number of vacancies in 2017 resulted in lower operating cost across the Licensing unit in comparison with the previous year.

The closure of MLS Training Centre (for taxi and limo owner/driver training) and Test Centre (for vehicle inspections) in 2016, has contributed to the lower licence fees and cost associated with it as well.



19.5– WHAT IS THE TOTAL COST FOR BUSINESS LICENSING PER BUSINESS LICENSE ISSUED COMPARED TO OTHER MUNICIPALITIES?



**Chart 19.4** compares Toronto's 2017 result to other municipalities for the total cost for business licensing per business license issued.

**Chart 19.5 (MBNC 2017) Total Cost for Business Licensing per Business License Issued**

Toronto is tied with Waterloo for the highest total cost for business licensing per business license issued (fourth quartile).

## 2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

The following initiatives are intended to further improve the efficiency and effectiveness of Toronto's licensing services:

### 2017 Initiatives Completed/Achievements

#### Modernize Bylaws and Business Processes

- Implemented RentSafeTO and Apartment Building Standards Program including registration and evaluation of all apartment buildings in the City.
- Reviewed and amended Toronto Municipal Code chapter 349, Animals enhancing public and animal safety, specifically related to dangerous dogs, prohibited animals, including a backyard hen pilot.
- Completed review of new by-laws governing Short-Term Rentals and Sidewalk Cafés, Parklets and Marketing Displays.

#### Streamline/Automate Modernize Technology and Business Systems

- Worked with Toronto Office of Partnerships to pilot City of Toronto Online Donations and Volunteer Management System (DVMS);
- Continued partnership with Province of Ontario to improve customer experience by reducing red tape, including participating in a proof of concept using Blockchain technology.
- Automated the application process for Private Transportation Company drivers.
- Leveraged social media platforms to engage with stakeholders online with four major strategic projects that gained over 3,000 views/interactions.
- Hosted over 55 public and industry consultations engaging 1,700 stakeholders
- Conducted 10 online surveys on key policy projects, with over 7,000 responses.

#### Enhance Performance and Business Analytic Systems and Reporting

- Completed Phase I of DataMart project, which will integrate the operating systems to automate data collection for more effective analysis, reporting, and decision making.

#### Continuation of Business Transformation

- Reorganized and restructured service lines to provide adequate oversight and management controls.
- Launched electronic pet license billing function and implemented Phase 1 of Online Self Services for profile and pet data update.

#### Improve Enforcement and Compliance Outcomes

- Partnered with Toronto Police Services to address illegal Marijuana storefront resulting in over 2,500 inspections, 772 charges and 6 ML&S obtained search warrants related to obstructing entry.
- MLS in partnership with Legal Services succeeded in obtaining an interim injunction which ordered an illegal marijuana storefront business to stop selling marijuana at multiple locations throughout the City as they were operating in direct contravention of the City's Zoning Bylaw.
- Obtained resolution of 11 cases related to recurrent vacant/derelict properties including the removal of over 175,000 pounds of waste removed.

- Involved in resolution of 27 cases referred through Specialized Program for Interdivisional Enhanced Responsiveness (SPIDER).
- Completed one year Multi-Residential Containment project in collaboration with Solid Waste Management to address contamination in recycling, organic and garbage disposal procedures with issuance of 630 notices of violations and 185 total charges.
- Implemented Vehicle-for-Hire Enforcement Team focused on public complaints, proactive inspection of high risk locations and strategic relationships with Vehicle-for-Hire stakeholders.
- Conducted 3,096 proactive inspections; Investigated 923 complaints; Laid 1,050 charges.

### **2018 Planned Initiatives**

- Implement administrative and enforcement efficiency including on-line access for all business licence types.
- Implement Short Term Rentals by-laws.
- Implement pilots to streamline service delivery, including Provincial and Federal collaboration for the Restaurant industry.

### **Factors Influencing Results of Municipalities**

The results of each municipality found in the charts included in this report are influenced to varying degrees by factors such as:

- **Number and type of businesses.** Many businesses are regulated through a municipal licensing program and can vary extensively across municipalities. The method and approach towards licensing specific establishments may also differ from one municipality to another.
- **Municipal By-laws:** Administration, inspection and regulation process used and the sophistication of the municipal by-law regulations will differ.
- **Policy and Practices:** Cost is dependent on the number of categories of business licences in the municipality and the number and types of licences used.
- **Processes and Systems:** The type and quality of systems used to track complaints, inspections and other data.