

Administrative Penalty Tribunal 2024 APT Chair's Annual Report Chair, Sancia Pinto

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Background

The Administrative Penalty Tribunal (“APT”) is an independent, quasi-judicial body comprising of twenty-five public Members (“Members”), referred to as Hearing Officers. Throughout the 2024 fiscal year, Hearing Officers had the authority to review decisions pertaining to administrative penalties, specifically parking violations that were appealed by the public (“user or users”). Beginning January 20, 2025, the APT’s authority will expand to include the review of decisions related to red light camera (“RLC”) and automated speed enforcement (“ASE”) penalty orders.

The Administrative Penalty System (“APS”) has been in operation for over 7 years, having assumed jurisdiction on August 28, 2017. Since then, the APT has consistently provided a more efficient and streamlined process for resolving penalties than the previous Provincial Offences Court system.

The APT is governed by the Statutory Powers Procedure Act, its own Rules of Practice, Guiding Principles, The Municipal Code of Conduct, and is governed by Chapter 610 of the Toronto Municipal Code.

Hearing Officers, appointed by Toronto City Council, conduct a second, independent review of decisions made by Screening Officers regarding parking violations. In fulfilling this mandate, the APT is authorized to hold hearings and hearing reviews. Hearing Officers have the authority to affirm, vary or cancel the decision of a Screening Officer, as well as to extend payment timelines. Decisions of the Hearing Officers are final – there is no further appeal process.

The APT is dedicated to creating and sustaining a work environment that is diverse, inclusive, and accessible. At the core of our efforts has been improving access to justice. Whether through enhancing service timelines, streamlining processes, or ensuring that our services are both convenient and accessible, we have prioritized making justice available to all. Our achievements over recent years reaffirm that we are on the right path—building a modern, equitable, and efficient administrative justice system for the future.

Chair’s Opening Remarks

Leading the APT as Chair is a privilege I am proud to undertake. I am pleased to inform City Council of the ongoing commitment and flexibility demonstrated by the Members and Court Services staff in continuing to deliver efficient and timely adjudicative services to users who come before the APT. Over the past year, we have consistently made strides in operational efficiency while enhancing the overall experience for users. The APT continues to meet the challenges it faces and seizes new opportunities.

This report covers the period from January 1, 2024, to December 31, 2024. During the 2024 fiscal year, the APT focused on ongoing training within our jurisdiction expansion, upgrading technology, and creating more efficient remote and hybrid hearings for users. Our key initiatives to provide user-friendly modernization and timely access to justice have continued. Users have become more comfortable with and reliant on digital options and videoconferencing technology to access the services they need. A key component of our user-friendly modernization strategy is to continue developing supportive resources to ensure users feel confident in participating in virtual proceedings. The APT also continues to provide in-person hearings, as well as accessibility and interpretation services, for users who lack the necessary technology or require additional support to fully engage in our processes.

At the APT, we are committed to introducing process improvements to ensure equitable access to justice and effective resolution for all users. In 2024, some of our top priorities included enhancing accessibility, exceeding service standards, and maintaining a sustainable, modern justice system. Many of our targets and priorities have been met as we remain dedicated to managing a high volume of cases efficiently, within proportional time limits, and ensuring finality in outcomes.

The APT as an expert review body, continues to operate within a sophisticated IT environment, demonstrating adherence to administrative law requirements, including procedural fairness. As we prepare to take on camera-based offences in 2025, the APT has been proactively planning and preparing for the implementation within our jurisdiction expansion. Members have received ongoing substantive and technical training to support them in fulfilling their adjudicative functions.

Lastly, the APT acknowledges its role as a critical conduit between City administration and the users. We are committed to ensuring that all users who present their cases before us are provided with a fair, comprehensive, and meaningful opportunity to do so, irrespective of the outcome. The APT will continue to enhance access to justice by prioritizing innovation, technology, and process improvements to further enhance accessibility and service delivery to our users.

Submitted Respectfully on: June 15, 2025

Originally Signed

A handwritten signature in black ink, appearing to read 'Sancia Pinto', with a stylized flourish at the end.

Sancia Pinto

Chair, Administrative Penalty Tribunal

Members

Members of the APT are appointed by City Council for either a two-year or four-year term, following recommendations from the citizen-member Nominating Panel. The composition of the APT reflects a diverse and balanced representation of professional backgrounds, with Members possessing expertise as trained adjudicators and mediators. The APT is responsive to ongoing regulatory and legislative developments and is committed to reflecting the diversity and values of the community it serves.

Members of the APT in 2024:

| Name | Appointment End Date |
|----------------------------|-----------------------------|
| Ashifa Alibhai | 16-Dec-27 |
| Jennifer Ansell | 16-Dec-27 |
| Deborah Boudreau | 15-Jul-25 |
| Daniel Boyer | 16-Dec-27 |
| Natasha Bronfman | 16-Dec-27 |
| Barbara Cappel | 15-Jul-25 |
| Emily Cole | 16-Dec-27 |
| Joanne Foot | 16-Dec-27 |
| Cheryl Gaster | 15-Jul-25 |
| Suzanne Graves | 16-Dec-27 |
| Jenny Gumbs | 16-Dec-27 |
| Diane Hall | 15-Jul-25 |
| Mumtaz Jiwan | 16-Dec-27 |
| Randal Montgomery | 15-Jul-25 |
| Norine Nathanson | 16-Dec-27 |
| Shirley Nguyen | 15-Jul-25 |
| Sancia Pinto | 15-Jul-25 |
| Andy Radhakant | 15-Jul-25 |
| Emile Ramlochan | 15-Jul-25 |
| Leslie Ross | 15-Jul-25 |
| Jeffrey Shapiro | 16-Dec-27 |
| Kayla Stephenson | 15-Jul-25 |
| Harold Tan | 16-Dec-27 |
| Helen Walsh | 16-Dec-27 |
| Christina Gural – Resigned | 31-May-24 |
| Vacancy (1) | |

A term of office for public members is four years, with a maximum of two terms and members continue to serve until their successors are appointed. [Toronto Public Appointments - Agency Profile](#)

Business Meetings and Agendas 2024

All Business Meetings are conducted with the standing Agenda items; Acknowledgements, Chairs update and remarks, Court Services Management updates, Information related to Open Meetings and Closed Meeting requirements, Training and Motions.

February 21, 2024 – Meeting No. 14: New Member Orientation – Part 1

- New Members – Welcome and Introductions
 - Presentations and Training and Development
 - Public Appointments Office, Intergovernmental and Agency Relations
 - Committee Payroll, Legal Services, City Solicitors Office, and Court Services
 - Rules of Procedures, Tribunal Case Management

April 22, 2024 – Meeting No. 15: New Member Orientation - Part 2

- Introduction – Parking Tag Management System
 - Chair’s Annual Report
 - Presentation from Integrity Commissioners Office
 - Presentation from Legal Services: Rules of Procedure and Tribunal Forms
 - Presentation from Revenue Services: Filing and Payment Procedures
 - Continuation of New Member Training:
 - i. Daily Docket preparation and Management
 - ii. Webex Meeting Administration and Facilitating a Hearing
 - iii. Parking Tag Management System (PTMS, Adhoc)
 - iv. Front Desk Application for In Person Hearings

August 12, 2024 – Meeting No. 16: Member Training

- Introduction and Opening Remarks
 - Court Services Management Updates on Operations and Administrative Matters
 - Chapter 610 – Bylaw changes
 - O. Reg. 355/22: Administrative Penalties for Contraventions Detected Using Camera Systems
 - Continuation of Member Training
 - i. Case Management – Scenarios
 - ii. Case Management – Case Information
 - iii. Hearing Management via Webex
 - iv. Hearing Conduct

October 9, 2024 – Meeting No. 17:

- Introduction and Opening Remarks
 - Court Services Management Updates on Operations and Administration Matters
 - O. Reg. 355/22: Administrative Penalties for Contraventions Detected Using Camera Systems
 - Continuation of Member Training by the Chair and Legal Services
 - All Member Review of the Rules of Procedure for the Administrative Penalty Tribunal

December 17, 2024 – Meeting No. 18:

- Introduction and Opening Remarks
 - Court Services Management Updates on Operations and Administration Matters
 - Updated Chapter 610
 - Annual review of the Code of Conduct for Members of Local Boards

Training

Professional development is a core component of the culture at the APT. Ongoing training ensures that both Members and staff maintain up-to-date knowledge of relevant legislation, procedural rules, and the operational and adjudicative functions of the APT.

Training is delivered collaboratively across the organization. Members participated in structured workshops facilitated by the Chair and Court Services, which included interactive breakout sessions. During these sessions, Members were divided into groups and assigned a range of fact scenarios to analyze, research, and present their findings. This collaborative model fosters knowledge sharing and supports continuous learning by drawing on the diverse expertise and experience of fellow Members.

This approach not only reinforces subject-matter expertise but also promotes consistency in decision-making and strengthens the APT's capacity to deliver fair, efficient, and transparent adjudication. In addition, it encourages a culture of professional accountability and peer-to-peer mentorship, contributing to an inclusive learning environment. The emphasis on continuous improvement ensures that the APT remains responsive to legislative changes and best practices in administrative justice.

Chapter 610 – New Bylaw Implementation

Members of the Tribunal awaited the transfer of Red Light Camera and Automated Speed Enforcement from the Province to the Municipality. During this time members explored with City Staff what the new regime of Adjudication before the APT would present. The implementation dates were delayed as the City continued working on the transition, the case management system, and the agreements with MTO for administration. On January 20, 2025, the City moved forward with the transition of the Program. Our members continue with knowledge transfer and training in preparation for adjudication under the expanded Administrative Penalty System (APS) and deliver effective independent adjudication for the City and the public. Requests for Hearing and Extension for Request for Hearing were filed in the first quarter and scheduling of the camera offences began in early May.

Technical Training

The APT has consistently invested in ongoing, expanded technical training for its members. This aligns with our mandate to enhance service delivery to the communities we serve. Effective ongoing technical training ensures that the APT and its Members are well-equipped to interact effectively with users, fostering a smooth and professional environment during hearings.

With the APT's shift to a more digital approach for adjudicative hearings, Members require the necessary technical equipment to access and review Tribunal records seamlessly. This technology enables efficient preparation, minimal disruption during hearings, and timely updates to case files, decisions, and case management as needed.

Virtual and Hybrid Hearings

The APT has made significant strides in reducing paper correspondence, moving towards a digital-first and eco-friendly model. The increased use of online and email communications supports this transition, benefiting both the APT and its users. However, Court Services remains committed to ensuring that information is still available to participants who prefer receiving notices by mail. All case-related information, notes, and images are securely stored within the confidential Case Management System. Hearing Officers are trained in the use of specialized software. While the software has evolved to meet the needs of the APT, workarounds have been implemented to ensure continued service delivery, highlighting the need for further expansion of the system's capabilities.

Hearing dates were held for both in-person and online appearances. During the 2024 fiscal year, the APT facilitated 180 hearing dates and has operated with primarily online hearings via Webex, with in-person hearings available for accommodations. Although virtual hearings continue to be the default method, in-person hearings are available upon request to accommodate accessibility or personal needs. In 2024, the number of requests received for in person appearances was low; APT conducted 13 in person hearing days, with one to two Members present on site to supports requests from applicants for accommodation, language barriers or technical challenges. 234 decisions were issued representing just under one percent (1%) of the total 20,269 decisions issued overall.

While the Members support a part time complement on rotation to conduct hearings, members average between **5 – 8** hearing dates per month which may vary based on member availability and volumes. There are typically **6** hearing Rooms running simultaneously on a daily basis with **13 – 15** Parking Violations scheduled per hearing docket. This equals between **78 – 90** matters scheduled/disposed of on a daily basis.

Hearing Officers are well-trained in the Webex platform and adjust as needed to ensure that hearings are conducted in compliance with Administrative Law principles, fairness, and access to justice, enabling the APT to efficiently process a substantial volume of appeals daily. Webex remains integral to the APT's operations, providing an official record of proceedings through audio recordings.

Mentoring

The APT continues to prioritize both technical and substantive support for its Members. Ongoing assistance is readily available from the Chair, Court Services management, and support staff. Emphasis is placed on delivering hands-on, practical training to ensure Members are well-prepared to perform their adjudicative duties effectively.

While the APT is a modern, Information Technology intensive agency, a significant part of its mandate requires a nuanced understanding of the individual circumstances surrounding each case. Adjudicating matters at the APT demands more than technical competence—it calls for a commitment to reasonableness, fairness and consideration of user's hardship and extenuating circumstances. The APT recognizes that users appearing before it may have personal circumstances that are relevant to the resolution of their violations.

Accordingly, the APT is dedicated to ensuring that all users leave their hearings with the assurance that they have been heard, and that their situations have been thoughtfully considered, within the bounds of the authority granted by the legislation and City Council.

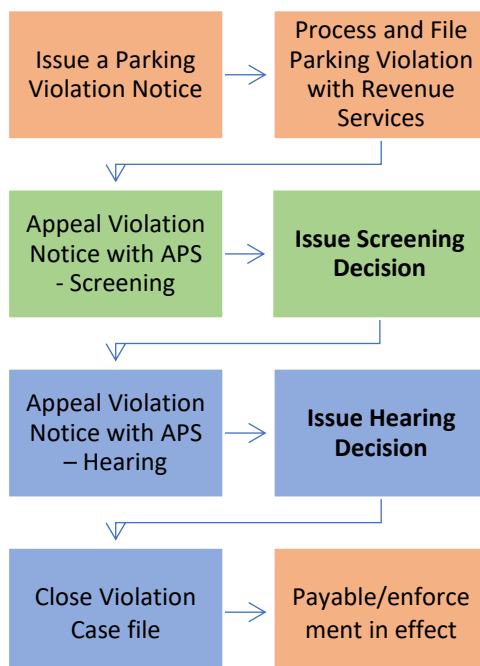
New Members receive structured onboarding, which includes Court Services case management in ADHOC, Parking Tags Management Systems, stakeholder engagement from City Clerks, Governance Office, Committee Payroll and Public Appointments Office. This includes opportunities to observe experienced senior Members and receive ongoing mentorship as they begin conducting independent hearings. This collaborative and supportive approach ensures consistency, quality, and fairness in the APT's decision-making processes.

The Administrative Penalty Hearing Process

Users who dispute a parking violation with a Screening Officer and are not satisfied with the outcome may, within 15 days of the decision date, request a review by an APT Hearing Officer. Hearing requests were previously submitted in written form through the Screening Office in person or by mail. Applications were also filed via the online application portal.

In 2025, applications for parking and camera offences will be filed in person at the APT or online through the online Lookup portal. The online application process offers an efficient and timely option for submitting requests. The City is exploring opportunities to enhance this system and improving the processing workflows and increasing applicants' ability to access, update, and review their submissions and supporting documentation.

Administrative Penalty Dispute and Review Process illustrates the steps for disputing an administrative penalty: Payment can be made at any time during the issuance or dispute process, a partial or full payment removes the matter from the APS appeal process.



Hearings

Court Services Tribunal staff receive, process and schedule hearing requests, and issue notice of hearing letters for eligible matters. A screening review must be completed to be eligible for a hearing and applications should match the registered owners information for completeness prior to processing requests. Not all late filed applications, filed in error, incomplete or requests for extensions requests are eligible for a hearing are accepted, applicants must demonstrate extenuating circumstances that resulted in missed timelines as set out in the bylaw. Requests for hearing review received in the later part of the year, are processed in the first quarter of the following year.

The following outlines activity at the APT for Court Services Tribunal Staff and Hearing Officers with the intake of Requests for Hearings through to the disposition and completion of parking Violations between January 1, and December 31, 2024;

- The APT Administration processed 19,125 Requests for Hearing applications
- Issued 16,762 Notice of Hearing Date scheduled letters
- Hearing Officers rendered 20,269 Decisions for matters appearing before the Tribunal

Hearing Dispositions

The APT has made significant strides in modernizing and adapting its core services, with a continued commitment to ensuring efficient access to justice remains at the forefront. This digital-first approach has been positively received by users and has streamlined the adjudication process, improving overall efficiency.

All case-related information, including applications, supporting documentation, photographs, and decisions, is stored electronically. This ensures that Hearing Officers have efficient and immediate access to relevant materials during the review process. Additionally, all hearings are recorded, providing a comprehensive and transparent record of proceedings.

| Hearing Dispositions | 2024 | 2023 | 2022 | 2021 | 2020 |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
| Affirmed | 1,569 | 1,467 | 1,355 | 1,436 | 760 |
| Affirmed in Absentia | 3,703 | 3,924 | 3,872 | 4,562 | 949 |
| Varied | 1,446 | 2,359 | 2,345 | 2,898 | 1,999 |
| Varied – hardship | 8,098 | 7,059 | 6,602 | 5,111 | 2,709 |
| Canceled | 1,705 | 1,561 | 2,333 | 2,548 | 1,080 |
| Canceled - hardship | 1,816 | 1,552 | 2,073 | 3,002 | 787 |
| Adjourned | 1,435 | 2,246 | 1,691 | 3,995 | 1,876 |
| Prepaid prior to hearing date | 497 | 879 | 1,070 | 1,675 | 639 |
| Annual Total | 20,269 | 21,047 | 21,341 | 25,227 | 10,160 |

Variances are attributable to demonstrated hardship where a recipient could demonstrate undue hardship as defined in Chapter 610 on a balance of probabilities and may include variation in the amount to pay and/or additional time to pay. Cancellations also can occur where undue hardship is demonstrated on a balance of probabilities. Cancellations may include plate error, administrative errors, or stolen vehicles. Violations paid prior to the Hearing date are considered closed, and the applicant is no longer eligible for a hearing review.

Chair's Role - Decision-Making and Complaint Resolution

The role of the Chair requires a solid foundation in Administrative Law, combined with extensive experience in decision-making, hearing management, technological proficiency, and leadership. Continuous subject-matter specific training and mentoring are vital components of this position, supporting ongoing professional development and enhancing the Chair's ability to apply the law competently.

As the APT navigates complex challenges—particularly with the planned expansion of its jurisdiction—the Chair's responsibilities extend beyond technical legal knowledge. The role demands considerable time, thoughtful consideration, and sound judgment to address emerging issues effectively. The Chair's ability to balance legal principles with practical application is essential for ensuring decisions that are fair, consistent, and in line with legal and procedural standards.

Furthermore, the role involves leading by example, providing guidance to other Members and staff, and fostering a culture of professionalism and integrity within the APT. The Chair must remain adaptable to shifting legal landscapes and evolving operational needs, ensuring that the APT remains responsive to user needs and legislative changes. This elevated level of responsibility underscores the importance of continuous professional development and a steadfast commitment to excellence in service delivery.

The Chair also plays a pivotal role in reviewing and making decisions on exceptional cases. For instance, in the case of Motions to Set Aside a decision, when a user fails to attend the hearing, the matter is automatically affirmed, with an additional fee applied as outlined in Chapter 610 of the Municipal Code. Similarly, the Chair reviews Motions to Restore applications and approves hearing schedules when the grounds for the motion are reasonable and compelling. In 2024, the Chair reviewed 1,492 Motions to Set Aside Decisions, and Extension reviews.

Beyond case reviews, the Chair is responsible for addressing written complaints concerning hearing procedures or conduct. The APT's user-centered approach ensures hearings are conducted with the utmost professionalism. Each complaint is personally reviewed by the Chair, and responses are provided in a timely manner, following the APT's established complaint procedures.

Court Services Staff

The APT Administration Office, managed by Court Services staff, is located at 40 Orchard View Blvd. Court Services is responsible for processing appeal applications related to Screening Office decisions, addressing, and responding to public inquiries via email, telephone, and front-line customer service. Responsibilities include scheduling hearings, issuing hearing notifications, responding to complaints about processes and practices, administering Member remuneration, posting materials on the City's website, and providing technical support for digital recordings, queuing systems, case management systems, and records and statistics management and maintains all records and transcribes minutes.

In addition, a City of Toronto designate serves as Secretary, performing various critical roles. She provides subject matter expertise on the rules of procedure, and relationship framework, and acts as a Liaise between stakeholders and the members. Responsibilities include facilitating discussions with stakeholders to ensure operational compliance, executing secretariat duties at all Business Meetings: Monitoring meeting protocols, securing facilities, managing public and stakeholder notices, preparation of agendas and motions, delivers presentations and training materials and maintains order of meetings.

Court Services Tribunal staff delivery of support to the Members has notably increased over the past few years, as volumes of offences continue to evolve. While staff have made effective use of existing tools and resources, it is clear that operational growth requires additional support. Support from Court Services staff remains exemplary; however, it is evident the demands have placed a tremendous amount of pressure to maintain positive service levels. The APT operates in an extraordinarily complex, demanding environment and is likely one of the largest Tribunals within the City of Toronto. Staff have remained diligent and committed, maintaining an elevated level of service excellence.

In 2024, the Secretary played a pivotal role in the APS expansion project by providing subject matter expertise that was critical to ensuring a smooth transition. Her in-depth knowledge of systems, procedures, and stakeholder relationships contributed meaningful insights throughout the project. Although this initiative demanded a sizable portion of her time, ongoing engagement with Tribunal Members was maintained. The increased scope of project management responsibilities was met with consistent leadership and dedication and the Tribunal Members have expressly acknowledged and commended the Secretary's commitment, professionalism, and open communication throughout this challenging transition, recognizing the continuous collaboration and engagement.

Challenges

The APT Members continue to encounter persistent challenges in securing quality interpreter services, which has been reported over the past few years. The City of Toronto services are available to users in a semi seamless manner; however, connection issues have demonstrated a continuous and noticeable decline in both obtaining an interpreter in specific languages and the accuracy of translations during hearings. As Members rely on interpreters, when necessary, the quality of translation remains a growing concern, impacting the clarity and effectiveness of communication during proceedings.

The City's eportal process currently in effect which permits Members remote access to the relevant systems and tools required to conduct hearings, has posed new challenges with Members. The Token method is a time consuming and often tricky method of access, which when operating with defects or delays, causes service interruptions that impact the efficiency of APT proceedings. City Laptops were procured for Members and while the laptops were delivered late 2024, they were not ready for distribution by the end of the year due to pressing City priorities and relocation of Court Services, South Court.

In 2024, widespread service disruptions in the Yonge and Eglinton area, caused by ongoing construction, led to power and internet outages. Immediate intervention was required by Staff and an interim directive was issued, when Members could not access the City devices, which Members remote into and rely on to conduct hearings. As a result, Members were not able to conduct scheduled hearings without the ability to view case files resulting in adjournments for applicants.

Staff also faced significant challenges related to email volume and response times. In 2024, a surge in intake volumes exceeded the capacity of existing service delivery models. This impacted case management, the filing of hearing-related information, the processing of applications, and the submission of evidence. In some cases, documentation was appended beyond the scheduled hearing date and time. Applicants expressed concerns that their evidence had not been adequately reviewed or

considered, creating difficulties for both Hearing Officers and staff. While priority sourcing and extended review times were implemented to support submissions, overall volumes proved unmanageable.

Practice Directions

In 2024, Practice Directions were issued to Members through a collaborative effort between the Chair and the APT Administrator. These directives were designed to promote consistency and timeliness in the application of procedures, while also equipping Members with the knowledge and skills needed to effectively manage daily operations and respond to inquiries.

Strategic Plan for 2025

Continued Substantive and Technological Training of Members

In order for the APT to implement innovative change to ensure services delivered are timely and efficient, the Members of the APT will continue to benefit from additional training in the areas of decision-making, analysis of evidence and management of hearing challenges, especially with the expansion of Red Light Camera and Automated Speed Enforcement programs.

As we continue to explore and adopt new procedures and technology to enhance user experience, our training must be more vigorous to include both substantive knowledge and technology-based training. The significant monetary fines associated with RLC and ASE programs will bring users with more technical evidentiary and hearing management challenges. This expansion will bring a new set of challenges from users that warrant further training of Members on strategies and technological tools to enhance decision making and discharge our mandate. Given the complexity of these matters, Members would benefit from and will receive ongoing training in the following areas:

- Knowledge based training on ASE and RLC matters, include but not limited to:
 - o Legislative and regulatory provisions
 - o the operation of ASE and RLC systems
 - o time to pay and payment plan options; and,
 - o the specific processes for reviewing and issuing penalties
- Proficiency in drafting well-reasoned decisions and applying sound adjudicative administration
- Managing the Challenges in the Hearing Room
- Accessibility and Tribunal Hearings
- Building on technical skills, resilience, and ability to flourish through change

At the APT it is our goal to create a highly effective and expert body capable of discharging our mandate efficiently and effectively in every case. This includes continuous improvement of technical expertise respecting the broad range of parking regulations. In addition, we are committed to the thoughtful and consistent application of well-informed and sensitive approaches to the wide variety of exceptional circumstances presented by users.

Further, the APT fully supports the passing of Ontario Regulation 355/22 by the Government of Ontario in April 2022 and City Council's decision to authorize City staff to take steps to implement an Administrative Penalty System for the Red Light Camera and Automated Speed Enforcement programs. It is also our goal to ensure that the APT and its Members, have the requisite skills and training to efficiently administer this wider range of Administrative Penalty subject matters seamlessly and confidently.

This will require ongoing training, professional development, and mentoring, which will be undertaken throughout the year. The training plan will ensure that the Members are trained to adjudicate matters and deliver administrative justice in a fair, effective, and timely manner.

Information Technology support familiar with the APT's practices to support Members, as this takes up an extraordinary amount of time and resources from the Supervisor and the team. Accessibility plays a large part in the administration of access to Justice; therefore, appropriate resources must be expended to those coming before the Tribunal. Accommodations requests include extended timelines to conduct hearings, language interpreters and a level of privacy. Our Hearings are conducted in a public setting and open meeting requirements continue to be available, however continued efforts to meet specific interpretation such as ASL and other must continue to be explored.

Chair Recommendations:

Technology

Teams has been communicated as a replacement for Webex for City of Toronto staff for teleconference, meetings, and instant messaging. While Teams has its advantages, it does not provide the level of service requirements that Webex currently offers such as invite and remind, breakout rooms and generic meeting rooms, which are required functions of the hearing process. The ongoing retention and maintenance of Webex as a platform is instrumental for Hearing Officers to conduct hearings as both staff and Members have become fully competent in the use of Webex platforms.

Administrative Staff

In my role as the Chair, unlike in previous years, I have collaborated closely with the Secretary of APT and the staff to review applications, complaints from the public, and investigated matters filed in error. Given the evident increase in demand and reviews for processing under investigation, along with the expanded service requirements, and the transition of POA violation types projected to transfer from the Province to the Municipalities in 2025, I recommend that Court Services conduct a comprehensive review of the required resources necessary to support a growing Tribunal of this magnitude.

Staffing increases were assured in 2024 to ensure compliance in administration, and additional time is allotted to staff, and increased levels of customer service were prioritized. However, for long-term sustainability, expanding the staff complement beyond support assistants is essential to ensure the success of operations and for the APT to fulfill its mandate.

The Secretary has taken steps to apply strategic initiatives with scheduling, managing the workload for staff, and supporting ongoing projects. These efforts aim to adapt to increasing demands and heightened accountability under Tribunal Operations. Consideration of defined functional roles within the Tribunal will support both current and future operational demands.

Request review of the feasibility of the creation of an APT Vice Chair appointment

As highlighted in the 2023 Chair's report, a review is necessary regarding the establishment of a Vice-Chair position for the APT, in light of the Tribunal's expanding jurisdiction and the anticipated increase in the volume of matters to be processed and heard.

The administrative and operational demands of the APT Chair's role, combined with a full schedule of assigned hearings, often result in a workload that extends to evenings and weekends. A review of the Tribunal's composition, conducted by City staff, would be beneficial to assess the creation of a Vice-Chair position. This role could assist the Chair in managing leadership duties, provide guidance during the Chair's absence, and facilitate succession planning for the future.

Request a review of APT Member Remuneration

As noted in the 2023 Chair's report, a review of APT Member remuneration is necessary. The APT would benefit from a thorough assessment of the current rates of remuneration for public Members, to determine whether the existing compensation accurately reflects the responsibilities of both Members and the Chair. This review would help ensure the ongoing recruitment and retention of high-quality Members.

All of which is respectfully submitted on, June 15, 2025.