

**Presentation to City Audit Committee
on July 10, 2026
Agenda Item AU13.8**

**AUDITOR
GENERAL**

TORONTO

Audit of Administrative Penalty System for Parking and Red Light Camera Violations

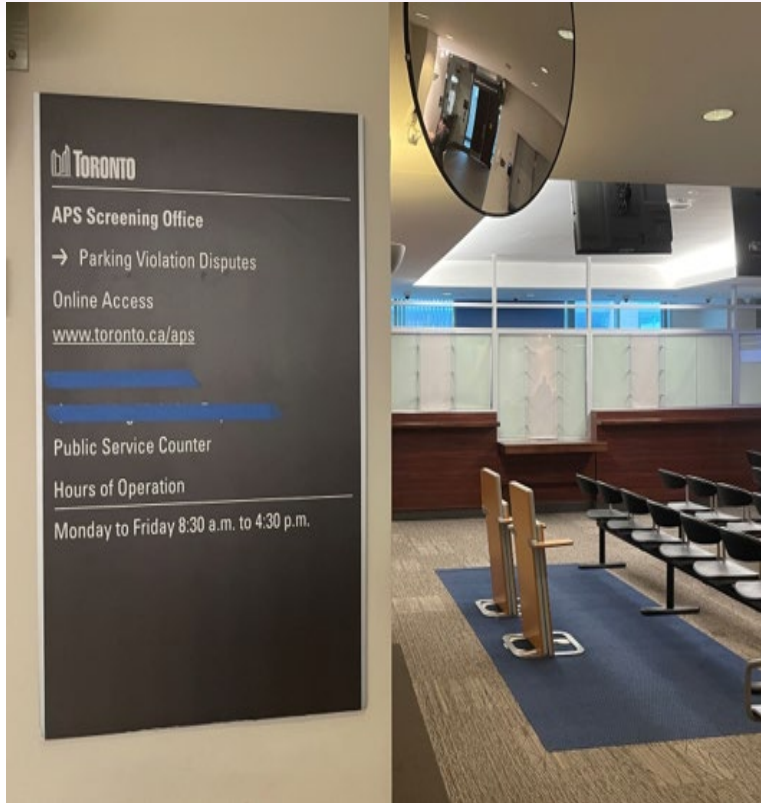
Tara Anderson, CPA, CA, CFE, CIA, BAcc
Auditor General

Ariane Chan, CPA, CMA, MBA
Assistant Auditor General

Matthew Crisafulli, CPA, CA
Senior Audit Manager

Tom Fitzmaurice, CPA
Audit Manager

Presentation Overview



1. Why This Audit Matters
2. Audit Objectives
3. Key Audit Findings and Recommendations
4. Closing Remarks

Why This Audit Matters

- The Administrative Penalty System was implemented to resolve disputes more efficiently than the provincial court
- Payment of penalties is intended to deter re-offence and promote safety on roads
- Approximately **2.2 million** parking and red light camera penalties processed in 2025
- Timely processes help the program to achieve its goals related to efficiency and intended impact on road safety

Audit Objectives

- 1) Are parking and red light camera screening processes **timely**?
- 2) Is there **timely collection** of penalty amounts and fees due?
- 3) Are **performance indicators** and **data analytics** regularly used to **monitor performance**, **inform management decisions**, and **report on program effectiveness**?

Key Audit Findings and Recommendations

A

Improve Timeliness of Screening Reviews

B

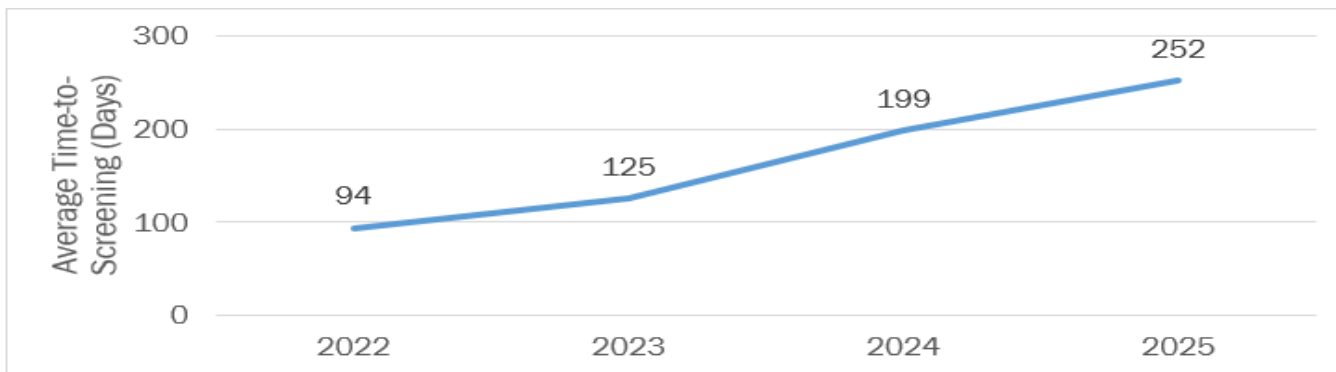
Improve Collection of Penalty Amounts and Fees Due

C

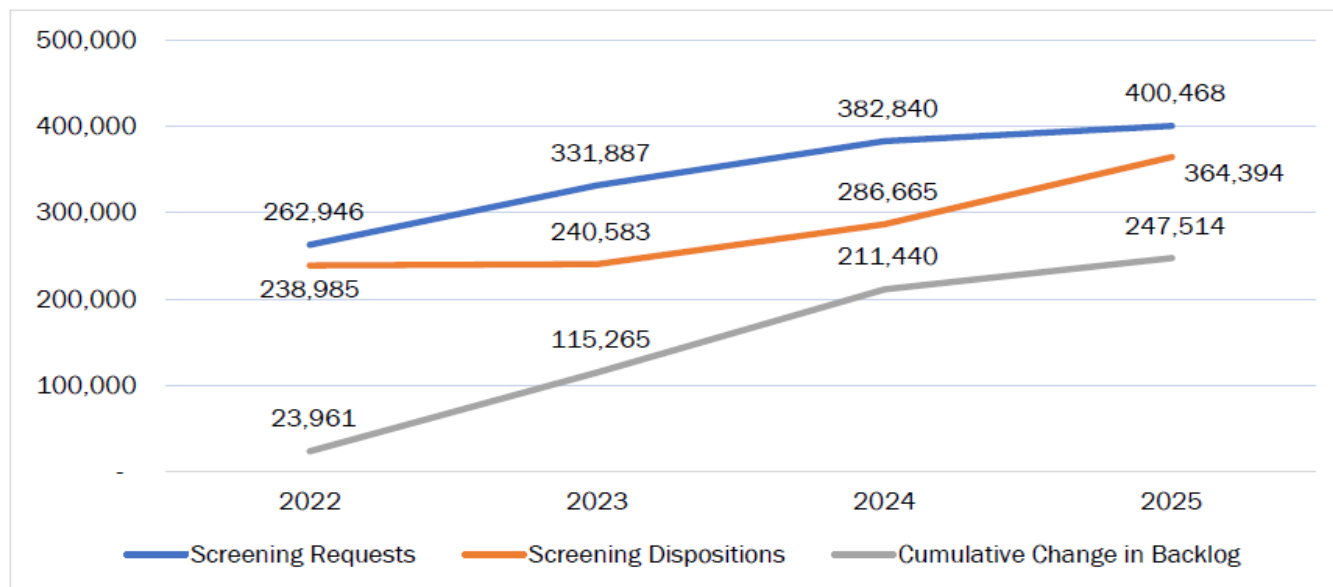
Improve Performance Monitoring and Reporting

A. Improve Timeliness of Screening Reviews

Average time-to-screening for parking penalties was over 8 months in 2025

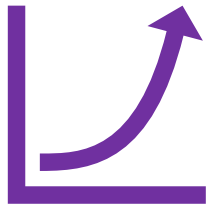


Delays due mainly to an **accumulated backlog** of unresolved screening requests



A. Improve Timeliness of Screening Reviews

Contributing factors for backlog of unresolved screening requests:



More penalties
were disputed



Incomplete
request-for-
screening
submissions
delay screenings



Issues with
information
system
delayed
screening
reviews

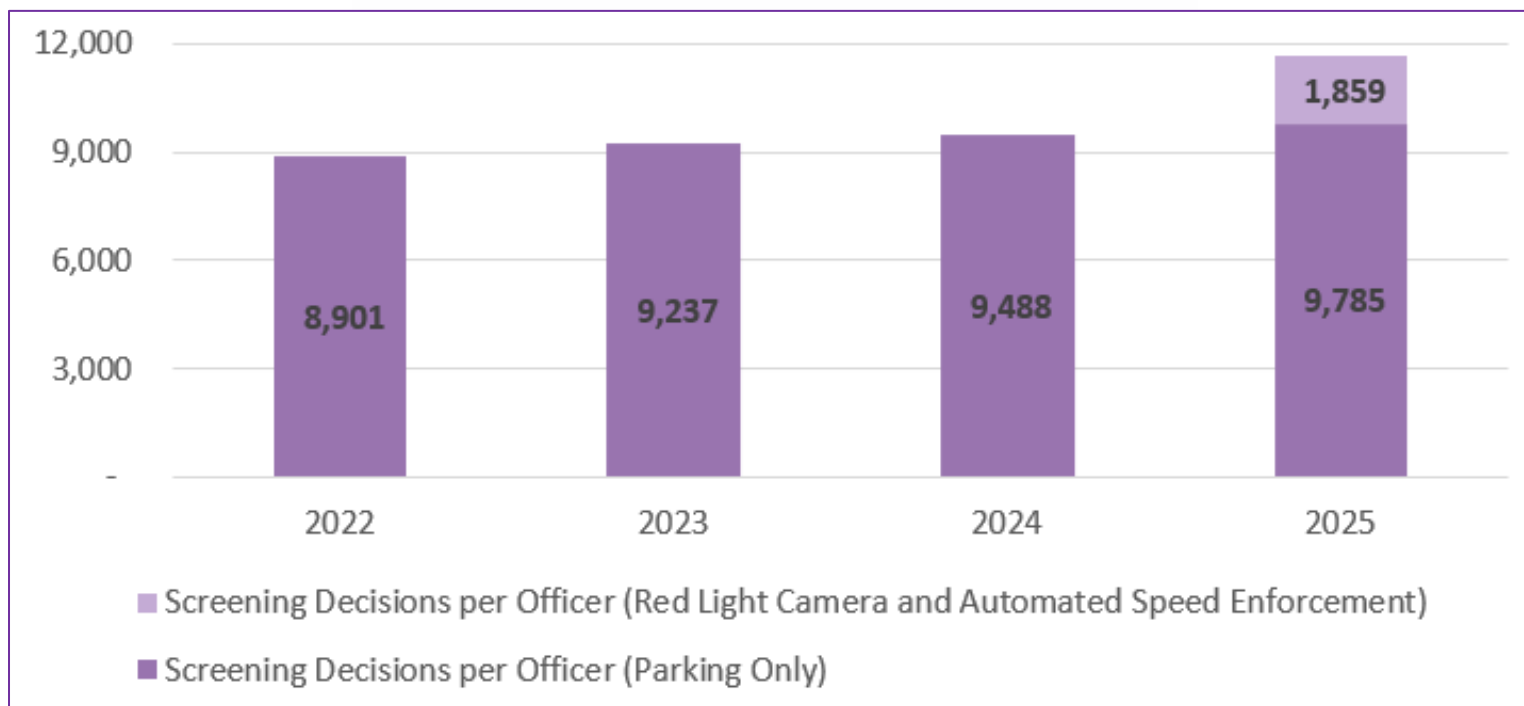


Staff turnover
and staffing
model needs
reassessment

A. Improve Timeliness of Screening Reviews

Management made efforts to address screening delays and backlogs:

Increased screening officer productivity



Average time-to-screening for red light camera penalties was **48 days** in 2025

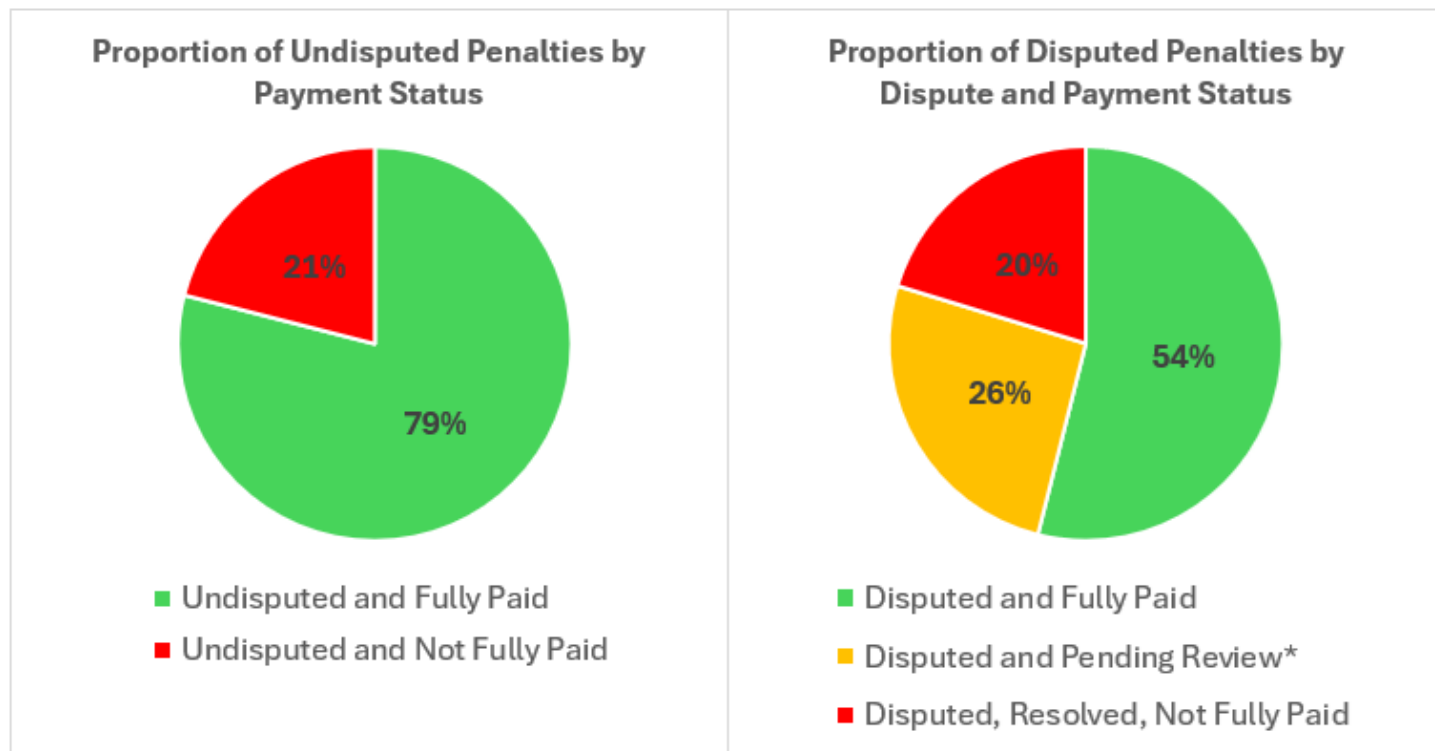


New **case management system** may enable faster screening reviews for parking penalties

B. Improve Collection of Penalty Amounts and Fees Due

Many Parking Penalties Not Collected in a Timely Manner

2025 Year End Payment Status of Disputed and Undisputed Parking Penalties
for Violations Detected Between 2022 and 2025



*includes both penalties pending a screening review and penalties pending a hearing review.

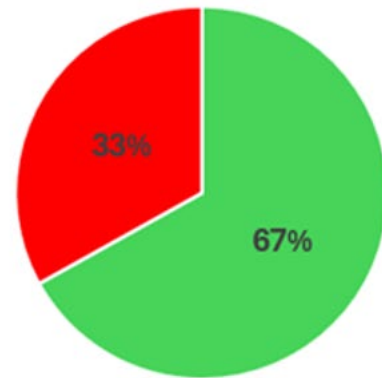
B. Improve Collection of Penalty Amounts and Fees Due

Uncollected red light camera penalties partly due to lack of consequences

- \$17.7 million of red light camera penalties outstanding at end of 2025
- Many red light camera penalties were paid late or overdue at end of 2025

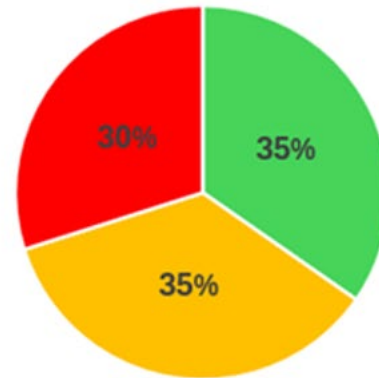
2025 Year End Payment Status of Disputed* and Undisputed Red Light Camera Penalties

Proportion of Undisputed Penalties by Payment Status



- Undisputed and Fully Paid
- Undisputed and Not Fully Paid

Proportion of Disputed Penalties by Dispute and Payment Status



- Disputed and Fully Paid
- Disputed and Awaiting Decision
- Disputed, Resolved, Not Fully Paid

*includes both penalties pending a screening review and penalties pending a hearing review.

C. Improve Performance Monitoring and Reporting

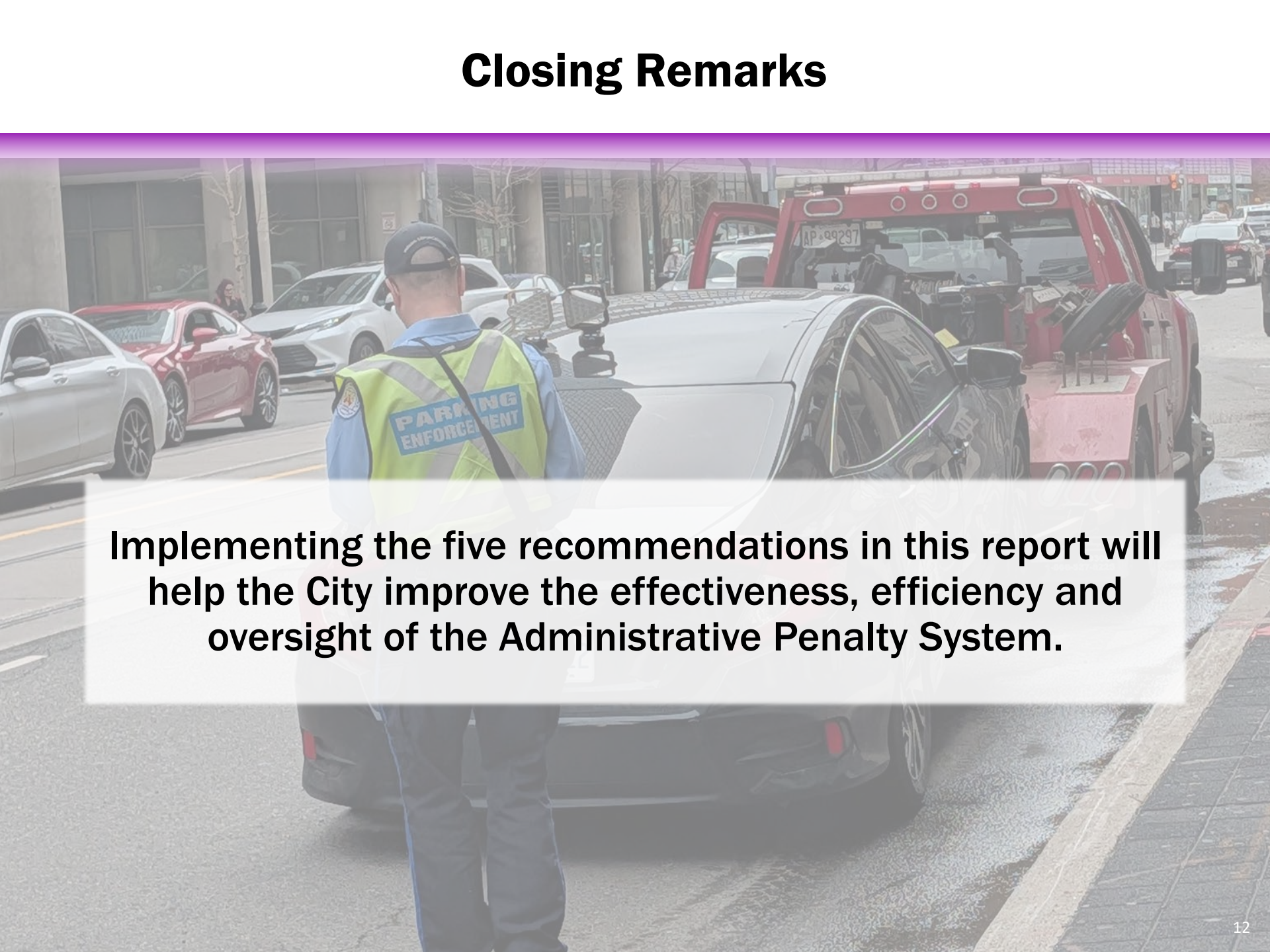


APS **performance framework needed** to provide targets, measure progress, and assess performance of the program



New user-friendly **case management system** should enable improved operations, performance monitoring and reporting

Closing Remarks



Implementing the five recommendations in this report will help the City improve the effectiveness, efficiency and oversight of the Administrative Penalty System.

**AUDITOR
GENERAL**

TORONTO