

Administrative Penalty Tribunal 2025 APT Chair's Annual Report Chair, Sancia Pinto

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Background

The APT is a local board established under the *City of Toronto Act, 2006*; its jurisdiction and procedures are set out in Toronto Municipal Code Chapter 610, relevant Ontario regulations (e.g., O. Reg. 611/06; O. Reg. 355/22), the Statutory Powers Procedure Act (SPPA), the Municipal Code of Conduct and its own Rules of Procedure and Guiding Principles. Toronto City Council appoints the Chair from among public members; Court Services provides administrative support to the Tribunal.

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 2025 fiscal year, Hearing Officers maintained the authority to review decisions pertaining to administrative penalties, typically parking violations that were appealed by the public (“user or users”). Beginning January 20, 2025, the APT’s authority expanded to include the review of decisions related to red light camera (“RLC”) and automated speed enforcement (“ASE”) penalty orders.

Hearing Officers, appointed by Toronto City Council, conduct a second, independent review of the reasonableness of the decisions made by Screening Officers regarding parking violations, ASE and RLC penalty orders. 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 or offer payment plans for camera offences. Decisions of the Hearing Officers are final and there is no further appeal process under the Administrative Penalty System.

The Administrative Penalty System (“APS”) has been in operation for over 8 years, having assumed jurisdiction on August 28, 2017. The APT consistently provides a more efficient and streamlined process for resolving penalties than the previous Provincial Offences Court system.

The APT is dedicated to creating and sustaining a work environment that is diverse, inclusive, and accessible. Our efforts have been focused on adhering to access to justice guidelines, 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 and most recently in 2025 with the transition of RLC and ASE to the Administrative Penalty System, reaffirm that the mandate of the APT continues to deliver a modern, equitable, and efficient administrative justice system.

Chair’s Opening Remarks

Serving as Chair of the APT is both a privilege and a responsibility that I carry with great commitment. I am pleased to report to City Council on a year defined by disciplined execution, operational progress, and continued commitment to timely and fair adjudication. The strength of the APT lies in its people, and I thank our Members and Court Services staff for their professionalism, adaptability, and sustained focus in delivering high-quality service under increasing demand.

This report covers the period from January 1, 2025, to December 31, 2025. Over this time, the APT has advanced its core mandate while navigating significant jurisdictional expansion and system modernization. We have not only met these demands, but have done so while improving efficiency, maintaining service standards, and enhancing the overall user experience.

A central focus this year was the continued transition and integration of RLC and ASE matters, alongside broader jurisdictional growth. These changes required deliberate planning, targeted investments in technology, and ongoing training for Members to ensure readiness and consistency in decision-making. At

the same time, the Tribunal strengthened its remote and hybrid hearing models, ensuring they are not only available, but effective, reliable, and user focused.

The APT has moved beyond adaptation and into refinement. Digital access is now an established and essential component of our service delivery. Our focus has been on improving the quality of that experience, through clearer processes, better user supports, and continued enhancements to our technology. Importantly, we have maintained in-person hearing options and accessibility supports to ensure that no user is disadvantaged in accessing the Tribunal.

We have remained disciplined in managing a high volume of cases efficiently and proportionately, while ensuring fairness and finality in outcomes. Our performance reflects a Tribunal that is responsive, accountable, and focused on results.

As an expert administrative body, the APT continues to operate within a sophisticated technological and legal framework, consistently upholding the principles of procedural fairness and administrative law. In anticipation of the implementation of camera-based offences in 2025, we have taken proactive steps to ensure operational readiness, including training, system enhancements, and process design.

The APT plays a critical role in bridging City administration and the public. We approach this role with clarity and purpose, ensuring that every individual who appears before the Tribunal is provided with a fair, respectful, and meaningful opportunity to be heard.

We will continue to lead with focus and intent, advancing modernization, strengthening access to justice, and delivering a Tribunal that is efficient, fair, and built to meet the demands of a growing and evolving mandate.

Submitted Respectfully on: April 27, 2026

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.

In 2025 several APT Members terms concluded during the transition period of ASE and RLC. Given the significant jurisdiction expansion, these Members continued to serve on the APT as a change of membership mid-year during a critical time would be both disruptive and unjust to the Public we serve. The APT Members remained diligent and committed to overseeing the expanded administration mandate.

Members of the APT in 2025:

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 Cappell	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 (resigned effective December 31, 2025)
Jeffrey Shapiro	16-Dec-27
Kayla Stephenson	15-Jul-25
Harold Tan	16-Dec-27
Helen Walsh	16-Dec-27
Vacancy (1)	

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

Business Meetings and Agendas 2025

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 19, 2025 – Meeting No. 19: Member Training

- Introduction and Opening Remarks
 - Order of Business Chair Updates
 - Court Services Management Updates on Operations and Administration
 - APS Expanded APT and new case management requirements
 - Case Management – Case Information Chapter 610 – Bylaw changes, Amendments
 - O. Reg. 355/22: Administrative Penalties for Contraventions Detected Using Camera Systems
 - Public Appointments updates on Member Appoint/Re-Appointment eligibility
 - Continuation of Member Training
 - i. Member Roles and Responsibilities – Written Decisions
 - ii. Case Management – Scenarios
 - iii. Hearing Management via Webex
 - iv. Annual review of Hearing Code of Conduct for Members of Local Boards
- Review and discussion on the APT Rules of Procedure

November 27, 2025 – Meeting No. 20:

- Introduction and Opening Remarks
 - Order of Business
 - Chair Updates and Chair Annual Report
- Court Services Management Updates on Operations and Administration Public Appointments updates on Member Appoint/Re-Appointment eligibility status
- Updated Chapter 610 – Amendments to Chapter 610 for Extension of Time to Request an appeal.
 - Members discussion related to the APT Vice Chair position
 - Continuation of Member Training by the Chair
 - Chapter 610 – Discussion with stakeholders
 - All Member Review of the amended Rules of Procedure for the Administrative Penalty Tribunal
 - i. Member Roles and Responsibilities – Written Decisions in APS Core and ADHOC
 - ii. Daily Docket preparation and management
 - iii. Case Management – Scenarios
 - iv. Case Management – Case Information
 - v. Hearing Management via Webex – Interpreter requests

December 22, 2025 – Meeting No. 21:

- Introduction and Opening Remarks
 - Order of Business
 - Chair Updates
 - i. Discuss the Election of a Vice Chair by way of Member vote
 - Court Services Management Updates on Operations and Administration
 - Motion to adopt the APT Rules of Procedures as amended on November 27, 2025.

- Amended Rules of Procedure adopted by majority vote on December 22, 2025.
- Chapter 610 review
 - i. Case Management – Scenarios
 - ii. Case Management – Members training on enhancements to case management tool – APS Core.
- Year-end discussion and review of the Code of Conduct for Members of Local Boards
- Public Appointments updates on Member Appoint/Re-Appointment eligibility to begin in January of 2026. Election Year in 2026 – Changes to Committee meeting dates and agenda closing dates

Training

To support the new jurisdiction expansion, Members and Court Services staff have undergone intensive training and development discussions focused on:

Substantive Law: Legal nuances of camera-based evidence and the Highway Traffic Act

Technical Proficiency: Mastering the upgraded case management technology and remote hearing tools.

Adjudicative Function: Specific training of the new authority to grant requests for extensions and payment plans for ASE/RLC cases. Professional development is a core component of the culture at the APT. Ongoing training ensures that both staff and Members maintain up-to-date knowledge of relevant legislation, procedural rules, and the operational and adjudicative functions of the APT. Training is a key deliverable in maintaining consistency in the application of Policy and adherence to the amended bylaws and regulations. Members actively participated in structured workshops facilitated by the Chair and Court Services, which included interactive breakout sessions. This collaborative model fosters knowledge sharing and supports continuous learning by drawing on the diverse expertise and experience of fellow Members.

Members were registered for Training with the Ontario Traffic Council and participated in an intensive training session dedicated to providing insights and applicable considerations in support of fair and just administration of ASE and RLC matters within the Municipality of Toronto.

Extensive discussions were required to gain insights into the City's new case management system, designed for the administration of RLC and ASE offences in 2025 with an understanding that implementation of Parking matters will begin at a future date. This entailed learning a new case management system and processes along with maintaining the Parking Tag Management system in effect.

Chapter 610 – New Bylaw Implementation

The 2025 fiscal year marks a significant legislative shift for the APT. As of **January 20, 2025**, the Tribunal's jurisdiction officially expanded beyond parking violations to include camera-based traffic offences. Our Members continued with knowledge transfer and training in preparation for adjudication under the expanded APS and deliver effective independent adjudication for the City and the public.

Revised Authority under Chapter 610:

- **Expanded Scope:** Hearing Officers now have the authority to review penalty orders for **RLC** and **ASE**.
- **Decision Power:** Hearing Officers hold the power to affirm, vary, or cancel decisions made by Screening Officers based on the reasonableness of the decision.
- **Financial Flexibility:** For camera-based offences, Hearing Officers are now authorized to extend payment timelines or establish payment plans, providing necessary relief for users while ensuring compliance, applicable to RLC and ASE matters only.
- **Finality:** All decisions rendered by the APT remain final, with no further appeal process available under the APS.

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. Select Members of the Tribunal, who possess the core skills and subject matter expertise on the expanded enforcement penalties, began the administration of RLC and ASE matters. They partnered with various other Members to coach and transfer knowledge of these penalty types, while a majority of our Members continued to oversee hearings dedicated to Parking violations.

Technical Training

The integration of RLC and ASE into the APS reflects the increasing demand for modernized tribunal administration and a more responsive justice system.

The APT has continued to invest in ongoing and enhanced technical training for its Members, consistent with its mandate to improve service delivery to the users it serves. This sustained focus on technical competency ensures that Members are well-equipped to engage effectively with parties and participants, supporting a professional, accessible, and efficient hearing environment.

Members regularly utilize a range of digital systems and software to review materials, prepare for hearings, and adjudicate matters. They have demonstrated adaptability in acquiring the skills necessary to navigate evolving technologies and to engage with the public through various platforms and service channels.

While technological challenges have arisen, including connectivity issues and service interruptions, Members, with the support of Court Services staff, have effectively adapted by employing alternative communication methods to ensure continuity of proceedings and minimize disruption.

As part of the APT's transition toward a more digital adjudicative model, Members have been provided with appropriate technical equipment and dedicated IT support. This has enabled more efficient access to Tribunal records, streamlined hearing preparation, reduced interruptions during proceedings, and supported the timely management of case files and decisions.

Virtual and Hybrid Hearings

Procedural Fairness and Access to Justice

To support access-to-justice principles, the APT continues to operate under a hybrid hearing model, offering both videoconference-based proceedings and in-person hearings, with interpretation services available where required. This approach ensures that participants are able to engage in the process in a manner that is accessible and responsive to their individual needs.

The APT has maintained a digital-first approach, significantly reducing reliance on paper-based correspondence in favour of electronic applications and communication. Increased use of online portals and email has improved the timeliness of submissions, notifications, and updates, benefiting both the Tribunal and its users. At the same time, Court Services continues to accommodate individuals who prefer to receive materials by mail, ensuring inclusivity across all user groups.

All case-related materials, including submissions, notes, and evidentiary images, are securely maintained within the Tribunal's case management systems. Hearing Officers are trained in the use of specialized software to support adjudication. While system limitations have occasionally required interim workarounds, these measures have ensured continuity of service as further enhancements to system capabilities continue to be developed.

The APT conducted a total of 180 hearing dates during the 2025 fiscal year, with the majority delivered virtually through the Webex platform. In-person hearings remained available on an as-needed basis to accommodate accessibility requirements, language barriers, or technical challenges.

Requests for in-person hearings increased modestly from 2024, reflecting the expanded administrative penalty regime. In response, the APT held both Parking and Camera Offence in-person hearing days, with one to two Members assigned on-site to support these proceedings.

APT Members continue to operate on a part-time, rotational basis to conduct hearings. In 2025, Members averaged between 8 and 10 hearing dates per month, with variations based on availability and increased volumes associated with expanded administrative penalties.

On a typical hearing day:

- Approximately 6 hearing rooms operate concurrently for parking matters, with 13–15 cases scheduled per docket; and
- 2 additional hearing rooms are dedicated to RLC and ASE matters, with approximately 10 cases per docket.

This results in approximately 90 to 100 matters being scheduled and addressed daily.

Hearing Officers are trained in the use of the Webex platform and continue to adapt to evolving technical requirements to ensure hearings are conducted in accordance with principles of administrative fairness and procedural integrity. The platform remains central to APT operations, supporting efficient high-volume adjudication while also providing audio recordings that serve as a secondary record of proceedings.

Mentoring

The APT continues to prioritize both the technical and substantive readiness of its Members, building on its established expertise in parking adjudication while expanding to include ASE and RLC matters. Members are supported through ongoing access to the Chair, Court Services management, and dedicated administrative staff, ensuring they are well-equipped to adjudicate consistently and effectively across an increasingly complex and evolving mandate.

With the addition of ASE and RLC to the Tribunal's jurisdiction, the APT has strengthened its focus on targeted, practical training. Emphasis is placed on equipping Members with a clear understanding of the distinct legislative frameworks, evidentiary requirements, and procedural considerations associated with each stream. This ensures that decision-making remains consistent, efficient, and grounded in a strong understanding of both established and newly integrated areas of enforcement.

While the APT operates within a modern, technology-driven environment, its adjudicative function remains grounded in fairness, reasonableness, and sound judgment. The APT remains committed to ensuring that every individual who appears before it is provided with a meaningful opportunity to be heard. Members approach each matter with diligence and respect, giving appropriate consideration within the confines of the authority established by legislation.

Members continue to undergo a structured and comprehensive onboarding process that reflects the Tribunal's expanded jurisdiction. Training includes the use of core case management systems. Members are also supported through observation of experienced adjudicators and ongoing mentorship as they transition to independent hearings on our expanded jurisdiction.

This deliberate and collaborative approach to training and professional development ensures consistency, accountability, and high-quality decision-making across all areas of the Tribunal's work.

The Administrative Penalty Hearing Process

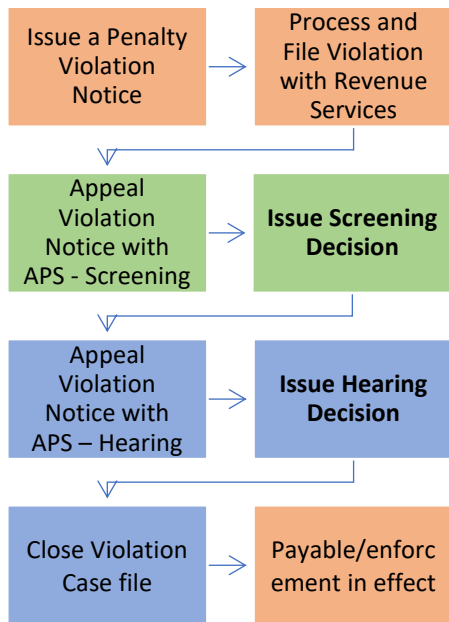
Hearing requests are submitted through the City's online lookup tool or in person at the APT office in written form. The online application process offers an efficient and timely option for submitting requests. Applicants who chose to dispute a parking violation with a Screening Officer and are not satisfied with the decision of the Officer may, within 15 days of the decision date, request a review by an APT Hearing Officer. If an applicant requests an extension of time to request a hearing, they may within day 16 to 30 request an extension.

For camera offence penalty orders, applicants may dispute the Screening Officers decision using the online lookup tool or in person within 30 days of the Screening Officers decision. In May of 2025, an amendment to Chapter 610 permitted a further extension of time, to request a hearing, which provided applicants with additional time to exercise their options.

The City continues to explore opportunities to enhance this system and improve 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 owner's 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, 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.

Hearing applications administered for Court Services saw an increase in parking related matters. 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, 2025:

- **For Parking**, the APT Administration received 33,127 Requests for Hearing applications.
- Hearing Officers rendered 17,399 Decisions for matters appearing before the Tribunal.

For **RLC and ASE**, hearing requests and extension of time to request a hearing application filed; 864 requests were reviewed by the Chair, which do not include follow-up requests for administrative matters not considered within the eligible timelines.

The APT experienced an increase in walk-in requests for hearings due to the transition from Legal Services intake process to the APT intake. The APT saw an increase in volume for online requests for hearing through the City's online Lookup Portal. Online and in person combined for ASE and RLC equals **12,258 for 2025**.

Hearing Dispositions

The APT has made considerable progress in modernizing and adapting its core services, while maintaining a strong focus on efficient access to justice. Its digital-first approach has been well received by users and has streamlined adjudicative processes, contributing to improved overall efficiency.

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

Hearing Dispositions - Parking	2025	2024	2023	2022	2021
Affirmed	4,014	1,569	1,467	1,355	1,436
Affirmed in Absentia	3,821	3,703	3,924	3,872	4,562
Varied	1,041	1,446	2,359	2,345	2,898
Varied – hardship	4,592	8,098	7,059	6,602	5,111
Canceled	1,778	1,705	1,561	2,333	2,548
Canceled - hardship	1,191	1,816	1,552	2,073	3,002
Adjourned	1,105	1,435	2,246	1,691	3,995
Prepaid prior to hearing date	557	497	879	1,070	1,675
Total	18,099	20,269	21,047	21,341	25,227

5-year comparison chart

Hearing Dispositions – Red Light Camera and Automated Speed Enforcement	2025
Affirmed	1366
Affirmed in Absentia	622
Time to Pay - Hardship	65
Varied – hardship	2
Cancelled	5
Cancelled - hardship	0
Adjourned	169
Prepaid prior to hearing date	371
Total	2301

Time To Hearing-Average Time from Receipt of Request to Hearing Date (days)	
Parking	127
Red Light Camera	192
Automated Speed Enforcement	103

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 Chair's role requires a strong foundation in Administrative Law, combined with experience in decision-making, hearing management, technology, and leadership. Ongoing subject-matter training and mentorship support the consistent and effective application of legal principles.

With the expansion of the APT's jurisdiction to include ASE and RLC matters, the scope and complexity of the role have increased. Higher volumes and evolving procedures require enhanced oversight, adaptability, and sound judgment to ensure fair, consistent, and timely decision-making.

In this context, the Chair's role extends beyond technical legal expertise. It requires significant time, careful consideration, and sound judgment to address emerging operational and legal issues effectively. The ability to balance legal principles with practical application remains critical to ensuring decisions are fair, consistent, and aligned with governing legislation and procedural standards.

Additional accountability rests with the Chair in reviewing matters where there are concerns of potential unfairness or miscarriage of justice. This includes conducting reviews that extend beyond the standard appeal process and, where appropriate, exercising discretion to ensure procedural fairness is upheld.

The Chair also provides leadership and guidance to Members, promoting professionalism, consistency, and integrity across the Tribunal. In addition, complaints related to hearing procedures or conduct are reviewed by the Chair and addressed in accordance with established processes, ensuring a fair and responsive user experience.

Court Services Staff

As we navigate the 2025 expansion, the APT acknowledges the significant pressure placed on Court Services staff and Hearing Officers. Transitioning to a new case management system while simultaneously assuming jurisdiction over RLC and ASE offences is a monumental task.

The Challenge: Staff are currently managing a high volume of legacy parking cases while learning a complex new digital infrastructure. This "double-load" requires significant mental bandwidth and technical adaptability.

Recognition of Effort: We recognize that moving from an older system to a modern, automated platform involves a steep learning curve and temporary operational friction.

Support Commitment: Management is committed to providing ongoing technical support, "drop-in" training sessions, and clear documentation to ease this pivot. Flexibility is the reason the APT remains a leader in efficient, equitable administrative justice.

The APT Administration Office, delivered by Court Services, provides centralized administrative, procedural, and operational support that enables the effective governance and functioning of the Tribunal. Operating from 40 Orchard View Blvd., Court Services supports the full adjudicative lifecycle, including appeal processing, hearing coordination, complaints management, public service delivery, and records and systems

administration. This integrated model ensures consistency, transparency, and service excellence while supporting public trust and access to justice.

As offence volumes and operational complexity continue to increase, Court Services support to Tribunal Members has grown significantly. Despite resource pressures, increase to online and walk in activity, staff have worked diligently to support the increased demands and scope of work, in the absence of increase to complement, and demonstrated sustained professionalism, adaptability, and commitment to service excellence within one of the City's largest and most complex tribunals. Staff assumed their roles in the expanded environment and applied best practice principles to continue to sustain the increased demands in workflows, however maintaining service levels in this environment underscores the importance of continued investment in capacity, systems, and governance support.

Challenges

Interpreter Services and Hearing Integrity

APT Members noted ongoing opportunities to strengthen the reliability and consistency of interpreter services, particularly for certain languages. At times interpreter availability, translation consistency, and connectivity associated with approved call-out protocols affected the flow of some hearings. Given the important role interpreter services play in supporting procedural fairness, these observations highlight the need for continued review to ensure interpretation is available for clear communication, efficient proceedings, and confidence in hearing outcomes.

Technology Access and System Readiness

The implementation of the City's ePortal remote network access and City-issued laptops was provided by staff in an effort to enhance access, efficiency, and security for Members and the public. During the 2025 rollout, configuration and connectivity issues were experienced, requiring targeted divisional IT support, which helped stabilize operations and support continued hearing delivery.

The expansion of the Administrative Penalty System resulted in a significant increase in APT volumes. Court Services staff adjusted workflows to manage demand and increased staff complement; however, my recommendations below include that the Executive Director Court Services continue to assess resources to ensure long-term sustainability of support to the public and members.

Practice Directions

In 2025, Practice Directions were issued to Members through a collaborative process between the Chair and the APT Secretariat to support timely communication and alignment with evolving priorities. These directives were intended to promote consistency and efficiency in the application of procedures, while ensuring Members were equipped with the knowledge and skills required to effectively manage daily operations, utilize systems proficiently, and respond to inquiries in a timely manner.

Strategic Plan for 2026

Member Training and System Readiness

In 2026, the APT will continue to prioritize Member training and capacity building to support the effective delivery of administrative justice. With the expansion of jurisdiction to include RLC and ASE matters, Members must be equipped to address increased volumes, more complex evidence, and evolving user needs.

A focused training program will support both substantive legal knowledge and technological proficiency, including legislative frameworks, evidentiary analysis, decision-writing, and effective hearing management. Emphasis will also be placed on accessibility, adaptability, and maintaining fairness in a high-volume, digital environment.

The APT remains committed to developing a skilled and responsive adjudicative body capable of delivering fair, consistent, and timely decisions across all areas of its jurisdiction. Ongoing training, mentorship, and enhanced IT support will be critical to achieving these objectives.

Accessibility will continue to be a priority, with resources dedicated to accommodation needs such as interpretation services, flexible scheduling, and inclusive hearing practices, ensuring meaningful access to justice for all participants.

Chair Recommendations:

Enhanced Public Communication on APS Processes

It is recommended that staff review the City's Administrative Penalty System public-facing messaging to seek opportunities to enhance public understanding of the APS's hearing process, including evidentiary requirements, by-law changes, and procedural timelines.

Enhanced and more accessible communication is recommended to ensure that users clearly understand:

- The structure of the APS process, including screening and hearing stages.
- The requirement that all supporting evidence must be submitted at the screening stage; and
- The limited scope for introducing new evidence at the hearing stage.

Improving clarity at the outset will promote procedural fairness, reduce misunderstandings, and support more efficient hearings by ensuring that users are appropriately prepared when they appear before the Tribunal.

Review of Tribunal Leadership Structure

It is recommended that City Council direct staff to review time commitment and remuneration of the Chair position for the APT.

The Chair role is a part-time position within a high-volume Tribunal that has experienced significant jurisdictional expansion with the addition of ASE and RLC matters. As a result, the administrative, operational, and leadership responsibilities of the Chair have grown substantially, often requiring sustained engagement beyond regular working hours to ensure the effective oversight and functioning of the Tribunal.

A comprehensive review of the Tribunal's leadership structure by City staff would provide an opportunity to assess whether an expanded expectations of time commitment is necessary to support the APT's current and future needs. Consideration should be given to ensuring sufficient leadership capacity to manage day-to-day operations, maintain adjudicative consistency, and support ongoing modernization and system improvements.

As noted in the 2023 and 2024 Chair's Reports, a governance review was undertaken and completed in December 2025, resulting in the creation of a Vice-Chair position. The addition of the Vice-Chair is an important step in strengthening the Tribunal's leadership structure and will provide meaningful support in addressing increasing operational demands, enhancing continuity, and supporting succession planning.

The continued growth in both the volume and complexity of matters before the Tribunal underscores the importance of ensuring that its leadership structure remains aligned with its expanded mandate. An expanded Chair position, alongside the newly established Vice-Chair role, would further position the APT to meet these demands effectively and sustainably moving forward.

Review of APT Member Remuneration

It is recommended that City Council direct staff to undertake a review of the remuneration framework for Administrative Penalty Tribunal (APT) Members, including the Chair and Vice-Chair.

As noted in the 2023 and 2024 Chair's Reports, a review of Member remuneration remains both necessary and justified. The APT operates within an increasingly complex adjudicative environment, requiring skilled,

experienced decision-makers capable of managing high volumes of cases across multiple streams, including parking, ASE, and RLC matters.

The current compensation structure has not been revisited since the implementation of the expanded scope of responsibilities carried by Members and Tribunal leadership. This includes the legal and analytical rigour required in decision writing, the application of evolving legislative frameworks, and the need to ensure consistency, fairness, and procedural integrity across all matters.

A comprehensive review would allow for a meaningful assessment of whether existing remuneration aligns with comparable tribunals and reflects current market conditions for qualified adjudicators.

Ensuring appropriate compensation is critical to attracting, retaining, and supporting high-calibre Members, which in turn underpins the quality, credibility, and effectiveness of the Tribunal.

Strengthening the remuneration framework will support the APT's continued ability to deliver fair, timely, and well-reasoned decisions in a growing and increasingly complex adjudicative landscape.

Administrative Staff

In my role as Chair, there has been a significant increase in operational involvement, including working closely with the Secretary of the APT and Court Services staff to review applications, address public complaints, and assess matters filed in error. This reflects the growing volume and complexity of matters before the Tribunal, as well as increased expectations for accountability and accuracy.

The expansion with ASE and RLC matters in 2025, has placed considerable strain on existing resources.

It is recommended that staff continue to assess the resources required to support the APT's expanded mandate. While staffing increases in 2025 improved administrative capacity and customer service, continued assessment is recommended to ensure long-term sustainability.

The Secretary has implemented effective short-term strategies to manage workload and scheduling; however, a more structured resourcing model, including clearly defined functional roles, is required to support ongoing growth and ensure the Tribunal's continued effectiveness.

All of which is respectfully submitted on April 27, 2026.