

BUDGET COMMITTEE REQUEST:

Staff request that the Budget Committee consider the budget and operational impacts of extending the Enforcement Support Associate (ESA) role in Municipal Enforcement Services (MES), and the Screening Officers (SO) role in the Legal Department, both currently funded through the ASE program, beyond the program's end date of December 31, 2025.

RECOMMENDATION:

That the ESA and SO positions be extended until July 31, 2026, at a total gross cost of \$184,000 fully funded by the Tax Stabilization reserve and no impact on the tax levy, to support the following key priorities:

- Completion of all outstanding ASE-related tasks and service requests.
- Provision of ASE screenings and hearings.
- Preservation of the adjudication capacity.

Maintaining these positions will ensure a structured and effective program closure, mitigate the risk of backlogs, and provide continuity in adjudication services. The roles also support critical administrative and customer service functions related to the adjudication process.

This extension is essential to ensure operational stability. While the proposed seven months extension will address the majority of outstanding matters, it is anticipated that some hearings may continue through to the end of 2026.

KEY FACTS:

- The ASE program launched in Oakville in January 2025.
- Since the ASE launch, over 37,400 tickets have been issued, 3,460 screenings conducted, and 280 hearings are pending.
- Tickets will continue to be processed and received into December 2025 and screenings may be requested into January 2026.
- Both the ESA and SOs have received extensive training in both the ASE program and Oakville's Administrative Penalty System (APS) for ASE, which outlines the adjudication process.

COMMENTS/OPTIONS:

1. ESA Role Overview

The ESA currently serves as the administrative lead for all adjudication support processes within MES, including ASE, Parking, and By-law hearings. Centralizing these responsibilities under one role has improved consistency, efficiency, and continuity across all hearing types.

While ASE FTE responsibilities are shared among the Enforcement Services Support (ESS) team, the ESA provides critical coordination and oversight to ensure these complex processes run smoothly.

Key ESA responsibilities include:

- Preparing hearing documentation, scheduling hearings, and maintaining records.
- Managing email-based ASE hearing requests, processing Hearing Officer decisions, and updating the ticket management system.
- Organizing virtual Parking and By-law hearings (Zoom): sending invitations, preparing links, rescheduling as needed, moderating sessions, and entering final decisions.
- Supporting ESS staff with ticket management, reporting, and customer service inquiries.

These processes are time-intensive, often requiring several days or weeks of preparation per hearing session.

2. SO Role Review

Persons who have been issued an Administrative Penalty are entitled by law to request a review of the Penalty Order by a Screening Officer. A Screening Officer may confirm, vary, or set aside the Penalty Order, and shall do so as soon as practical after the review is complete. (Per: [Ontario Highway Traffic Act O.Reg 355/22](#), [Municipal Act O.Reg 333/07](#), and the [Town of Oakville Administrative Penalties by-laws 2024-148, 2021-038, and 2015-071](#)).

A person subject to a Penalty Order is also entitled by law to commence a second stage appeal by requesting a review of the Screening Officer's decision by a Hearing Officer. The Hearing Officer may confirm, vary, or set aside the decision of the Screening Officer, and shall do so as soon as practical after the review is complete.

These mandatory adjudicative processes are an integral part of the Town's Administrative Penalty program, and are the responsibility of the Legal Department, with administrative support provided by MES.

3. Impact on the Adjudication Process (numbers as of November 7, 2025)

As of November 3, 2025, the Automated Speed Enforcement (ASE) program has issued over 37,400 tickets, with a projected total of around 39,000 by year-end. Challenge rates are expected to rise significantly due to the program's cancellation, with anticipated rates of 15% for screenings and 12% for hearings. Although ASE ticket issuance will end by mid-December, a substantial number of screenings and hearings will remain pending into 2026. Further details can be found in the Adjudication Process Summary in Appendix A.

For parking and by-law tickets, nearly 51,000 have been issued so far, with an estimated 60,000 by year-end. Challenge rates are stable at 15% for screenings and 4.2% for hearings. However, the system is still processing hearings from 2024, and with only 12 to 15 hearings processed monthly, the backlog is expected to persist for at least another year.

The adjudication system is under significant strain and, without continued support for the ASE tickets from the ESA and SO's, capacity will be severely limited. This would lead to increased delays, reliance on overtime, and a growing backlog across all enforcement streams, ultimately affecting service delivery.

4. Increased Service Requests

Following the provincial decision to remove ASE, MES anticipates a surge in public inquiries regarding outstanding tickets and enforcement changes.

The ESA currently manages over 100 ASE-related service requests or communications each month. This number is expected to rise significantly as individuals seek clarity on how the cancellation of the program affects their outstanding tickets. Without an ESA to handle ASE inquiries, the workload would shift to other staff, leading to longer response times and increased public dissatisfaction.

5. Strategic Considerations

MES has initiated an Operational Plan Review with KPMG to assess structure, staffing, and service delivery. The review will be completed by June 2026 and may provide actionable staffing recommendations.

Significant investments have already been made in training, mentorship, and operational knowledge development for the ESA. Removing the position prematurely risks losing valuable expertise and institutional knowledge.

By retaining the ESA through July 2026, MES ensures service continuity, preserves institutional capacity, and upholds consistent adjudication performance across all programs.

FINANCIAL IMPACT

Extending the ESA and SO roles through July 31, 2026, would result in a gross cost of \$184,000 (\$65,000 in Municipal Enforcement Services and \$119,000 in Legal Services) fully funded by the Tax Stabilization reserve and no impact on the tax levy.

Appendix A: Adjudication Process Summary (as of November 7, 2025)

Ticket Type	Tickets issued year to date	Anticipated ticket totals by year end	Current ticket challenge rates	Anticipated ticket challenge rates*	Current screenings pending	Anticipated additional screenings requested	Anticipated screenings at end of year	Current hearings pending	Anticipated additional hearings requested	Anticipated hearings pending at end of year
ASE	37,439	~39,000	10% - screening 8% - hearing	15% - screening 12% - hearing	22	~400	~466	280	~55	~322
Parking/ By-law	50,938	~60,000	15% - screening 4.2% - hearing	No change	122	~1350	~1437	111	~60	~163

*It is anticipated that the ASE challenge rate will rise substantially due to the program's cancellation.