



MCMA 2026 Conference

MAY 4 – 7, 2026

Hosted by Central West Region at the
Delta Marriott, Mississauga

In This Together

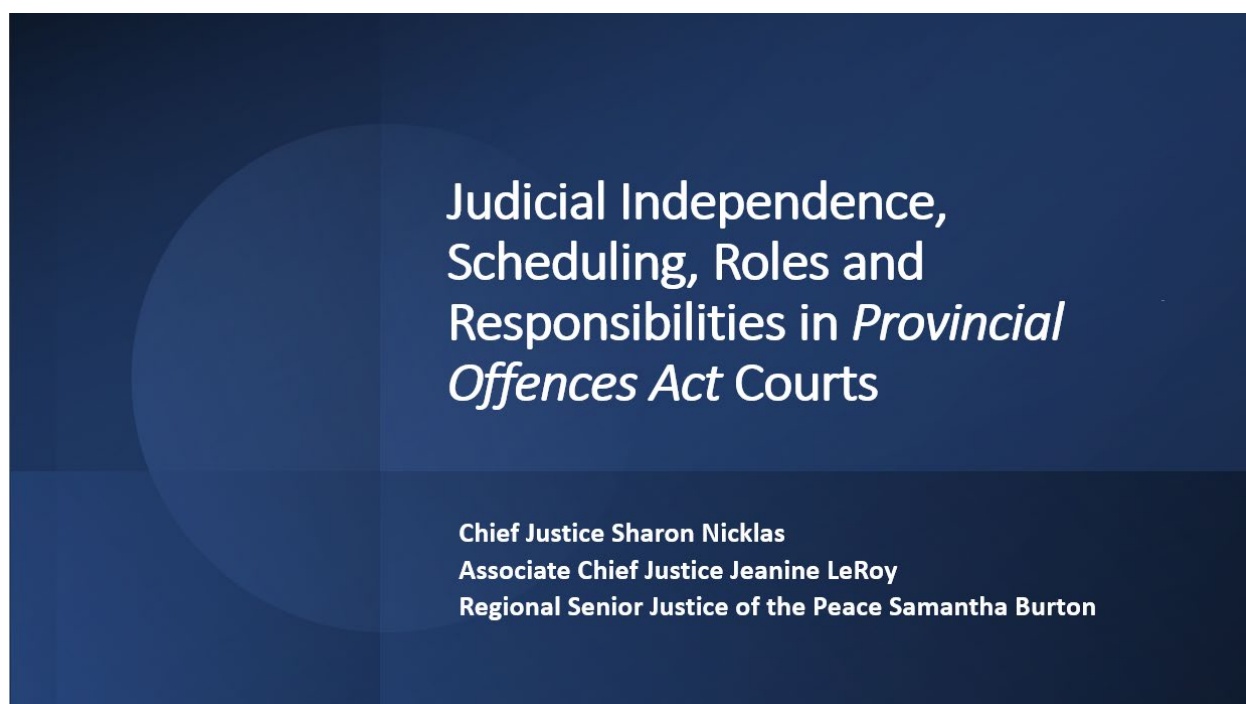
Embracing the Uncontrollable
Changing Work Environment

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Monday May 4th, 2026

Judicial Independence, Scheduling, Roles, and Responsibilities in *Provincial Offences Act* Courts



Chief Justice Sharon Nicklas

Chief Justice Nicklas grew up on a dairy farm near Stratford, Ontario. She completed her undergraduate degree in Psychology at the University of Guelph, where she also played varsity ice hockey. Chief Justice Nicklas graduated from the University of Toronto Faculty of Law in 1992 and was called to the bar in 1994. She was an Assistant Crown Attorney in Hamilton, Brantford, and Waterloo Region from 1994 to 2003. In 2003, she became the Deputy Crown Attorney in Waterloo Region, and shortly before her appointment in 2007, she was the Acting Crown Attorney in that region. Chief Justice Nicklas was first appointed a judge of the Ontario Court of Justice in Kitchener in 2007, where she presided over criminal and family law matters. From 2013 to 2019, she was Regional Senior Judge for the Central West Region. During her time as Crown counsel and as a member of the judiciary during this period, she was actively engaged in coaching girls ice hockey. In 2019, she was appointed Associate Chief Justice – Co-ordinator of Justices of the Peace. On June 1, 2023, she became the Chief Justice of the Ontario Court of Justice.

Judicial Independence and the Judiciary

- Judicial independence exists to protect the public and ensure impartial adjudication.
- The components of judicial independence are:
 - security of tenure,
 - financial security, and
 - administrative independence.
- Administrative independence exercised by the Chief Justice and her delegates

Notes:

- 1990 saw the amalgamation of the courts. While the courts are still relatively young, the courts have come a very long way as one court.
- Impartial adjudication = Law of Evidence meaning cases are decided based on the merits of the case.

Prosecution and Police

- Prosecutorial independence refers to the independent decision-making powers of a prosecutor to determine which charges should be pursued.
- Fundamental principle of the rule of law.
- Applies to all prosecutors regardless of employer (e.g., municipal prosecutors, Crown Counsel, etc.).
- Must be independent of the executive branch (e.g., mayors and city councilors, Ministers), courts admin, police, the judiciary, etc.
- The role of police and provincial offences officers is to investigate offences.

Notes:

- The roles of prosecutors and the police are independent from each other. The Memorandum of Understanding is clear on the separation of roles → “shall” = “always”. The role of the police and provincial offences officers is to investigate offences and

decide if charges are to be laid. The role of prosecutors is to determine the pursuit of charges – plea bargain, recommendations on sentence, motions, withdrawals, and go forwards – with guidance to come from higher up in the prosecutorial chain of command. See the Supreme Court of Canada decision in *Ontario (Attorney General) v Clark* <https://www.scc-csc.ca/judgments-jugements/cb/2021/38687/> in which the court found Crown prosecutors have immunity from claims brought by police officers for the conduct of prosecutors in the course of a criminal proceeding.

- Prosecutors are to carry out their roles with fairness and independence.
- Non-lawyer prosecutors report to the City Solicitor or another lawyer, not to the mayor.
- Court security in Ontario is lax in comparison to other provinces.
- Security is important for staff and defendants.
- Strong position needs to be taken on court security.



Courts Administration and Court Management

- Courts administration has an essential role to ensure that courts operate fairly, effectively, and independently.
- Maintains public confidence in the justice system by ensuring public access and a fair and timely process.
- Supports and preserves judicial independence (e.g., by implementing judicial scheduling directions, providing staff and resources to support impartial adjudication).
- Makes decisions about the efficient use of public resources with respect to staffing, facilities, infrastructure, etc.

Notes:

- Adjournments diminish public confidence – one province, one list means all courts must finish together.
- Role of MAG is to be:
 - (a) supportive of the administration of the court
 - (b) supportive of review
 - (c) supportive of criminal proceedingsto ensure there is a fair, effective, and impartial justice system.

Roles and Responsibilities within the Court System

Senior Associate Chief Justice Jeanine LeRoy

Associate Chief Justice Jeanine LeRoy

Jeanine LeRoy is the Associate Chief Justice (ACJ), Coordinator of Justices of the Peace, for the Ontario Court of Justice (OCJ). She has been in that role since September, 2023.

Previously, Justice LeRoy served as the Regional Senior Justice for the West Region, as the Local Administrative Judge in London, and as a member of the Court's Education Secretariat in her roles as an Education Co-Chair for the West Region and as the Conference Coordinator for the Association of Ontario Judges.

Prior to her appointment to the bench in 2011, she was certified by the Law Society of Ontario as a Specialist in Criminal Law. In addition to extensive criminal trial experience throughout Southwestern Ontario, Jeanine argued appeals on a regular basis at the Court of Appeal and in the Superior Court of Justice. She also served as a Director of the Criminal Lawyers Association (Ontario) and as President of the Criminal Lawyers Association (London). She graduated from the University of British Columbia Law School in 1991 and was called to the Bar in 1993.

Notes:

- 1999 saw a move to figure out roles and responsibilities.
- Roles and responsibilities of the court take public expectations, resources, actualities, and budget into account.
- Return to basic principles:
 - (a) Reminder of roles and responsibilities is useful as blurring of lines can occur → reflect on practices.
 - (b) Be aware of changes / turnover in POA courts.
 - (c) Maintain consistency in roles, responsibilities, and expectations.

Scheduling

Regional Senior Justice of the Peace Samantha Burton

Regional Senior Justice of the Peace Samantha Burton

Justice of the Peace Samantha Burton was appointed as a Justice of the Peace in February 2013. She was called to the Bar in Massachusetts 2004 and in Ontario in 2009. In 2006 she worked with Legal Aid Ontario as a paralegal, and then duty counsel and was assigned to the Ottawa Drug Treatment Court. Justice of the Peace Burton has served on the board of directors of the Elizabeth Fry Society.

She was the Local Administrative Justice of the Peace for the Brampton Criminal Court and chair of the Brampton Bail Committee. Justice of the Peace Burton was a member of the Judicial Ethics Advisory Committee from 2017-2024. Justice of the Peace Burton was appointed as Regional Senior Justice of the Peace Central West and commenced January 29, 2024.

Scheduling

- Scheduling is an essential component of judicial independence (*Valente v. the Queen*, [1985] 2 SCR 673)
- Scheduling includes:
 - assignment of judges/justices of the peace,
 - control over sittings of the court and court list,
 - allocation of courtrooms (as it relates to assignments and court sittings), and
 - direction of admin staff carrying out these functions.

Notes:

- Legislation passed in 1990 made the oversight for scheduling part of the role of the Chief Justice.

- Only the Chief Justice can determine sittings of the court.
- The Prosecutor cannot set the list; rather, scheduling must flow through judicial officers.

Legislative Authority in Ontario

- *Courts of Justice Act* indicates scheduling of all cases in Ontario Court of Justice is to be directed and supervised by the Chief Justice (s. 36(1)).
- The Regional Senior Justice (RSJ), subject to the authority of the Chief Justice, exercises these duties in their region (s. 36(2)).
- The *Justices of the Peace Act* further clarifies these responsibilities as they relate to justices of the peace.

Notes:

- Scheduling is under the oversight of the Administrative Judge exclusively → he or she oversees all trial coordination.
- The POA Courts are one court meaning that with the shutdown for COVID in 2020 all courts closed together and all courts opened together.
- Serious cases are given priority; revenue is not a consideration.
- Every defendant deserves a court appearance.

Legislative Authority in Ontario

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Trial Coordination

- Although the Trial Coordinators/Trial Schedulers are employed by their respective courts, they take their direction for scheduling from the RSJP.
- That means that only the RSJP or their designate have the authority to direct the Trial Coordinator/Trial Schedulers to close lists and to manage lists.
- The Scheduling Assistant at the RSJP Office shall be involved in the decision to close any list as that person has the overview of all of the court sittings in each jurisdiction and is also directed by the RSJP.
- Thus, presiding judicial officers, prosecutors and court staff may propose lists to be closed but only the RSJP sets the parameters and make decisions about closing POA lists.
- General guidelines as to priorities for scheduling have been created to assistance in building lists.

Notes:

- Matters resolve, adjournments happen, and/or not all matters will proceed on a given day. Stacking is designed to ensure courtrooms do not sit empty.
- The prosecutor decides what matters move forward.

Jordan Compliant Scheduling

- Ontario Court of Justice Scheduling Direction: *Jordan*-Compliant Scheduling in *Provincial Offences Act* matters, effective March 30, 2026
- *Provincial Offences Act* Judicial Pre-Trial Practice Direction, effective March 30, 2026

Court managers also received:

- Direction to Trial Coordinators In *Provincial Offences Act* matters

Notes:

- The directives apply province wide.
- This is not a new approach → cases to be completed within 18 months.
- The *Provincial Offences Act* Judicial Pre-Trial Practice Direction builds on direction from 2025.

- Moving forward, increased judicial resources will lead to increased review of scheduling.
- Goals for 2026-2027 are:
 - (a) schedule more courts
 - (b) APS for Part II matters
 - (c) fill vacancies
 - (d) collapse rate is approximately 66% → stacking will ensure courtrooms do not sit empty
 - (e) adherence to Jordan compliant scheduling
 - (f) uniformity in appearance and content of all court websites → this will make justice look the same across the province's POA courts.

Thriving Through Uncertainty

In This Together – The Road to Team Resilience

Jason Maraschiello

Jason Maraschiello is a TEDx speaker, author, counsellor, hypnotherapist, and the creator of the Prosperity Triad. After experiencing corporate burnout in his twenties, Jason travelled the world to study Eastern philosophy, mindfulness, and meditation in Thailand, India, and Nepal. When others began to ask Jason about what he had learned, he began his career as a keynote speaker, inspiring and educating audiences around the globe on topics such as emotional intelligence, effective communication, and mental health. Upon returning to Canada, Jason deepened his expertise by pursuing studies in psychology, psychotherapy, social work, and hypnotherapy.

His passion for wellness and professional development has led him to work with a wide range of clients, including leading organizations like Bell Canada, AstraZeneca, the City of Toronto, and Amazon. For over a decade, Jason has spoken at conferences, facilitated corporate team-building events, and coached individuals and teams to help them redefine prosperity. His innovative framework, the Prosperity Triad, emphasize the integration of Emotional Intelligence, Effective Communication, and Self-Restoration, empowering individuals and teams to thrive both personally and professionally.

Uncertainty

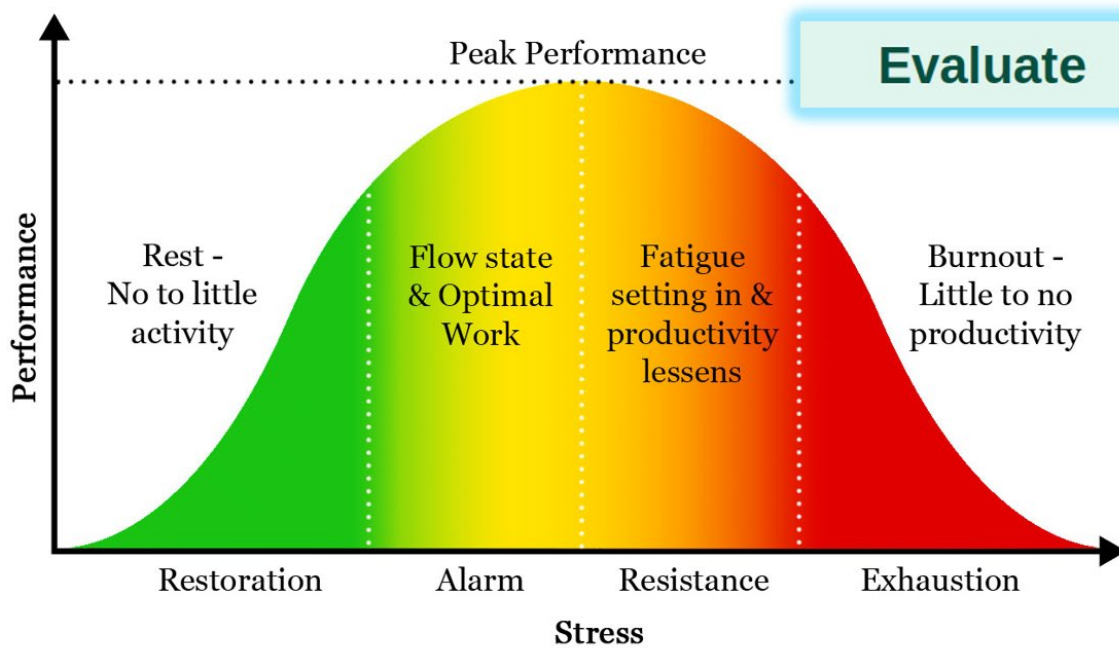
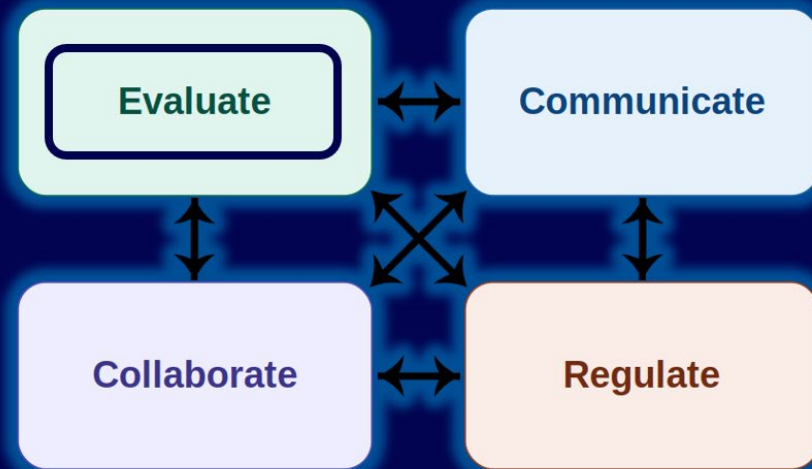
- Surrender
- Do better to be Better

- What can I control in this moment, surrender to the rest
- Hard to do if we inflate the threats
- We need to shift out of our fight flight
- We need resilience
- Lets talk about how to thrive

Notes:

- Practice the art of surrendering and achieving mindfulness.
- Focus on the task at hand.

Resilience Road Map

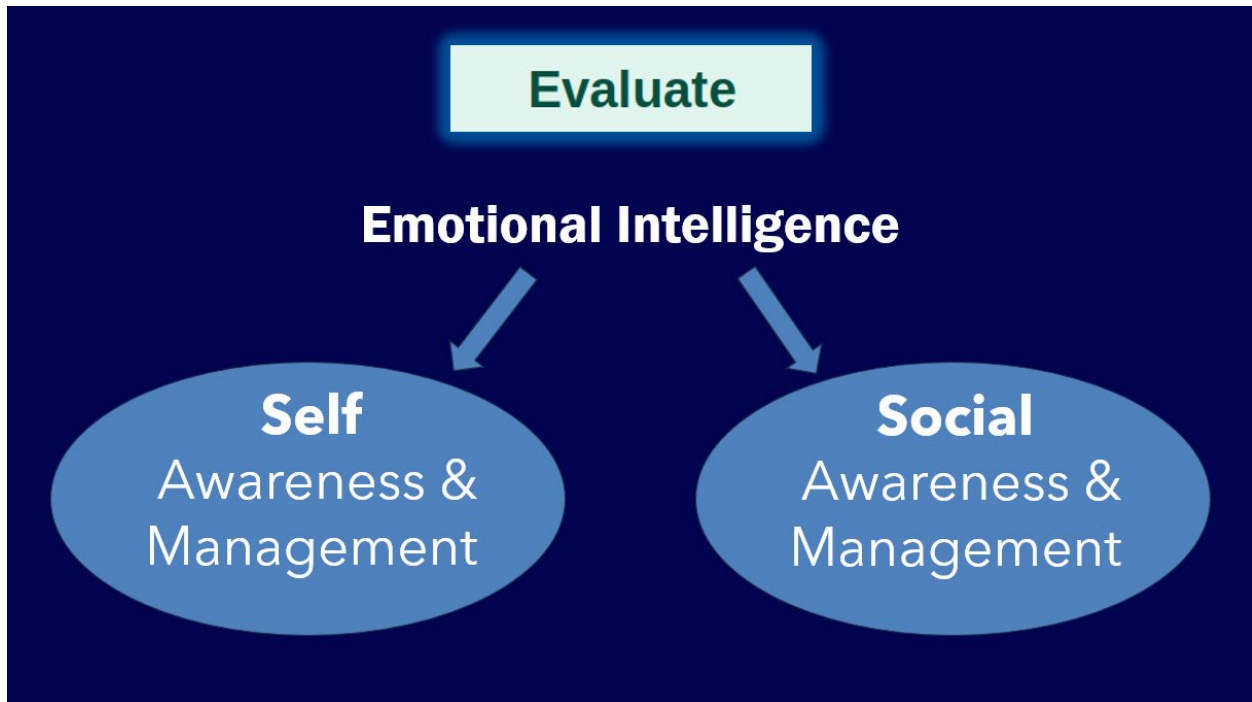


Check In!

- 1.The most common sign I am stressed is...
- 2.The best way to support me is...
- 3.The best way to push me away is...
- 4.My go to restoration looks like...
- 5.One thing I would love more of from this association is...

Notes:

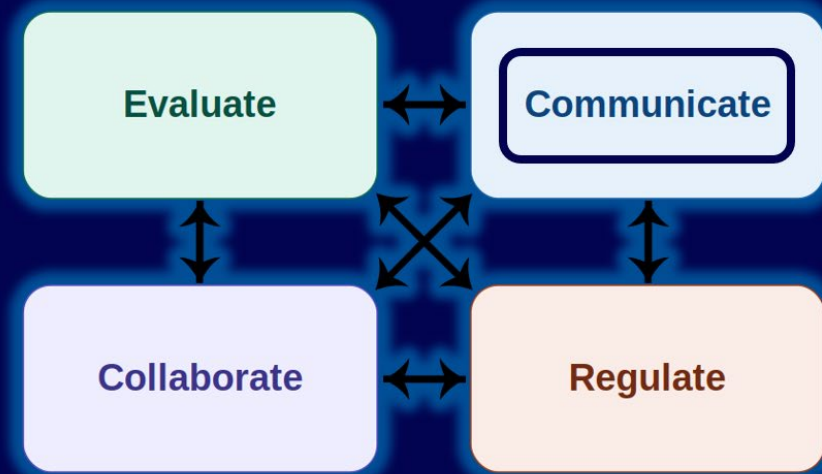
- Restoration comes after alarm → resistance → exhaustion.



Notes:

- Emotional Intelligence is an ongoing journey of your baseline.

Resilience Road Map



Notes:

- Communicate! – everyone's stress is different.

Social Cues



Notes:

- Be aware of social cues!

Communicate BRAVELY

Be Present

Respectful Honesty

Assumption Awareness

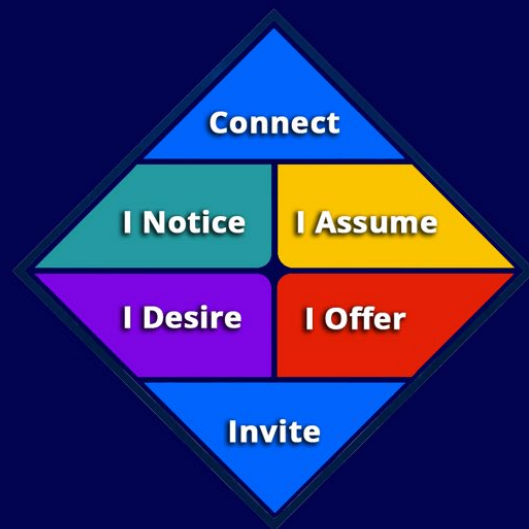
Validate

Empathise

Listen for Shifts

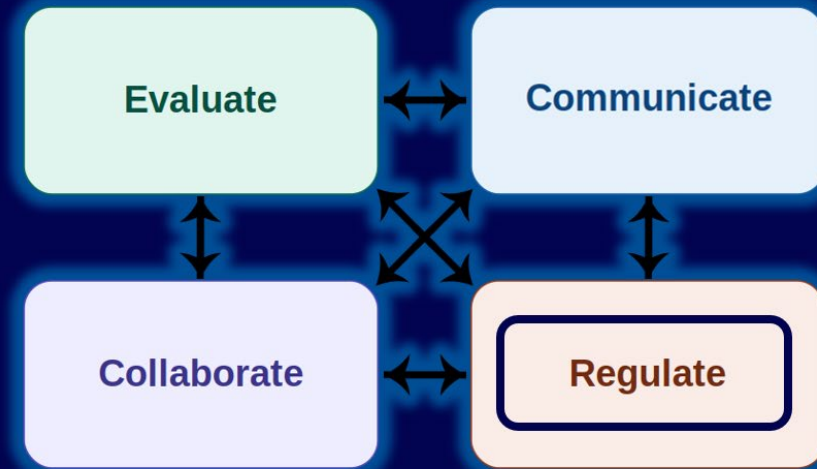
Yes, and...

The Diamond Model



- Rearrange as needed
- Find the synonyms
- Ask or tell
- About me or them

Resilience Road Map



Notes:

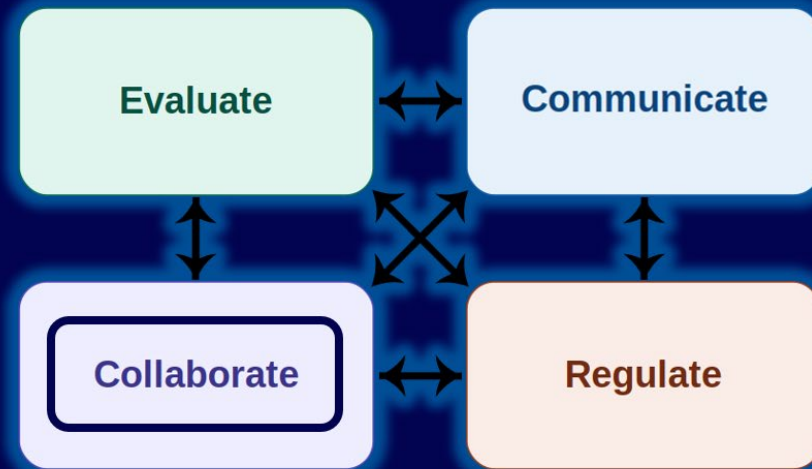
- Imagine yourself as an antelope at the only watering hole for miles around.



Notes:

- Suddenly, out of nowhere, a lion comes charging towards you. The only means of escape is to run and hopefully outrun the lion – which you do.
- With danger averted, what do you do? Return to the watering hole? Seek out and communicate your brush with death to others?? No, you lie down in the shade and take a nap.

Resilience Road Map



Collaborate

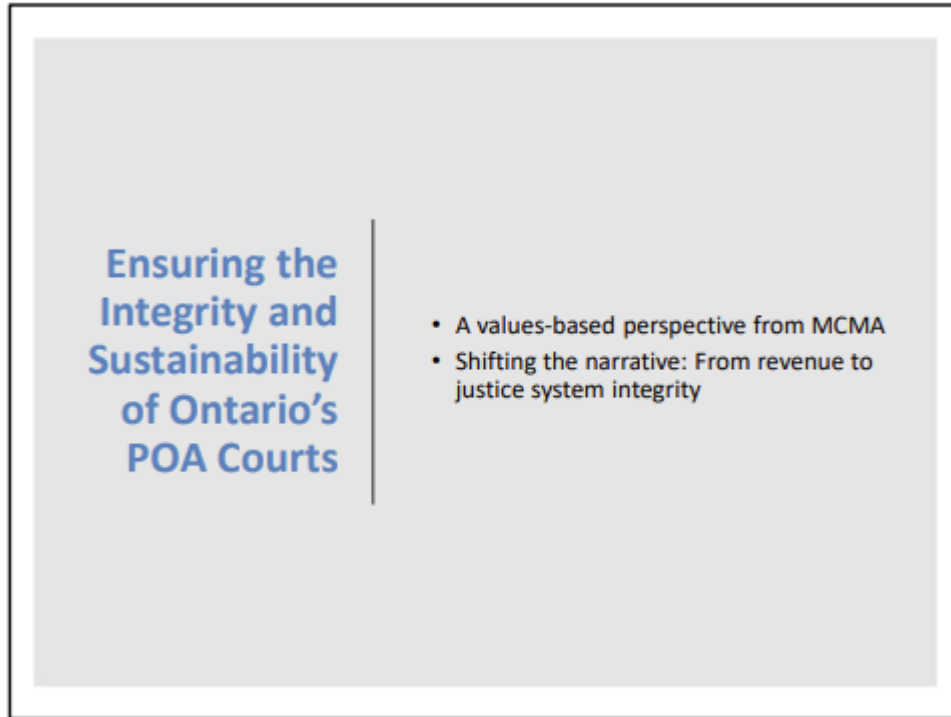


Ensuring the Integrity and Sustainability of Ontario's POA Courts

MCMC President's Report

Barb Ryner

Director, Court Services, York Region



The POA system is entering a period of policy review, and how issues like set fines and collections are framed in the next phase will shape outcomes for years. If MCMA is not clear and aligned, those decisions will be made without our perspective at the table.

Historically, when these issues have been raised, they have been framed as revenue questions and that framing has consistently shut the conversation down. Today, we are intentionally changing that narrative.

Our focus is clear: modernizing set fines so penalties remain meaningful and removing barriers to collections so court orders can actually be complied with.

This is not about harsher penalties or aggressive enforcement; it is about credibility, deterrence, and ensuring the system works as intended.

We are not advocating for revenue, we are advocating for a POA system where court orders remain meaningful, enforceable, and fair.

Why are we asking this now? The difference now is that the ministry has launched a policy review, and if we don't come forward with a disciplined, credible position, others will define this for us.

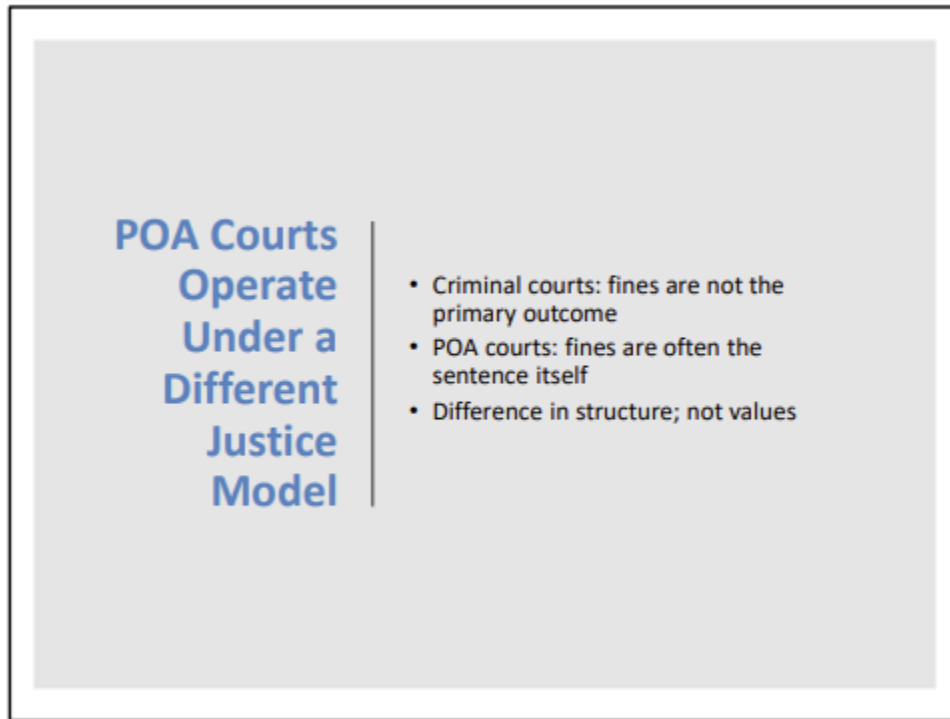


First and foremost, the MCMA is grounded in a shared commitment to the administration of justice, that is why POA courts exist and why our work matters.

Our goal is not to challenge judicial independence or decision-making; it is to ensure that the systems supporting those decisions actually work.

Framing our advocacy around justice integrity and public confidence allows us to have necessary conversations, about fines and collections, in a way that aligns with our values and earns credibility.

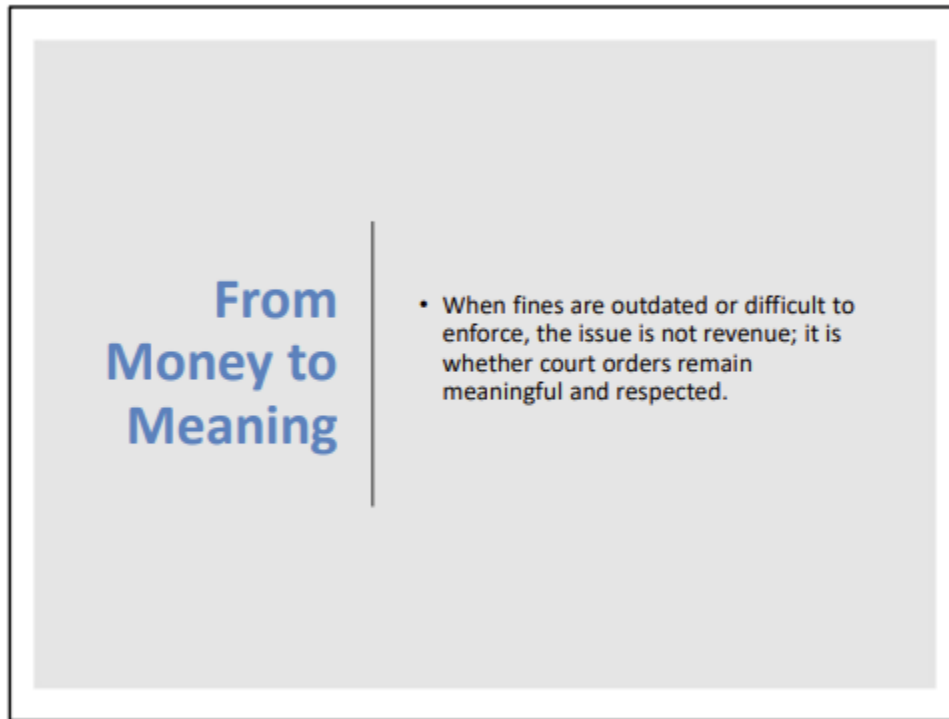
Starting from these shared values is what allows us to have the harder conversations that follow.



Discussions about revenue are inappropriate in the criminal context. POA courts, however, operate under a different statutory design. This is not a difference in values; it is a difference in structure. That does not mean POA justice is lesser. It means the mechanism by which justice is delivered is different.

Because the fine is the court-ordered outcome in POA matters, the design of penalties and the ability to enforce them directly affects whether the justice system functions as intended.

At times, POA courts are understandably viewed through a criminal-court lens. That lens, however, can obscure an important reality: applying a criminal-court funding and policy framework to POA courts creates structural misalignment. This is not about treating fines as revenue. It is about treating fines as meaningful judicial orders.

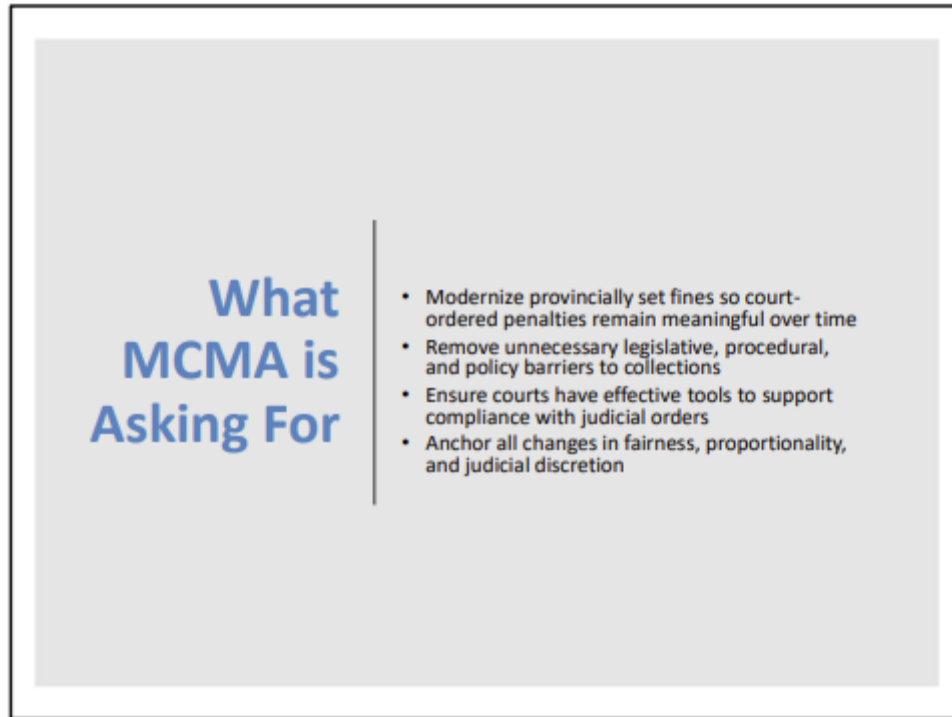


It is easy for discussions about fines to be heard as discussions about money. That framing quickly becomes uncomfortable, particularly in a justice setting. But it is also misleading.

In POA matters, fines are not administrative fees, and they are not cost-recovery tools. They are judicial outcomes, court-ordered penalties imposed to address unlawful behaviour. If a court order cannot realistically be enforced, its authority is weakened.

Over time, that erodes deterrence, consistency, and public confidence in the justice system. Meaningful penalties are not necessarily harsher penalties. They are penalties that remain proportionate, current, and capable of being enforced in a fair and consistent way.

When court-ordered fines are meaningful and enforceable, the POA system functions as intended. Financial sustainability follows from that: it is an outcome, not the objective.



At this point, I want to be explicit about what MCMA is asking for, because clarity matters, especially internally.

MCMA is not asking the Ministry to increase fines for revenue purposes. We are asking the Ministry to modernize set fines, so court-ordered penalties remain meaningful, proportionate, and credible.

We are also asking the Ministry to remove unnecessary barriers to collections, because collections are about compliance with court orders, not punishment, not revenue. These are justice system integrity issues. When penalties are outdated or court orders can't realistically be complied with, the authority of the system itself is weakened.

For this work to move forward effectively, MCMA needs to speak with one, disciplined voice. That's why member understanding and support for this framing and this direction is essential.



Enforcing payment of fines is enforcing compliance with court orders. Collections are sometimes perceived as punitive or revenue driven. In the POA context, however, collections are fundamentally about compliance with the decision already made by the court. A system that enforces compliance consistently is a fair system.

Those who comply with court orders should not be disadvantaged relative to those who do not. When there are unnecessary barriers to collections, whether procedural, technological, or legislative, the issue is not effort or intent. It is that the system itself makes it more difficult for court orders to be carried out. This does not mean aggressive or inflexible enforcement. Proportionality, time-to-pay options, and judicial discretion remain essential. But where a court order is made, the system should support reasonable compliance. When court orders are not consistently complied with, public confidence is affected, not just in collections, but in the justice system more broadly. Removing barriers to compliance supports the authority of the court, reinforces fairness, and allows the POA system to function as intended.



Courts are already attentive to proportionality, ability to pay, and the individual circumstances of defendants. That discretion is built into the system and remains fundamental.

At the same time, fairness must be considered from a broader public perspective, including fairness to those who comply with the law and with court orders. When court-ordered penalties cannot be enforced effectively, the cost of administering the system does not disappear. Instead, it is often absorbed through tax levy. That means the cost is shifted to law-abiding Ontarians who had no involvement in the offence and no opportunity to comply or not comply.

Affordability considerations are important. But affordability should not translate into a system where non-compliance is effectively subsidized by the broader public. A justice system that is seen as fair, both to individuals before the court and to the public at large, is one that maintains credibility and trust. This is why modern penalties and effective compliance tools matter, not to increase burden, but to ensure that responsibilities are allocated fairly and transparently.

When court-ordered penalties cannot be enforced, costs are shifted to taxpayers who had not involvement in the offence. This is a fairness issue, not a punitive one. (Tax levy survey to help us measure current state.)



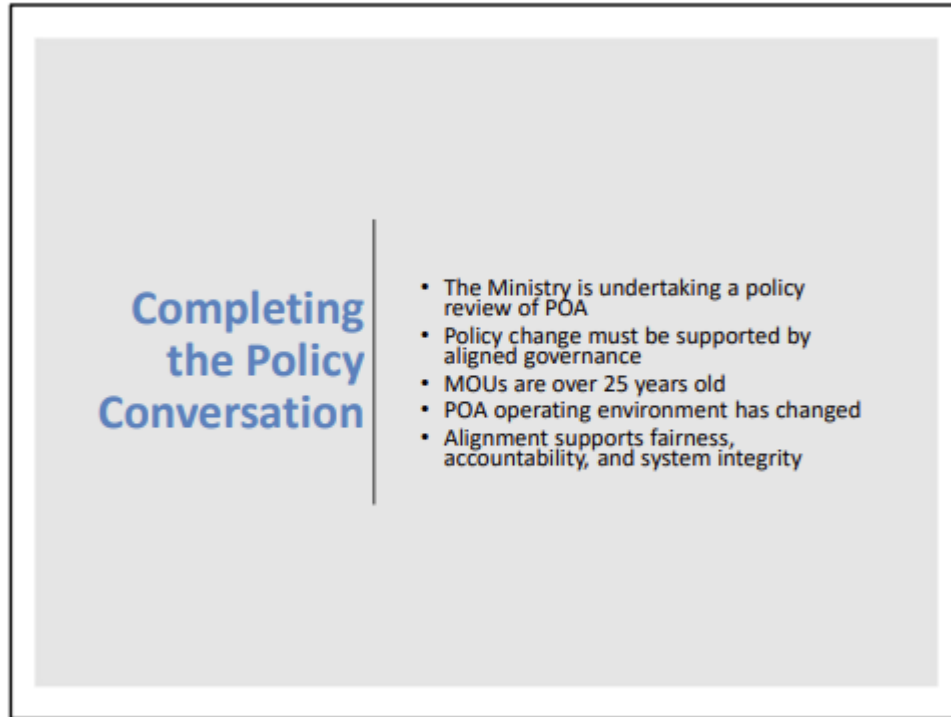
Everything we've talked about so far, meaningful penalties, effective compliance, and fairness, is directly shaped by governance.

Set fines, enforcement authorities, and key legislative tools are established at the provincial level, while municipalities are responsible for administering the system day-to-day.

That division of responsibility is workable only when authority, accountability, and policy design are aligned. Increasingly, they are not.

Municipalities are required to deliver justice outcomes that depend on policy levers we do not control, including the level of set fines and the availability of effective compliance tools.

This is not about shifting responsibility or reopening old debates. It is about recognizing that governance decisions directly affect whether court orders remain meaningful and enforceable in practice.



The Ministry's policy review is an important and welcome opportunity. It recognizes sustainability pressures, operational complexity, and the evolving expectations placed on the POA system.

But policy reform alone will not achieve its objectives if the governance framework that supports delivery remains outdated.

The existing MOUs were developed more than 25 years ago, in a very different operating environment, before current technology, data requirements, cost structures, and procedural complexity.

If we are serious about modernizing set fines, supporting compliance with court orders, and maintaining public confidence, then governance alignment is not optional, it is essential.

MCMA's position is that reviewing set fines and removing barriers to collections must be accompanied by a review of the MOU, so authority, accountability, and responsibility are aligned with modern policy intent.

Before we engage further with the Ministry, we need internal consensus to advance this position clearly, consistently, and responsibly.

We are asking MCMA members to support this position: that modernizing set fines and removing barriers to collections must be paired with a review of the MOU, as part of the Ministry's policy review.

Notes:

- A pause has been placed on the POA Case Management system. Dianne Kasias (Executive Director of Toronto Court Services) and Barb Rayner continue to meet with the Deputy Minister of the Attorney General.

- There is pressure on collections.
- Municipal costs are increasing.
- Early Resolution reform remains front and centre.
- The focus remains on:
 - (a) strengthening collections
 - (b) financial sustainability
 - (c) municipal costs
- Commissioners and directors are asking to attend our conferences.

Introduction of New MCMA Members

The MCMA extends a warm welcome to the following new members:

Chris Carpenter – Windsor
Ryan Clune – York Region
Lindsay Falconer – Chatham-Kent
Jas Grenchi – York Region
Sergio Guillermo – Toronto
Anthony MacMahon – Toronto
Shari Neville – Muskoka

MCMA Service Recognition

5 Years Service

Nicole Shay – Caledon
Deanna Laemers – Elgin County
Daria Kotliar – Toronto
Ione Joseph – Toronto
Sheetal Jassal – Hamilton
Brian Halloran – Toronto
Russell Brownell – Toronto

10 Years Service

Amy Rocha – Guelph
Lorraine Ophoven – Hamilton

20 Years Service

Leesa Shanley – Burlington

25 Years Service

Patti McCauley – Region of Waterloo
Rodger Bates – Barrie
Philip Arnhison – Toronto

MCMA Education Committee – Shop Talk

Breakout sessions with MCMA members on relevant topics within our court offices such as:

- AMPS / APS (impact of Bill 56)
- Re-openings
- Extensions,
- Collections,
- Motions
- HR Recruitment and Retention
- Employee Engagement
- Scheduling of Part I and Part III Matters
- Management of Court Location Facilities and Court Security
- Zoom Courts

General Discussion

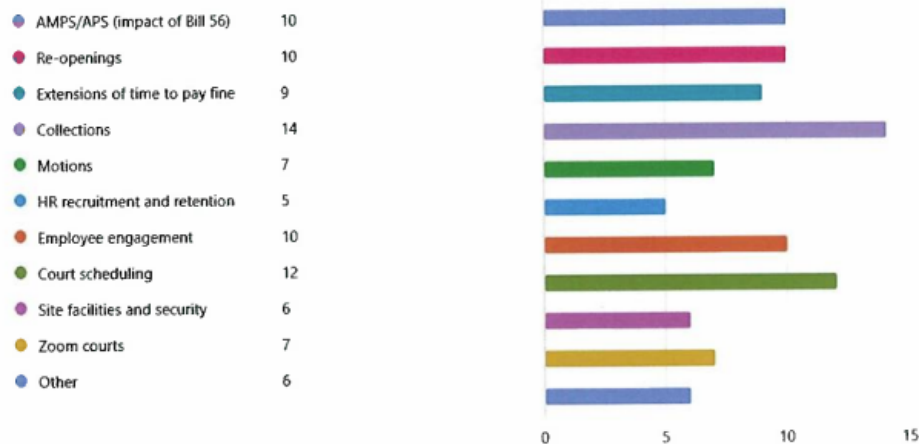
- Zoom Courts
 - There have been issues with how the technology was brought in and how staff were forced to use it.
 - Prosecutors leave the function of moderator to the court clerk.
 - Defendants have issues with the connection.
 - Less courtroom decorum.
 - Zoom courts are good for Case Management, but not for trials.
 - Can be considered either good or bad for interpreters as there is no travel involved, but then there is also no mileage fee.
 - Success lies with the presiding JP.
- Emailing Notice of Trial
 - Comments from representatives for Windsor:
Four municipalities already email NOTs. Legislation does not support this – the defendant must agree to the format to be used.
CAMS 4.0 has a workflow engine that can set up a process for data within the system. If the defendant has a valid email address, CAMS 4.0 will process the email with the NOT attached as a pdf and send. Many defendants have indicated they have not received the email → they are advised to check their Spam folder.
- OPP e-tickets
 - Niagara Region has connected with their OPP's IT division and have been advised any change in filing would need to be province-wide and strategy-specific. Budget considerations would also need to be considered.
 - The OPP detachment in Marathon e-files their tickets as a text file to CAMS.

- In Windsor, the OPP email pdfs to the Nimble portal. The batch is then uploaded to CAMS. This can be done with any ticket. Six detachments send their tickets separately.

Education Shop Talk – Survey Results

2026 MCMA Conference

Question: Which topics would you like included in the "Shop Talk Session"? Please feel free to select more than one.



"Other" topic entries:

- Interpreters/Language Line
- Language Line Services (Interpreters)
- Interpreter booking – use of language lines for ERs
- E-tickets. Cooperation with enforcement agencies and processes to upload e-tickets and ticket data directly to CAMS. Paperless processes.
- POA Forums
- Court Orders/DOLA Orders

Extension Applications

Ibtessam (Ibty) Haddad

Customer Service Supervisor, Toronto Court Services – West Court

Chris Carpenter

Manager of Provincial Offences and Court Services for the City of Windsor

AGENDA

1. Introduction
2. Definition by POA
3. Standard Process
4. Criteria practiced at the City of Toronto
5. Challenges
6. Common Administrative controls
7. Open the table for discussion

Definition of an Extension of Time to pay by POA

Application for extension

66.0.1 (1) A defendant may, at any time, make an application for an extension or a further extension of time for payment of a fine by completing the prescribed form and filing it in the office of the court. 2017, c. 34, Sched. 35, s. 13.

PROVINCIAL OFFENCES ACT

■ **STANDARD PROCESS**

CONVICTION ENTERED

TIME TO PAY IS ORDERED OR EXPIRES

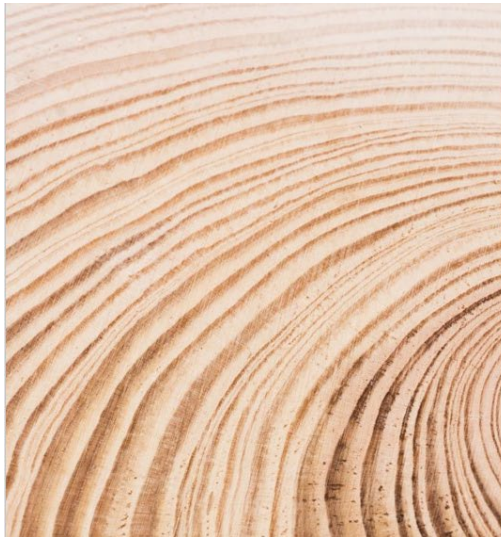
DEFENDANT SUBMITS FORM 125 IN PERSON, OR BY MAIL.

CLERK ENTERS THE REQUEST ON A SHARED LOG FOR EASIER FOLLOW UP

APPLICATION REVIEWED BY:
CLERK OF THE COURT REVIEWS THE APPLICATION USING THE CRITERIA PROVIDED BY THE MUNICIPALITY, IF THE APPLICATION DOES NOT MEET THE CRITERIA, IT GETS DEFERRED TO THE JUSTICE OF THE PEACE.

JUSTICE OF THE PEACE REVIEWS THE APPLICATION AND GRANTS OR DENIES THE APPLICATION.
DECISION ISSUED USING FORM 126 – ORDER EXTENDING TIME FOR PAYMENT
UPDATED DUE DATE OR PAYMENT SCHEDULE PROVIDED

Local processes may vary, City of Toronto accepts Extensions in person or by mail, sometimes, with Supervisor or manager discretion, accommodating by email.



CRITERIA – CITY OF TORONTO

- Refer the extension application to a Justice of the Peace for review if:
 - The defendant requests an extension application on Parking Tag matters with offence dates prior to August 27, 2017.
 - The defendant requests an extension for more than 12 (months); or
 - The application requests the terms of periodic payments, and those periodic payments will not result in the full payment of the fine within the time requested by the applicant; or,
 - The application does not meet the review criteria set out below.

Approve an extension application for a maximum of 12 (twelve) months provided that the applicant's payment / case history meets any of the following criteria:

The conviction and fine sentence were entered by the Court within the last six months; or

It is the first extension application for the specific count with the sentence entered by the Court within the last 12 (twelve) months; or

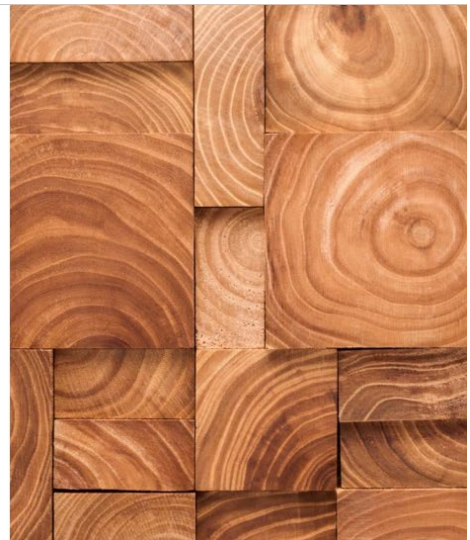
An interim payment order was fulfilled; or

Payment has been made on the fine within the last 12 (twelve) months and the fine sentence was entered by the Court within the last 12 (twelve) months; or

Payment has been made on the fine within the last 12 (twelve) months and a regular payment history demonstrates that the fine will be paid in full. See [*Provincial Offences Act, Section 66.0.1*](#)

CHALLENGES

- Volume of applications
- Repeat extension requests
- Cannot set up a payment schedule (ICON)
- Minimum payment requirement prior to accepting the application.
- Implementing an effective online application process



COMMON ADMINISTRATIVE CONTROLS

INTERNAL GUIDELINES

DOCUMENTATION REQUIREMENTS

CRITERIA FOR DEFERRAL

OPEN THE TABLE FOR DISCUSSION:

QUESTIONS FOR MUNICIPAL COLLEAGUES:

DO YOU HAVE **FORMAL INTERNAL CRITERIA** FOR ASSESSING GOOD FAITH?

DO YOU REQUIRE **PARTIAL PAYMENTS** BEFORE GRANTING EXTENSIONS?

HOW DO YOU MANAGE **REPEAT EXTENSION APPLICATIONS**?

WHAT OPERATIONAL CHALLENGES ARE YOU SEEING POST-CONVICTION?

HAVE YOU IMPLEMENTED **ONLINE OR AUTOMATED PROCESSES**?

10. CLOSING

EXTENSIONS OF TIME TO PAY ARE A **LEGISLATIVE MEASURE** DESIGNED TO PROMOTE FAIRNESS WHILE SUPPORTING ENFORCEMENT

MUNICIPAL PRACTICES VARY, BUT ARE GROUNDED IN:
SECTION 66.0.1 OF THE POA

CONSISTENT, GOOD-FAITH EVALUATION
OPEN DISCUSSION HELPS IMPROVE CONSISTENCY AND SERVICE DELIVERY

Open Table Discussion

- Issues with the current Extension form:
 - Balancing the amount owing
 - amount of fine imposed at time of conviction entered on application
 - amount paid to date entered
 - balance owing calculated
 - there is no space available to indicate the interest / fees owing meaning the numbers will not add up.
 - solution would be to go back to the MAG through the MCMA Forms Committee to amend the forms.
 - One form for each ticket
 - A mechanism for more than one ticket / form is required. We have moved beyond paper filing and should be able to come up with a single form for submission of multiple tickets similar to the Schedule A attachment form.
 - MCMA Forms Committee would be in the best position to deal with this.
- Denials
 - Once the ticket has been printed out, a physical file now exists for the JP to sign.
 - Using CAMS would eliminate the need for a physical file as the reasons for granting or denial would be entered into CAMS.
- Re-openings
 - Application returned to defendant if no good reason has been provided as application is considered to be incomplete. Windsor has drafted their re-opening policy in conjunction with JPs. A digital application is preferred as it allows for mandatory fields which force completion.
 - Under subsection 11(1) of the Provincial Offences Act Form 102 must be completed by the defendant and submitted to the court within 15 days of the defendant being made aware of the conviction. After 15 days, the defendant is ineligible to apply for a re-opening. This is not a denial of a re-opening.
- Trial Scheduling
 - Guelph
 - Time to trial in Guelph is currently 22 months.
 - Guelph is a trial court, not an Early Resolution court.
 - Their prosecutors do not believe in ER unless the matter has been scheduled for trial.
 - Disclosure is generated once the NIA has been filed.
 - Part I courts run 2 days per week and are loaded at 100 matters / day. The majority of matters plead out as the defendant wants to have a conversation with the prosecutor after the NIA has been filed.
 - Mississauga
 - Movement of RLC / ASE to APS has permitted an increase in capacity.
 - Mississauga is looking at a time to trial of 5-8 months depending on officer availability. Part III matters are loaded at 10 defendants / tier. ER scheduling is at 4 months with 40 defendants / tier.

- Durham
 - ER scheduling is at 12 months and time to trial is at 14-15 months.
 - Stacking has resulted in pushback from Prosecutions.
 - Part III matters have been downloaded to municipal prosecutors.
 - Ex-parte matters are under Part I trials and can be adjourned without penalty to the defendant.
 - Loading for trials is at 25 matters maximum.
 - Officer availability is not a consideration for Jordan compliant scheduling.
The prosecutor can decide how to proceed.

Moving Forward

The MCMA Education Committee is planning to hold drop-in Shop Talk sessions 4 times per year via Zoom. Meeting invitations will be sent out.

Wednesday May 6th, 2026

Provincial Offences Act (POA) Unit Initiative Updates

Jacquie Williamson – Director, Program Management Branch, Corporate Court Services

Josie Eusepio – A/Manager, Corporate Court Services

Armina Samadi – Director, Agency and Tribunal Relations Branch

Kristina Hoppe-Schaus – Team Lead, Provincial Offences Act Unit

Raphael Leong – Team Lead, Provincial Offences Act Unit

Teresa Maslach – Senior Policy and Business Analyst, Provincial Offences Act Unit

Salima Jaffer – Senior Policy and Business Analyst, Provincial Offences Act Unit

Sehnez Topyurek – Senior Policy and Business Analyst, Provincial Offences Act Unit

Giggio Garis – Senior Policy and Business Analyst, Provincial Offences Act Unit

Marie-Georgett Ambassa – Senior Policy and Business Advisor, POAU

Pam Elliott – Senior Policy Business Advisor – Provincial Offences Act Unit

Heather Varlow – Policy and Planning Analyst, Provincial Offences Act Unit

Updates on Initiatives Underway

Concerns have been raised by the municipalities about financial viability, judicial resources, and modernization of the POA courts. The Ministry of the Attorney General is leading the following initiatives to address these issues and further support longer term sustainability.

- Initiative Updates
 - ***Strategic Policy Review***
 - A comprehensive policy review of the POA and APS frameworks is underway.
 - ***Early Resolution***
 - Reducing pressure on judicial resources and improving timelines by streamlining the ER process to help the court backlog by not adding layers.
 - *Bill 177*: Time in court must be decreased while municipality flexibility is maintained. Appropriate use of court clerks will relieve pressures in court. Out of court Part I agreement → forms and waiver to support the plea, the right to trial, waiver of appearance before a JP for sentencing; however, the right to appeal still remains. The court clerk will review the ER forms for completeness and enter the penalty in ICON.
 - MAG has engaged with the OCJ, the MCMA, the Ontario Bar Association, and the Ontario Paralegal Association → a working group has been developed with the goals of:
 - Reducing errors
 - Flagging defects early
 - Covering defense perspectives
 - Updating forms and meeting notices
 - Drafting guidelines for best practices
 - Including ER in legislation.
 - Technology is not keeping pace with operational needs and the high volume of charges.
 - ***Fine Enforcement and Collection***

- Prioritizing quick wins through a MAG-led municipal-focused Working Group on fine collection and enforcement.
- Working with the Ministry of Transportation (MTO) and the Ministry of Public and Business Service Delivery and Procurement (MPBSDP – the Ontario government ministry responsible for delivering services like ServiceOntario (driver’s licenses, health cards) and overseeing consumer protection) to streamline fine collection efforts against drivers.
- Additional tools for fine collection include the Association of Municipalities of Ontario (AMO), the Ministry of Finance, tax and revenue associations, MCMA, and Ontario Regulation 945.
- Lack of integration limits the ability to collect fines → information is not shared between ICON, LCS and ARIS and there is variation in the internal collection forms used.
- Clear messaging for payment of fines, and improvement to ServiceOntario messaging is needed along with the court being notified of changes in the defendant’s information.
- **Digital Modernization**
 - Supporting the foundational work for POA Digital Modernization in alignment with policy review. This would start by defining what modernization in the POA system looks like with a focus on digitalization and sustainability.
 - There is a need to understand the approach of what works best to align POA and APS.
 - More consistency and sustainability are required as APS is implemented in different way across the province. APS is shaped by the municipalities. The target date for identifying pathways for testing and refinement in APS is Fall 026.
- **Online Trial Requests**
 - Implementing improvements to better the experience of the residents of Ontario and streamline POA administration with quick wins such as requesting trials online.
- **French Language Services**
 - Provision of equitable access to just services in French. This can be accomplished through improving the defendants’ access to FLS by means of training staff and updating signs and forms.
 - The goal of the *French Language Services Act* is to ensure French services are available and accessible to all who require them. Support for FLS in court requires \$84,000.00 per year. In 2025, over 200,000 defendants benefited from the provision of FLS.
 - MAG is looking to strengthen legal representation in French.
- **POA Website and Forms**
 - Better support for the administration of POA courts by improving the POA Information Services website and reviewing existing forms.
 - POA website changes to be based on municipal court feedback.
 - Goals are to enhance the search function and provide a cleaner user experience making searches for information, forms, and manuals easier.
 - Review of existing forms will ensure forms are current and accessible, with outdated forms removed. Updates to be provided.

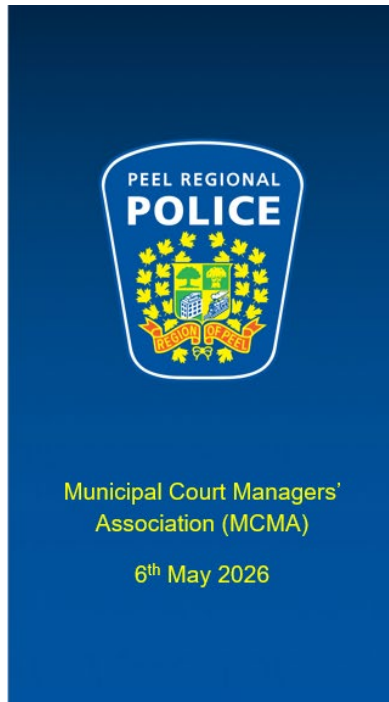
- ***Discussions, Questions, and Answers***
 - Ontario Courts Public Portal (OCPD)
 - This is part of the modernization work and should be a good fit for POA. The requirements are being worked out.
 - Updates to On-line Services
 - Name field changes for ER and Trial requests should be considered as complex programming changes are required prior to phase 2 implementation.
 - French for ER on ICON 2.2
 - When will this be completed?
 - This is in the process of being updated.
 - AMPS Timeline Policy Review
 - What does the scope of this review look like? How does this impact the POA Case Management system?
 - Phase 1 review will lead to re-engagement once a clear path has been determined so that technology can follow policy.
 - OCJ Priorities
 - Key technology changes will assist.
 - APS means the more serious charges will stay in court. Adoption would be a council decision with the cost borne by the municipalities.
 - An overhaul of the MOU to reflect current needs would also address financial sustainability.
 - Timeline for ER
 - The Ombudsman Bill went through the legislature in the spring.
 - Looking for a legal vehicle appropriate for ER and hoping for fall implementation of the legal amendments as the municipalities will need time to operationalize.
 - On-line Services – emailing NOT
 - There is currently a field on the system asking for electronic ER notification. This should be the same for a trial.
 - The defendant is unable to open the attachment → the defendant gives permission for the attachment to be sent by email. The wording needs to be amended so that NOT can be sent by mail. Suggestion to include wording about checking spam inbox and including updates to any changes in defendant information.
 - Can trial option be changed? The system will reject this as a request has already been made.
 - Having only the agent's email address is causing issues with Collections with CAMS. Can MAG look into making space for a second address available?
 - Form 8 – provision of address for service → can the defendant submit a request for service to be via email. Teresa Maslach to look at this.
 - Can request for an interpreter be part of the on-line service?
 - Over payments applied to other files
 - What is the definition of an over payment? MAG is reviewing a specific definition for over payment.
 - Will an on-line trial request look the same as a NIA? The components for both are the same.

Court Security in Provincial Offences Courts

Staff Sergeant Aamer Merchant, -- Peel Regional Police

Staff Sergeant Ryan Middleton – Peel Regional Police

Sergeant Dave Colp – Peel Regional Police



Court Security in Provincial Offences Court



Court Security Plan

The Community Safety and Policing Act:

Part XV - Court Security:

243 (1) A police service board that has policing responsibility for an area has the following responsibilities with respect to premises where court proceedings are conducted:

- 1. Ensuring the security of judges and other judicial officers and of persons taking part in or attending proceedings.*
- 2. During the hours when judges, other judicial officers and members of the public are normally present, ensuring the security of the premises.*
- 3. Ensuring the secure custody of persons in custody who are on or about the premises, including persons taken into custody at proceedings.*
- 4. Determining appropriate levels of security for the purposes of paragraphs 1, 2 and 3 in accordance with the regulations, if any.*

- CSP - Reviewed and updated annually
- Next review/update – October 2026

Notes:

- Complement of 15-armed uniform officer – 12 deployed to the Davis Drive courthouse → 1 officer per courtroom; 1 deployed to Small Claims Court
- There are 90 Special Constables responsible for transporting detainees and assisting with court security.
- Court officers work in conjunction with the Fire Safety Plan in their assigned building.



5 Ray Lawson Blvd, Brampton

- Open from 0800 – 1700
- 1 Court Security officer – PRP armed
- 1 Case management officer – PRP armed
- 1 Special Constable – Case Management – PRP Unarmed
- Duress alarms in all court rooms and administrative offices
- Officers monitor duress alarms, cameras and other calls for services
- Primary responsibility is security of court rooms, judiciary and the public
- Holding facility available if needed
- Underground parking available for Judiciary

3



950 Burnhamthorpe Rd, Mississauga

- Open from 0800 – 1700
- 1 Court Security officer – PRP armed
- 1 Case management officer – PRP armed
- 1 Special Constable – Case Management – PRP Unarmed
- Duress alarms in all court rooms and administrative offices
- Officers monitor duress alarms, cameras and other calls for services
- Primary responsibility is security of court rooms, judiciary and the public
- Holding facility available if needed
- Ground level parking only

4



Equipment Repair & Maintenance

5 Ray Lawson Blvd, Brampton

City of Brampton

950 Burnhamthorpe Rd, Mississauga

City of Mississauga

Notes:

- Maintenance of equipment is the responsibility of the respective municipality.
- Wanding station(s) must meet established minimum requirements with the municipality responsible for the initial installation and the Province responsible for maintenance.



Police Requests

Emergencies

- Duress Button
- 911
- 905-453-3311 Ext 8680 – Security Control office

Routine or Security Requests

Brampton

- Cst. Lisa Castronaro
 - 905-453-3311 Ext 8640
 - 2548@peelpolice.ca

Mississauga

- Cst. Bharat Kumar
 - 905-453-3311 Ext 8650
 - 3207@peelpolice.ca

Notes:

- Each court facility must have an armed officer available.
- Regular audits are ongoing to identify deficits and implement improvements.
- Security for virtual proceedings is handled by the OPP – Justice Sector Security Officer Group.

Discussion:

- Durham: Internal and external CCTV records maintained for 30 days. Request has been forward for 90 days retention.
- Muskoka: Security must be reflective of each area, and the totality of the situation needs to be examined. Court staff are frequently relied upon to identify security issues.

Best Practices Learned During the Cyber Security Incident at the City of Hamilton

Cindy Mercanti – Director of Customer Service, POA and Financial Integrations

On February 25, 2024, the City of Hamilton was hit by a sophisticated ransomware attack in which approximately 80% of the municipal network was disabled. The incident was reported to MAG and the RSJP. Brainstorming and effective communication were to be key in order to keep disruption to a minimum. An Emergency Operations Centre (EOC) was established. The initial job of Corporate IT was to take an inventory of what was working and what was not. In the initial meeting with the LAJP, it was determined courts would not be disrupted as ICON was not affected; however, there was no telephone or pin pad service for accepting payments. In meetings with Prosecutions, hot spots were identified and used to get the courtrooms up and keep with running. Card readers and the magnetic locks were not impacted so security was not compromised and there was no disruption to the counters. Business continuity plans for each division played a vital role in keeping the City operational.

Court Administration pivoted to manual processes. Hamilton Police Service continued to file tickets. Dockets uploaded to Liberty were not available, so dockets were processed manually using the ISDLS screen, notices were generated manually using RICO 4015 reports, and enforcement lists were created from ICON. Court Administration was unable to update dockets, so the enforcement was written on the dockets to be verified once the systems came back on-line. Re-openings and Extensions also shifted back to manual processes. Early Resolution and Trials were scheduled. Notices and ER requests were printed by hardwiring laptops to the printers and photocopying so that physical copies could be provided to Prosecutions.

Liberty, ICON, and the internet were not affected which meant Court Support remained functional. Continuity was the primary concern with a secure website required as all courts became hybrid with the judiciary working from hot-spot hubs. Liberty court recordings were saved to USB and then loaded onto a separate laptop. Defendants were not given access to hot spots as there was no way to determine the security of their cell phones. Staff reverted to manual processes for exhibits, motions, and trial materials.

Communication was key. Early morning meetings with senior staff were the norm for the first three weeks post-attack. In addition, regular meetings were held with staff to incorporate their ideas and provide updates. CAMS had to be made current, and workarounds put in place where required so that revenue streams were not interrupted.

Communication to the public was extremely important. Media releases every several days and Call Centre script updates kept the public informed with what they needed to know – that business was continuing, City programs would not be disrupted, and there were no safety issues.

The cyber security incident lasted for approximately six months. As a result of this incident, Court Services learned the following:

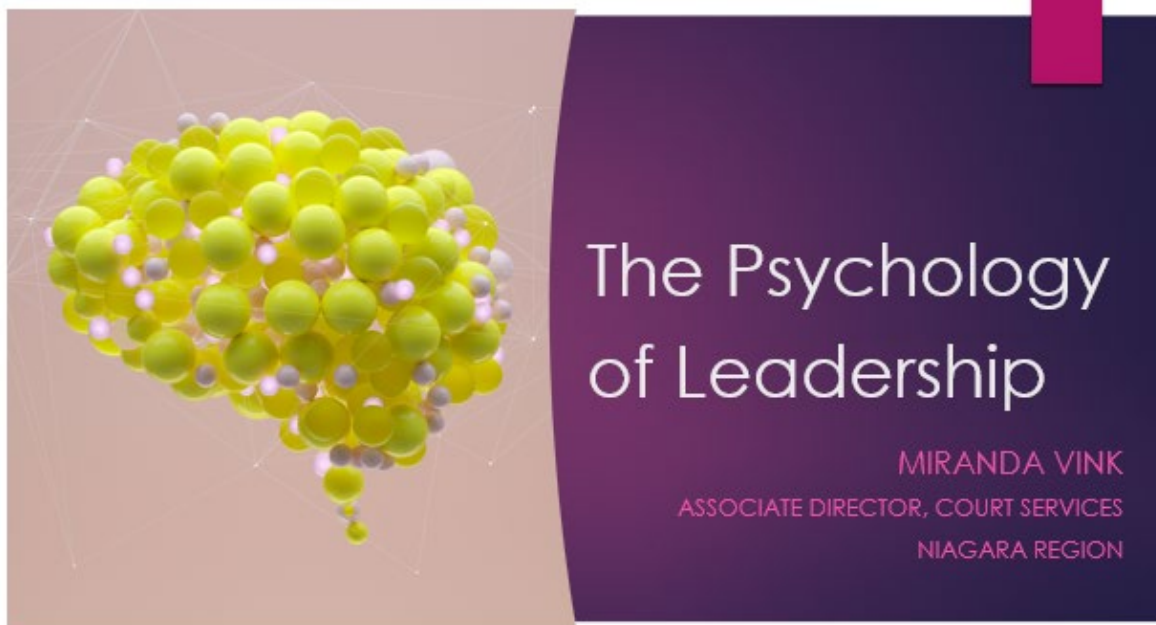
- we came together and worked well under pressure
- communication was key

- our business continuity plan worked well while pointing out the need for contingency plans
- municipal divisions cannot work in a silo
- an enhanced appreciation for cyber security awareness
- the advantages of cloud-based platforms for retaining information
- the need to be available and to help out
- formulating policies and procedures for mitigation.

The Psychology of Leadership

Miranda Vink

Associate Director of Court Services for the Niagara Region. Alongside her regional duties, Miranda serves on the Board of Directors as an Administrator for the Kristen French Child Advocacy Centre Niagara.



Agenda

Motivation Theories

- Maslow's Hierarchy & Herzberg's Two-Factor Theory

Leader-Member Dynamics

- Leader-Member Exchange (LMX) & Self-Determination Theory (SDT)

Psychological Safety & Culture

- Fostering innovation and trust in teams.

Notes:

- The purpose of today's session is to provide tools.
- *Leadership transcends job title.*
- Each theory will be explored through its core principles, workplace, relevance, and actionability.

Why Psychology Matters in Leadership



Leadership is fundamentally about people



People are driven by thoughts, emotions, needs & motivations



Improved communication, trust & relationships, engagement & motivation, as well as team culture & performance

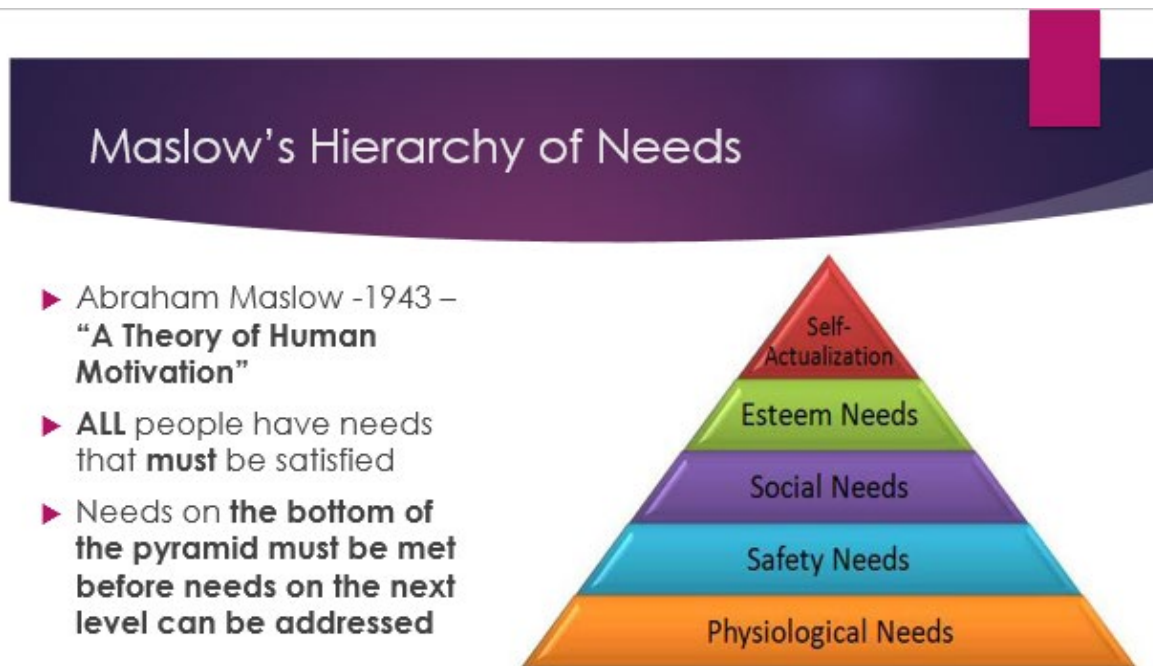


Better psychology → better leadership

Leadership is not just strategic — it's deeply human.

Notes:

- There is one very important truth: **Leadership is psychology.**
- Leadership is about people.
- Everyone comes with:
 - emotions
 - needs
 - motivations
 - stress responses
 - personalities
 - triggers
 - and patterns of behaviour
- Effective leaders understand how people think, what they need, what drives them / what shuts them down.
- **Psychology helps us understand why teams thrive – or stall.**
- **Psychology also helps us understand ourselves.**
- **Leadership is not about managing tasks – it's about leading humans.**
- Leadership isn't just operational – it is psychological – people don't respond to tasks, they respond to emotion, clarity, fairness, and connection.



Notes:

- People come to the workplace with human needs.
- Unmet needs affect communication, focus, and performance – unmet needs drive behaviour.
- Humans are motivated in layers and explains the prioritization of survival and security before personal growth or achievement.
- The core lesson is when lower needs are not met, the higher ones become impossible to focus on.

Workplace & Leadership Interpretation

- ▶ Physiological → tools, workload, rest
- ▶ Safety → job security, fairness, trust
- ▶ Belonging → inclusion, connection
- ▶ Esteem → recognition, autonomy
- ▶ Self-Actualization → growth, purpose, mastery

Notes:

- The needs outlined in Maslow's Hierarchy look different in the workplace.
- Employees shift between different levels depending on stress, change, and uncertainty.
- Understanding *which need is actually driving* a behaviour, means better decisions are made and responses are more empathetic and effective.

Leadership Application

- ▶ Physiological & Safety: stability, structure, workload balance
- ▶ Belonging: culture, team rituals, connection
- ▶ Esteem: recognition, autonomy, trust
- ▶ Self-Actualization: mastery, growth, purpose

Notes:

- People cannot climb higher unless the base is solid.

- Leaders must meet needs before motivating.

Two-Factor Theory Overview

Motivators

Achievement
Growth
Meaning

Hygiene Factors

Pay
Policies
Working Conditions

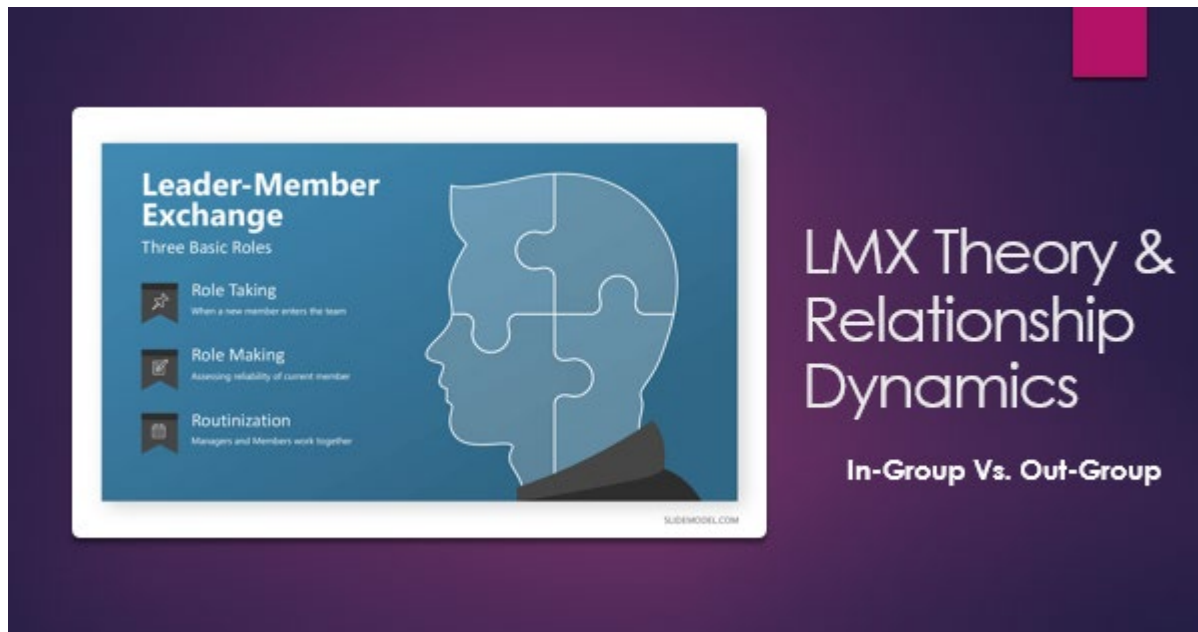


Notes:

- Motivators create job satisfaction, meaning, and engagement.
- Hygiene factors prevent dissatisfaction, but do not increase motivation.
- True engagement comes from adding motivators that provide purpose and recognition.

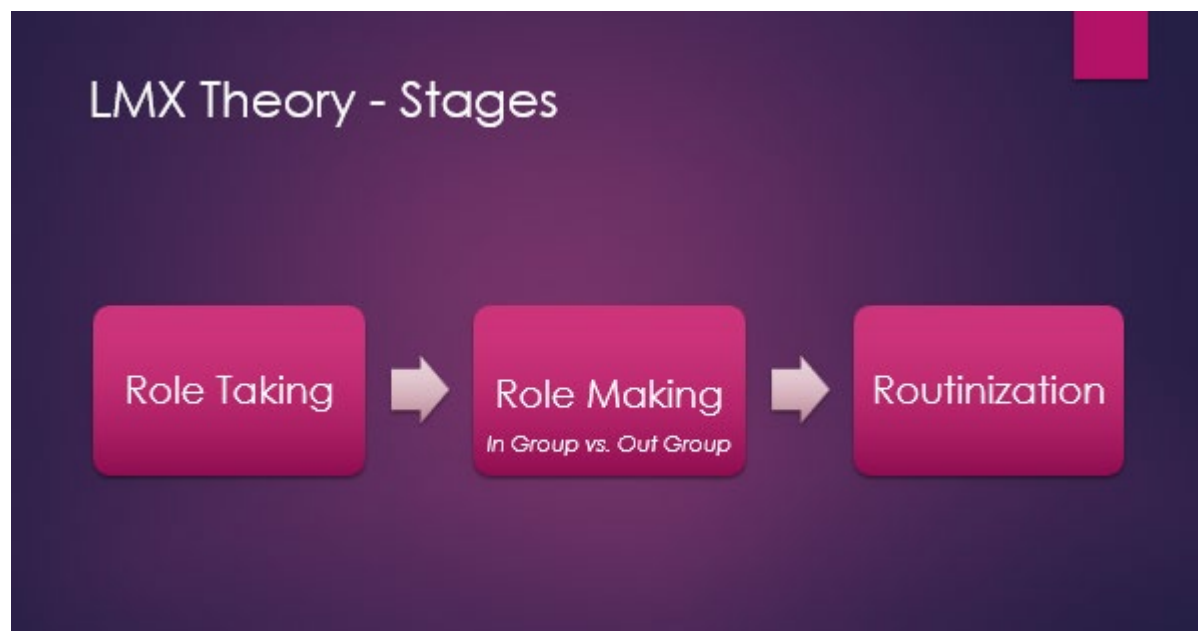
Leadership Application

- ▶ Strengthen Motivators → Recognition, Growth, Challenge
- ▶ Improve Hygiene → Fairness, Clear Policy
- ▶ Separate "Inspire" vs "Prevent Burnout"
- ▶ Manage both with intention



Notes:

- Leader-Member Exchange Theory (also known as LMX) first emerged in the 1970s and was formalized by George Graen in 1995.
- Focus is on the relationship that develops between leaders and members of their teams.
- All relationships between leaders and subordinates proceed through the stages of role-taking, role-making, and routinization.



Notes:

Stage 1 – Role-Taking

- This occurs when team members first join the group. It provides leaders with the time to assess the new members' skills and abilities.

Stage 2 – Role-Making

- New team members begin to work on projects and tasks as part of the team.
- Leaders generally expect the new team members to work hard, be loyal, and prove trustworthy as they become familiar with their new role.
- New team members are subconsciously sorted into one of two groups.

The In-Group:

Members are loyal, trustworthy, and skilled.

Leader trusts these employees the most.

This group receives most of the leader's attention, is provided challenging and interesting work, and is offered opportunities for additional training and advancement.

The Out-Group:

Members who have betrayed the trust of the leader.

Are perceived to be unmotivated or incompetent.

Work is often restricted, "task-based", and unchallenging. It is more "task-based".

This group has less access to the leader and does not receive opportunities for growth or advancement.

Stage 3 – Routinization

- Routines between leaders and team members become established.
- In-Group members work hard, show trust, respect, empathy, patience, and persistence to maintain the good opinion of their leader.
- Out-Group members start to dislike or distrust their leaders.



Notes:

- Leader-Member Exchange is not about who is ‘liked’.
- LMX is about patterns of trust, consistency, and communication that leaders *build or fail to build* with each team member.
- Leaders have the ability to shift dynamics.



Leadership Application

Identify Out-Group

Offer development & trust

Encourage inclusion

Build consistency

Notes:

- LMX is about giving everyone equal access to the leader’s *best individual self*.
- Leadership equity means some individuals need more support, others need more freedom, but everyone deserves the leader’s respect and time.

Self Determination Theory

People thrive when 3 needs are met:



Autonomy – Ownership & Decision Making



Competence – Mastery & Skill Growth



Relatedness – Belonging & Connection

Everything we do as leaders either supports or erodes these needs

Notes:

- Self-Determination Theory (SDT) helps explain why people thrive or why they disengage.
- SDT provides three core psychological needs that, when supported, dramatically increase motivation, accountability, and job satisfaction.
- Edward Deci and Richard Ryan found that intrinsic motivation requires three psychological nutrients:
 1. **Autonomy** – the need for choice and ownership. Individuals want influence over *how* they work. Micromanagement kills creativity. Trust fuels commitment.
 2. **Competence** – the need to feel capable and growing. When individuals receive feedback, support, and skill development, motivation rises. When growth stops, energy declines.
 3. **Relatedness** – the need for connection and belonging. Individuals need to feel part of a team and purpose.

Leadership Application

- ▶ Provide Context, not control
- ▶ Coach in real time
- ▶ Recognize growth
- ▶ Celebrate all wins, big and small
- ▶ Foster Connection
- ▶ Make sure everyone understands the IMPACT & PURPOSE

Empowered people don't need to be pushed — they need to be trusted.

Notes:

- Effective application of SDT needs leaders to anchor themselves in the three needs:
 - Individuals need to feel capable and set up for success.
 - Individuals need a sense of control and choice in how they work.
 - Individuals need connection, belonging, and trust.

High-Performing Teams Make Mistakes

Fear shuts down communication



Safety opens it up

Notes:

- Psychological safety allows employees to speak up.

- It fosters inclusion, creativity, and collaboration, leading to higher engagement and performance.



Notes:

-To build psychological safety, leaders should normalize learning, encourage questions, and demonstrate empathy.



Notes:

- Employees produce better results when they feel empowered to bring their best.
- Engagement, confidence, innovation, and communication changes when leaders shift from “How do I get better results?” to “How do I support people better?”

When leaders shift from “How do I get better results?” to “How do I support my people better?” everything changes – engagement changes, confidence changes, innovation changes, communication changes. The results are the byproduct – not the starting point and that is the heart of psychological leadership. When the focus is on people first, results always follow.

Leadership too often gets painted as authority, decision-making, or control, when it is actually about care. In the workplace, care is clearing roadblocks, protecting time for meaningful work, advocating for fair resources, and showing up when people need context or support. It is small, consistent choices that add up. When people are cared for first, engagement rises, trust deepens, mistakes become learning moments, and performance improves.

To come full circle meeting needs (Maslow), creating motivators (Herzberg), building strong exchanges (LMX), fueling intrinsic drive (SDT), and creating psychological safety are ways of taking care of people so they can show up fully and thrive in the conditions where performance is possible.

Reflection is where leadership deepens. Leadership only improves when we notice our patterns – and choose to create a different one. That is how real leadership growth happens – one intentional choice at a time.

Leadership is not about perfection – it is about present.

Be intentional. Be curious. Be kind.

AI Powered Phone Agent

Chris Carpenter – Manager of Provincial Offences, City of Windsor

James Whitaker – Owner of White Acre

Rakesh Naidu – CEO of YQG Technologies



Court Administration Management System

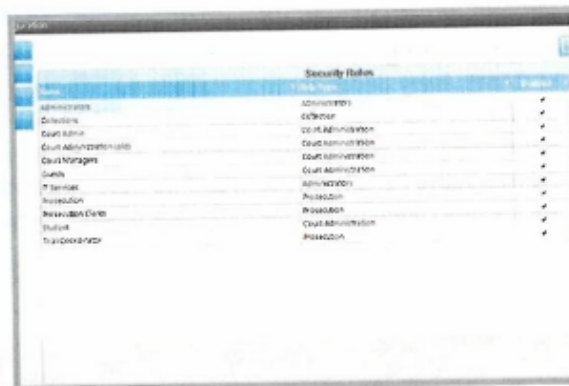
version 4.0

The next generation of court management software for Ontario Provincial Courts.

After many years of continuous development and improvement to the third generation of CAMS (3.24), we at White Acre are introducing the next step in CAMS evolution. This year we will begin the roll-out of CAMS 4.0 for Ontario Provincial Offences courts. After more than two and a half years of continuous development, this new version represents a ground-up reinvention of CAMS. This project has been an opportunity to revisit every aspect of the system. Structural and technical limitations in previous generations of CAMS have been addressed and new features have been introduced; making this new version even more flexible and capable.

Using the latest Microsoft application development platform (.NET 8), every line of program code, form and report that make up CAMS is new. A more modern and fresher user interface, features new controls and features to improve the user experience. Updated coding techniques with more efficient and multi-threaded processing, along with the updated Microsoft platform, has improved over-all system performance; making the system more responsive and more capable with large case volumes.

- Refreshed user interface design, yet familiar for existing CAMS users
- Improved Performance through an updated platform and multi-threaded design
- Flattened menu structure for simplified, more intuitive navigation
- Enhanced batch processing options
- More configuration flexibility for business process triggers/management, document & e-mail template handling and file attachments



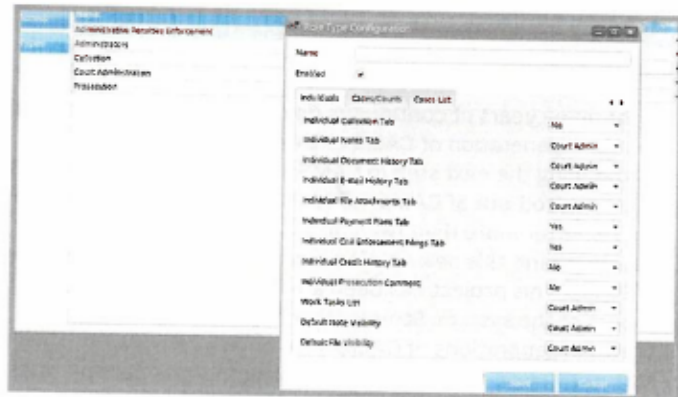
Improved Performance. More Responsive. More Capable.

CAMS Version 4.0

The next generation of court management software for Ontario Provincial Courts.

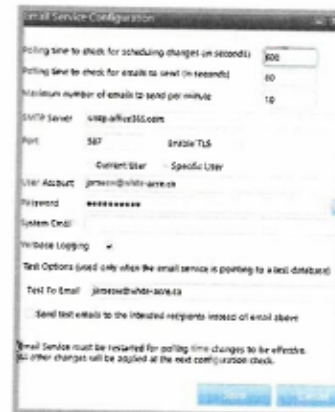
Roll Based Security – Highly detailed control over the visibility of components, form elements and information, provides the ability to tightly control user access to the system, based on only the aspects required by their role in the organization.

Centralized Email Processing – All email transmission has been centralized to a single process and point of access to the email server. The control over, and transmission of email, is now more tightly managed in a way that avoids elevated client computer/user access to the email server.



External file attachment storage – The database structure has been changed to leverage the "FILESTREAM" feature in SQL Server, for more efficient storage and recall of binary files (case/offender file attachments). Additionally, a newly developed "BulkFileStor" system will accompany CAMS 4, as an optional replacement for storing binary files within the SQL Server database. The "BulkFileStor" system is a web-service, based on the .NET Minimal API technology, that can store all the file data in a protected and secure file storage location; that can be located anywhere in your data center.

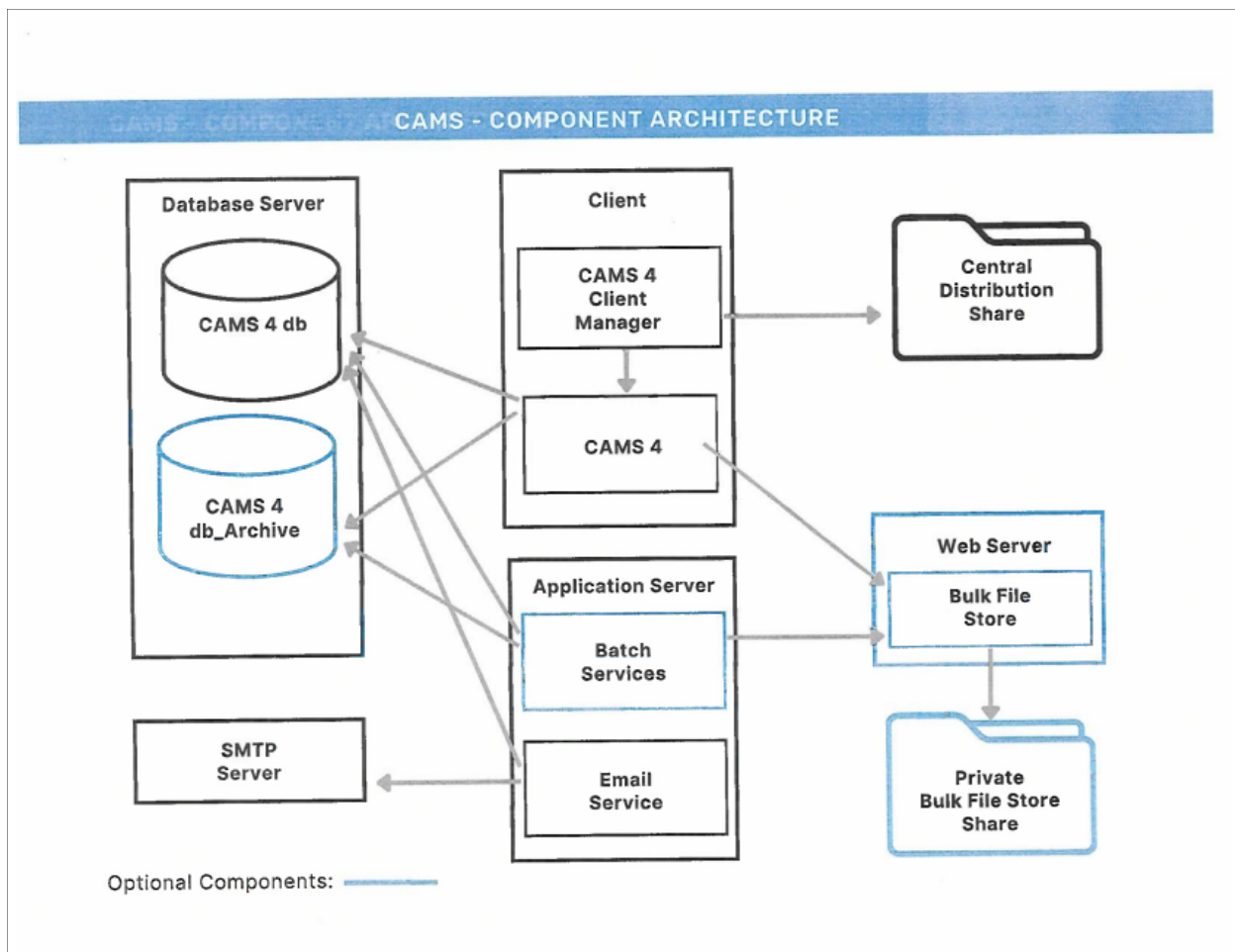
A framework for new features – With a lengthy list of feature ideas and opportunities for innovation, the new structure and platform for CAMS will form the basis and foundation for future enhancement. Specific design and structural decisions have been made with an eye towards the continuous evolution of the system.



With the coming release of CAMS 4.0; we do not see this as simply a replacement of the current generation of CAMS. Every design decision made in the redevelopment for version 4 has been made with an eye towards the future. The design framework has been laid, within this new system, to support the many features and functionality we envision for the future. We have already made a commitment to the expansion of CAMS for Administrative Penalty offences; and we have unending feature ideas and innovations to be made. As always, we are fully committed to the long-term support, expansion and enhancement of CAMS.

Notes:

- There are multiple advantages to this system:
 - (i) handling high-volume, repetitive inquiries
 - (ii) businesses with fixed hours can have 24/7 coverage with AI
 - (iii) modernization without changing hiring practices
 - (iv) calls can be recorded and transcribed
- The municipality is responsible for creating their own knowledge base.
- The system is compliant with ISO requirements, and all information resides within Canada.
- Every call is tracked and a transcript is provided.
- If the system is not confident with a question, the call is transferred to a live agent, but only within business hours.
- Retention for recordings depends on the user municipality.



Notes:

- The system can be integrated with CAMS.
- Once integrated, calls can be searched by ticket number, name of caller, and/or information maintained on the CAMS database.
- MAG is aware of this system and the current demand.
- There are no call volume limitations. The system is capable of handling multiple calls.
- The system's knowledge base can be changed to increase the number of calls handled.
- The system has the capacity to capture specific questions asked and answered by AI as the system is knowledge base specific.
- Determination of confidence for an answer → once the threshold in the knowledge base is met, information is extracted and the question is answered.
- If the caller's request is beyond the knowledge base, AI will transfer the call; however, the caller can ask for escalation at any time.
- In the event of a language barrier, AI will transfer the caller to a live agent.
- To date, the system has been well received by staff and has been seen as preventing gaps in staff's skill set.

Forms Committee Update

Kristina Bhansingh – Manager (Acting), Business Planning, Research, and Intelligence,
City of Toronto

STATUS / ACTIVITIES

- Liaise with MAG to address and propose any changes to regulated POA Forms.
- Vendor contract management for ticket books, forms, and Notice of Fine and Due Date (NFDD).
- The Committee meets three times per year or as needed.

PROPOSED CHANGES

- Update French Trial / ER Notices to include remote appearance information.

NOTICE OF FINE AND DUE DATE

- Contract in place with DATA Communications Management Corp until December 31, 2030.
- Five (5) year contract began on January 1, 2026.
- Contract is managed by York Region.

TICKET BOOKS AND FORMS

- Contract in place with DATA Communications Management Corp until December 31, 2026.
- Exercising year three (3) of the three-year extension.
- Contract is managed by the City of Toronto, and a new RFP will be released in June of 2026.

MEMBERSHIP

TORONTO

- Kristina Bhansingh (Chair)
- Paul Henderson

EAST

- Lisa Scott, Ottawa

CENTRAL WEST

- Tanya Vout, Niagara Region

NORTHEAST/NORTHWEST

- Heather Lajeunesse, Kenora

WEST

- Patti McCauley, Region of Waterloo
- Christine Jackson, Chatham-Kent

CENTRAL EAST

- Jeremy Smith, Durham Region
- Leena Lehtola, York Region
- Stephen Dimanno, Kawartha Lakes

Peer Recognition Awards

Leadership

Carmela Radice – Mississauga

Innovation

Jeremy Smith – Durham

Commitment to the Organization

Amy Rocha – Guelph

Group Photo

