



The Corporation of the Town of Milton

Report To: Council

From: Meaghen Reid, Director, Legislative & Legal Services/Town Clerk

Date: June 22, 2026

Report No: CORS-015-26

Subject: Enforcement Staffing and Service Review

Recommendation: THAT the funding for the estimated cost in 2026 of the new staffing resources identified above be provided from the Tax Stabilization reserve with a transfer of \$131,264;

THAT the Head of Council be requested to consider the inclusion of the additional staffing resources that are identified to start in 2027, as well as the related vehicle, as part of the development and presentation of the 2027 Budget and Business Plan;

THAT the staffing resources identified to start in 2026: 3 Part Time Community Compliance Officers, 1 Animal Services Officer (2 year contract) and 1 conversion of a full-time Supervisor, Licensing and Enforcement Administration be approved.

EXECUTIVE SUMMARY

- At its December 1, 2026 meeting, Council directed staff to report back on current enforcement staffing levels, service volumes, resource options, related operational impacts, potential funding sources, and associated metrics or outcomes.
- Council also asked staff to outline what would be required to introduce Sunday Municipal Licensing and Enforcement service in 2026 at a level comparable to Saturdays, including an implementation approach and funding options for both the initial rollout and ongoing costs.
- The review found that current staff resources are not sufficient to reliably meet existing service demands so the recommendations included in this report reflect closing that gap while also supporting timely response, proactive enforcement and weekend coverage.
- As a result of this review, staff recommend a phased approach for investments in enforcement services staffing:
 - Short term - To address the gaps in meeting current service levels and expand weekend service in 2026, staff recommend adding a minimum of: 3 part-time Community Compliance Officers, 1 Animal Service Officer (2-year contract)

EXECUTIVE SUMMARY

and the permanent full-time contract conversion of the Supervisor, Licensing and Enforcement Administration position.

- Medium term - To build broader service capacity in 2027, staff recommend adding a minimum of: 3 full-time Community Compliance Officers and 1 additional full-time Supervisor. These positions would be in addition to the ones approved in 2026.
- The resources have been presented based on a review of 2023-2025 data and suggested as two packages in order to achieve the desired result. Additions to resources a la carte will not achieve the intended outcome.
- Together, these changes are intended to improve weekend and after-hours coverage, strengthen supervision, reduce operational challenges, improve response times and customer service, and create capacity for more proactive enforcement.
- The cost of the new positions and vehicle as outlined above amounts to \$876,829 per year once fully annualized, and represent a pressure on the property tax rate that is equivalent to approximately 0.7 %.

REPORT

Background

At the Council meeting on December 1, 2026, staff were directed to report back to Council with the following information:

1) Council Direction #1:

- A summary of existing staffing levels, volumes over a 3-year period;
- The amount of resources that would be provided for at various levels of additional investment (full time vs. part time) and options on how those resources could be used during week;
- Implications for fleet, supervisory or other support services;
- Funding opportunities, including fine and penalty revenue, to help mitigate the potential impact on the Town's tax levy;
- Any potential metrics or outcomes that may be associated with the various levels of investment.

2) Council Direction #2:

- Requirements to implement Municipal Licensing and Enforcement services on Sunday at a comparable level of service as is currently provided on Saturdays (i.e. part time officer coverage from 7:00 am to 7:00 pm)
- Potential implementation plan that would see the service expansion to Sunday implemented in 2026

Background

- Potential funding sources for the initial introduction of the service, including any potential program revenue as well as the potential use of 2025 Operating Budget surplus until such time that the cost can be reflected in a future budget process.

Discussion

The purpose of this report is to present the findings of the review of enforcement staffing and service delivery and to identify staffing adjustments that would better align current resources with service demand.

The Town's enforcement services include managing a broad and growing range of responsibilities with limited staffing resources. Current pressures include: service demand across multiple enforcement areas, recurring vacancies, limited weekend coverage and increasing expectations for timely response and updates, as well as visible service presence in the community.

The enforcement team is responsible for a broad service portfolio that includes community standards, noise, zoning, road fouling, snow and ice, property standards, parking matters and animal services, in addition to related administrative and corporate support work. The range of responsibilities requires staff to balance complaint-based enforcement, patrols, inspections, file management and response to time-sensitive matters throughout the week. Current staffing arrangements provide limited weekend and after-hours coverage and do not mirror weekday service availability. This limits the Town's ability to respond consistently to recurring weekend concerns and creates service pressure in areas where demand continues outside standard business hours. These limitations are particularly evident with noise concerns and animal services, where the current complement provides limited flexibility when absences occur.

Recurring vacancies have further reduced service capacity. Over the past three years, the team has experienced 2 vacancies annually, and recruitment takes approximately 10 to 12 weeks. During these periods, approved staffing levels have not been able to meet full-service capacity, resulting in longer response times, reduced proactive work and increased reliance on overtime to support weekend, seasonal and special event demands.

Analysis

From 2023 to 2025, the Town's core enforcement staffing complement remained generally stable at 1 Manager, 1 permanent Supervisor, 7.5 Municipal Law Enforcement Officer (MLEO) positions and 2 Animal Services Officer positions, with 1 contract supervisory support role added in 2025. This model supports a broad service portfolio and a wide span of supervisory responsibility.

Discussion

Peer comparator information indicates that Milton has fewer officer resources relative to population than nearby Halton municipalities. While service models vary, the comparison suggests that the Town is operating with a lean staffing complement relative to the volume and range of service expectations currently in place.

A workload review based on 2025 service data indicates that current demand requires additional positions to deliver existing service levels more reliably. The analysis considered active enforcement work, travel time, administration, time away from work and expected vacancy impacts. The findings indicate that existing service levels cannot be maintained with the current staffing complement.

Service Impacts

Service pressures are reflected in both direct feedback and escalated inquiries. Members of Council reported recurring concerns from residents about response times, limited file updates, weekend service gaps and a desire for greater visible enforcement presence. These concerns are consistent with the constraints of the current service model.

The 2023 Citizen Engagement Survey identified enforcement services as a secondary area for improvement. In addition, management continues to respond to a significant number of escalated inquiries received through Members of Council. These inquiries most often relate to file status, response times and dissatisfaction with current service levels.

Recommendations

It is recommended that a phased staffing approach is warranted to address the pressures discussed in this report. The resources have been presented based on a review of 2023-2025 data and suggested as two packages in order to achieve the desired result. Additions to resources a la carte will not achieve the intended outcome.

Short-Term (Starting in 2026):

The following new positions are recommended as a short-term solution to assist with weekend service gaps:

1. **Three (3) Part-Time Community Compliance Officers (CCO) for weekend shift coverage (up to 24 hours per week each):**
 - Enforce noise, minor community standards, minor road fouling, business licensing, parking violations on weekends
 - Support community events with road closures
 - Monitor compliance of noise exemption permits and community events



Discussion

2. **One (1) FTE Animal Services Officer (2-year contract) to align with future service review of animal services**
 - i. Enhanced support for weekend and after-hours requests for service relating to animals
 - ii. Balance on-call requirements for Animal Services Officers
3. **One (1) FTE contract conversion of the Supervisor, Licensing & Enforcement Administration position:**
 - Support on-call, rotating supervision on weekends and after hours in a sustainable manner
 - Balance the supervision and staff coaching requirements in a sustainable manner

This short-term investment in enforcement team staffing is the minimum level staff recommend and will help achieve the following:

- Weekend resources to help with enforcement of: noise, minor community standards, minor road fouling, business licensing, parking violations and domestic animals/wildlife
- Weekend communication with community events with road closures, as necessary
- Weekend monitoring of noise exemption and business licensing permits and community events

While this would provide improved service coverage during the weekends and after-hours, this short-term solution would not result in immediate enforcement response for all items on weekends. Service requests would be triaged with life safety matters having response priority and response coverage would not include on-demand parking enforcement for all matters or on-site enforcement support for special events.

Medium Term (Starting in 2027):

In addition to the annualization of the positions outlined above, the following new positions are recommended as a medium-term solution to enhance capacity within the enforcement team:

1. **Three (3) Full-Time Community Compliance Officers (CCO)**
 - Enforce minor issues that are less complex, not working with other service areas

Discussion

2. One (1) Full-Time Supervisor

- Provide required supervisory support to enforcement team
- Support on-going training and quality assurance
- Provide additional customer service support

This medium-term investment in enforcement team staffing will achieve:

- Enhanced response times
- Better customer service
- Improved proactive enforcement
- Reduction in escalated customer interactions with Members of Council and management about service response and service levels

Additions to the enforcement team staffing complement, implemented on a phased basis, would improve service reliability, strengthen operational capacity and better align enforcement service delivery with current community expectations.

The funding for the existing seasonal, summer student positions (4) could be redirected to help offset the costs of full-time community compliance officers and would support year-round enforcement efforts.



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Financial Impact

The financial impact of the recommendations in this report is reflected in the table below:

	FTE	2026 ²	2027 ²	2028 ²
Resources Proposed for 2026 Start Date				
3 Part Time Community Compliance Officers	1.8	\$83,552	\$185,015	\$185,015
1 Supervisor, Licensing and Enforcement Admin ¹	1	-	151,384	151,384
1 Animal Services Officer - 2 year contract	-	47,712	110,272	65,586
Subtotal	2.80	\$131,264	\$446,671	\$401,985
Resources Proposed for 2027 Start Date				
3 Community Compliance Officers	3	\$-	\$302,306	\$302,306
1 Supervisor, Licensing and Enforcement	1	-	177,836	177,836
Vehicle Cost		-	20,056	20,056
Summer Students	(1.33)	-	(70,041)	(70,041)
Subtotal	2.67	\$ -	\$430,157	\$430,157
Total Operating Impact	5.47	\$131,264	\$876,829	\$832,143

¹ Proposed conversion of existing contract to permanent in 2026; no financial impact until 2027 as position fully funded in 2026 budget.

² Staffing costs include salaries, benefits and other miscellaneous as training, clothing etc.

The approval of the resources identified with start dates in 2026 will require \$131,264 for the remainder of the year. This amount is recommended to be drawn from the Tax Stabilization reserve. Once fully annualized, the cost amounts to \$446,671, which will need to be reflected in future budget processes along with a funding source. As the additional Animal Services Officer will be retained via a fixed term contract, the Town may choose to fund the related cost from one-time sources until a determination of the long-term need for the role can be made.

The additional resources that are proposed to begin in 2027 will have an estimated annual operating cost of \$430,157. The approval for these roles, as well as the identification of the related funding source, can potentially occur through the 2027 Budget process. This net cost assumes that the approved budget for the existing summer students will be repurposed towards the proposed new positions.

With a potential annual cost of \$876,829, the potential pressure on the Town's property tax rate equates to approximately 0.7%. An incremental increase in enforcement related



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Financial Impact

revenue to the Town may be realized, however the additional costs presented are expected to be primarily funded from property taxes due to the related enforcement activity and services that are expected for the new roles.

An initial capital budget impact is also anticipated in 2027 in relation to the new vehicle that is identified. Staff will work through the validation process for that investment and the cost and funding sources can be considered for the year 2027.

Respectfully submitted,

Kristene Scott
Commissioner, Corporate Services

For questions, please contact:	Meaghen Reid, Director, Legislative and Legal Services/Town Clerk	Ext. 2132
	Mary Beth Mitchell, Manager, Licensing and Enforcement	Ext. 2133

Attachments

n/a

Approved by CAO
Andrew M. Siltala
Chief Administrative Officer

Recognition of Traditional Lands

The Town of Milton resides on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also recognize the traditional territory of the Huron-Wendat and Haudenosaunee people. The Town of Milton shares this land and the responsibility for the water, food and resources. We stand as allies with the First Nations as stewards of these lands.