



Tribunals Ontario
Tribunaux décisionnels Ontario

Tribunals Ontario 2023-24 Annual Report

(Disponible en français)

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June 30, 2024

Dear Attorney General Doug Downey:

Re: Tribunals Ontario 2023-24 Annual Report

On behalf of Tribunals Ontario, it is our pleasure to submit to you our 2023-2024 Annual Report.

This report reflects the activities of Tribunals Ontario for the fiscal year ending March 31, 2024, and presents a snapshot of our ongoing journey of innovation and modernization, along with key operational highlights across our constituent tribunals.

Tribunals Ontario remains dedicated to providing an administrative justice system that is modern and provides user-friendly services to the people of Ontario.

Over the past fiscal year, the vast majority of our tribunals met or exceeded all of their respective service targets. This includes the Social Benefits Tribunal and the Licence Appeal Tribunal, both of whom successfully eliminated their backlogs in 2023-2024. Our top priority, and our continuing focus, is maintaining this momentum and eliminating the backlogs at the Landlord and Tenant Board and Human Rights Tribunal of Ontario.

We look forward to continuing to work with you and your ministry in the coming year.

Yours sincerely,

Sean Weir, KC
Executive Chair
Tribunals Ontario

Harry Gousopoulos
Executive Director
Tribunals Ontario

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Executive Chair's Message

Tribunals Ontario continued its journey of modernization in 2023-2024. We focused on enhancing the efficiency and accessibility of the services we provide.

Most of our tribunals met or exceeded all of their respective service targets and most had no backlogs. Out of our 13 tribunals, four had backlogs in 2022-2023. We implemented numerous measures to address service delays and backlogs at these tribunals. Of the four tribunals with historical backlogs, we successfully eliminated backlogs for both the Licence Appeal Tribunal (LAT) and Social Benefits Tribunal (SBT) in 2023. In addition, the Landlord and Tenant Board (LTB) and Human Rights Tribunal of Ontario (HRTO) made good progress in reducing service delays.

This fiscal year Tribunals Ontario received much welcomed additional investments from the government to improve service standards and to continue to reduce active applications and decision timeframes at the LTB. The LTB has implemented a number of strategies to reduce backlogs, including streamlining processes, hiring additional staff and adjudicators, and providing adjudicators with additional training, and expects to make real progress in 2024. Had it not been for the extraordinary 31% increase in applications and an increase in the number of more complex applications, LTB would have seen a decrease in the active case count this past year. HRTO has also implemented new measures and is resolving more cases than it gets each month. The HRTO has reduced its case count by 11% from its peak in February 2023 and 2023 is the first year since 2013 that the HRTO has reduced its case count.

Over the past four years, we have been on a path of continuous modernization, innovation, and non-stop change. In 2020, we pivoted all of our operations from primarily paper-based systems to become a fully digital organization while facing the unprecedented challenges of the pandemic. In so doing, we adapted and transformed many of our core services and procedures. Since then, we have continued to modernize and build on our digital-first strategy to provide the variety of convenient and accessible digital options and services that Ontarians have come to expect. Having held more than 240,000 virtual hearings, Tribunals Ontario is a leader in this modern and expanding service.

As a result of government investments and sustained recruitment efforts, we have increased the number of adjudicators. Getting to a full complement has been one of my top priorities since I joined Tribunals Ontario in 2020. Considerable progress continues to be made on adjudicator recruitment, with our adjudicator complement growing from 206 in 2020 to 413 today.

In May 2023, the Ontario Ombudsman's Office released its investigative report about service delays and challenges at LTB. At Tribunals Ontario, we take this report and recommendations very seriously. Over the 2023-2024 fiscal year, we have fully addressed many (by our count 79%) of the Ombudsman's recommendations and are continuing to work diligently to address the remaining ones.

With the momentum achieved this past fiscal year, our path forward is clear. As we continue on this journey, we remain steadfast in our commitment to modernization and determination to be recognized as having the best adjudicative tribunals in North America.

Sincerely,

Sean Weir, KC
Executive Chair

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Executive Director's Message

Over the past fiscal year, we have continued to modernize and enhance the digital services we provide our tribunal users.

A big part of our digital modernization has been the implementation of the Tribunals Ontario Portal, our new case management system at the L.T.B. Since launching the system, we have been making ongoing updates and enhancements to the portal features, functionality and processes based on feedback received from users and stakeholders, and it's producing results. The system is helping improve our efficiency as a tribunal and making it easier for users to engage with us. In particular, self-scheduling for L1 and L9 applications has been a success and the take-up by users impressive. As of March 31, 2024, around 33,000 files have been self-scheduled since launching the tool in February 2023.

Another key aspect of our digital-first strategy has been providing users with the supports they need to fully access and participate in tribunals' processes. To this end, we developed additional supportive resources to improve user digital literacy. In 2023, we created two new video guides to help L.T.B. users better understand what to expect when they attend a virtual proceeding through Zoom. In addition, we launched a new technical support line at the L.T.B. for troubleshooting technical issues in case users face them on the day of their hearing.

In late 2023, we modernized the Tribunals Ontario Contact Centre to provide a new easier-to-understand Interactive Voice Response System, a call-back option, and an estimated wait time notification for callers on hold. Here too, the goal was to improve the user experience, better manage expectations and hopefully free up some of our users time. We still have longer wait times than ideal for L.T.B. callers, but we're making progress, and our new call platform is part of the reason why.

Digital modernization continued across all our constituent tribunals last year. In 2023, the Assessment Review Board updated its e-filing system for the top six applications under the *Municipal Act* and *City of Toronto Act*, as well as eliminated paper notices to all municipalities. At the Ontario Parole Board (OPB), hearings for all 24 provincial correctional institutions were successfully transitioned from teleconference to the Zoom videoconference platform. OPB hearings are now more accessible and efficient for all parole applicants across the province. The shift to virtual hearings has also saved taxpayer money, by significantly reducing (if not outright eliminating) the need for travel and related expenses for our adjudicators.

On all fronts, we continued to pursue opportunities to optimize our resources and enhance efficiencies. To maximize our workspace, we consolidated our North York regional office with our Toronto headquarters. We also completed our successful transition to hybrid work, with staff in the office at least three days per week, promoting the connections and relationships that are critical to workplace culture and success. We remain focused in the coming year on fostering a people-first organization and culture with a strong commitment to diversity, equity and inclusion and to transparency and employee engagement and empowerment. To support continuous growth and development, we have prioritized succession planning and providing additional coaching and mentorship opportunities to our management group.

As we continue on our transformation journey, digital modernization is enabling us to provide better, faster, and more user-friendly services. Building on the previous fiscal year's achievements, in the months and years ahead, we remain committed to continuous improvement and to providing access to fair and timely justice for all Ontarians.

Sincerely,

Harry Gousopoulos

Executive Director

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About Tribunals Ontario

In 2023-2024, Tribunals Ontario was responsible for 13 boards and tribunals that fall under the Ministry of the Attorney General (MAG):

- Animal Care Review Board (ACRB)
- Assessment Review Board (ARB)
- Child and Family Services Review Board (CFSRB)
- Custody Review Board (CRB)
- Fire Safety Commission (FSC)
- Human Rights Tribunal of Ontario (HRTO)
- Landlord and Tenant Board (LTB)
- Licence Appeal Tribunal (LAT)
- Ontario Civilian Police Commission (OCPC)
- Ontario Parole Board (OPB)
- Ontario Special Education Tribunals – English and French (OSETs)
- Social Benefits Tribunal (SBT)

The tribunals hold proceedings and promote the early resolution of a multitude of matters using a variety of dispute resolution methods. The tribunals process files from intake to closure, which may include issuance of decisions, orders, and recommendations arising from pre-hearings and mediations, settlement conferences and, if required, a formal hearing.

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Organizational Structure

Tribunals Ontario is led by an Executive Chair and an Executive Director.

The Executive Chair is accountable to the Minister (Attorney General) for the performance of Tribunals Ontario in fulfilling its mandate. While under the leadership of the Executive Chair, each tribunal maintains its legislative mandate and remains independent in its decision-making. However, all tribunals benefit from the coordination and sharing of resources, expertise, best practices, processes, and administrative and professional development support.

The Executive Director is responsible for supporting the Executive Chair in the implementation of Tribunals Ontario's policies and operational decisions. The Executive Director is accountable to the Deputy Attorney General for the management of Tribunals Ontario's operations.

Tribunals Ontario has a full-time staff and Order-in-Council (OIC) total of 719 as outlined below.

Tribunals Ontario Staff

Tribunals Ontario Staff

Area within Tribunals Ontario	Number of Allocated Staff
Executive Office*	25
Strategic Business Services	38
Strategy & Analytics/Digital Delivery	25
Legal Services	27
Tribunals	441
Order-in-Council (OIC)**	168
Total	719

Notes:

*For reporting purposes, the Executive Office includes staff supporting access to justice and modernization work, ministry liaison, access to records, and training and public appointments.

**See [Appendix A](#) for a full list of OICs.

Tribunals Ontario Appointees

Over the course of 2023-2024, Tribunals Ontario continued active recruitment and onboarding efforts to increase and stabilize adjudicative resources at our constituent tribunals. In addition to anticipated ongoing resourcing needs, a significant government investment in April of 2023 authorized the appointment of an additional 40 full-time adjudicators to the LTB to improve service delivery and reduce the backlog. Recruiting and onboarding these adjudicators has been a top priority for the organization over the past year.

As required by the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009*, and to ensure skilled and qualified individuals are identified, Tribunals Ontario employs a rigorous, competitive, and merit-based selection process for the appointment of adjudicators. Recommendations for new appointments and reappointments are made by the Executive Chair to the Attorney General of Ontario.

Candidates undergo a conflict of interest and criminal background check and may be selected to appear for a review before members of the Standing Committee on Government Agencies. The appointment process may take up to six months or longer.

Appointments are made by the Lieutenant Governor in Council and only those candidates who have been recommended by the Executive Chair may be appointed as an adjudicator to a Tribunals Ontario constituent tribunal. Once approved, the Lieutenant Governor signs an Order-in-Council appointing an individual as an adjudicator to a Tribunals Ontario tribunal. From the time an adjudicator is appointed, it takes on average about six months for the adjudicator to complete their training before they are able to take on a full schedule of hearings and other adjudicative matters.

Between April 1, 2023 and March 31, 2024, Tribunals Ontario received 4,555 adjudicator applications, conducted 466 interviews, and worked with the government to appoint or reappoint 341

adjudicators. As of March 31, 2024, Tribunals Ontario had 168 full-time and 245 part-time adjudicators. Tribunals Ontario will continue to work with the Ontario government to achieve and maintain a full complement of adjudicators.

Tribunals Ontario has cross-appointed some adjudicators to two or more of its constituent tribunals. Cross-appointments offer greater flexibility to respond to changing caseload demands, fluctuation in adjudicative resources and helps ensure hearings requiring French language services can be scheduled as quickly as matters in English. In addition, cross-appointment at the leadership level supports succession planning by reducing the potential for leadership gaps.

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Digital-First Modernization

Ontarians, now more than ever, rely on digital options such as interactive web tools and videoconferencing technology to access the services they need, no matter where they are.

This is why Tribunals Ontario has continued to build on and invest in digital-first initiatives, to ensure that we're meeting the needs and expectations of our users.

Digital-first does not mean digital only. While most participants prefer using new digital tools, Tribunals Ontario recognizes that everyone is not able to use them. To meet the needs of all tribunal users, Tribunals Ontario continued to provide alternatives for those who do not have access to technology or need other supports to participate fully in tribunal processes.

Tribunals Ontario Portal Update

One of the most significant milestones in our digital modernization was the completion of the implementation of the Tribunals Ontario Portal, the LTB's case management system. The system enables LTB applications to be filed, processed, and scheduled online and encourages greater resolution of disputes before the hearing, with new features that give parties the ability to connect directly with each other, as well as with mediation services.

Since its launch, enhancements have been made to the portal to expand and improve functionality based on user feedback to maximize operational and adjudicative efficiency, and to increase the number of application types that can be filed.

During the 2023-2024 fiscal year, the LTB received a total of 82,285 applications, of which 75,260 applications were submitted online (over 90% of the total). Landlords filed 68,084 applications, while tenants filed 7,176 applications through the portal.

For those who prefer to submit printed applications, the LTB continues to accept applications and document filings by mail and courier, and in-person at over 60 ServiceOntario offices.

While ServiceOntario is an option for users who prefer to file in person, less than 2% of applications are submitted by this method. With over 90% of applications filed electronically through the portal, and with such low take-up of in-person filing, users are clearly expressing their preference for online options to file their applications.

Tribunals Ontario also provides an online self-help tool for LTB users – Navigate Tribunals Ontario – that empowers users with tailored information about their rights and responsibilities and the rules

and processes at the LTB. A series of questions guide users along pathways tailored to their situation. Over the 2023-2024 fiscal year, 65,018 user sessions were undertaken by landlords, tenants, co-ops, and co-op members using Navigate Tribunals Ontario. That's an increase of over 15,000 sessions from the previous fiscal year. We are pleased to see that usage of this new informational resource continues to increase.

Access to Justice

Tribunals Ontario's digital-first strategy has improved access to justice for many individuals who experience barriers with an in-person model. The time to travel, time off work, and childcare expenses are often reported as challenges to accessing justice. In addition, many users say that they find virtual hearings less intimidating and stressful than appearing before an adjudicator in person, and easier to prepare for and present during a hearing. In a digital society, Ontarians expect online services that they can access from their home or office and the convenience of using the videoconferencing technology that has become a part of daily lives for many. Last fiscal year, Tribunals Ontario received a total of 277 requests for an in-person hearing. This represents less than 0.5% of the total hearings held across all our constituent tribunals. It would seem, based on this number alone, that the vast majority prefer virtual hearings to in-person.

That said, for a small number, digital services can create additional barriers and challenges. For example, some users may not have access to the technology needed to participate in the tribunal process (a computer, phone, or internet access), while others have access to the tools but need additional supports to use them.

Access to justice continued to be a top priority at Tribunals Ontario in 2023-2024. Tribunals Ontario continued to introduce new initiatives and improve existing services to ensure users have the supports they need to fully participate in our tribunals' services.

Accommodation Requests

In 2023 Tribunals Ontario worked on improving the accommodations information provided to parties to make it easier to understand how to request an accommodation (an alternative arrangement to participate in a hearing), and to increase awareness of the different services and options available to parties. As part of this work, the [Accommodation Request form](#) was updated to clearly outline, in plain language, the situations where a user can request an accommodation. The form also provides examples of the different types of arrangements a tribunal may put in place in response to an accommodation request. An Accommodation Information Sheet was also created and is sent to parties at each tribunal early in the application or appeal process so they are aware of the different ways a tribunal can support its users, including through hearing format changes or granting access to an access terminal.

Access Terminals

Tribunals Ontario's access terminals continued to provide parties who have technology-related challenges an alternative method to participate in their virtual proceeding.

These terminals are equipped with a computer, internet access, and a telephone, and are available at hearing locations in five locations in the province (Hamilton, London, Ottawa, Toronto, and Sudbury). Tribunals Ontario staff provide support at the hearing centres to assist with basic technology issues or questions.

In response to accommodation requests, 100 parties were granted access to one of these terminals over the past fiscal year.

Mobile Access Terminals

In February 2023, Tribunals Ontario expanded the availability of access terminals to almost anywhere in the province by introducing mobile access terminals. Parties who have an approved accommodation request because they do not have access to a telephone, computer, and/or the internet are provided with a suitable alternate venue and technical equipment to participate in their tribunal proceeding. This new service provides options and convenience to users who are not located near one of our five hearing centres, essentially bringing the terminal setup closer to their home (in a nearby location, for instance a community centre or hotel).

In response to accommodation requests, 12 parties were granted access to a mobile terminal during the fiscal year.

Tribunals Ontario Phone Program

Tribunals Ontario continued to offer its free phone program to help users at all tribunals who do not have access to a telephone so they may attend their tribunal proceeding.

Based on approved accommodation requests, the tribunal loans a basic cell phone or provides top-up vouchers to users with a prepaid or pay-as-you-go plan with limited airtime talk minutes to enable them to take part in their hearing by telephone.

During the fiscal year, a total of eight parties were provided with this accommodation option to participate in their proceeding. Six of the parties were provided with a basic cell phone and airtime talk minutes, and two of the parties were provided with airtime talk minutes.

In-Person Hearings

Virtual proceedings are the default format for hearings at Tribunals Ontario. However, a tribunal may consider a different format, including an in-person hearing, as an accommodation for an Ontario *Human Rights Code*-related need, and/or because the current hearing format would result in an unfair hearing.

During the fiscal year, Tribunals Ontario granted 44 requests for an in-person hearing. Many parties were also accommodated through alternate formats, including access terminals or the phone program, and a significant percentage of initial requests for in-person hearings were ultimately withdrawn.

Hybrid Hearings

As an additional option, Tribunals Ontario also began exploring how hybrid hearings could be better offered and supported to ensure a seamless hearing process for all parties in situations where parties are participating both virtually and in-person.

Work on this initiative is expected to continue into 2024-2025.

Digital Literacy Supports

To support access to justice and enhance the technical skills some users may need to participate in a virtual proceeding, Tribunals Ontario developed new resources to support digital literacy. This included [two instructional video guides](#) designed to help parties better understand what to expect when attending an LTB hearing through Zoom.

Developed in-house by Tribunals Ontario staff, and informed by feedback from LTB stakeholders, the instructional videos cover the unique structure and process of LTB virtual hearings, where multiple cases are typically scheduled at the same date and time in a 'hearing block' format. The

videos were posted in English and French on Tribunals Ontario's website and YouTube channel in November 2023. As of March 28, 2024, the videos have gained approximately 2,407 views in total. The videos complement other [Zoom instructional videos](#) created by Tribunals Ontario, which educate users on the technical aspects of joining and participating in a Zoom proceeding. Information about the videos has been added to [LTB Notices of Hearing](#) to inform parties about the resources available to help them prepare for their hearing day.

LTB Technical Support Service

The [LTB](#) also launched a dedicated technical support service in April 2023 to help hearing participants troubleshoot any technical issues they may face while joining their hearing on Zoom. The service aims to provide hearing participants with timely technical support to ensure they can effectively participate in their virtual hearing.

Since its launch, and up to March 31, 2024, the [LTB](#) handled 1,968 inquiries, thereby avoiding adjournments due to technical issues.

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User Experience

Tribunals Ontario believes that every person who engages with the justice system should have the opportunity to be heard, and to participate in a process that is safe, fair, transparent, and timely. While this engagement may not result in a specific desired outcome, users should feel that they were served respectfully, that they understood the process, and that the experience was user-friendly. Tribunals Ontario will continue to examine our services and the information on our website with an emphasis on user design.

Backlog Progress

First and foremost to the user experience is providing timely service. By the end of the fiscal year, 11 out of our 13 tribunals had met or exceeded their respective service targets, with no backlogs (see individual performance in the Tribunals Ontario Highlights section below). This includes the [LAT](#) and [SBT](#), both of which had officially eliminated their backlogs by October 31, 2023¹.

Over the past few years, the [LAT](#) and [SBT](#) teams have been laser focused on improving service delivery and making timely file closures a priority. Both established clear strategies to address their backlogs and implemented a variety of measures to gradually but persistently make inroads. At the [LAT](#), they focused on key areas such as member recruitment, moving to a canvassing-based scheduling model and reviewing and revising their Rules to introduce more efficiencies. With more members and an improved scheduling process, they were able to increase the number of case conferences, settlement conferences and hearings.

Likewise, at the [SBT](#) they onboarded many new full-time and part-time members which allowed them to increase hearing events. They also streamlined processes, continued to improve their Early Resolution Program, and introduced a new scheduling strategy, which allocated hearing time to both older and more recent cases, ensuring progress across all types of files.

By the end of the fiscal year, almost 85% of the [LAT](#)'s cases were within its target lifecycle of 12 months, and over 90% of the [SBT](#)'s cases were within its target lifecycle of 300 days.

Work continues to address the backlogs at the [LTB](#) and the [HRTO](#). See the [Tribunals Ontario Highlights](#) section for a summary of the actions taken so far to address backlogs at those particular tribunals.

Business Optimization

Over the last year, Tribunals Ontario embarked on a program to embed "Lean" principles and approaches into the culture of the organization, developing a comprehensive multi-year strategy based on three interconnecting pillars: Capacity Building, Communication and Change Management, and Business Optimization.

The Capacity Building pillar continually expands Lean knowledge across the organization through leadership and staff training. Simultaneously, the Communication and Change Management portfolio is an ongoing effort to maintain open communication at all levels within Tribunals Ontario and maximize the value derived from Lean initiatives by providing regular updates via newsletters and town halls and cultivating Lean Champions throughout the organization.

In parallel, the Business Optimization portfolio aims to continually identify opportunities to eliminate waste, streamline processes, and enhance efficiency. Projects were initiated last year at the [HRTO](#) and [SBT](#) to support those objectives. At the [HRTO](#), the goal was to review application and appeal processes from beginning to end, to eliminate unnecessary steps and provide a more streamlined experience for parties. At the [SBT](#), the focus was more narrowly on improving their email intake process using Lean principles. The [SBT](#) was interested in reviewing this process as their internal service standard is to open files for all appeals received within one to three business days, and there was room for improvement. Future Lean initiatives are being planned for other tribunals and business units.

TO Website Modernization

Tribunals Ontario believes that in a digital society, Ontarians expect online services that are convenient and can be accessed anywhere and anytime. This includes being able to access a modern and an easy-to-navigate website.

The Tribunals Ontario website is being modernized to improve online services, enhance the user experience, and make it more intuitive, simple, consistent, and seamless. The new, modernized Tribunals Ontario website will incorporate input and best practices provided by the Ontario Digital Service and other experts and will be launched next fiscal year. Before going live, Tribunals Ontario will be conducting user design testing to ensure the redesigned website meets the needs of our users.

Some of the key features of the modernized website will include:

- New look and feel, more accessible and usable on different operating systems, browsers, and devices, including smartphones and tablets
- New redesigned tribunal homepages that include information in an intuitive, easy to understand way that describes what users need to know before they think about filing an application or an appeal, including information about the dispute resolution process, as well as easy access to forms and contact information. On the new redesigned homepage, users can expect to get links to all important information they are seeking
- Improved and redesigned navigation to improve the flow of information and responsiveness on mobile and tablet devices
- Reorganized content and resources to ensure that end-to-end processes are more clearly explained

- New design elements to help draw a user's attention and highlight the services offered

Clarifying Form Instructions for HRTQ Smartforms

In January 2024, the HRTQ revised its Smartform instructions on their Forms and Filing webpage to provide clearer directions to parties. It also reduces user issues downloading and completing the application and response forms. Hover-tool messaging was applied to the HRTQ Smartform buttons that reiterate the downloading instructions and help to ensure users follow the technical instructions.

User Research

Tribunals Ontario is always looking for new ways to improve appeal and application processes to better meet the needs of participants.

In 2023-2024, Tribunals Ontario partnered with the Ontario Digital Service Research Lab (ODSRL) to conduct independent research sessions with tribunal users to gather feedback on how improvements could be made in several areas.

Some of these findings are being addressed through the website modernization project.

Licence Appeal Tribunal

In the summer of 2023, the Licence Appeal Tribunal-General Service (LAT-GS) collaborated with the ODSRL to conduct 22 research sessions reviewing operational processes and website content to identify opportunities for improvement. The research sessions were conducted with appellants, respondents, legal representatives, and internal staff at the LAT to gain a deeper understanding of how those users experience the process.

The ODSRL analysed the feedback and provided 16 recommendations with actionable insights for the LAT. Work began in fall 2023 to prioritize and address the recommendations. Three of the recommendations, aimed at improving navigation and the plain language of LAT's website, will be addressed with website changes launching later this year. Two recommendations were actioned by consolidating work for staff in both the scheduling and newly formed decisions unit. Training is planned next fiscal year to address a further recommendation in improving knowledge-sharing efforts and communication among staff. The completion of these six recommendations will go a long way to supporting those who access the LAT's services. LAT will continue to work to address the remaining recommendations where feasible.

Human Rights Tribunal of Ontario

In late 2023, the HRTQ collaborated with the ODSRL to conduct 24 research sessions with the aim of understanding what actionable steps could improve the application process according to the needs and experiences of those seeking to report or respond to experiences of discrimination or harassment before the HRTQ.

Among the recommendations that were implemented include revisions to the instructions for the Smartform so they provide clearer instructions for users.

Zoom Survey

As of July 2023, all 13 tribunals are using an automated distribution service through Zoom to gather feedback from parties on their virtual hearing experience. The new automated process provides a more efficient and seamless experience, as participants are presented with the option of taking the survey immediately after they log out of their proceeding. Previously, the survey was emailed to hearing participants either before or after their proceeding.

From July 1, 2023, to March 31, 2024, Tribunals Ontario received approximately 1,800 survey responses. Out of all survey respondents, 38% identified as self-represented. Of those, 80% reported having a positive experience and 89% reported being comfortable using Zoom. Almost 80% of all users reported they had no technical issues.

While the survey results show that the vast majority are comfortable with videoconferencing technology, there is a small percentage who continue to lack access or familiarity with digital platforms, and who sometimes experience technical issues. We will continue to seek user input and pursue a culture of inquiry and evaluation to identify additional tools and information that will help make participation in virtual proceedings more user-friendly and accessible.

Stakeholder Engagement

Tribunals Ontario recognizes the critical role of ongoing dialogue in ensuring that tribunal processes and rules meet stakeholder and user needs.

In 2023-2024, Tribunals Ontario continued to engage with stakeholders regularly to exchange information and gather feedback based on its [Public Consultation Policy](#).

Tribunals Ontario engages formally and informally with a variety of stakeholders on a number of topics including policies, rules, guidelines, scheduling changes, forms and applications, and process design reviews. Some highlights include:

- The ACRB continued to meet regularly with the Chief Animal Welfare Inspector and Animal Welfare Services. In 2023-2024, the ACRB shared operational updates and discussed changes to the *Provincial Animal Welfare Services Act* (PAWS)
- The ARB continued to meet quarterly with stakeholders through the Appeals Management Committee, which includes representatives from the Municipal Property Assessment Corporation (MPAC), municipalities, law firms and tax agents
- The FSC met regularly with the Ontario Fire Marshal (OFM) and discussed revisions to the *Fire Protection and Prevention Act*
- The HRTQ continued to meet quarterly with the Ontario Human Rights Commission and the Human Rights Legal Support Centre as the "three pillars" of the human rights community. In May 2023, the HRTQ announced the launch of a revised Applicant's Guide, a simplified Form 1 and Form 1G using plain language in response to stakeholder feedback. In addition, the HRTQ met regularly with the Ontario Ombudsman's Office to respond to questions regarding service improvements
- The LTB engaged a number of targeted LTB stakeholders to provide feedback on the video scripts for video guides about the hearing sign-in process, the role of Tenant Duty Counsel, mediation, and what to expect in the hearing room. The stakeholders provided valuable input to ensure the videos meet the needs of the parties that come before it. The LTB also continued to work to enhance the Tribunals Ontario Portal based on stakeholder feedback, with engagement sessions taking place in April 2024. In addition, the LTB met with the Ontario Ombudsman's Office to discuss their investigative report as well as more day-to-day questions
- The LAT engaged with stakeholders to request feedback on potential changes to the Common Rules of Practice and Procedure. This included providing stakeholders with draft Rules for their comment
- The QPB continued to meet quarterly with the Canadian Association of Paroling Authorities to discuss and share best practices with the leadership of the Parole Board of Canada, Alberta Parole Board and Quebec Parole Board (Commission québécoise des libérations conditionnelles)

- The SBT met with stakeholders to discuss and share information regarding processes, adjudicator recruitment, scheduling, and backlog elimination. In 2023-2024, the SBT held 12 stakeholder engagement sessions

French Language Services

Tribunals Ontario is dedicated to providing an active offer of French language services (FLS) to the public that is of equal quality to English language services. Our attention over the past year has been to meet that goal and obligation.

Recruitment

In 2023-2024, Tribunals Ontario continued to focus on improving FLS, optimizing the recruitment, onboarding, and monitoring of bilingual adjudicators to better identify and support the bilingual adjudicator complement. As of March 31, 2024, Tribunals Ontario had 34 bilingual adjudicators, many of whom were cross appointed to two or more tribunals. This ensures our ability to provide FLS at each of our tribunals.

Training

Training was another key area of emphasis. Tribunals Ontario adjudicators, management and designated bilingual staff were also provided training on an overview of FLS obligations, sample scenarios, and guidance on how to respond to and manage specific issues, procedures, and other items.

In addition, adjudicators participated in various opportunities for French language training, including attending French Language in a Legal Context courses organized by MAG's Office of the Coordinator of the French Language Services (OCFLS).

Working with OCFLS and Association des juristes d'expression française de l'Ontario (AJEFO), we were able to provide a half-day FLS adjudicator training session. This session consisted of three workshops covering different themes: French plain language with practical exercises; tools for drafting French decisions with practical exercises; and a learning module about parties seeking French language services while appearing in the justice system.

Active Offer

All tribunal forms were reviewed to ensure compliance with the active offer regulation which came into force on April 1, 2023, to ensure that clients are aware of and provided with plain language information about French language rights at the outset of a proceeding. The Tribunals Ontario website was also updated so that public-facing material complies with the active offer requirements.

In alignment with our Tribunals Ontario one-organization approach, we reviewed the common processes being followed by all our tribunals and looked at ways to streamline them to better support users and provide more user-friendly and consistent information. We implemented a new common Request for French Language Services Form for all our tribunals that is available on our website in the FLS section. The form is also available from each of the 13 tribunal webpages, to ensure that the process of requesting FLS is clear and accessible.

Data Insights

Performance measures and service standard data are vital operational tools for ensuring the organization is meeting the standard of providing equal quality service in French as in English. We are actively working to implement KPIs related to FLS to strengthen the evaluation and accountability of FLS delivery at Tribunals Ontario.

Tribunals Ontario Contact Centre Modernization

In August 2022, Tribunals Ontario established a newly consolidated Tribunals Ontario Contact Centre to serve as a single access point of information for all of Tribunals Ontario's clients.

Since launching, the contact centre has been working to improve and modernize the services it provides. This included the implementation of a new technology platform in late 2023 with upgraded features that provide a better experience for callers.

The new and improved features of the platform include:

- An updated, more user friendly and plain-language Interactive Voice Response System, which is easier to understand and allows callers to navigate through pre-recorded information to address their question(s)
- A call-back option that allows callers to leave their phone number and receive a call-back while maintaining their spot in the queue, instead of waiting on hold
- An estimated wait time notification for callers on hold

The new client-focused features also helped staff manage the volume of calls. In 2023-2024, staff handled a total of 196,244 calls. While the vast majority of calls were in English, staff also handled 1,800 calls in French for all tribunals.

Of all calls handled in the fiscal year, 80% were for the LITB, or 157,561 calls.

The contact centre is often the first point of contact for our users and the public. On average the majority of callers speak with call centre staff within 17 minutes with calls lasting from three to five minutes. The top five inquiries staff receive were:

1. How can I file an application or appeal form?
2. Can you send me an appeal or application form?
3. What is the status of my file?
4. What's the process involved and how long will my file take?
5. When will a hearing be scheduled?

A modernized contact centre will improve service delivery at all our tribunals and advance Tribunals Ontario's commitment to providing a consistent, high-quality experience for those who access our services.

Other User Focused Initiatives

In addition to the above projects, as part of our user-experience strategy, Tribunals Ontario:

- Continued monitoring and reporting on our Key Performance Indicators (KPIs) that help us better measure efficiency and effectiveness across all tribunals. These measures, which are updated quarterly on Tribunals Ontario's website, will be expanded upon to include other measures such as the time to an initial hearing event and French language service performance
- Continually evaluated procedures and rules to identify opportunities for streamlining
- Ensured that tribunal processes are easy to understand and follow
- Promoted awareness of user experience practices and principles through training and information sessions for staff
- Continually improved information available to parties about accommodation-based and procedural fairness requests for all tribunals to ensure users were receiving the information they needed to support effective participation in tribunal processes, including events being conducted in person

To be clear, Tribunals Ontario's strategy is not to simply digitize old processes for the sake of modernization, but to find new solutions that better meet the needs of Ontarians and those who access our services, including by:

- Expanding access terminals to more locations across the province
- Working with partners at ServiceOntario to expand L.T.B. services so that more users can file L.T.B. applications and documents in person (if that is their preference)
- Continuing to develop and update online, interactive resources that provide the public with the tools and information they need to resolve their disputes without the formal engagement of a tribunal
- Continuing to enhance digital literacy resources to help users better understand what to expect and how to participate in virtual proceedings
- Engaging with and consulting with stakeholders and the public regularly to ensure that our services meet their needs

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People-First Plan

In alignment with the Q.P.S. People Plan, Tribunals Ontario remains focused on fostering a people-first organization and culture where staff and adjudicators feel respected and welcomed for the unique contributions they make. Ensuring fair treatment and equitable access to opportunities for every person across all levels of the organization is a priority for Tribunals Ontario.

Diversity, Inclusion and Accessibility

Tribunals Ontario is taking deliberate action to help foster and sustain a safe and respectful workplace. These efforts are aligned with and support Q.P.S. direction, including the Q.P.S. Leadership Pledge which outlines a commitment to creating an inclusive, diverse, equitable, anti-racist and accessible workplace that is free from discrimination and harassment.

Our commitment to diversity, equity, and inclusion (DEI) has been ongoing for several years. In the 2023-2024 fiscal year, Tribunals Ontario established new DEI working groups to build upon insights gained from engagement sessions conducted in 2022. These groups have been instrumental in advancing our DEI communication and education, and in crafting a comprehensive three-year strategy and action plan. This strategy outlines our vision of fostering an inclusive, diverse, equitable, anti-racist, and accessible Tribunals Ontario. It centres around three key goals:

1. Fostering diversity of thought and experience
2. Cultivating inclusive leaders and culture
3. Attracting and retaining diverse talent

Along with establishing clear actions to help meet these goals, the strategy also outlines our commitment to developing a measurement framework to track progress on these goals and actions.

Build Anti-Racism Competency and Capacity

Tribunals Ontario believes that the foundation for building a more diverse, equitable and inclusive workplace requires a commitment to continuous learning and promoting awareness and knowledge of anti-racist leadership competencies. The organization has committed to strengthening these competencies through educational opportunities such as:

- Indigenous Cultural Competency training to increase knowledge, enhance self-awareness, and strengthen the skills of those who work directly and indirectly with Indigenous people. This training is an important part of the OPS commitment to reconciliation
- Commemoration of days of significance, as opportunities to educate through lived experiences

Diversify the Talent Bench

Tribunals Ontario renewed its commitment to build a diverse, equitable, and inclusive workforce that embeds barrier-free hiring policies, processes, and services within the organization. That includes ensuring that the recruitment process and interviews are conducted using consistent, structured, and objective criteria and processes.

The adoption of the Ministry of the Attorney General's Inclusive Recruitment Toolkit in the fiscal year 2023-2024, and the continued use of the Diverse Interview Panel Program helps to reduce potential bias that may be inherent during various stages of recruitment. As part of this promise, Tribunals Ontario's internal Employee Engagement Committee (EE Committee) continued to support career development and progression through education and training opportunities for all staff and adjudicators, including those from under-represented groups.

Since 2022, Tribunals Ontario has been building out a succession planning framework to identify and develop future leaders in the organization and prepare high-potential employees for career advancement into management. As part of this initiative, attention was also given to identifying potential successors from underrepresented groups.

This new framework aligns with the OPS People Plan through developing a skilled, diverse, and nimble workforce, creating opportunities for employees to grow and develop the skills and expertise needed to lead, promoting equitable access to development opportunities by removing barriers, and enriching the Learning & Development culture to support future-ready talent at all levels.

As of January 2024, Tribunals Ontario had identified one or more successors for all of its management positions in-line with OPS succession best practices.

Professional Development

Professional development is an integral part of the workplace culture at Tribunals Ontario. Training of adjudicators and staff ensures they have the most current and relevant knowledge of legislation, rules, and operational and adjudicative functions and processes. Job shadowing, coaching, and ongoing mentoring are also important components of the training program.

Tribunals Ontario has continued to provide new adjudicator onboarding and tribunal-specific training sessions, mostly virtually through remote platforms. Training is facilitated internally by Associate Chairs, Vice Chairs, adjudicators, Registrars, and legal counsel, and externally with guest presenters, through online modules, self-directed study, and job shadowing. Training is done collaboratively throughout the organization and over the past year covered topics such as decision writing, access to information and privacy, operational and legislative changes, mediation, alternative dispute resolution, early resolution, accommodation, fairness, and F.L.S.

Over the past year, Tribunals Ontario continued its partnership with the Society of Ontario Adjudicators and Regulators (SOAR) and Osgoode Professional Development/Osgoode Hall Law School to provide specialized training for Tribunals Ontario adjudicators. The organization also participated in Osgoode's Train the Trainer workshop. This training was offered to individuals who deliver training at Tribunals Ontario as part of their role.

To enhance the current training framework, Tribunals Ontario established an Onboarding & Offboarding Committee to provide a consistent approach across the organization for new employees and to ensure that every new hire has the appropriate knowledge, resources, and supports in place.

Some examples of training and mentorship programs Tribunals Ontario staff and adjudicators participated in the last year include:

- Tribunals Ontario Welcome and Orientation sessions held on June 20 and October 25, 2023, for new employees who joined the organization. This in-house training session strengthens the onboarding experience for new employees and supports their learning. Employees are provided a high-level overview of the organization's mandate, vision, mission, and strategic priorities, as well as introducing them to work done by various tribunals and program areas
- Mandatory Indigenous cultural competency training through the San'yas Indigenous Cultural Safety Program for all staff
- In commemoration of National Truth and Reconciliation Day on September 29, Tribunals Ontario welcomed Elders from White Buffalo Road Healing Lodge and The Honourable Justice Jonathon C. George of the Court of Appeal for Ontario for a moderated discussion on the colonial legacy of the Residential School policy
- Opportunities for ongoing French language training were provided to French-speaking adjudicators and staff
- A number of adjudicators completed the seven-module French Language Writing Effective Reasons course through the Council of Canadian Administrative Tribunals. Each module focused on a distinct aspect of writing reasons for administrative decision making
- In association with Association des juristes d'expression française de l'Ontario (AJEFO), a half day training consisting of three workshops on French plain language with practical exercises, tools for drafting French decisions with practical exercises, and a learning module about parties seeking French language services while appearing in the justice system
- Tribunals Ontario's French Language Services Committee offered information sessions, highlighting FLS rights, obligations, requirements, and best practices for both adjudicators and staff to be used as a resource when managing French and bilingual situations and cases
- Several staff participated in Lean training to learn about implementing business optimization strategies which will eliminate waste, streamline processes, and enhance efficiency
- Adjudicators attended Zoom training for virtual hearings, delivered internally by Tribunals Ontario's Video Conferencing Task Force
- In collaboration with the Justice Sector Security Office, Tribunals Ontario conducted multiple mandatory threat protocol training sessions for staff to equip them with the tools necessary to navigate emergency situations in the event of threats to their safety while at work

Employee Experience

In a service-oriented organization such as Tribunals Ontario, people are the driving force that play a strong role in its success. As a people-powered organization, the skills and diversity of the workforce bring together a multitude of ideas and perspectives, leading to innovation, creativity, and the ability to quickly adapt to new situations.

Mental Health & Well-Being

To build a healthy and inclusive workplace, staff and adjudicators requested peer-to-peer events such as learning sessions where they might gain insight on a variety of topics, seasonal team building and social events to boost morale, and opportunities to celebrate the cultural diversity of staff and any personal achievements. To continue prioritizing mental health and well-being at Tribunals Ontario and ensure staff and adjudicators are equipped with strategies to manage and maintain wellness, a series of mental health webinars will take place over the course of 2024.

Education, Training and Career Development

In addition to peer-to-peer learning sessions, many employees asked for educational opportunities to enhance their skills and to support career advancement. Tribunals Ontario helped a number of staff and adjudicators by supporting them through ~~QPS~~ LearnON courses.

Staff also requested the opportunity of incorporating learning sessions from colleagues during regular team meetings by having their co-workers present on a variety of topics to build capacity and engagement.

In addition, several initiatives were kicked off to support professional development and career progression, including efforts to enhance succession planning and coaching for senior managers. In March 2024, the organization launched a new reverse job shadowing program. Through this program, managers will gain a better understanding of the worker's day-to-day work schedule and any challenges they may face in their daily work, including workload. At the end of the program, managers will come together to share their experience and key takeaways.

In 2024, the organization will develop a formal coaching program for managers and learning and development plan to improve employee performance, growth and development and help make Tribunals Ontario an employer of choice.

Workload

Staff and adjudicators have consistently raised concerns around workload and maintaining an effective work/life balance. Suggestions to address these challenges include adjusting the start and end times of meetings which allows staff and adjudicators to transition between meetings more readily prepared, blocking off time in calendars for breaks, and creating meeting-free workdays. All these ideas will be explored as part of our ongoing plans.

The ~~EE~~ Committee also introduced a number of programs to the organization with a mind to continuing and expanding them in 2024-2025 including:

- Arena Tours - Tribunals Ontario's Executive Office hold informal engagement sessions with each tribunal and business unit
- Virtual Social Events – to build social connections with colleagues, participants engaged in small group-facilitated discussions where employees would discuss topics of personal interest
- Volunteerism and Team Building Activities – in the coming year, the ~~EE~~ Committee will coordinate organizational-wide events, similar to the CN Tower Climb for the United Way or Family Feud fundraising tournament that have been organized in previous years
- Management Engagement Sessions – the Tribunals Ontario leadership team will host dedicated sessions for management to discuss their experience at the organization. These sessions will provide an opportunity to assess what supports and resources are needed to help managers lead and better support their teams

In alignment with the provincial government's directive, Tribunals Ontario staff continued to come to the workplace at least three days a week. This provided employees an opportunity to meet face-to-

face and work collaboratively.

We also made improvements to our workspaces, including updating boardrooms with new technology and upgrading employee assets including phones and laptops.

Tribunals Ontario is committed to facilitating a healthy and engaged workforce.

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Tribunal Highlights

Achievements and Highlights

Service excellence is a priority for Tribunals Ontario, and so the elimination of backlogs has been, and will continue to be, a key focus. In 2023, LAT and SBT eliminated their respective backlogs entirely, and the HRTQ and LTB made good progress towards that objective.

The fiscal year was marked by an increase in appeals and applications at many of the tribunals, including the ACRB and CRB both of which experienced a doubling in appeals from 2022-2023, but these increases were matched by improvements in service achieved through streamlining processes, updating rules, and maintaining focus on meeting and in many cases, exceeding, service targets.

By the end of the fiscal year, 11 out of our 13 tribunals had met or exceeded most if not all of their respective service targets, with no backlogs. Some tribunals, such as the OPB and CRB, met their key service targets 100% of the time.

The Automobile Accident Benefits Service (AABS) division at LAT received over 16,000 appeals in 2023-2024, the highest ever since responsibility for these appeals was transferred to LAT-AABS from the Financial Services Commission of Ontario (now known as Financial Services Regulatory Authority of Ontario) in 2016. Despite the high volume of appeals, LAT also increased file closures and issued decisions in less time following a hearing by 44%.

The SBT also saw an increase in appeals, with intake being 26% higher in 2023-2024 as compared to the previous fiscal year, which represents over 1,800 more appeals. With their comprehensive strategy, and teamwork between tribunal staff and adjudicators, SBT eliminated the backlog and is meeting all of its service targets.

While HRTQ and LTB have not yet eliminated their respective backlogs, significant improvements were made this fiscal year that will establish the foundation for further progress in 2024-2025.

HRTQ caseload peaked in early 2023 at 9,714, and by the end of the fiscal year HRTQ reduced its active caseload by around 11%. Various initiatives contributed to this reduction including an increased focus on first action reviews and mediation. 2023 was the first year the HRTQ had achieved a net reduction in its active case count since 2013.

LTB also experienced higher than expected application intake, with a 31% increase between January and December 2023 as compared to the same period in 2022. Despite this significant increase, over the calendar year LTB also increased file resolutions by 45% as compared to 2022.

A comprehensive strategy that included recruiting new adjudicators and staff, the introduction of new technology (Tribunals Ontario Portal) and an enhanced scheduling strategy, helped LTB reduce

application processing times and schedule 40% more hearings in 2023, compared to the previous year.

Tribunals Ontario is proud of the progress made this fiscal year to ensure it is providing fair, equitable and accessible justice to Ontarians, and our performance in 2023-2024 demonstrates strong results towards that commitment.

Tribunals Ontario Key Performance Indicators

Beginning April 1, 2022, Tribunals Ontario began tracking the performance of our tribunals against six Key Performance Indicators (KPIs).

These KPIs were selected to help us better monitor key organizational priorities and objectives, which include:

- Ensuring that disputes are resolved efficiently, effectively, and fairly
- That we have user-friendly, navigable processes
- That our services are accessible to all users

This was the first set of KPIs established at the Tribunals Ontario level, and we expect that over time, they will help us better understand how we are performing across all tribunals. We feel that it is important that we have a single set of measures in place for Tribunals Ontario and that we track and monitor performance in a consistent way.

The development of these KPIs is an iterative process. We wanted to start out with a small group of KPIs at the outset. Going forward, we plan to introduce other measures, such as a measure related to French language services and the time to an initial hearing event.

As part of the development of these KPIs, constituent tribunals engaged their stakeholders to seek feedback on their KPIs and performance targets. To help us to continually improve, further engagement will ensure we remain current and meet the needs of our users.

The next phase of work will be to post service timelines on each tribunal's webpage so parties know what to expect in their application and appeal process and when they can expect to receive an update from a tribunal. This will be introduced in 2024-2025.

For the fiscal year ending March 31, 2024, Tribunals Ontario as a whole (rolling up all 13 tribunals) met its KPI targets across all categories.

Tribunals Ontario's Key Performance Indicators

Tribunals Ontario (Roll up of all 13 tribunals) Key Performance Indicators*	Target	Q1		Q2		Q3		Q4		FY 2023-2024 Total	
	2023- 2024	#	%	#	%	#	%	#	%	#	%
	Volume of in- person,	N/A	25,869	N/A	23,860	N/A	23,882	N/A	28,255	N/A	101,866

electronic and written hearing events held by Tribunals Ontario (total)											
In-Person Hearing Events		14	N/A	12	N/A	15	N/A	18	N/A	59	N/A
Electronic Hearing Events		25,302	N/A	23,097	N/A	23,117	N/A	27,509	N/A	99,025	N/A
Written Hearing Events		553	N/A	751	N/A	750	N/A	728	N/A	2,782	N/A
Number of eligible accommodation requests granted (in whole or in-part) by Tribunals Ontario	N/A	147	N/A	189	N/A	226	N/A	248	N/A	810	N/A
Percentage that Tribunals Ontario meets their hearing event date scheduling to target	80%	22,874	92%	17,925	92%	17,699	91%	22,523	88%	81,021	91%
Percentage that Tribunals Ontario meets their decision issuance standard	80%	5,310	86%	4,395	95%	3,571	94%	3,103	84%	16,379	90%
Percentage of cases within the case lifecycle for Tribunals Ontario**	80%	38,205	79%	38,980	80%	38,621	83%	38,247	81%	38,247	81%
Percentage of cases that are resolved through alternative dispute	N/A	3,098	52%	3,015	45%	1,579	46%	1,883	48%	9,575	48%

resolution (in whole or in-part) within Tribunals Ontario

Notes:

- N/A – Not applicable
- *This chart is a roll up of all 13 tribunals' KPIs. The Tribunals Ontario-wide KPIs were calculated by taking an evenly weighted average across all tribunals that are reporting on that KPI (e.g., if 13 tribunals report on the KPI, then the weight would be 7.69% per tribunal). In certain situations, tribunals may not be added to the weighted average; specifically, if they did not receive a case in the time period being reported (noted as N/A) and/or if there are technical limitations with providing the data (noted as TBD). See Tribunal Highlights below for a report on the tribunal KPI performance for 2023-2024.
- **This KPI does not include the ARB data, as the ARB reports on cases **resolved** during the case lifecycle.

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Animal Care Review Board (ACRB)

The ACRB resolves disputes and conducts hearings related to animal welfare, including appeals of orders and decisions of the Chief Animal Welfare Inspector and other animal welfare inspectors. The ACRB also hears applications for revocations of orders and revocation of determination (return of animals).

The ACRB's jurisdiction and authority are derived from the *Provincial Animal Welfare Services Act (PAWS Act)* and the *Statutory Powers Procedure Act*.

Operational Highlights

The number of appeals before the ACRB has continued to rise in recent years, in part as a result of recent amendments to the *PAWS Act*, among other things which extended the legislated time to appeal to the ACRB from five to ten days. The ACRB has also experienced an increase in the complexity of new appeals and resulting hearing events. The number of opened appeals this fiscal year has doubled from 2022-2023 and has more than quadrupled from 2021-2022. Despite this increase, the ACRB has continued to meet legislated timelines and hearing event performance targets.

In 2023-2024, the ACRB continued to provide bi-monthly professional development sessions for the adjudicative team covering topics such as decision writing, early resolution strategies, case studies and hearing case management. In addition, the ACRB continued to recruit and appoint adjudicators to maintain a full complement to ensure continued adherence to a high standard of performance.

The ACRB maintained its focus on effectively utilizing resources and realigning administrative support to enhance case file management, improve appeal resolution and provide added support at the executive level. The results of the user research lab (see User Experience Strategy section above for details), completed in 2022-2023, were leveraged to help streamline operations, identify training opportunities, and make improvements to the appeal process going forward. These strategies have allowed the ACRB to handle the continued rise in appeals and ensure seamless service to the public. In addition, the ACRB operations, adjudicative and legal teams worked

collaboratively to develop information sheets that will be available to the public in the next fiscal year to help support self-represented parties access its services.

In 2023-2024, Tribunals Ontario's Core Scheduling Unit expanded its portfolio to include scheduling services for the ACRB. These services were strategically positioned to work with adjudication availability to enhance the efficiency of events by making use of technology such as Microsoft Teams, MS Shifts, and MS Lists.

During the fiscal year, the ACRB continued its outreach with key stakeholders, allowing for an open avenue for feedback and to share operational improvements and highlights.

Statistics

Table 1: ACRB Caseload Overview

Table 1: ACRB Caseload Overview				
Caseload	2023-2024	2022-2023	2021-2022	2020-2021
Appeals opened	307	144	73	41
Appeals closed	315	117	73	36
Active appeals at fiscal year end*	26	34	7	7
Decisions rendered	70	24	29	14

Note:

*In 2023-2024, the ACRB received numerous appeals that were complex and required significant case management by the adjudicator. All open case files continue to be adjudicated.

Table 2: ACRB Key Performance Indicators

Table 2: ACRB Key Performance Indicators											
ACRB Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023-2024 Total	
	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the ACRB	N/A										
In-Person Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A
Electronic Hearing Events		83	N/A	78	N/A	84	N/A	52	N/A	297	N/A

Written Hearing Events	9	N/A	0	N/A	0	N/A	0	N/A	9	N/A	
Number of eligible accommodation requests granted (in whole or in-part) by the ACRB	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Percentage of hearings scheduled within five business days after the receipt of a completed appeal	95%	44	100%	40	100%	51	99%	43	100%	178	100%
Decisions issued within 60 calendar days from the conclusion of a hearing	80%	12	89%	28	89%	15	100%	12	100%	67	94%
Percentage of cases within the three-month case lifecycle for ACRB	80%	33	79%	25	100%	25	96%	23	85%	23	85%
Percentage of cases resolved through alternative dispute resolution (in whole or in-part) within the ACRB	N/A	23	37%	23	27%	35	35%	26	42%	107	35%

Note:

- N/A – Not applicable

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Assessment Review Board (ARB)

The ARB adjudicates applications and appeals on property assessments, classifications, and tax matters.

The ARB's jurisdiction and its authority are defined by the *Assessment Review Board Act*, the *Assessment Act*, the *Municipal Act*, the *City of Toronto Act*, the *Provincial Land Tax Act*, the *Education Act* and the *Statutory Powers Procedure Act*.

Operational Highlights

The ARB is committed to the ongoing review of its rules and processes to ensure that the services it delivers are efficient and effective in meeting the needs of Ontarians.

The ARB's goals are to:

- Continue to modernize and introduce digital solutions
- Reduce the number of active appeals and applications
- Review processes to ensure efficiencies
- Improve key performance metrics
- Develop and support succession planning of key administrative roles
- Continue to improve the training foundation for adjudicators
- Maintain strong relationships with key stakeholders
- Focus on recruitment in preparation for the next general re-assessment
- Increase visibility within the assessment community through outreach

The current assessment cycle under the *Assessment Act* was extended by the government to include the 2021, 2022, 2023 and 2024 taxation years. The government announced in 2023 that the Ministry of Finance is conducting a review of the property assessment and taxation system. The ARB continues to monitor and await information regarding the launch of the next assessment cycle and the outcome of this review. The ARB is focused on continuous improvement and is preparing for the next general re-assessment cycle. In the meantime, it continues to facilitate the resolution of disputes, which has resulted in a continual reduction in its active case load over the past three fiscal years.

The ARB meets quarterly with stakeholders through its Appeals Management Committee, which includes representatives from the Municipal Property Assessment Corporation, municipalities, law firms and tax agents.

The ARB also engaged in outreach opportunities hosting a "Day at the ARB" in October 2023 for recent graduates of the Real Property Administration Program at Seneca College.

The ARB updated key documents that reflected the "one organization" approach with the branding of Tribunals Ontario.

Statistics

Table 1: ARB Assessment Appeals Caseload

Table 1: ARB Assessment Appeals Caseload				
Caseload	2023-2024	2022-2023	2021-2022	2020-2021
Opening Caseload Balance	7,663	17,203	39,773	54,996
Caseload Received	5,484	8,299	15,524	21,972
Total Caseload for Year	13,147	25,502	55,297	76,968
Resolved Caseload	7,728	17,839	38,094	37,195

Balance at end of Fiscal	5,419	7,663	17,203	39,773
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Table 2: ARB Caseload Breakdown by Original Versus Deemed

Table 2: ARB Caseload Breakdown by Original Versus Deemed

Caseload	2023-2024 Original Appeals	2023-2024 Deemed Appeals*	2022-2023 Original Appeals	2022-2023 Deemed Appeals*
Opening Caseload Balance	4,611	3,052	6,703	10,500
Caseload Received	2,496	2,988	3,681	4,618
Total Caseload for Year	7,107	6,040	10,384	15,118
Resolved Caseload	3,510	4,218	5,773	12,066
Balance at end of Fiscal	3,597	1,822	4,611	3,052

Note:

*Deemed Appeals: When the ARB has not resolved an assessment appeal by March 31st of the year following the year under appeal, a new appeal will be created for the next tax year. For example, if a decision on a 2023 appeal is not issued by March 31, 2024, a new appeal would be created for the 2024 tax year without the appellant submitting another appeal and paying additional fees. The 2024 appeal would be considered the "deemed" appeal.

Table 3: ARB File Types

Table 3: ARB File Types

File type	2023-2024 # of Properties	2023- 2024 # of Appeals	2022-2023 # of Properties	2022- 2023 # of Appeals	2021-2022 # of Properties	2021- 2022 # of Appeals	2020-2021 # of Properties	2020- 2021 # of Appeals
Summary	281	395	560	777	591	669	782	856
General	2,577	5,024	3,053	6,886	4,747	16,474	10,377	38,062
Legacy	N/A	N/A	N/A	N/A	11	60	86	855
Total	2,858	5,419	3,613	7,663	5,349	17,203	11,245	39,773

Note:

*Definitions for file types:

- Summary: If the property appealed is classified as residential, farm or managed forest, the appeal will be heard by way of Summary Proceeding. An appeal under the *Municipal Actor City of Toronto Act* will also be heard by way of Summary Proceeding
- General: if the property appealed is classified as commercial, industrial, non-residential, the appeal will be heard by way of General Proceeding
- Legacy – Any appeals that were filed with the Board before taxation year 2017

Table 4: ARB Tax Appeals Caseload

Table 4: ARB Tax Appeals Caseload

Caseload	2023-2024 Original Appeals	2022-2023 Original Appeals
Opening Caseload Balance	347	1,047
Caseload Received	427	430
Total Caseload for Year	774	1,477
Resolved Caseload	505	1,130
Balance at end of Fiscal	269	347

Table 5: ARB Caseload

Table 5: ARB Caseload

Caseload	2023-2024
Appeals received	5,911
Appeals resolved	8,233
Active appeals at fiscal year end	5,688
Decisions rendered	8,680
Total number of hearing days	204
Number of appeals dismissed	48
Number of appeals with revised values	4,067

Table 6: ARB Key Performance Indicators

Table 6: ARB Key Performance Indicators

Assessment Review Board Key Performance Indicators	Target	Q1		Q2		Q3		Q4		F.Y. 2023- 2024 Total	
	2023- 2024	#	%	#	%	#	%	#	%	#	%
Volume of in- person, electronic and written hearing	N/A										

events held at the ARB											
In-Person Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A
Electronic Hearing Events		147	N/A	144	N/A	105	N/A	45	N/A	441	N/A
Written Hearing Events		14	N/A	10	N/A	10	N/A	10	N/A	44	N/A
Number of eligible accommodation requests granted (in whole or in-part) by the ARB	N/A	1	N/A	3	N/A	N/A	N/A	N/A	N/A	4	N/A
Percentage that the hearing event month is assigned within 90 days of a perfected appeal	85%	3,341	100%	480	100%	669	100%	1,421	100%	5,911	100%
Decisions issued within 60 calendar days from the conclusion of a hearing	85%	3,465	100%	2,695	98%	1,509	99%	962	94%	8,631	98%
Percentage of summary appeals within 40 weeks following the commencement date for ARB	85%	619	93%	218	93%	119	92%	179	91%	1,135	93%
Percentage of general appeals within 135 weeks following the commencement date for ARB	85%	2,197	83%	1,716	87%	960	83%	663	86%	5,536	85%

Note:

- N/A – Not applicable

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Child and Family Services Review Board (CFSRB)

The CFSRB conducts reviews, hearings and appeals for matters affecting children, youth, and families in Ontario, including Children's Aid Society services complaints, emergency secure treatment admissions, adoption refusals, and appeals of school board expulsions.

The CFSRB's jurisdiction and authority are derived from the *Child, Youth and Family Services Act*, the *Education Act*, the *Intercountry Adoption Act* and the *Statutory Powers Procedure Act*.

Operational Highlights

The overall number of applications received in 2023-2024 was larger by nearly 20 percent than in the previous fiscal year. Even with this increase in applications, the CFSRB was able to provide prompt and effective services to all parties and meet or exceed its key performance targets.

The CFSRB is fully electronic and aligned with Tribunals Ontario's digital-first approach for proceedings.

The CFSRB conducted five in-person hearings based on a *Human Rights Code* accommodation.

The CFSRB conducted several competitions to recruit for adjudicators this past fiscal year. As of March 31, 2024, the CFSRB had 3 full-time adjudicators (including the Associate Chair and Vice Chairs) and 15 part-time adjudicators.

The CFSRB has been providing extensive training for new adjudicators, which includes training on the relevant law and legislation, adjudication skills like hearing management and decision writing, and presiding with a more senior member. Ongoing training for adjudicators included monthly professional development.

Statistics

Table 1: CFSRB Applications

Table 1: CFSRB Applications				
Application Status	2023-2024	2022-2023	2021-2022	2020-2021
Applications Received	224	191	167	179
Applications Completed	229	179	166	210
Active Cases at Year-End	65	70	58	57

Table 2: CFSRB Key Performance Indicators

Table 2: CFSRB Key Performance Indicators						
Child and Family Services Review Board Key Performance Indicators	Target	Q1	Q2	Q3	Q4	FY 2023- 2024 Total

	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the CFSRB	N/A										
In-Person Hearing Events		2	N/A	3	N/A	0	N/A	0	N/A	5	N/A
Electronic Hearing Events		23	N/A	8	N/A	14	N/A	14	N/A	59	N/A
Written Hearing Events		4	N/A	4	N/A	8	N/A	6	N/A	22	N/A
Number of eligible accommodation requests granted (in whole or in-part) by the CFSRB	N/A	3	N/A	2	N/A	N/A	N/A	2	N/A	7	N/A
Percentage of hearings scheduled within 60 calendar days from the eligibility date of their applications	80%	22	100%	7	100%	18	100%	11	92%	58	98%
Decisions issued within 45 calendar days from the conclusion of a hearing	80%	11	100%	12	100%	15	100%	11	92%	49	98%
Percentage of cases within the seven-month calendar days case lifecycle for CFSRB	80%	23	92%	20	100%	23	96%	20	95%	20	95%
Percentage of cases that are resolved through alternative dispute resolution (in whole or in-part) within the CFSRB	N/A	19	66%	22	65%	16	71%	23	78%	80	70%

Note:

- N/A – Not applicable

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Custody Review Board (CRB)

The CRB reviews placement decisions regarding young persons being held in detention or custody and makes recommendations to the Provincial Director regarding the placement of youth.

The CRB's authority and jurisdiction are derived from the *Child, Youth and Family Services Act* and the *Youth Criminal Justice Act*.

Operational Highlights

The matters that come before the CRB are critical for the health and well-being of youth and the CRB takes this responsibility seriously. The CRB continued to meet its performance measures 100% of the time. In all cases, an adjudicator contacted the youth within 24 hours of receiving an application and recommendations were issued within 30 calendar days, except for one issued at 31 days.

In 2023-2024, the CRB received more than double the number of applications than in the previous fiscal year. The efforts of operations staff and adjudicators ensured those matters were dealt with promptly.

Statistics

Table 1: CRB Applications

Table 1: <u>CRB</u> Applications				
Application	2023-2024	2022-2023	2021-2022	2020-2021
Applications Received	154	66	81	56
Applications Completed	147	67	81	56
Active Cases at Year-End	7	0	1	1
Case Processing Times (days)	11	11	8	9

Table 2: CRB Key Performance Indicators

Table 2: <u>CRB</u> Key Performance Indicators											
Custody Review Board Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023-2024 Total	
	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the <u>CRB</u>	N/A										
In-Person Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A

Electronic Hearing Events	25	N/A	39	N/A	46	N/A	44	N/A	154	N/A	
Written Hearing Events	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	
Number of eligible accommodation requests granted (in whole or in-part) by the CRB	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Recommendations issued within 30 calendar days from the conclusion of a hearing*	100%	10	100%	12	100%	25	97%	23	100%	70	99%
Percentage of cases within the 30-day case lifecycle for CRB	100%	7	100%	14	100%	18	100%	16	100%	16	100%

Notes:

- N/A – Not applicable
- *The CRB does not hold hearings. They hold reviews and issue recommendations. As such, instead of reporting on decisions issued from the conclusion of a hearing, they are reporting on the recommendations issued from the conclusion of a review. Due to the CRB holding reviews and not hearings, they will not be reporting on the hearing event date scheduling target KPI.
- The CRB does not conduct alternative dispute resolution because of the jurisdiction and operations of the tribunal. As such, they will not be reporting on the KPI for the percentage of cases resolved through alternative dispute resolution.

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Fire Safety Commission (FSC)

The FSC resolves disputes and conducts hearings regarding fire safety matters. It operates under the authority and jurisdiction of the *Fire Protection and Prevention Act* (FPPA) and the *Statutory Powers Procedure Act*.

Operational Highlights

In 2023-2024, the FSC continued to provide bi-monthly professional development for the adjudicative team covering topics such as decision writing, early resolution strategies, case studies, and hearing case management. In addition, the FSC continued to recruit and appoint adjudicators to ensure a full complement.

Legislated updates to the FPPA on June 8, 2023 included amending the number of adjudicators needed on an FSC panel from three to one or more. This change allowed the FSC to be more

efficient in its use of adjudicative resources. In addition, the FSC now has the jurisdiction to accept an appeal filed beyond the 15-day legislative timeline.

During the fiscal year, the FSC focused on effectively utilizing resources and realigning administrative support to enhance case file management, improve appeal resolution and provide added support at the executive level. The results of the user research lab (see User Experience Section above for details), completed in 2022-2023, were leveraged to help streamline operations, identify training opportunities, and make improvements to the appeal process going forward. The FSC operations, adjudicative, and legal teams worked collaboratively to develop information sheets that will be available to the public in the next fiscal year to help support self-represented parties access tribunal services.

In 2023-2024, Tribunals Ontario's Core Scheduling Unit expanded its portfolio to include scheduling services for the FSC. These services were strategically positioned to work with adjudication availability to enhance efficiency of events by making use of technology such as Microsoft Teams, MS Shifts, and MS Lists.

During the fiscal year, the FSC continued outreach with key stakeholders, allowing for an open avenue for feedback and to share operational improvements and highlights.

Statistics

Table 1: FSC Caseload Overview

Table 1: FSC Caseload Overview				
Caseload	2023-2024	2022-2023	2021-2022	2020-2021
Appeals opened	40	54	41	49
Appeals closed	64	39	55	45
Active appeals at fiscal year end*	7	31*	16	29
Decisions rendered	32	14	13	7

Note:

*In 2022-2023, the FSC received numerous appeals that were complex and required significant case management by the adjudicator. All open case files continue to be adjudicated.

Table 2: FSC Key Performance Indicators

Table 2: FSC Key Performance Indicators											
Fire Safety Commission Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023-2024 Total	
	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written	N/A										

hearing events held at the FSC											
In-Person Hearing Events	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	
Electronic Hearing Events	85	N/A	12	N/A	14	N/A	9	N/A	120	N/A	
Written Hearing Events	0	N/A	0	N/A	0	N/A	1	N/A	1	N/A	
Number of eligible accommodation requests granted (in whole or in-part) by the FSC	N/A	N/A	N/A	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of hearings scheduled within 60 calendar days of receipt of a completed appeal	80%	8	100%	11	100%	7	100%	6	100%	32	100%
Decisions issued within 60 calendar days from the conclusion of a hearing	80%	1	50%	24	99%	N/A	N/A	1	20%	26	56%
Percentage of cases within the six-month case lifecycle for FSC	80%	30	100%	11	100%	12	100%	7	100%	7	100%
Percentage of cases resolved through alternative dispute resolution (in whole or in-part) within the FSC	N/A	7	69%	6	40%	5	75%	9	66%	27	63%

Notes:

- N/A – Not applicable

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Human Rights Tribunal of Ontario (HRTO)

The HRTO is an independent, quasi-judicial tribunal that resolves applications alleging discrimination and harassment brought under the *Human Rights Code*. The HRTO receives and

reviews all applications that are filed at the tribunal, ensuring they are complete and fall within the jurisdiction of the HRTO. Parties may attempt settlement through mediation facilitated by an adjudicator. If the parties do not agree to mediation or if mediation does not resolve the application, the application may proceed to a hearing. An adjudicator will actively case manage applications to facilitate a fair, just, and expeditious resolution of the merits of the matters before it.

The HRTO's jurisdiction and authority derive from the *Human Rights Code* and the *Statutory Powers Procedure Act*.

Operational Highlights

This fiscal year was a pivotal one for the HRTO. The HRTO underwent a tribunal wide review of its processes utilizing Lean methodology and successfully upgraded its case management system, engaged in user experience surveys, and reduced its backlog. As a result of the various strategies implemented, HRTO successfully closed more files than it has in each of the past three fiscal years, and ultimately reduced its overall caseload by around 11%. 2023 was the first year the HRTO had achieved a net reduction in its active case count since 2013.

As part of the Lean exercise, the HRTO reviewed all its processes from a user's perspective and identified a number of opportunities for improvement.

Various projects have been launched and will proceed throughout the upcoming fiscal year as part of the HRTO's process improvement plan including:

- 1. The Application Form (Form 1) was revised to better support applicants to complete their applications with the assistance of field validation before submitting the Smartform electronically. Detailed instructions were also added to simplify access to this version of the form. HRTO continues to monitor the intake of the Smartform to assess the need for further improvements.
- 2. Enhancements were made to the HRTO's case management system , which included system changes to improve data integrity, performance and usability and the introduction of enhanced functionality to improve monitoring and reporting on case files.
- 3. Task-based assignments are being developed to assist in effectively assigning work and reallocating resources to priority areas as needed.
- 4. Revisions to the current scheduling model will be made to define capacity to assign files and schedule events promptly and efficiently.

To better understand the needs and experience of multiple user groups that interact with the HRTO, the Ontario Digital Services conducted user research on the application process that will further assist in the HRTO's process transformation initiatives.

HRTO continued to focus on recruitment providing opportunities to reallocate resources focused on backlog reduction strategies. Enhanced training, coaching and mentorship ensure a full understanding of current processes to effectively case manage files towards resolution.

Statistics

Table 1: HRTO Applications

Table 1: HRTO Applications				
Application	2023-2024	2022-2023	2021-2022	2020-2021
Applications Received	3,687	3,425	3,751	4,231

Applications Reactivated	259	143	201	108
Cases Closed	4,826	3,045	3,027	2,582
Active Appeals at Fiscal Year End*	8,546	9,527	9,049	N/A
Case Processing Times (days)**	595	588	552	501

Notes:

*The HRTO began to report on this data point in the 2021-2022 fiscal year.

**Case Processing Time averages include all cases closed in the time period regardless of the method of closure. Timelines have increased as the priority was to action older cases.

Table 2: Types of HRTO Decisions

Table 2: Types of HRTO Decisions

Type of Decisions	2023-2024	2022-2023	2021-2022	2020-2021
Final decision on the merits	40	33	16	55
Discrimination found	14	16	9	33
Discrimination not found	27	17	7	22
Final decisions other than on the merits*	1,389	1,406	1,126	N/A
Interim decisions (to address procedural issues)	246	354	119	422
Reconsideration	331	121	219	185
Breach of settlement	10	7	2	17

Note:

*The HRTO began to report on this data point in the 2021-2022 fiscal year. Examples of other decisions include jurisdictional and procedural dismissals, withdrawals, and summary hearings.

Table 3: Applications by Social Area

Table 3: Applications by Social Area

Social Area*	2023-2024	2022-2023	2021-2022	2020-2021
Employment	57%	60%	53%	55%
Goods, services and facilities	26%	28%	35%	33%
Housing	10%	9%	8%	9%
Contracts	2%	1%	1%	1%

Membership in a vocational association	4%	2%	2%	1%
No social area	2%	0%	1%	1%

Note:

*Some applications allege discrimination in more than one social area; therefore, the total may exceed 100%.

Table 4: Applications by Grounds

Table 4: Applications by Grounds

Grounds*	2023-2024	2022-2023	2021-2022	2020-2021
Disability	51%	55%	56%	59%
Reprisal	26%	28%	26%	26%
Race	28%	25%	24%	26%
Colour	18%	18%	16%	18%
Age	12%	14%	11%	12%
Ethnic Origin	20%	16%	16%	17%
Place of Origin	13%	12%	11%	13%
Family Status	10%	12%	10%	11%
Ancestry	12%	11%	11%	13%
Sex, Pregnancy and Sexual Harassment	15%	16%	15%	16%
Sexual Solicitation or Advances	5%	4%	4%	4%
Sexual Orientation	2%	5%	4%	4%
Gender Identity	8%	8%	5%	6%
Gender Expression	6%	5%	3%	3%
Creed	9%	13%	12%	6%
Marital Status	6%	6%	6%	6%
Association	5%	7%	7%	7%
Citizenship	5%	5%	5%	5%
Record of Offences	1%	2%	2%	2%

Receipt of Public Assistance	2%	2%	2%	1%
No Grounds	2%	0%	1%	1%

Note:

*Some applications allege discrimination on more than one ground, so the total may exceed 100%.

Table 5: HRTO Key Performance Measures

Table 5: HRTO Key Performance Measures

Human Rights Tribunal of Ontario Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023-2024 Total	
	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the HRTO	N/A										
In-Person Hearing Events		1	N/A	0	N/A	3	N/A	5	N/A	9	N/A
Electronic Hearing Events		310	N/A	493	N/A	539	N/A	505	N/A	1,847	N/A
Written Hearing Events		12	N/A	59	N/A	20	N/A	54	N/A	145	N/A
Number of eligible accommodation requests granted (in whole or in-part) by the HRTO	N/A	11	N/A	10	N/A	18	N/A	16	N/A	55	N/A
Percentage of hearings scheduled within 180 calendar days from the date the application	N/A	TBD	TBD	TBD	TBD	20	31%	11	22%	31	26%

is ready to proceed to a hearing												
Percentage of mediations scheduled within 150 calendar days from the date the parties agreed to mediation	80%	177	97%	TBD	TBD	TBD	TBD	TBD	TBD	177	97%	
Decisions issued within 6 months from the conclusion of a hearing	80%	30	49%	43	98%	39	78%	47	73%	159	75%	
Percentage of cases within the 18-month case lifecycle for HRTQ	80%	4,209	46%	4,113	46%	4,169	47%	4,050	48%	4,050	48%	
Percentage of cases that are resolved through alternative dispute resolution (in whole or in-part) within the HRTQ	N/A	218	57%	235	51%	179	44%	132	48%	764	50%	

Notes:

- N/A – Not applicable
- *The HRTQ is unable to report on the percentage of hearings scheduled KPI for Q1 and Q2 of this fiscal year due to data limitations with their case management system. Temporary measures in the case management system were established to gather Q3 and Q4 data however, additional solutions are being examined to ensure this KPI can be reported on consistently in the future.
- **The HRTQ is unable to report on the percentage of mediations scheduled KPI for Q2, Q3 and Q4 fiscal year 2023-2024 due to data limitations with their case management system. Solutions are being examined to ensure this KPI can be reported on in the future.

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Landlord and Tenant Board (LTB)

The L.T.B. resolves applications related to residential tenancy disputes between landlords and tenants and eviction disputes in non-profit housing co-operatives.

The L.T.B.'s authority and jurisdiction are derived from the *Residential Tenancies Act, 2006* (RTA) and the *Statutory Powers Procedure Act*. The L.T.B. is also mandated to provide information to landlords and tenants about their rights and responsibilities under the RTA.

Operational Highlights

Over the past year, the L.T.B. continued to prioritize initiatives to address ongoing service delays and to reduce and ultimately eliminate its backlog. A comprehensive strategy that included recruiting new adjudicators and staff, the introduction of new technology (Tribunals Ontario Portal) and an enhanced scheduling strategy helped the L.T.B. reduce application processing times and resolve 45% more cases in calendar 2023, compared to the previous year. This would have resulted in a substantial reduction in the backlog, had it not been for the 31% increase in the number of applications received by the L.T.B. in calendar 2023, to approximately 84,000 applications. This is the second-highest number of applications that the L.T.B. has received in a year since its creation. In addition, the L.T.B. is seeing an increased proportion of more complex applications that require more time to hear.

The L.T.B. held considerably more hearings in calendar 2023 than in 2022. In 2022, the L.T.B. held just over 49,000 hearings. In 2023, the L.T.B. held over 70,000 hearings, a 40% increase. The L.T.B. is projecting to schedule over 100,000 hearings in calendar 2024, which will be the highest number of hearings ever scheduled at the L.T.B.

As of July 31, 2024, the L.T.B. had successfully reduced its active caseload to 46,632 applications, a reduction of 12% since March 31, 2024. The timelines to hearing also significantly improved across all application types, including for L1/L9 applications (which represent over half of the L.T.B.'s total intake). By July 31, these matters were being heard within approximately 90 days on average. This is an improvement from early 2023 when it took around, on average, eight to ten months to get to a hearing.

Some of the major initiatives undertaken by the L.T.B. in the last year to modernize its operations and improve service include:

Onboarding and Training New Adjudicators: Member and staff recruitment remained a top priority at the L.T.B. to assist in reducing the backlog. As of March 31, 2024, the adjudicative roster comprised 75 full-time and 59 part-time adjudicators, with a new competition launched March 25, 2024 to further augment adjudicative ranks. A quality onboarding program was developed to ensure that adjudicators are hearing room-ready within a minimal amount of time and the scheduling strategy aligned with new member readiness to conduct hearings.

Tribunals Ontario Portal: Over the past year, Tribunals Ontario has been working on enhancing the case management system to improve its efficiency and usability. Ongoing updates and enhancements continued to be made to the Tribunals Ontario Portal features, functionality and processes based on feedback received from users and stakeholders. Some of these included:

- Consent box enhancements that allow users to update or correct their email address and provide informed consent to receiving email notifications from the L.T.B.
- High-priority and frequently used order templates were added to the portal that accelerated the order drafting process and provided consistent format, language, and calculations in all orders
- An L2 application validation process to capture potentially fatal flaws prior to an application being submitted. This expedites the proceedings, reduces error-related delays, refunds, re-

filing by clients, adjournments, and ultimately dismissals of applications

Technical Support Service: In April 2023, the LTB launched a dedicated technical support service to help hearing participants troubleshoot any technical issues they may face while joining their hearing on Zoom. Moderators will help these individuals join their hearing, thereby avoiding adjournments due to technical issues.

Partnership with Ontario Shared Services (OSS): In 2023, the LTB outsourced mail-outs of application acknowledgement packages to OSS. This allows LTB to deliver information to parties about the application process more quickly and frees up staff time to mail out Notices of Hearing further in advance of the hearing.

New Call Centre technology: In late 2023, Tribunals Ontario introduced new call centre technology at the LTB to improve the customer service experience and service delivery. Some of the new client-focused features include caller wait time announcements and a call-back option where a caller can choose to leave their phone number and receive a return call while maintaining their spot in the queue.

Mediation blocks: The LTB implemented new Dispute Resolution Officer (DRO) assigned blocks, based on the need for mediated services. This flexible scheduling strategy allows for a pool of DROs to be assigned to tenant and L2 Case Management Hearing blocks while maintaining regular service standards for mediation services.

New consolidated email: On July 10, 2023, the LTB consolidated eight regional office email inboxes into one central email (LTB@ontario.ca). This allows for timelier triage and action of client inquires, escalations of urgent matters, consistent messaging, and improved customer service.

ServiceOntario: LTB continues to work with ServiceOntario to expand the number of locations throughout the province where users can file LTB applications and documents in person. An additional 14 sites are expected to begin accepting LTB applications and documents in the near future, bringing the total to 80 locations.

Throughout 2023-2024, the LTB continued to engage stakeholders with regular communications related to the Tribunals Ontario Portal, with the goal being to improve user experience and functionality. The LTB met with several stakeholders in 2023 including the Landlord Self-Help Centre, York Region Homelessness Prevention Program, Federation of Metro Tenants' Associations, Clinic Housing Issues Committee, and the Advocacy Centre for Tenants Ontario, among others.

Additionally, the LTB held a town hall meeting for all stakeholders in December 2023, where the Tribunals Ontario and LTB leadership teams provided an update on the major LTB initiatives and on what's being done to eliminate the backlog. They also addressed questions from stakeholders.

Statistics

Table 1: LTB Applications

Table 1: LTB Applications			
Application	2023-2024	2022-2023	2021-2022
Applications Received*	82,285	73,406**	61,705***
Applications Resolved****	88,307	52,986	61,868

Active Cases at Year-End***	53,030*****	53,057	32,800
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Notes:

- *The totals for 2023-2024 and 2022-2023 include non-profit co-operative housing eviction applications filed in LTB's new case management system.
- **In the 2022-2023 Annual Report, LTB showed a figure of 73,208 total applications received. LTB has since verified the total to be 73,406.
- *** In the 2021-2022 Annual Report, the LTB showed a figure of 61,586 total applications received. That figure has been corrected due to an adding error. 61,705 is the correct total.
- ****In 2023-2024, 50% of the applications were resolved at hearing (ordered by hearing contested or uncontested, or ordered by review), 6% through mediation (mediated or ordered by hearing mediated), and 19% through withdrawals.
- *****In a small number of cases, "resolved" applications are re-opened (e.g., when the LTB grants a request for review or an order). As a result, a single application can result in more than one resolution. Therefore, the number of applications open at the end of the fiscal year does not necessarily equal the number from the previous year plus "applications received," less the "applications resolved."
- *****As of July 31, 2024, the LTB had successfully reduced its active caseload to 46,632 applications, a reduction of 12% since March 31, 2024.

Table 2: Landlord Applications Received by Type

Table 2: Landlord Applications Received by Type

Case Type	Application Type	2023-2024	2022-2023	2021-2022	2020-2021
A1	Determine whether the act applies	134	138	115	96
A2	Sublet or assignment	639	532	376	383
A3	Combined application (usually includes an L1)	2,044	2,447	1,321	1,065
A4	Vary rent reduction amount	15	7	55	109
L1	Terminate & evict for non-payment of rent	41,386	37,690	31,240	24,481
L2	Terminate for other reasons and evict	16,677	15,354	13,937	11,031
L3	Termination – tenant gave notice or agreed	2,936	2,656	2,289	1,391
L4	Terminate the tenancy – failed settlement	5,535	3,366	3,545	1,551
L5	Rent increase above the guideline	912	605	613	404

L6	Review of provincial work order	0	0	0	1
L7	Transfer tenant to care home	3	2	2	6
L8	Tenant changed locks	52	46	35	25
L9	Application to collect rent	858	615	931	1,104
L10	Application to collect money a former tenant owes	1,261	992	3	N/A
Total		72,452	64,450	54,459	41,647

Table 3: Tenant Applications Received by Type

Table 3: Tenant Applications Received by Type

Case Type	Application Description	2023-2024	2022-2023	2021-2022	2020-2021
A1	Determine whether the act applies	131	114	80	64
A2	Sublet or assignment	108	72	59	74
A3	Combined application	1,594	1,372	860	583
A4	Vary rent reduction amount	0	0	1	1
T1	Rent rebate (e.g., illegal rent)	1,359	1,105	843	718
T2	Tenant rights	3,184	2,874	2,991	3,145
T3	Rent reduction	110	116	99	68
T4	Failed rent increase above guideline	16	25	8	4
T5	Bad faith notice of termination	1,113	1,067	550	316
T6	Maintenance	1,790	1,697	1,751	1,795
T7	Suite meters	15	13	4	7
Total		9,420	8,455	7,246	6,775

Table 4: Co-Op Applications Received by Type

Table 4: Co-Op Applications Received by Type

Case Type	Application Description	2023-2024	2022-2023	2021-2022	2020-2021
C1	Application to end the occupancy and evict the member based on non-payment of regular monthly housing charges and to collect the housing charges that the co-op member owes	202	230	124	88
C1/2	Combined C1 and C2 applications	96	98	61	32
C2	Application to end the occupancy of the member unit and evict the member	94	131	67	73
C3	Application to end the occupancy and evict the member – based on the member’s consent or notice	3	1	3	3
C4	Application to end the occupancy of the member unit and evict the member because the member failed to meet conditions of a settlement/order	18	41	45	22
Total		413	501	300	218

Table 5: Call Centre

Table 5: Call Centre

Calls	2023-2024	2022-2023	2021-2022	2020-2021
Calls handled	157,561	122,933	164,521	197,927
Average time per call	5:18	5:13	5:00	5:03
Average wait time in the queue	27:48	36:33	22:46	15:57

Table 6: ~~L.T.B.~~ Key Performance Indicators

Table 6: ~~L.T.B.~~ Key Performance Indicators

Landlord and Tenant Board Key Performance Indicators	Target	Q1		Q2		Q3		Q4		F.Y. 2023-2024 Total	
	2023-2024	#	%	#	%	#	%	#	%	#	%

Volume of in-person, electronic and written hearing events held at the LTB	N/A										
In-Person Hearing Events	7	N/A	4	N/A	4	N/A	10	N/A	25	N/A	
Electronic Hearing Events	19,155	N/A	17,544	N/A	17,192	N/A	20,207	N/A	74,098	N/A	
Written Hearing Events	5	N/A	2	N/A	3	N/A	4	N/A	14	N/A	
Number of eligible accommodation requests granted (in whole or in-part) by the LTB	N/A	116	N/A	160	N/A	194	N/A	220	N/A	690	N/A
Percentage of hearings scheduled within 50 calendar days for L1** and L9*** applications and 55 calendar days for all other applications except for L5s**** and A4s***** from the application receipt date	80%	13,960	65%	10,946	73%	11,258	81%	14,650	76%	50,814	74%
Decisions issued 20 calendar days for L1 and L9 applications and 35 calendar days for all applications except for L5's and A4's from	N/A	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

the conclusion of the final hearing event												
Percentage of cases within the 90 calendar days case lifecycle for all applications except for L5's and A4's for the LTB	80%	17,941	35%	18,246	34%	17,851	32%	18,804	35%	18,804	35%	
Percentage of cases that are resolved through alternative dispute resolution (in whole or in-part) within the LTB	N/A	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Notes:

- *LTB has fully transitioned to the new Tribunals Ontario Portal case management system and is in the process of developing the necessary reports to be able to compile this data.
- N/A – Not applicable
- The definitions for each type of application referenced above are as follows:
 - **L1: Application to evict a tenant for non-payment of rent and to collect rent the tenant owes
 - ***L9: Application to Collect Rent the Tenant Owes.
 - ****L5: Application for an Above Guideline Increase.
 - *****A4: Application to Vary the Amount of a Rent Reduction.

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Licence Appeal Tribunal (LAT)

The LAT adjudicates applications and resolves disputes concerning compensation claims and licensing activities regulated by the provincial government, including the activities of delegated administrative authorities. The LAT is currently comprised of two main divisions: General Service (LAT-GS) and Automobile Accident Benefits Service (LAT-AABS).

LAT's jurisdiction and authority are derived from:

- *Accessibility for Ontarians with Disabilities Act, 2005*
- *Alcohol and Gaming Commission of Ontario Act, 2019*
- *Auto Insurance Rate Stabilization Act*
- *Bailiffs Act, 1990*
- *Building Code Act, O. Reg. 332/12 Division C, Part 3*

- *Cannabis License Act, 2018*
- *Child Care and Early Years Act, 2014*
- *Child, Youth and Family Services Act, 2017*
- *Collection and Debt Settlement Services Act, 1990*
- *Compulsory Automobile Insurance Act*
- *Condominium Act, 1998*
- *Condominium Management Services Act, 2015*
- *Consumer Protection Act, 2002*
- *Consumer Reporting Act, 1990*
- *Discriminatory Business Practices Act, 1990*
- *Funeral, Burial and Cremation Services Act, 2022*
- *Gaming Control Act, 1992*
- *Highway Traffic Act, 1990*
 - Subclause 32(5)(b)(i) - Medical (MED)
 - Subsection 47(1) – Medical (MED) and Commercial Vehicle Operator's Registration (CVOR)
 - Subsections 17(2), (3) - Commercial Vehicle Operation's Registration (CVOR)
 - Subsection 48.3(2) - Administrative Driver's Licence Suspension (ADLS)
 - Section 82.1 - Commercial Vehicle Impoundment and Suspension (CVIS)
 - Subsection 95(1) - Motor Vehicle Inspection Licence (GAR)
 - Subsection 55.1(3) - Motor Vehicle Impoundment (MVIA)
- *Horse Racing Licence Act, 2015*
- *Insurance Act, 1990*
 - O.Reg. 34/10: Statutory Accident Benefits Schedule
- *Intercountry Adoption Act, 1998*
- *Licence Appeal Tribunal Act*
- *Liquor Licence and Control Act, 2019*
- *Motor Vehicle Accident Claims Act*
- *Motor Vehicle Dealers Act, 2002*
- *New Home Construction Licensing Act, 2017 (NHCLA)*
- *Ontario New Home Warranties Plan Act, 1990*
- *Payday Loans Act, 2008*
- *Post-secondary Education Choice and Excellence Act, 2000 O. Reg. 279/02*
- *Private Career Colleges Act, 2005*
- *Private Security and Investigative Services Act, 2005*
- *Ontario Career Colleges Act, 2005*
- *Real Estate and Business Brokers Act, 2002*
- *Retirement Homes Act, 2010*
- *Technical Standards and Safety Act, 2000*
- *Ticket Sales Act, 2017*
- *Travel Industry Act, 2002*
- *Trust in Real Estate Services Act, 2002*
- *Towing and Storage Safety and Enforcement Act, 2021*
- *Vintners Quality Alliance Act, 1999*

Operational Highlights

By far the biggest achievement at the LAT over the last year was the elimination of its backlog in October 2023. By the end of the fiscal year, 85% of cases were within the LAT's 12-month lifecycle, which is above the target of 80%. By fall 2023, LAT-AABS set a record by closing over 18,000

appeals and rendering more than 1,000 decisions, the highest ever in a fiscal year and an 85% increase over the previous year.

It also bears noting that the backlog was eliminated, and its active case count significantly reduced, during a year in which the LAT received its highest number of applications ever, since responsibility for these appeals was transferred to LAT-AABS from the Financial Services Commission of Ontario (now known as Financial Services Regulatory Authority of Ontario) in 2016.

Over the past few years, the LAT team has been laser focused on improving service delivery and making timely file closures a priority. A clear strategy was established to address the backlog and a variety of measures implemented to persistently make inroads, including a focus on member recruitment, moving to a canvassing-based scheduling model and the implementation of new streamlined processes. With more members and an improved scheduling process, the LAT was able to increase the number of case conferences, settlement conferences and hearings and reduce the time between events.

The LAT also engaged in a substantial review of its Rules over the past year, in collaboration with key stakeholders, which resulted in revised LAT Rules which took effect In August 2023. These changes created further operational efficiencies and streamlined administrative processes.

Meanwhile, the LAT-GS expanded the type of appeals it heard, adding multiple new appeal types for adjudication. Specifically, in 2023-2024, LAT-GS added three new legislative jurisdictions to its mandate:

- *Trust in Real Estate Services Act, 2002*
- *Ontario Career Colleges Act, 2005*
- *Towing and Storage Safety and Enforcement Act, 2021*

Changes were made to ensure operational readiness so that business processes were in place to effectively meet any increase in appeals.

Throughout 2023-2024, the LAT continued to focus on training adjudicators for the new appeals, including those involving administrative monetary penalties.

In addition, the results of the user research lab (see [User Experience section](#) for details), completed in 2023-2024, were leveraged to help streamline operations, identify training opportunities, and make improvements to the appeal process going forward.

Statistics

Table 1: LAT-GS Caseload Overview

Table 1: LAT-GS Caseload Overview				
Caseload	2023-2024	2022-2023	2021-2022	2020-2021
Appeals received	645	626*	595	483
Appeals closed	625	684*	554*	455
Active appeals at fiscal year end	145	125*	183*	142*
Case conferences held	359	564	535	574
Decisions rendered	264	235	200	157

Note:

- *These figures were updated to correct an addition error.

Table 2: LAT-AABS Caseload Overview

Table 2: LAT-AABS Caseload Overview

Caseload	2023-2024	2022-2023	2021-2022	2020-2021
Appeals received	16,142	13,976*	15,796*	15,619
Appeals closed	18,016	16,271*	11,681*	13,712
Active appeals at fiscal year end	12,016	13,890*	16,185*	12,070*
Case conferences held	11,556	11,411	7,752	11,519
Decisions rendered	1,088	587	555	664
Applications settled/withdrawn	16,941	15,337	11,116	13,011

Note:

- *These figures were updated to correct an addition error.

Table 3: LAT Key Performance Indicators

Table 3: LAT Key Performance Indicators

Licence Appeal Tribunal Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023-2024 Total	
	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the LAT	N/A										
In-Person Hearing Events		1	N/A	0	N/A	0	N/A	0	N/A	1	N/A
Electronic Hearing Events		3,367	N/A	2,837	N/A	2,825	N/A	4,089	N/A	13,118	N/A
Written Hearing Events		190	N/A	398	N/A	405	N/A	398	N/A	1,388	N/A
Number of eligible accommodation requests granted	N/A	4	N/A	6	N/A	8	N/A	6	N/A	24	N/A

(in whole or in-part) by the LAT.												
Percentage that the first hearing event (i.e., a case conference) is scheduled within 60 calendar days for the LAT-GS and 90 calendar days for the LAT-AABS from the receipt of a completed appeal/application	80%	3,913	100%	3,973	100%	3,800	100%	3,897	99%	15,583	100%	15,583
Decisions issued within 90 calendar days from the conclusion of a hearing	80%	105	67%	98	70%	96	72%	124	72%	423	70%	423
Percentage of cases within the 12-month case lifecycle for LAT.	80%	10,503	76%	11,015	80%	11,032	83%	10,342	85%	10,342	85%	10,342
Percentage of cases that are resolved through alternative dispute resolution (in whole or in-part) within the LAT	N/A	2,740	60%	2,634	63%	1,265	28%	1,602	30%	8,241	45%	8,241

Note:

- N/A – Not applicable
- The LAT's Decision Issuance Key Performance Indicator (KPI) does not include case conference reports and orders, motion orders, or adjournment orders, which account for over 90% of total decisions for LAT. The statistics on decision issuance for the divisions within LAT (LAT-AABS and LAT-GS) are rolled up using a weighted average based on the number of decisions released across each division. The inclusion of decision types will be re-examined for a future iteration of the Tribunals Ontario KPI development.

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Ontario Civilian Police Commission (OCPC)

The OCPC is an independent, quasi-judicial agency with two divisions: Adjudicative and Investigative. The divisions operate independently under one Registrar. The OCPC's jurisdiction and

authority are derived from the *Police Services Act* (PSA). As of April 1, 2024, the PSA is repealed and the *Community Safety and Policing Act, 2019* (CSPA), is in force.

During the 2023-2024 fiscal year, the OCPC adjudicated applications, conducted investigations, and resolved disputes regarding the oversight and provision of policing services. This included hearing appeals of police disciplinary decisions and conducting investigations and inquiries into the conduct of chiefs of police, police officers, and members of police services boards. The OCPC continued to work diligently on its adjudicative and investigative caseloads and has been making adjustments in accordance with the CSPA and Ontario Regulation 125/24 (Transitional Matters) under the CSPA. As of April 1, 2024, the OCPC cannot accept any new appeals, applications, or requests for investigation, and the applicable CSPA entities will assume responsibility for any new cases, as appropriate - Inspectorate of Policing, Law Enforcement Complaints Agency, and Ontario Police Arbitration and Adjudication Commission. The OCPC will finalize any active adjudicative matters. At a future date, to be determined by the Ministry of the Attorney General, the OCPC will be dissolved.

Operational Highlights

In preparation of the CSPA coming into force, the OCPC continued to collaborate in cross-ministerial working groups to facilitate the exchange of transitional material and information to support the forthcoming framework under the CSPA. The OCPC also created internal working groups that focused on legislative changes, record management, operational winddown processes, and communication planning. At the same time, the OCPC continued to process cases, hear appeals, and conduct investigations.

The OCPC's duties and powers to investigate into police matters arise out of section 25 of the PSA. Under this section, the OCPC had discretion to initiate investigations in one of two ways:

1. In response to requests from one of the prescribed entities such as the Solicitor General, the Independent Police Review Director, a municipal council, and/or a municipal police services board.
2. On its own motion in which the OCPC will consider information provided by individuals or organizations and may act on such information on its own motion and on a discretionary basis, including to initiate a formal investigation.

The Investigative Division of the OCPC continues to work diligently on its current investigative caseload and will make adjustments in accordance with the CSPA and Ontario Regulation 125/24 (Transitional Matters) under the CSPA moving into the next fiscal year.

While in an active state of change, and in a commitment to transparency, the OCPC continued to provide open access to hearings, and public access to adjudicated decisions.

Over this fiscal year, the OCPC maintained stakeholder communication, and responded to inquiries relevant to the comprehensive change in regulation governing police oversight. The OCPC maintained its responsibility to complete active case matters in a fair, timely and effective manner.

The OCPC added to its small complement of adjudicators to continue to fulfill the tribunal's mandate pending regulatory change. Committed to fostering diversity, inclusion, and accessibility, the OCPC has bolstered its bilingual complement to facilitate French language services.

Throughout this transitional phase, the OCPC will remain committed to upholding the highest standards of accountability and transparency within policing services and police oversight.

Statistics

Table 1: QCPC Caseload Overview

Table 1: QCPC Caseload Overview

Caseload	2023-2024	2022-2023	2021-2022	2020-2021
Appeals opened	13	13	16	9
Appeals closed	17	9	17*	14
Active appeals at fiscal year end**	9	13	9	10
Decisions rendered	13	7	15	13

Notes:

*This figure was updated to correct an addition error.

**In 2023-2024, the QCPC continued to receive appeals that were complex and required significant oversight by the adjudicator. All open case files received before the CSPA comes into force will continue to be adjudicated.

Table 2: QCPC Investigation Overview

Table 2: QCPC Investigation Overview

Data	2023-2024	2022-2023	2021-2022	2020-2021
Investigation initiated*	2	0	2	3
Investigation cases closed	1	3	1	2
Investigation cases pending	5**	4	7	6

Notes:

*This investigative data reflects the total of the number of s. 25(1) investigations (conduct and/or performance of duties of a police officer, chief of police, auxiliary member of a police force, special constable, municipal law enforcement officer, member of a board, or an appointing official under the *Interprovincial Policing Act* in addition to the administration of a municipal police force or manner in which police services are provided for a municipality) initiated by request and on the QCPC's own motion.

**This statistic represents the total number of pending s. 25(1) investigations as of March 31, 2024, where the matter does not relate to the conduct or the performance of duties of an auxiliary member of a police force, a special constable, or a municipal law enforcement officer, per s. 15(2)(b) of O.Reg. 125/24 (Transitional Matters) under the CSPA.

Table 3: QCPC Key Performance Indicators

Table 3: QCPC Key Performance Indicators

Ontario Civilian Police Commission Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023- 2024 Total	
	2023- 2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the OCPC	N/A										
In-Person Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A
Electronic Hearing Events		13	N/A	7	N/A	6	N/A	7	N/A	33	N/A
Written Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A
Number of eligible accommodation requests granted (in whole or in-part) by the OCPC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of hearings scheduled within 90 calendar days from the receipt of an application/appeal	80%	6	100%	3	100%	2	100%	2	100%	13	100%
Decisions issued within 90 calendar days from the conclusion of a hearing	80%	3	100%	2	100%	2	100%	5	89%	12	97%
Percentage of cases within the 12-month (365 calendar days) case lifecycle for OCPC	80%	12	80%	13	81%	13	100%	8	89%	8	89%

Note:

- N/A – Not applicable

- The QCPC does not conduct alternative dispute resolution because of the jurisdiction and operations of the tribunal. As such, they will not be reporting on the KPI for the percentage of cases resolved through alternative dispute resolution.

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Ontario Parole Board (OPB)

The OPB makes parole decisions for applicants serving a sentence of less than two years in a provincial correctional institution. The OPB also decides applications for temporary absences from a correctional institution for greater than 72 hours.

When considering parole and temporary absence applications, public safety is the OPB's main priority.

The OPB's jurisdiction is delegated under the federal *Corrections and Conditional Release Act*. The OPB's powers and duties come from the provincial *Ministry of Correctional Services Act*.

Operational Highlights

The OPB continued to streamline its processes to ensure consistency throughout the operations team which included improvements to forms, processes, and guidelines ensuring accessibility standards and availability in both official languages.

The OPB completed its transition from teleconference hearings onto the Zoom platform for all applicants at provincial correctional institutions.

The OPB received and adjudicated three accommodation requests on hearing formats that allowed for hearing impairments, cognitive developmental delays, and illiteracy. All accommodation requests submitted to OPB were provided with a pre-hearing conference to allow adjudicators to ask further questions on the accommodation requested and to better assess the needs of the applicant. The approved accommodations allowed applicants to participate fully in the hearing process.

The OPB continued to provide culturally relevant services to Indigenous (First Nations, Inuit, Metis) applicants working with Elders to attend institutions to strengthen the cultural support provided by the Elder at hearings while maintaining the Zoom platform for all other participants and adjudicators.

As of March 31, 2024, the OPB had a full complement of adjudicators which supports legislative compliance and access to justice. Recruitment efforts going forward will focus on maintaining and strengthening the complement.

The OPB held numerous stakeholder engagement sessions with paroling authorities across Canada, the Ministry of the Solicitor General and the Criminal Lawyers Association. The OPB remains committed to stakeholder engagement and continuing to strengthen positive relationships.

The OPB conducted monthly member training on issues affecting public safety using a case-study approach to facilitate discussion on a variety of offence categories and risk factors, with topics including the opioid crisis, organized crime, firearms, and crimes against children.

To provide greater flexibility for adjudicators, many of whom are cross appointed to other tribunals, the OPB enhanced its scheduling system by holding half-day hearing blocks to better align with event workflows. This strategic adjustment enhanced operational efficiency, ensuring smoother proceedings and improved responsiveness to the needs of the OPB.

Statistics

Table 1: OPB Caseload Overview

Table 1: OPB Caseload Overview					
Caseload	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Applications received	3,150	3,373	3,111	3,012	4,220
Decisions rendered	2,147	2,559	2,335	3,012	4,220

Table 2: OPB Hearings Days

Table 2: OPB Hearings Days			
Details	2023-2024	2022-2023	2021-2022
Total Number of hearing days*	1,013	1,024	894

Note:

*Hearing days are measured by any portion of a day when members were assigned to conduct an oral hearing. Written hearings are not included in this total.

Table 3: OPB Key Performance Indicators

Table 3: OPB Key Performance Indicators											
Ontario Parole Board Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023-2024 Total	
	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the OPB	N/A										
In-Person Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A
Electronic Hearing Events		271	N/A	247	N/A	247	N/A	252	N/A	1,017	N/A
Written Hearing Events		314	N/A	274	N/A	290	N/A	252	N/A	1,130	N/A
Number of eligible accommodation requests granted	N/A	1	N/A	N/A	N/A	2	N/A	N/A	N/A	3	N/A

(in whole or in-part) by the QPB											
Percentage of hearings scheduled prior to parole eligibility date	80%	195	100%	191	99%	169	100%	161	99%	716	100%
Decisions issued by parole eligibility date	100%	195	100%	191	99%	169	100%	161	99%	716	100%

- Notes:
- N/A – Not applicable
 - The QPB does not have a standard case lifecycle, as all cases are active until the applicants are discharged from an institution and the decision issued is determined by the Parole Eligibility Date (PED), not a pre-set timeframe. Due to the QPB not having a case lifecycle, they will not be reporting on the percentage of cases within the case lifecycle KPI.
 - The QPB does not conduct alternative dispute resolution. As such, they will not be reporting on the KPI for the percentage of cases resolved through alternative dispute resolution.

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Ontario Special Education Tribunals — English and French (OSETs)

The OSETs hear appeals from parents who have been unable to resolve disputes with school boards with respect to the identification and placement of exceptional pupils.

The OSETs' jurisdiction and authority are derived from the *Education Act* and the *Statutory Powers Procedure Act*.

Operational Highlights

The OSETs (English) closed one appeal this fiscal period that was received late in the 2022-2023 fiscal year.

The OSETs (English) and the OSETs (French) did not receive any appeals in 2023-2024.

Statistics

Table 1: OSETs Key Performance Indicators

Table 1: OSETs Key Performance Indicators

Ontario Special Education Tribunals – English and French Key Performance Indicators							FY 2023-2024 Total
	Target	Q1	Q2	Q3	Q4		

	2023-2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the QSETs	N/A										
In-Person Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A
Electronic Hearing Events		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A
Written Hearing Events		1	N/A	0	N/A	0	N/A	0	N/A	1	N/A
Number of eligible accommodation requests granted (in whole or in-part) by the QSETs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of hearings scheduled within 60 calendar days from the eligibility date of an application	80%	1	100%	0	N/A	0	N/A	0	N/A	1	100%
Decisions issued within 60 calendar days from the conclusion of a hearing	80%	1	100%	0	N/A	0	N/A	0	N/A	1	100%
Percentage of cases within seven-month case lifecycle for the QSETs	80%	1	100%	0	N/A	0	N/A	0	N/A	0	N/A
Percentage of cases that are resolved through alternative dispute resolution (in whole or in-part) within the QSETs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note:

- N/A – Not applicable

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Social Benefits Tribunal (SBT)

The SBT considers appeals by appellants who have been refused social assistance and recipients of social assistance who are appealing a decision that affects the amount of, or their eligibility for, social assistance.

The SBT's jurisdiction and authority are derived from the *Ontario Works Act*, the *Ontario Disability Support Program Act* and the *Statutory Powers Procedure Act*.

Operational Highlights

During 2023-2024, the SBT continued to implement Tribunals Ontario's digital-first approach while providing accommodations where necessary to ensure access to justice.

While the vast majority of hearings were held virtually via Zoom video proceedings and Zoom telephone, the SBT held 19 in-person hearing events across Ontario and 28 written hearings. The SBT also used Access Terminals to conduct hearings.

The SBT continued to make significant inroads into its backlog over the past fiscal year, in part by modifying the way appeals were scheduled, with a focus on hearing matters sooner. Throughout 2023-2024, the SBT continued to close more files than it opened each month, which resulted in the steady decrease to the number of outstanding appeals. As of August 2023, the SBT cleared its backlog. This success ensured that parties were provided with timely outcomes to their matters, while also supporting the tribunal's ongoing commitment to providing fair and effective dispute resolution services.

The SBT also decreased the number of active files older than 300 days, decreased the average number of days from receiving an application to issuing a decision from 454 to 250 days, and reduced the average number of days from a hearing to a decision.

The SBT continued to improve the Early Resolution Opportunity (ERO) program, with Early Resolution Sessions scheduled within 30 to 45 days from the date the SBT received an appeal. Of the files that went through the ERO program in the last fiscal year, the success rate of matters being resolved prior to a hearing or partial resolution of the matter was 24%.

Starting August 1, 2023, the SBT implemented enhancements to the ERO program to strengthen the role of the SBT Appeal Resolution Officers (ARO) who lead the Early Resolution Process. These enhancements provided the ARO and the parties access to a brief hearing before an adjudicator to formalize the content of the resolution facilitated by the ARO. The hearings following immediately after Early Resolution Sessions were booked as part of this update. This initiative had been limited in scope. Matters were selected on a case-by-case basis and at the discretion of SBT. Based on the initial matters scheduled, SBT will evaluate and consider expanding the initiative.

The SBT continued to hold stakeholder meetings and remains committed to engaging with its larger stakeholder group at least twice annually. Over 2023-2024, SBT met bi-monthly with the Disability Adjudication Unit, and quarterly with the Ontario Disability Support Program financial managers and Toronto Employment & Social Services Ontario Works managers. The SBT also met with the Steering Committee on Social Assistance. The purpose of these meetings was to discuss and share information regarding SBT processes, adjudicator recruitment, backlog management, and scheduling practices.

The SBT conducted several competitions to recruit for adjudicators this past fiscal year. As of March 31, 2024, SBT had 24 full-time adjudicators (including the Associate Chair and Vice Chairs) and 40 part-time adjudicators. The SBT provided extensive training for new adjudicators which included

training on the relevant law and legislation, adjudication skills like hearing management and decision writing, and presiding with a more senior member. Ongoing training for adjudicators included monthly professional development and lunch and learn sessions.

Statistics

Table 1: SBT Caseload Overview

Table 1: SBT Caseload Overview

Caseload	2023-2024	2022-2023	2021-2022	2020-2021
Appeals received	8,955	7,089	6,022	6,930*
Appeals closed	10,382	9,897	7,253	5,210
Active appeals at fiscal year end	5,521	6,948*	9,756*	10,987
Decisions rendered	6,667	5,120	4,646	2,825

Note:

- *These figures were updated to correct an addition error.

Table 2: SBT Appeals of Program

Table 2: SBT Appeals of Program

Type of Decision	2023-2024	2022-2023	2021-2022	2020-2021
ODSP	8,414	6,601	5,572	6,546
OW	541	488	450	384
Total	8,955	7,089	6,022	6,930*

Note:

- *This figure was updated to correct an addition error.

Table 3: ODSP Appeals by Category

Table 3: ODSP Appeals by Category

ODSP Appeal Category	2023-2024	2022-2023	2021-2022	2020-2021
Refusal	7,536	5,567	4,703	5,879
Cancellation & suspension	341	455	349	210
Amount & reduction	519	559	496	438
Other	18	20	24	19
Total	8,414	6,601	5,572	6,546

Table 4: OW Appeals by Category

Table 4: OW Appeals by Category

QW Appeal Category	2023-2024	2022-2023	2021-2022	2020-2021
Refusal	125	84	63	58
Cancellation & suspension	132	146	123	111
Amount & reduction	283	255	259	212
Other	1	3	5	3
Total	541	488	450	384

Table 5: QDSP Decisions by Outcome

Table 5: QDSP Decisions by Outcome

QDSP Decision	2023-2024	2022-2023	2021-2022	2020-2021
Granted*	3,507	3,243	2,338	1,531
Denied	2,715	2,692	1,913	1,051
Other**	157	201	154	90
Total	6,379	6,136	4,405	2,672

Notes:

- *Decisions include granted in part.
- **Other decisions include consent orders, no appeal before the tribunal, appeal out of time, no jurisdiction, matter resolved or withdrawn, or cases referred to the Director or Administrator to reconsider its original decision in accordance with the directions given by the tribunal.

Table 6: QW Decisions by Outcome

Table 6: QW Decisions by Outcome

QW Decision	2023-2024	2022-2023	2021-2022	2020-2021
Granted*	116	119	95	56
Denied	141	220	118	78
Other**	31	23	28	19
Total	288	362	241	153

Notes:

- *Decisions include granted in part.
- **Other decisions include consent orders, no appeal before the tribunal, appeal out of time, no jurisdiction, matter resolved or withdrawn, or cases referred to the Director or Administrator to reconsider its original decision in accordance with the directions given by the tribunal.

Table 7: SBT Key Performance Indicators

Table 7: SBT Key Performance Indicators

Social Benefits Tribunal Key Performance Indicators	Target	Q1		Q2		Q3		Q4		FY 2023- 2024 Total	
	2023- 2024	#	%	#	%	#	%	#	%	#	%
Volume of in-person, electronic and written hearing events held at the SBT	N/A										
In-Person Hearing Events		3	N/A	5	N/A	8	N/A	3	N/A	19	N/A
Electronic Hearing Events		1,823	N/A	1,688	N/A	2,045	N/A	2,285	N/A	7,841	N/A
Written Hearing Events		4	N/A	7	N/A	14	N/A	3	N/A	28	N/A
Number of eligible accommodation requests granted (in whole or in-part) by the SBT	N/A	11	N/A	8	N/A	4	N/A	4	N/A	27	N/A
Percentage of hearings scheduled within 60 calendar days after receipt of the appeal	80%	1,207	47%	2,274	60%	1,705	100%	2,321	99%	7,507	73%
Decisions issued within 60 calendar days from the conclusion of a hearing	90%	1,477	96%	1,290	97%	1,701	100%	1,757	99%	6,225	98%
Percentage of cases within the 300	80%	5,446	79%	5,523	83%	5,478	91%	4,977	93%	4,977	93%

calendar days case lifecycle for SBT											
Percentage of cases that are resolved through alternative dispute resolution (in whole or in- part) within the SBT*	N/A	91	22%	95	26%	79	25%	91	23%	356	24%

Note:

- N/A – Not applicable
- *Alternative dispute resolution (ADR), or Early Resolution Opportunity, for the SBT is a voluntary mechanism where parties agree to participate in alternative dispute resolution as a method to facilitate the resolution of an appeal. Not all appeals are captured in ADR as some appellants chose not to undergo that process.

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Financial Summary

The 2023-2024 financial summary includes the consolidated expenditures for Tribunals Ontario. This financial summary also includes the expenditures for the LAT-AABS, which is fully recoverable from the insurance industry.

Tribunals Ontario is continuing to review its business practices to identify efficiencies and modernize and streamline practices to deliver better service for people across the province.

Table 1: Summary Comparison of Tribunals Ontario's Actuals, Revenue and LAT-AABS Reimbursement

Table 1: Table 1: Summary Comparison of Tribunals Ontario's Actuals, Revenue and LAT-AABS Reimbursement

Expenditures	2023-2024	2022-2023	2021-2022
T.O. Expenditures (Actuals)	\$92,692,560	\$90,302,997	\$85,713,366*
Less Application Filing Fees	\$15,839,454	\$14,431,390	\$13,206,866
Less Automobile Accident Benefits Service Reimbursement	\$17,661,179	\$17,677,880	\$14,476,329
T.O. Expenditures less Fees and LAT-AABS	\$59,191,927	\$58,193,727	\$58,030,171*

Reimbursement Expenditures

Note:

*For 2021-2022, the financial information was updated to reflect the final adjustments.

Table 2: Comparison of Tribunals Ontario Expenditures

Table 2: Comparison of Tribunals Ontario Expenditures

Expenditures	2023-2024	2022-2023	2021-2022*
Salary and Wages**	\$60,862,538	\$54,543,127	\$53,238,000
Employee Benefits**	\$9,389,124	\$8,410,129	\$7,754,425
Transportation and Communications	\$1,355,144	\$1,582,565	\$1,358,933
Services	\$21,029,937	\$25,804,577	\$23,222,007
Supplies and Equipment	\$318,977	\$262,013	\$379,173
Recoveries	(\$263,160)	(\$299,416)	(\$239,173)
Total	\$92,692,560	\$90,302,997	\$85,713,366

Notes:

*For 2021-2022, the financial information was updated to reflect the final adjustments.

**Salary and Wages and Employee Benefits includes expenditures for full-time Order in Council (OIC) remuneration.

Table 3: Comparison of Tribunals Ontario Revenue

Revenue received by Tribunals Ontario is transferred to the provincial government's Consolidated Revenue Fund.

Table 3: Comparison of Tribunals Ontario Revenue

Application Filing Fees*	2023-2024	2022-2023	2021-2022
Assessment Review Board Application Filing Fees	\$485,311	\$851,699	\$679,168
Landlord and Tenant Board Application Filing Fees	\$13,576,510	\$12,047,571	\$10,805,446
Licence Appeal Tribunal Application Filing Fees	\$1,777,633	\$1,532,120	\$1,722,252
Total	\$15,839,454	\$14,431,390	\$13,206,866
Reimbursement of Expenditures	2023-2024	2022-2023	2021-2022

Automobile Accident Benefits Service***	\$17,661,179	\$17,688,880***	\$14,476,329
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Notes:

*Application filing fees also include fees collected for Freedom of Information requests and sale items such as photocopies, certified copies of orders, and recording of hearings.

**The cost of LAT-AABS is fully recoverable from the insurance industry. Regulation 160/16 sets out a points scheme that determines each insurer's share of the assessment, which is based on their usage of the service.

***For 2022-2023, the financial information was updated to reflect the final adjustments.

Table 4: Remuneration of Appointees to Adjudicative Tribunals and Regulatory Agencies

Table 4: Remuneration of Appointees to Adjudicative Tribunals and Regulatory Agencies

Position	Full-Time Appointees (Annual Remuneration)			Part-Time Appointees (Per Diem Remuneration)
	First 2 Years	Next 3 Years	Final 5 Years	Daily Per Diem Rate
Executive Chairs	\$200,780	\$212,564	\$224,349	\$858
Chairs	\$174,184	\$186,621	\$199,059	\$744
Associate-Chairs	\$174,184	\$186,621	\$199,059	\$744
Vice-Chairs	\$136,545	\$146,311	\$156,077	\$583
Adjudicators	\$110,482	\$118,378	\$126,273	\$472

Table 5: Remuneration Paid to the Full-time and Part-time Members

Table 5: Remuneration Paid to the Full-time and Part-time Members

Tribunals Ontario	2023-2024	2022-2023	2021-2022
Full-time Remuneration*	\$19,349,671	\$17,749,196	\$15,692,766
Part-time Remuneration	\$10,653,354	\$9,995,552	\$7,239,099
Total	\$30,003,025	\$27,744,748	\$22,931,865

Note:

*Expenditures for Full-Time QIC Remuneration is included in the Salary and Wages line item in [Table 2](#).

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Appendix

Appointees

Table 1: Appointees

Name	Tribunal	Position	Original Position Appointment Date	Appointment End Date
Abosharia, Abdalla*	LTB	Part-Time Member	23-Feb-23	22-Feb-25
Aboussafy, Candace	LTB	Full-time Member	27-Apr-23	26-Apr-25
Adamidis, Harry	LAT	Full-Time Member	17-Feb-22	16-Feb-27
Adams (Marshall), Donna	LTB*	Full-Time Member	13-Jan-22	12-Jan-24
Adams (Marshall), Donna	LTB	Part-time Member	13-Jan-24	12-Jan-25
Agnihotri, Aditi*	SBT	Part-Time Member	16-Mar-23	16-Mar-25
Agnihotri, Aditi*	LTB	Part-Time Member	16-Mar-23	16-Mar-25
Ahmad, Sofia	LAT	Part-Time Member	17-Feb-22	16-Feb-27
Akram, Khalid*	LTB	Full-Time Member	25-Jun-20	24-Jun-25
Allen, Tom	SBT*	Full-Time Member	22-Jun-23	21-Jun-25
Allen, Tom	SBT	Part-Time Member	23-Nov-23	21-Jun-25
Anderson, Kyle	LTB	Full-Time Member	30-Nov-23	29-Nov-25
Anjema, Melissa	LTB	Full-Time Member	7-Sep-23	6-Sep-25
Anwar, Khizer*	SBT	Part-Time Member	3-Feb-22	2-Feb-24
Anwar-Ali, Sonia	LTB	Full-Time Member	18-Apr-19	17-Apr-29
Aquilina, Nancy	LAT	Full-Time Vice Chair	17-Feb-22	16-Feb-27

Arpino, Marianna*	<u>SBT</u>	Part-Time Member	19-Jan-23	18-Jan-25
Ashton, Sally+	<u>HRTO</u>	Part-Time Member	7-Mar-24	6-Mar-25
Ashton, Sally+	<u>SBT</u>	Part-Time Member	14-Apr-22	13-Apr-24
Aspin, Jay	<u>LTB</u>	Part-Time Member	10-Aug-23	9-Aug-25
Atkinson, Sarah*	<u>HRTO</u>	Part-Time Member	5-Jan-15	4-Jan-25
Audziss, Kenneth	<u>LTB</u>	Full-Time Member	26-Oct-23	25-Oct-25
Austin, Richard*	<u>LAT</u>	Part-Time Member	20-Apr-23	19-Apr-25
Avinoam, Robert	<u>LTB</u>	Part-Time Member	2-Nov-23	1-Nov-25
Awad, Katie	<u>LAT</u>	Part-Time Professional Member	8-Feb-18	7-Feb-28
Awoleri, Subuola	<u>ARB</u>	Full-Time Member	16-Nov-16	20-Nov-26
Bacchus, Rafeena	<u>HRTO</u>	Part-Time Vice Chair	16-Sep-21	15-Sep-26
Backstein, Debra	<u>ACRB</u>	Part-time Member	2-Nov-23	1-Nov-25
Baillargeon-Smith, André-Paul*	<u>LTB</u>	Full-Time Member	19-Jan-23	18-Jan-25
Ball, Stephanie+	<u>LTB</u>	Part-time Member	1-Jun-23	31-May-25
Ball, Stephanie+	<u>SBT</u>	Part-time Member	28-Mar-24	27-Mar-26
Barber, Garnet (R.G)	<u>LAT</u>	Part-time Member	22-Sep-23	21-Sep-25
Barker, Kelly	<u>HRTO</u>	Full-Time Member	20-Oct-22	19-Oct-24
Barthos, Alexandra+	<u>CFSRB</u>	Part-time Member	21-Mar-24	20-Mar-26

Barthos, Alexandra+	CRB	Part-time Member	21-Mar-24	20-Mar-26
Beauchesne, Michael	LAT	Full-Time Member	4-Mar-22	3-Mar-27
Bednarek, Ken	ARB	Full-Time Associate Chair	21-Jan-21	20-Jan-26
Begg, Curtis	LTB	Full-Time Member	6-Jan-22	5-Jan-27
Bélisle, Chantal	SBT	Part-time Member	15-Jun-23	14-Jun-25
Bell, Brett	LAT	Part-time Member	12-Oct-23	11-Oct-25
Benham, Jagger	LTB	Full-Time Member	2-Sep-21	1-Sep-26
Berube, Daniel*	LTB	Part-Time Member	14-Oct-21	13-Oct-23
Bertrand, Carrie	LTB	Full-time Member	29-Feb-24	27-Feb-26
Bickley, Catherine+	CFSRB	Full-Time Vice Chair	18-Jan-18	17-Jan-25
Bickley, Catherine+	CRB	Full-Time Vice Chair	18-Jan-18	17-Jan-25
Bickley, Catherine+	OSETen	Part-Time Vice Chair	4-Mar-22	3-Mar-27
Bickley, Catherine+	OSETfr	Part-Time Vice Chair	4-Mar-22	3-Mar-27
Bilhan, Hande	LAT	Part-time Member	25-May-23	24-May-25
Blanas, Georgina	LAT	Part-time Member	12-Oct-23	11-Oct-25
Borer, Mark*	HRTQ	Full-Time Vice Chair	17-Jun-21	16-Jun-23
Boyce, Jesse+*	LAT	Full-Time Vice Chair	12-Nov-20	11-Nov-25
Boyce, Jesse+*	QCPC	Part-Time Member	21-Feb-18	20-Feb-28

Brannan, Gina Saccoccio	<u>LAT</u>	Part-Time Vice Chair	19-Jan-23	18-Jan-25
Brar, Sheena	<u>LTB</u>	Part-Time Member	14-Oct-21	13-Oct-24
Brennan, Paul+	<u>ARB</u>	Full-Time Member	6-Jan-22	5-Jan-27
Brennan, Paul+	<u>SBT</u>	Part-Time Member	6-Jan-22	5-Jan-27
Brickell, Mark+*	<u>LAT</u>	Part-Time Member	10-Mar-22	9-Mar-24
Brickell, Mark+*	<u>QPB</u>	Part-Time Member	25-Nov-21	24-Nov-23
Brkic, Aleksandar	<u>LTB</u>	Part-Time Member	29-Jun-23	24-Oct-24
Brocanier, Greg	<u>LTB</u>	Full-Time Member	30-Jun-21	29-Jun-26
Broderick, Julie	<u>LTB</u>	Full-time Member	11-Jan-24	10-Jan-26
Brouillet, Terry	<u>SBT</u>	Part-Time Member	12-Jun-13	11-Jun-24
Brown, Eric	<u>SBT</u>	Full-Time Member	14-Jan-21	13-Jan-26
Brown, Robert	<u>LTB</u>	Full-Time Member	22-Jun-23	21-Jun-25
Brown, Robert	<u>LTB*</u>	Part-Time Member	14-Oct-21	13-Oct-23
Bruno, Anthony	<u>LTB</u>	Part-Time Member	23-Jul-20	22-Jul-24
Bryan, Julia+	<u>QPB</u>	Part-Time Member	3-Dec-20	2-Dec-25
Bryan, Julia+	<u>SBT</u>	Part-Time Member	19-Jan-23	18-Jan-25
Budweth Mingay, Christina+	<u>CFSRB</u>	Part-Time Member	6-Apr-23	5-Apr-25
Budweth Mingay, Christina+	<u>CRB</u>	Part-Time Member	6-Apr-23	5-Apr-25

Burger, Dalton*	SBT	Part-Time Vice Chair	25-Nov-21	24-Nov-23
Burstyn, Marla*	HRTO	Full-Time Member	20-Feb-20	19-Feb-25
Cain Coulas, Claudette	OCPQ	Part-Time Member	7-Mar-24	6-Mar-26
Campbell, James	LTB	Full-Time Member	31-Mar-23	30-Mar-25
Campbell, Jeffery	LAT	Full-Time Vice Chair	17-Mar-22	16-Mar-27
Campin, Elisabeth	HRTO	Part-Time Member	21-Mar-18	20-Mar-28
Carey, Ruth	LTB	Full-Time Vice Chair	12-Aug-15	11-Aug-25
Carmichael Greb, Christin	LAT	Part-Time Member	10-Mar-22	9-Mar-27
Carr, Dawn	LTB	Full-Time Member	7-Sep-23	6-Sep-25
Carson, Trish	LTB	Part-Time Member	21-Jan-21	20-Jan-26
Case, Rebecca	LTB	Part-time Vice Chair	9-Feb-23	8-Feb-25
Cashmore, John Benjamin	LTB	Full-Time Member	13-Jan-22	12-Jan-27
Castel, Jacqueline+	ACRB	Part-Time Member	7-Apr-22	6-Apr-24
Castel, Jacqueline+	FSC	Part-Time Member	7-Apr-22	6-Apr-24
Caterina, Mindy+	ACRB	Part-Time Member	4-Mar-22	2-Dec-25
Caterina, Mindy+	FSC	Part-Time Member	3-Dec-20	2-Dec-25
Cavdar, Jessica	LAT	Full-Time Member	18-Jan-18	17-Jan-25
Chahbar, Nasser	LTB	Part-Time Member	20-Apr-23	19-Apr-25

Chapelle, Simon	OPB	Full-Time Associate Chair	24-Sep-20	23-Sep-25
Chaplick, Alisa+	ACRB	Part-Time Member	22-Jun-23	21-Jun-25
Chaplick, Alisa+	ESC	Part-Time Member	22-Jun-23	21-Jun-25
Chapple, Heather	LTB	Full-Time Member	22-Jul-21	21-Jul-26
Charbonneau, Yanick	LAT	Part-Time Member	20-Apr-23	19-Apr-25
Charette, Louise+	CFSRB	Part-Time Member	14-Apr-22	5-Jan-27
Charette, Louise+	CRB	Part-Time Member	14-Apr-22	5-Jan-27
Charette, Louise+	OCPC	Part-Time Member	30-Mar-22	5-Jan-27
Charette, Louise+	OPB	Part-Time Member	3-Dec-20	2-Dec-25
Charette, Louise+	SBT*	Part-Time Member	6-Jan-22	5-Jan-24
Cho, Harry	LTB	Full-Time Vice Chair	9-Feb-23	8-Feb-25
Chopowick, Mike+	ARB	Part-Time Member	13-Jul-23	12-Jul-25
Chopowick, Mike+	LAT	Part-Time Member	13-Jul-23	12-Jul-25
Ciriello, Monica	LAT	Part-Time Vice Chair	6-Jan-22	5-Jan-27
Ciriello, Robert+	HRTQ	Part-Time Member	25-Nov-21	24-Nov-26
Ciriello, Robert+	LAT	Part-Time Member	17-Feb-22	16-Feb-27
Clarke, Steve	LAT	Part-Time Member	22-Sep-23	21-Sep-25
Clarke, Susan+	ACRB	Part-Time Vice Chair	29-Sep-22	5-Nov-24

Clarke, Susan+	FSC	Part-Time Vice Chair	20-Sep-17	5-Nov-24
Climo, Christopher	LAT	Part-Time Vice Chair	17-Feb-22	16-Feb-27
Clyne, Camille	LTB	Part-Time Member	22-Dec-21	21-Dec-24
Cogan, Tami	LAT	Part-Time Member	20-Apr-23	19-Apr-25
Connolley, Amanda	HRTQ	Full-Time Member	25-Nov-21	24-Nov-26
Corapi, Daniela*	LAT	Part-Time Member	24-Apr-20	23-Apr-23
Cornet, William	LTB	Part-Time Member	2-Nov-23	1-Nov-25
Cummins, Patrick	FSC	Part-Time Vice Chair	2-Nov-23	1-Nov-25
Curran, Adrienne	SBT	Full-Time Member	22-Jun-23	21-Jun-25
Danielson, Peter	FSC	Part-Time Member	23-Nov-23	22-Nov-25
Dann, Simon	HRTQ	Part-Time Member	1-Oct-20	30-Sep-25
Daud, Syed Muhammad Aslam	HRTQ	Full-Time Vice Chair	25-Jun-20	24-Jun-25
Davies, Bruce	SBT	Part-Time Member	22-Dec-21	21-Dec-26
Dawson, Karen	HRTQ	Full-Time Vice Chair	21-Oct-21	20-Oct-26
De Toni, Robert*	LAT	Part-Time Member	1-Jun-23	31-May-25
Dean, Jane	LTB	Full-Time Member	18-Jan-24	17-Jan-26
Deathe, Ashley+	ACRB	Part-Time Member	7-Apr-22	6-Apr-24
Deathe, Ashley+	FSC	Part-Time Member	7-Apr-22	6-Apr-24

Debski, Nathalia	<u>L.T.B.</u>	Full-Time Member	18-Jan-24	17-Jan-26
DeCory, Jed	<u>S.B.T.*</u>	Part-Time Member	29-Apr-21	28-Apr-26
DeCory, Jed	<u>S.B.T.</u>	Part-Time Vice Chair	22-Jun-23	21-Jun-25
Dehaan, Richard	<u>L.T.B.</u>	Part-Time Member	2-Nov-23	1-Nov-25
Del Vecchio, Lisa+	<u>L.T.B.</u>	Full-Time Member	11-May-23	10-May-25
Del Vecchio, Lisa+	<u>S.B.T.</u>	Part-Time Member	23-Mar-23	22-Mar-25
Delaney, Kelly	<u>L.T.B.</u>	Part-Time Member	22-Dec-21	21-Dec-26
Delisle, Ryan	<u>F.S.C.</u>	Part-Time Member	11-May-23	10-May-25
Delorenzi, Bryan	<u>L.T.B.</u>	Full-Time Member	11-May-23	10-May-25
Delorenzi, Bryan	<u>L.T.B.*</u>	Part-Time Member	19-Aug-21	18-Aug-23
Demarce, Leo+	<u>A.R.B.</u>	Part-Time Member	29-Sep-21	28-Sep-26
Demarce, Leo+	<u>L.A.T.</u>	Part-Time Member	10-Mar-22	28-Sep-26
den Haan, Margo	<u>L.T.B.</u>	Part-Time Member	22-Dec-21	21-Dec-26
Denny, Kara	<u>S.B.T.</u>	Full-Time Member	1-Jun-23	31-May-25
Di Salle, Michael	<u>L.T.B.</u>	Full-Time Member	20-Aug-20	19-Aug-25
DiBattista, Julian	<u>L.A.T.</u>	Part-Time Vice Chair	10-Feb-22	9-Feb-27
Dick, Jonathon	<u>L.A.T.</u>	Part-Time Member	2-Nov-23	1-Nov-25
Dietrich, Denise+	<u>L.A.T.*</u>	Full-Time Member	17-Feb-22	16-Feb-24

Dietrich, Denise+	SBT	Full-Time Member	6-Apr-23	21-Oct-25
Dolinar, Paul*	LAT	Part-Time Member	10-Aug-23	9-Aug-25
Dormekpor, Fred	SBT	Part-Time Member	11-May-23	10-May-25
Dow, John	LTB	Part-Time Member	10-Aug-23	9-Aug-25
Dowdall, Charles	LTB	Full-Time Member	7-Sep-23	6-Sep-25
Dowhan, Robert+	ACRB	Part-Time Member	2-Nov-23	1-Nov-25
Dowhan, Robert+	FSC	Part-Time Member	2-Nov-23	1-Nov-25
Driesel, Sandra*	LAT	Full-Time Member	24-Jan-18	23-Jan-28
Du Vernet, Peter-Paul	LAT	Part-Time Member	26-Oct-23	25-Oct-25
Dwyer, Martina+	CFSRB	Part-Time Member	23-Feb-23	22-Feb-25
Dwyer, Martina+	CRB	Part-Time Member	23-Feb-23	22-Feb-25
Dwyer, Martina+	SBT*	Full-Time Member	17-Feb-22	16-Feb-24
Dymond, Jan	LAT	Part-Time Vice Chair	17-Feb-22	16-Feb-27
Earle, Wendy	LTB	Part-Time Member	9-Nov-23	8-Nov-25
Eaton, Stephen+	FSC	Part-Time Member	11-May-23	10-May-25
Eaton, Stephen+	HRTO	Part-Time Member	22-Feb-24	21-Feb-25
Ebner, Frank	LTB	Part-Time Member	21-Jan-21	20-Jan-26
Edu, Jitewa	LTB	Full-Time Member	18-Apr-18	17-Apr-28

El-Sayed, Yacout*	LAT	Full-Time Member	23-Mar-23	22-Mar-25
El-Tawil, Rema	LTB	Full-Time Member	26-Oct-23	25-Oct-25
Elliot, Thomas	HRTQ	Part-Time Member	8-Sep-22	7-Sep-24
Elsby, Colin	LTB	Part-Time Member	11-May-23	10-May-25
Evans, Christopher	LAT	Full-Time Member	17-Feb-22	16-Feb-27
Farlam, Avril+	ACRB	Part-Time Vice Chair	14-Apr-22	13-Apr-27
Farlam, Avril+	ESC	Part-Time Vice Chair	7-Jan-21	6-Jan-26
Farlam, Avril+	LAT	Part-Time Vice Chair	30-Jun-16	29-Jun-26
Feldman, Lawrence+	HRTQ*	Part-Time Member	4-Mar-22	3-Mar-24
Feldman, Lawrence+	OPB	Part-Time Member	10-Feb-22	9-Feb-26
Ferguson, Stacey+	HRTQ	Part-Time Vice Chair	14-Dec-23	13-Dec-24
Ferguson, Stacey+	SBT	Full-Time Associate Chair	18-Jun-20	17-Jun-25
Ferriss, Richard	LTB	Full-Time Member	14-Feb-20	13-Feb-25
Fitzgerald, Jane+	CFSRB	Part-Time Vice Chair	7-Mar-24	6-Mar-26
Fitzgerald, Jane+	CRB	Part-Time Vice Chair	7-Mar-24	6-Mar-26
Fleming, Robert	LAT	Part-Time Member	12-Oct-23	11-Oct-25
Fishman, Kenneth*	LAT	Part-Time Vice Chair	16-Dec-21	15-Dec-23
Fletcher-Dagenais, Caroline+	OCPC	Part-Time Associate Chair	1-Dec-22	30-Nov-24

Fletcher-Dagenais, Caroline+	OPB	Part-Time Vice Chair	4-Nov-21	3-Nov-26
Fletcher-Dagenais, Caroline+	OSETen	Part-Time Vice Chair	4-Mar-22	3-Nov-26
Fletcher-Dagenais, Caroline+	OSETr	Part-Time Vice Chair	4-Mar-22	3-Nov-26
Fletcher-Dagenais, Caroline+	SBT	Part-Time Vice Chair	19-Jun-23	30-Nov-24
Floyd, Richard	HRTQ	Part-Time Member	14-Dec-23	12-Dec-25
Fogarty, Julia	CFSRB	Part-Time Member	14-Apr-22	13-Apr-27
Fogarty, Julia	CRB	Part-Time Member	14-Apr-22	13-Apr-27
Fogarty, Julia	LAT*	Full-Time Member	17-Feb-22	16-Feb-24
Forbes, Clive*	LAT	Full-Time Member	17-Feb-22	16-Feb-24
Forget, Martin+*	ACRB	Part-Time Member	30-Mar-22	19-Nov-23
Forget, Martin+*	ESC	Part-Time Member	10-Mar-22	19-Nov-23
Forget, Martin+*	HRTQ	Part-Time Member	10-Mar-22	19-Nov-23
Foster, Tracy+	CFSRB	Part-Time Member	4-May-23	3-May-25
Foster, Tracy+	CRB	Part-Time Member	4-May-23	3-May-25
Foster, Tracy+	OPB	Part-Time Member	7-Oct-21	6-Oct-26
Fox, Paul*	LAT	Part-Time Member	17-Feb-22	16-Feb-24
Freire, Mary Joe	SBT	Part-Time Member	21-Mar-24	20-Mar-26
Frontini, Matthew	LAT	Part-Time Member	17-Feb-22	16-Feb-27

Gabor, Robert	<u>H.R.T.O.</u>	Part-Time Member	16-Sep-21	15-Sep-26
Gajraj, Nicole+	<u>ACRB</u>	Part-Time Member	22-Jun-23	21-Jun-25
Gajraj, Nicole+	<u>ARB</u>	Part-Time Member	22-Jun-23	21-Jun-25
Gajraj, Nicole+	<u>FSC</u>	Part-Time Member	22-Jun-23	21-Jun-25
Gajraj, Nicole+	<u>OCPC</u>	Part-Time Member	22-Feb-24	21-Feb-26
Gananathan, Romona	<u>H.R.T.O.*</u>	Full-Time Vice Chair	13-Sep-17	12-Sep-24
Gananathan, Romona	<u>H.R.T.O.</u>	Part-Time Vice Chair	1-Jan-24	12-Sep-24
Gary, Meryl	<u>H.R.T.O.</u>	Part-Time Member	14-Apr-22	13-Apr-25
Gatfield, Aida	<u>H.R.T.O.</u>	Part-Time Vice Chair	1-Jun-23	31-May-25
Gawur, Andrew	<u>ACRB</u>	Part-Time Member	25-May-23	24-May-25
Ghanam, Denise	<u>H.R.T.O.</u>	Full-Time Member	21-Oct-21	20-Oct-26
Gibbons, Rachel	<u>L.T.B.</u>	Full-Time Member	8-Feb-24	7-Feb-26
Gill, Amarjeet*	<u>LAT</u>	Part-Time Member	17-Feb-22	16-Feb-24
Gill, Julie Anne	<u>SBT</u>	Part-Time Member	12-Oct-23	11-Oct-25
Gillies, Phil*	<u>SBT</u>	Part-Time Member	19-Jan-23	18-Jan-25
Gindin, Lucas	<u>L.T.B.</u>	Part-Time Member	2-Nov-23	1-Nov-25
Goela, Anita+*	<u>ACRB</u>	Part-Time Member	13-Sep-17	12-Sep-23
Goela, Anita+*	<u>FSC</u>	Part-Time Member	13-Sep-17	12-Sep-23

Goela, Anita+*	LAT	Full-Time Member	13-Sep-17	12-Sep-23
Gomes, Holly	HRTQ*	Full-Time Member	18-Feb-21	17-Feb-26
Gomes, Holly	HRTQ	Full-Time Vice Chair	1-Jun-23	31-May-25
Goncalves, Karen	LTB	Full-Time Member	30-Nov-23	29-Nov-25
Goulet, Laura+	HRTQ*	Part-Time Member	2-Dec-21	1-Dec-23
Goulet, Laura+	LAT	Full-Time Member	9-Dec-21	8-Dec-26
Gorham, James	LTB	Part-Time Member	13-Jul-23	12-Jul-25
Grant, Derek*	LAT	Full-Time Member	20-Jul-16	31-Dec-23
Greenberg, William+	LTB*	Part-Time Member	16-Dec-21	15-Dec-23
Greenberg, William+	QPB	Part-Time Member	7-Oct-21	6-Oct-26
Grewal, Ajay*	LTB	Part-Time Member	9-Mar-23	8-Mar-25
Grewal, Manjot*	LTB	Part-Time Member	8-Jul-21	7-Jul-23
Grievess, Kathryn+	LAT	Part-Time Member	13-Jan-22	23-Jan-25
Grievess, Kathryn+	QCPC	Part-Time Member	18-Nov-21	23-Jan-25
Grievess, Kathryn+	SBT	Full-Time Member	2-Dec-21	23-Jan-25
Griffith, Lyndra+*	LAT	Full-Time Member	21-Feb-18	20-Feb-24
Griffith, Lyndra+*	QPB	Part-Time Member	21-Feb-18	20-Feb-24
Hans, Rupinder+	LAT	Part-Time Member	22-Jun-16	21-Jun-26

Hans, Rupinder+	QPB	Part-Time Member	11-Jul-17	25-Jul-27
Harnam, Jennifer	HRTQ	Part-Time Member	8-Dec-23	7-Dec-25
Harper, Jacqueline	LAT	Part-Time Member	3-Feb-17	1-Feb-27
Harrington, Shaun*	SBT	Part-Time Member	14-Apr-22	13-Apr-24
Harris, Louise*	SBT	Part-Time Member	23-Feb-23	22-Feb-25
Harris, Robert	LAT	Part-Time Member	17-Feb-22	6-Mar-27
Hart, James	QPB	Full-Time Member	25-Nov-21	24-Nov-26
Hartslief, Laura	LTB	Part-Time Member	17-Jan-20	16-Jan-25
Hatzantonis, Fotoula	LTB	Full-Time Member	30-Nov-23	29-Nov-25
Heller, Gila+	HRTQ	Part-Time Member	22-Feb-24	21-Feb-25
Heller, Gila+	SBT	Part-Time Member	10-Feb-22	9-Feb-27
Henderson, Kelsey	SBT	Full-Time Member	7-Sep-23	6-Sep-25
Henein Thorn, Mary	LAT	Part-Time Member	4-Mar-22	3-Mar-27
Henrie, François+	ESC	Part-Time Member	9-Nov-23	8-Nov-25
Henrie, François+	HRTQ	Part-Time Member	22-Feb-24	21-Feb-25
Henrie, Lise+	CFSRB	Part-Time Vice Chair	15-Feb-24	14-Feb-26
Henrie, Lise+	CRB	Part-Time Vice Chair	15-Feb-24	14-Feb-26
Henrie, Lise+	SBT	Part-Time Vice Chair	2-Dec-21	1-Dec-26

Henry, Sean D.	L.T.B.	Full-Time Vice Chair	16-Apr-20	15-Apr-25
Heydarian, Ziba+	ACRB	Part-Time Vice Chair	2-Mar-23	1-Mar-25
Heydarian, Ziba+	FSC	Part-Time Vice Chair	2-Mar-23	1-Mar-25
Hines, Rebecca	LAT	Full-Time Member	16-Nov-16	15-Nov-26
Hodgson, Anne	OPB	Part-Time Member	10-Feb-22	9-Feb-27
Hodgson, Laura+	LAT	Part-Time Member	12-Mar-18	11-Mar-28
Hodgson, Laura+	QCPC	Part-Time Vice Chair	12-Mar-18	11-Mar-28
Hodgson, Laura+	OPB	Part-Time Member	12-Mar-18	11-Mar-28
Holland, Lisa	LAT	Part-Time Member	31-Aug-23	30-Aug-25
Holtz, Catherine	SBT	Full-Time Vice Chair	23-Aug-23	22-Aug-25
Holtz, Catherine	SBT*	Part-Time Member	2-Dec-21	1-Dec-23
Holtz, Catherine	SBT*	Part-Time Vice Chair	22-Jun-23	21-Jun-25
Houghton, Gary	FSC	Part-Time Member	11-May-23	10-May-25
Howard, Karin	ARB	Part-Time Member	6-Jul-23	5-Jul-25
Hueglin Hartwick, Janet	LAT	Full-Time Member	17-Feb-22	16-Feb-27
Huneault, Nicole	L.T.B.	Part-Time Member	18-Feb-21	17-Feb-27
Hunt, Teresa	L.T.B.	Full-Time Member	29-Jun-23	28-Jun-25
Hunter, Terence	LAT	Part-Time Vice Chair	22-Jun-16	31-Dec-26

Iamello, Rocco+	ACRB	Part-Time Member	4-Mar-22	5-May-26
Iamello, Rocco+	FSC	Part-Time Member	6-May-21	5-May-26
Iannazzo, Nick	LAT	Part-Time Member	17-Feb-22	16-Feb-27
Inbar, Lavinia	HRTQ	Full-Time Member	25-Nov-21	24-Nov-26
Jackson, Reid	LTB	Full-Time Member	5-Oct-23	4-Oct-25
Jacob, Elena	LTB	Full-Time Member	7-Sep-23	6-Sep-25
James, Natalie+	LTB	Full-Time Member	9-Dec-21	8-Dec-26
James, Natalie+	OPB	Part-Time Member	10-Feb-22	8-Dec-26
Jamieson, Jack	LTB	Part-Time Member	31-Aug-23	30-Aug-25
Jan, Ida Janine*	HRTQ	Part-Time Member	8-Dec-23	7-Dec-25
Jarda, Ludmilla	LAT	Full-Time Member	25-Feb-22	24-Feb-27
Jaskot, Stanley*	LAT	Part-Time Vice Chair	23-Feb-23	22-Feb-25
Jiggins, Michael	SBT	Part-Time Member	4-May-23	3-May-25
Johal, Sandeep	LAT	Full-Time Vice Chair	20-Nov-20	19-Nov-25
John, Anita*	LAT	Part-Time Member	30-Jun-16	31-Dec-23
Johnson, Alicia	LTB	Part-Time Member	8-Jul-21	7-Jul-26
Jonsson, Angela	LAT	Part-Time Member	31-Aug-23	30-Aug-25
Jordan, Tamara+	CFSRB*	Part-Time Member	17-Oct-19	20-Oct-24

Jordan, Tamara+	CRB *	Part-Time Member	17-Oct-19	20-Oct-24
Jordan, Tamara+	CFSRB	Part-Time Vice Chair	29-Feb-24	27-Feb-26
Jordan, Tamara+	CRB	Part-Time Vice Chair	29-Feb-24	27-Feb-26
Jordan, Tamara+	LAT	Part-Time Member	11-May-23	10-May-25
Joseph, Ender	LTB	Full-Time Member	30-Nov-23	29-Nov-25
Joy, Greg	LTB	Part-Time Member	23-Jul-20	22-Jul-25
Juhas, Michal	SBT	Full-Time Member	11-May-23	10-May-25
Kadysh, Alla	LAT	Part-Time Member	17-Feb-22	16-Feb-27
Karademir, Tugba	SBT	Full-Time Member	7-Sep-23	6-Sep-25
Katz, Ronny+	ACRB	Part-Time Member	14-Apr-22	24-Nov-26
Katz, Ronny+	FSC	Part-Time Member	14-Apr-22	24-Nov-26
Katz, Ronny+	SBT	Part-Time Member	25-Nov-21	24-Nov-26
Kaur, Tavlin+	LAT	Full-Time Member	28-Mar-19	27-Mar-25
Kaur, Tavlin+	LTB	Part-Time Member	16-Jul-20	27-Mar-25
Kaye, Thomas*	LAT	Part-Time Member	20-Apr-23	19-Apr-25
Keith, Fiona	HRTO	Part-Time Member	1-Jun-23	31-May-25
Kenny, Heather+*	ARB	Part-Time Member	18-Nov-21	17-Nov-23
Kenny, Heather+*	LTB	Part-Time Member	30-Mar-22	17-Nov-23

Kepman, Stephanie+*	ACRB	Part-Time Vice Chair	24-Mar-22	23-Jan-25
Kepman, Stephanie+*	FSC	Part-Time Vice Chair	24-Mar-22	23-Jan-25
Kepman, Stephanie+*	CFSRB	Part-Time Member	14-Apr-22	13-Apr-24
Kepman, Stephanie+*	CRB	Part-Time Member	14-Apr-22	13-Apr-24
Kepman, Stephanie+*	LAT	Full-Time Member	24-Jan-18	23-Jan-25
Kepman, Stephanie+*	LTB	Part-Time Member	17-Jan-20	23-Jan-25
Kepman, Stephanie+*	QCPC	Part-Time Member	24-Jan-18	23-Jan-25
Kepman, Stephanie+*	OPB	Part-Time Member	24-Jan-18	23-Jan-25
Keser, Samantha	SBT	Full-Time Member	23-Aug-23	22-Aug-25
Keubou, Victor	LTB	Part-Time Member	13-Jul-23	12-Jul-25
Keubou, Victor	SBT	Part-Time Member	13-Jul-23	12-Jul-25
Killick, Brian	SBT	Full-Time Vice Chair	17-Nov-22	16-Nov-24
King, Caroline*	ARB	Full-Time Vice Chair	31-Aug-17	30-Aug-23
Kirby, Elizabeth	SBT	Full-Time Member	14-Mar-24	13-Mar-26
Kostakis, Evangelia	SBT	Full-Time Member	28-Mar-24	27-Mar-26
Kovats, Amanda	LTB	Full-Time Member	11-May-23	10-May-25
Kovats, Amanda	LTB*	Part-Time Member	24-Mar-22	23-Mar-24
Koch, Laurie	LTB	Part-Time Member	10-Aug-23	9-Aug-25

Kukulewich, Bill	L.T.B. *	Full-Time Member	7-Sep-23	6-Sep-25
Kukulewich, Bill	L.T.B.	Part-Time Member	15-Feb-24	6-Sep-25
Kung, Gregory+	L.A.T. *	Part-Time Member	22-Dec-21	21-Dec-23
Kung, Gregory+	O.P.B.	Part-Time Member	31-Jan-20	30-Jan-25
Kunkel, Cyndi	S.B.T.	Full-Time Member	26-Oct-15	25-Oct-25
Kyte, Paul*	O.P.B.	Part-Time Member	10-Feb-22	9-Feb-24
Labadie, Shawna*	S.B.T.	Part-Time Member	2-Dec-21	1-Dec-23
Labbe, Joshua	L.T.B.	Full-Time Member	28-Mar-24	27-Mar-26
Ladhani, Gulzar+	A.R.B.	Part-Time Member	22-Jun-23	21-Jun-25
Ladhani, Gulzar+	H.R.T.O.	Part-Time Member	22-Jun-23	21-Jun-25
Lake, Lindsay+	A.C.R.B.	Part-Time Vice Chair	24-Mar-22	2-Feb-27
Lake, Lindsay+	F.S.C.	Part-Time Vice Chair	24-Mar-22	2-Feb-27
Lake, Lindsay+	L.A.T.	Full-Time Vice Chair	3-Feb-22	2-Feb-27
Lamers, Marinus	H.R.T.O.	Part-Time Member	8-Oct-20	7-Oct-25
Lang, Renée	L.T.B.	Full-Time Vice Chair	9-Feb-23	8-Feb-25
Langley, Edward	L.A.T.	Part-Time Member	23-Mar-23	22-Mar-25
Langlois, David	H.R.T.O.	Full-Time Member	15-Jun-23	14-Jun-25
Langlois, David	H.R.T.O. *	Part-Time Member	16-Dec-21	15-Dec-23

Lapkowski, Jessica	LTB	Part-Time Member	10-Aug-23	9-Aug-25
Lariviere, Georges+	LTB	Part-Time Member	28-Mar-24	27-Mar-26
Lariviere, Georges+	SBT	Part-Time Member	17-Jun-15	16-Jun-25
Larmour, Sandra	ACRB	Part-Time Member	8-Dec-23	7-Dec-25
Laryea, Percy*	LTB	Full-Time Member	29-Sep-21	28-Sep-23
Laurich, Andrew	LTB	Part-Time Member	13-Jul-23	12-Jul-25
Laverty, Melina	SBT	Part-Time Member	1-Jun-23	31-May-25
Lavigne, Pierre R.+	ARB	Part-Time Member	27-Mar-18	26-Mar-28
Lavigne, Pierre R.+	CFSRB	Part-Time Member	14-Apr-22	13-Apr-24
Lavigne, Pierre R.+	CRB	Part-Time Member	14-Apr-22	13-Apr-24
Lavigne, Pierre R.+	LAT	Part-Time Member	14-Apr-22	13-Apr-24
Lennon, Linda+	CFSRB	Part-Time Member	10-Aug-23	9-Aug-25
Lennon, Linda+	CRB	Part-Time Member	10-Aug-23	9-Aug-25
Lennon, Linda+	OPB	Part-Time Member	10-Feb-22	9-Feb-27
Lester, Chloe*	LAT	Full-Time Vice Chair	31-Aug-17	30-Aug-24
Letourneau, Matthew+	ACRB	Part-Time Member	28-Feb-18	27-Feb-28
Letourneau, Matthew+	FSC	Part-Time Member	28-Feb-18	27-Feb-28
Letourneau, Matthew+	HRTQ	Part-Time Member	7-Apr-22	6-Apr-27

Letourneau, Matthew+	<u>LAT</u>	Part-Time Member	26-Oct-20	27-Feb-28
Letourneau, Matthew+	<u>OPB</u>	Part-Time Member	28-Feb-18	27-Feb-26
Leung, Justin	<u>LTB</u>	Full-Time Member	7-Sep-23	6-Sep-25
Levine, Neil	<u>LAT</u>	Full-Time Vice Chair	6-Jan-22	5-Jan-27
Levitsky, Rachel	<u>LAT</u>	Full-Time Member	2-Mar-23	1-Mar-25
Lin, Christopher	<u>LTB</u>	Full-Time Member	22-Sep-23	21-Sep-25
Lishchyna, Natalia	<u>SBT</u>	Part-Time Member	19-Jan-23	18-Jan-25
Liu, Vicky	<u>LTB</u>	Full-Time Member	1-Jun-23	31-May-25
Livingstone, Katherine+	<u>LAT*</u>	Part-Time Member	11-Jan-17	10-Jan-24
Livingstone, Katherine+	<u>OPB</u>	Part-Time Member	11-Jan-17	10-Jan-27
Lobu, Taivi	<u>LAT</u>	Full-Time Member	4-Mar-22	3-Mar-25
Lockwood, Brett	<u>LTB</u>	Part-Time Member	10-Aug-23	9-Aug-25
Logan, Elizabeth Louise	<u>LAT</u>	Part-Time Vice Chair	10-Feb-22	9-Feb-27
Long, Angela	<u>LTB</u>	Full-Time Member	23-Aug-23	22-Aug-25
Looknauth, Yugita+	<u>OPB</u>	Full-Time Vice Chair	20-Aug-20	19-Aug-25
Looknauth, Yugita+	<u>SBT</u>	Part-Time Vice Chair	11-May-23	10-May-25
Louvish, Dimitri	<u>LAT</u>	Part-Time Professional Member	21-Feb-18	20-Feb-28
Lovrich, Anita+	<u>ARB</u>	Full-Time Member	2-Sep-21	1-Sep-26

Lovrich, Anita+	L.T.B.	Part-Time Member	2-Sep-21	1-Sep-26
Luke, William*	H.R.T.O.	Full-Time Member	18-Feb-21	17-Feb-26
Lundy, Kevin*	L.A.T.	Full-Time Member	17-Feb-22	16-Feb-24
Lust, Arthur*	S.B.T.	Part-Time Member	25-Mar-21	24-Mar-24
Macchione, Sandra	L.T.B.	Full-Time Member	13-Jul-16	12-Jul-26
MacFarlane, Malcolm+	C.F.S.R.B.	Part-Time Member	14-Oct-21	13-Oct-26
MacFarlane, Malcolm+	C.R.B.	Part-Time Member	14-Oct-21	13-Oct-26
MacIsaac, Sherry*	S.B.T.	Part-Time Member	29-May-13	28-May-23
MacNeill, Mary+	H.R.T.O.	Part-Time Member	29-Sep-21	28-Sep-26
MacNeill, Mary+	O.P.B.	Part-Time Member	10-Feb-22	9-Feb-27
Maedel, Ian*	L.A.T.	Full-Time Vice Chair	3-Dec-20	2-Dec-23
Maich, Robert	L.A.T.	Full-Time Vice Chair	3-Aug-23	2-Aug-25
Makhamra, Samia	L.A.T.	Full-Time Member	8-Feb-16	7-Feb-26
Makki, Nersi	L.T.B.	Full-Time Member	8-Dec-23	7-Dec-25
Malanka, Douglas	L.T.B.	Part-Time Member	11-May-23	10-May-25
Malette, Joelle+	H.R.T.O.	Part-Time Member	29-Sep-22	28-Sep-24
Malette, Joelle+	S.B.T.	Part-Time Member	29-Sep-22	28-Sep-24
Mallick, Supratip*	L.T.B.	Part-Time Member	22-Dec-21	21-Dec-23

Manigat, Poeme+*	ACRB	Part-Time Member	28-Mar-19	27-Mar-24
Manigat, Poeme+*	FSC	Part-Time Member	28-Mar-19	27-Mar-24
Martin, Dahron	SBT	Full-Time Member	23-Aug-23	22-Aug-25
Marshall, Amanda	LAT	Part-Time Member	7-Jan-21	6-Jan-26
Marshall, Gary	LAT	Part-Time Member	2-Nov-23	1-Nov-25
Mason, Karen	HRTQ*	Full-Time Member	25-Mar-21	24-Mar-24
Mason, Karen	HRTQ	Full-Time Vice Chair	11-Jan-24	10-Jan-26
Maynes, Nazareth	SBT	Full-Time Member	29-Apr-21	28-Apr-26
Mazerolle, Craig+	LAT	Full-Time Member	14-Dec-17	13-Dec-27
Mazerolle, Craig+	OPB*	Part-Time Member	14-Dec-17	13-Dec-23
Mazgarean, Cornelia	OPB	Part-Time Member	10-Feb-22	9-Feb-27
Mazzilli, John	LAT	Full-Time Member	5-Oct-23	4-Oct-25
McFadden, David	OPB	Part-Time Member	7-Jan-21	6-Jan-26
McGarvey, Chris*	SBT	Part-Time Member	22-Jun-23	21-Jun-25
McGee, Theresa*	LAT	Full-Time Vice Chair	28-Feb-20	27-Feb-26
McGraw, Kyle	LTB	Full-Time Member	5-Oct-23	4-Oct-25
McMaster, James	LTB	Part-Time Member	2-Nov-23	1-Nov-25
McNair, Will	HRTQ	Full-Time Member	1-Jun-23	31-May-25

McPherson, Isla	<u>LAT</u>	Part-Time Professional Member	11-Apr-18	24-Jun-28
McSweeney, Daniel+	<u>CFSRB</u>	Full-Time Member	6-Jun-19	5-Jun-24
McSweeney, Daniel+	<u>CRB</u>	Full-Time Member	6-Jun-19	5-Jun-24
Mejalli-Willis, Dina	<u>LAT</u>	Part-Time Member	22-Sep-23	21-Sep-25
Melchers, Mark	<u>LTB</u>	Full-Time Member	2-Feb-23	1-Feb-25
Mendelsohn, Jennifer	<u>LAT</u>	Full-Time Member	5-Oct-23	4-Oct-25
Mendis, Ranil	<u>SBT</u>	Part-Time Member	6-May-21	5-May-26
Mete, Agostino+	<u>HRTQ*</u>	Part-Time Member	14-Oct-21	13-Oct-23
Mete, Agostino+	<u>OPB</u>	Part-Time Member	1-Apr-21	31-Mar-26
Mercer, Brenda	<u>LTB*</u>	Full-Time Member	7-Sep-23	6-Sep-25
Mercer, Brenda	<u>LTB</u>	Part-Time Member	29-Feb-24	6-Sep-25
Miller, Stu	<u>LAT</u>	Part-Time Member	22-Sep-23	21-Sep-25
Milton, Sarah	<u>SBT</u>	Part-Time Member	1-Jun-23	31-May-25
Min, Jamie	<u>SBT</u>	Full-Time Member	14-Mar-24	13-Mar-26
Minnings, Kailey	<u>LAT</u>	Part-Time Professional Member	22-Sep-23	21-Sep-25
Minns, James+	<u>ACRB*</u>	Part-Time Member	17-Mar-22	16-Mar-24
Minns, James+	<u>FSC</u>	Part-Time Member	10-Dec-20	9-Dec-25

Mintz, Sara+	ACRB	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	ARB	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	CFSRB	Part-Time Associate Chair	1-Dec-22	25-Aug-24
Mintz, Sara+	CRB	Part-Time Associate Chair	1-Dec-22	25-Aug-24
Mintz, Sara+	FSC	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	HRTO	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	LAT	Full-Time Associate Chair	26-Aug-21	25-Aug-24
Mintz, Sara+	LTB	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	OCPC	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	OPB	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	OSETen	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	OSEIf	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	SBT	Part-Time Vice Chair	29-Sep-22	25-Aug-24
Mintz, Sara+	IO	Alternate Executive Chair	29-Sep-22	25-Aug-24
Miranda, Cindy	SBT	Part-Time Member	22-Jun-23	21-Jun-25
Mitchell, Lynn	LTB	Part-Time Member	27-Apr-16	26-Apr-26
Moccio, Santina+	ACRB	Part-Time Member	17-Feb-16	17-Feb-26
Moccio, Santina+	FSC	Part-Time Member	18-May-17	17-May-27

Moccio, Santana+	SBT	Part-Time Member	17-Jun-21	16-Jun-26
Moini, Sam+	ARB	Part-Time Member	22-Jun-23	21-Jun-25
Moini, Sam+	LAT	Part-Time Member	22-Jun-23	21-Jun-25
Mohammed, Amar	LAT	Full-Time Member	5-Oct-23	4-Oct-25
Molloy, Patrick	LAT	Part-Time Member	2-Nov-23	1-Nov-25
Montigny, Edgar-Andre	ACRB	Part-Time Member	14-Apr-22	13-Apr-25
Moore, Tyler	LAT	Full-Time Vice Chair	25-Feb-22	24-Feb-27
Morissette, Trina	LAT	Full-Time Member	2-Mar-23	1-Mar-25
Morris, Nancy	LTB	Full-Time Member	24-Jan-18	23-Jan-28
Morton, Emily+	LAT	Part-Time Member	9-Dec-21	20-Oct-26
Morton, Emily+	QCPC	Part-Time Vice Chair	21-Oct-21	20-Oct-26
Morton, Emily+	QPB	Part-Time Vice Chair	21-Oct-21	20-Oct-26
Mosaheb, Debbie*	LTB	Full-Time Member	28-Feb-11	14-Apr-23
Muise, John	QPB	Part-Time Member	13-May-21	12-May-26
Muldowney-Brooks, Patricia	HRTQ	Part-Time Member	25-Nov-21	24-Nov-26
Mulima, Nicola	LTB	Full-Time Vice Chair	22-Dec-21	21-Dec-26
Myers, Colette	LTB	Full-Time Member	25-Jan-24	24-Jan-26
Nanda, Vishal	LTB	Full-Time Member	30-Nov-23	29-Nov-25

Nayak, Nishant	<u>LAT</u>	Part-Time Member	17-Feb-22	16-Feb-27
Nazeer, Reshad	<u>LTB</u>	Part-Time Member	8-Dec-23	7-Dec-25
Neilson, Deborah*	<u>LAT</u>	Full-Time Member	18-Jul-16	31-Dec-23
Neilson, Gareth	<u>LAT</u>	Full-Time Member	8-Dec-22	7-Dec-24
Nemetz, Theodore*	<u>OPB</u>	Part-Time Member	20-May-21	19-May-23
Neumann, Amber*	<u>LTB</u>	Part-Time Member	29-Apr-21	28-Apr-23
Nevelev, Boris*	<u>SBT</u>	Part-Time Member	22-Dec-21	21-Dec-23
Ng, Jonathan	<u>SBT</u>	Full-Time Member	20-Nov-20	19-Nov-25
Nichols, Eva+*	<u>CFSRB</u>	Part-Time Member	20-Feb-13	12-Sep-23
Nichols, Eva+*	<u>CRB</u>	Part-Time Member	20-Feb-13	12-Sep-23
Nichols, Eva+*	<u>HRTQ</u>	Full-Time Member	26-Aug-21	25-Aug-23
Nicholson, Peter	<u>LTB</u>	Full-Time Member	30-Jun-21	29-Jun-26
Nikitin, Vladimir	<u>LTB</u>	Part-Time Member	10-Aug-23	9-Aug-25
Nikota, Gary	<u>OPB</u>	Part-Time Member	1-Mar-17	28-Feb-25
Nixon, Kenneth Craig	<u>LAT</u>	Part-Time Member	22-Sep-23	21-Sep-25
Nkosi, Mbuso+	<u>HRTQ</u>	Part-Time Member	22-Feb-24	21-Feb-25
Nkosi, Mbuso+	<u>SBT</u>	Part-Time Member	13-May-21	12-May-26
Norris, Brian	<u>LAT</u>	Full-Time Member	6-Sep-16	21-Oct-26

Norton, Kieffer	LAT	Part-Time Member	31-Aug-23	30-Aug-25
Nother, Ashleigh	OPB	Full-Time Member	29-Apr-21	28-Apr-26
O'Halloran, Timothy James+*	ARB	Part-Time Member	29-Sep-21	28-Sep-23
O'Halloran, Timothy James+*	LAT	Part-Time Member	4-Mar-22	28-Sep-23
Ntoukas, Madeline	LTB	Part-Time Member	11-May-23	10-May-25
Oakes Charron, Bonnie	LAT	Full-Time Member	6-Apr-23	5-Apr-25
Okhovati, Margarita	ARB	Part-Time Member	22-Oct-14	24-Oct-24
Olulana, Adeola	FSC	Part-Time Member	4-May-23	3-May-25
O'Brien, Kevin	LTB	Full-Time Member	7-Sep-23	6-Sep-25
O'Malley, Aulaire	SBT	Full-Time Member	20-Jul-23	19-Jul-25
Osterberg, Colin+	LAT	Part-Time Vice Chair	19-Jan-23	18-Jan-25
Osterberg, Colin+	QCPC*	Part-Time Member	14-Oct-21	19-Nov-22
Osterberg, Colin+	QCPC	Part-Time Vice-Chair	15-Feb-24	14-Feb-26
Oyelowo, Oyeyinka*	SBT	Part-Time Member	26-Aug-21	25-Aug-23
Padda, Inderdeep	LTB	Part-Time Member	19-Aug-21	18-Aug-26
Pahuta, Ulana	LAT	Full-Time Member	4-Mar-22	3-Mar-27
Sims, Margaret	LAT	Part-Time Member	20-Apr-23	19-Apr-25
Sivalingam, Vinuri	LTB	Part-Time Member	10-Aug-23	9-Aug-25

Sol-Edeigba, Anita	<u>LAT</u>	Part-Time Member	6-Apr-23	5-Apr-25
Solomon, Anna*	<u>LTB</u>	Full-Time Vice Chair	31-Jan-20	30-Jan-25
Sommerville, Paul	<u>LTB</u>	Full-Time Member	18-May-23	17-May-25
Soupcoff, Marni	<u>OPB</u>	Full-Time Member	22-Jul-21	21-Jul-26
Speakman, Jane	<u>SBT</u>	Part-Time Member	1-Jun-23	31-May-25
Speers, Ian	<u>LTB</u>	Full-Time Associate Chair	8-Dec-22	7-Dec-24
Spence, Evelyn*	<u>LAT</u>	Part-Time Member	5-Oct-16	21-Oct-23
Sraga, Mark+	<u>ACRB</u>	Part-Time Member	9-Nov-23	8-Nov-25
Sraga, Mark+	<u>FSC</u>	Part-Time Member	9-Nov-23	8-Nov-25
Staley, Christine+	<u>CFSRB</u>	Part-Time Member	4-Apr-24	3-Apr-26
Staley, Christine+	<u>CRB</u>	Part-Time Member	4-Apr-24	3-Apr-26
Stanton, Bruce	<u>LAT</u>	Part-Time Member	24-Feb-22	23-Feb-27
Steeves, Meryn	<u>ACRB</u>	Part-Time Member	4-May-23	3-May-25
Stencell, Gordon	<u>OPB</u>	Part-Time Member	1-Apr-21	31-Mar-26
Stephens, Mechele	<u>SBT</u>	Part-Time Member	10-Aug-23	9-Aug-25
Stoneman, Alison	<u>SBT</u>	Part-Time Member	22-Sep-23	21-Sep-25
Stopciati, Paul+	<u>ACRB</u>	Part-Time Member	4-Mar-22	30-Sep-25
Stopciati, Paul+	<u>FSC</u>	Part-Time Member	1-Oct-20	30-Sep-25

Strachan, Clifford*	LAT	Part-Time Member	17-Feb-22	16-Feb-24
Stringer, Carly+	ARB	Full-Time Member	9-Dec-21	8-Dec-26
Stringer, Carly+	HRTQ	Part-Time Member	24-Nov-22	23-Nov-24
Sullivan, Dawn Elliott	LTB	Full-Time Vice Chair	24-Jun-21	23-Jun-26
Swartz, Larry	HRTQ	Part-Time Vice Chair	25-Nov-21	24-Nov-26
Takacs, Lorraine E.	SBT	Part-Time Member	20-Apr-23	19-Apr-25
Tamburro, Anthony+	HRTQ	Full-Time Vice Chair	8-Sep-22	7-Sep-24
Tamburro, Anthony+	OPB	Part-Time Member	22-Oct-20	11-Dec-24
Tan, Michelle	LTB	Part-Time Vice Chair	17-Jun-21	16-Jun-26
Tancioco, Camille	LTB	Full-Time Member	9-Feb-23	8-Feb-25
Tascona, Joseph	HRTQ	Full-Time Member	8-Oct-20	7-Oct-25
Theoharis, Jeanie+*	ACRB	Part-Time Vice Chair	3-Nov-22	5-Jan-24
Theoharis, Jeanie+*	FSC	Part-Time Vice Chair	3-Nov-22	5-Jan-24
Theoharis, Jeanie+*	HRTQ	Full-Time Associate Chair	6-Jan-22	5-Jan-24
Theoharis, Jeanie+*	LAT	Part-Time Vice Chair	15-Jul-21	26-May-23
Theoharis, Jeanie+*	LTB	Part-Time Vice Chair	9-Jan-20	26-May-23
Theoharis, Jeanie+*	QCPC	Part-Time Vice Chair	31-Aug-17	26-May-23
Thind, Ninder	HRTQ	Part-Time Member	29-Feb-24	24-Nov-26

Thind, Ninder	H.R.T.O.*	Full-Time Member	25-Nov-21	24-Nov-26
Thuraisingham, Quintus*	H.R.T.O.	Part-Time Member	21-Oct-21	20-Oct-23
Ticky, Tiffany	L.T.B.	Full-Time Member	11-Jan-24	10-Jan-26
Tillmann, Gerard*	L.A.T.	Part-Time Member	7-Jan-21	6-Jan-24
To, David	L.A.T.	Part-Time Professional Member	31-Aug-23	30-Aug-25
Todd, Brett+	L.A.T.	Full-Time Vice Chair	17-Feb-22	16-Feb-27
Todd, Brett+	O.P.B.	Part-Time Member	10-Nov-21	9-Nov-26
Todgham Cherniak, Cyndee	H.R.T.O.	Full-Time Vice Chair	29-Sep-22	28-Sep-24
Toso, Julia	L.T.B.	Part-Time Member	9-Feb-23	8-Feb-25
Traboulsi, Alexandre	L.T.B.	Full-Time Member	18-Jan-24	17-Jan-26
Trottier, Bernard+	A.R.B.	Part-Time Member	29-Sep-21	28-Sep-26
Trottier, Bernard+	L.A.T.	Part-Time Member	4-Mar-22	28-Sep-26
Tzanis, John*	L.T.B.	Part-Time Member	15-Apr-21	14-Apr-23
Vaccaro, Ivana+	C.F.S.R.B.	Part-Time Member	7-Apr-22	1-Dec-26
Vaccaro, Ivana+	C.R.B.	Part-Time Member	7-Apr-22	1-Dec-26
Vaccaro, Ivana+	H.R.T.O.	Part-Time Member	2-Dec-21	1-Dec-26
Vaccaro, Ivana+	O.S.E.T.en	Part-Time Member	7-Apr-22	1-Dec-26
Van Delft, Jonelle*	S.B.T.	Full-Time Vice Chair	18-Feb-15	17-Feb-25

van Huisstede, Terri*	L.T.B.	Full-Time Member	22-Jul-21	21-Jul-23
VanderBent, Dirk	ARB	Full-Time Vice Chair	18-Sep-16	21-Oct-26
Vanderwoude-Rinke, Laura	SBT	Part-Time Member	10-Feb-22	9-Feb-27
Vellenga, Sonya+	CFSRB	Part-Time Member	28-Mar-24	27-Mar-26
Vellenga, Sonya+	CRB	Part-Time Member	28-Mar-24	27-Mar-26
Venhola, Elle	L.T.B.	Part-Time Member	16-Jul-20	15-Jul-25
Vilner, Karina*	H.R.T.O.	Part-Time Member	14-Apr-22	13-Apr-24
Vicars, Lynne	LAT	Part-Time Member	20-Apr-23	19-Apr-25
Vimalarajah, Piratheeca	SBT	Full-Time Member	21-Mar-24	20-Mar-26
von Cramon, Karynn+	CFSRB	Part-Time Member	7-Mar-24	6-Mar-26
von Cramon, Karynn+	CRB	Part-Time Member	7-Mar-24	6-Mar-26
Voutsinas, Christopher	ARB	Full-Time Vice Chair	26-Aug-21	25-Aug-26
Wade, Diane	L.T.B.	Full-Time Member	14-Feb-20	13-Feb-25
Waler, Christine	SBT	Part-Time Member	19-Jan-23	18-Jan-25
Walsh, Teresa	LAT	Part-Time Member	17-Feb-22	16-Feb-27
Wamback, Joseph	OPB	Part-Time Member	7-Jan-21	6-Jan-26
Weagant, Dan	ARB	Full-Time Member	28-Nov-16	11-Dec-26
Weinberg, Erica	LAT	Part-Time Professional Member	8-Feb-18	7-Feb-28

Weir, Sean+	ACRB	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	ARB	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	CFSRB	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	CRB	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	FSC	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	HRTO	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	LAT	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	LTB	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	OCPC	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	OPB	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	OSEIen	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	OSEIf	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	SBT	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Weir, Sean+	IO	Full-Time Executive-Chair	2-Jun-20	1-Dec-25
Wells, Kathleen	LTB	Full-Time Member	30-Jul-20	29-Jul-24
Westfall-Connor, Kimberley*	HRTO	Part-Time Member	14-Apr-22	13-Apr-24
Whittick, Shelby*	SBT	Full-Time Member	2-Dec-21	1-Dec-23
Werker, Anne*	LAT	Part-Time Member	22-Sep-23	21-Sep-25

Wilson, Claudine	FSC	Part-Time Member	20-Oct-22	19-Oct-24
Witt, Greg+	LAT	Part-Time Member	31-Aug-23	30-Aug-25
Witt, Greg+	LTB	Part-Time Member	22-Dec-21	21-Dec-26
Wowk, Donna+	CFSRB	Part-Time Vice Chair	15-Feb-24	14-Feb-26
Wowk, Donna+	CRB	Part-Time Vice Chair	15-Feb-24	16-Feb-26
Wren, Dana	LTB	Full-Time Member	10-Jun-21	9-Jun-26
Xiao, Joy	LTB	Full-Time Member	7-Sep-23	6-Sep-25
Yantz, Ann Marie	HRTQ	Part-Time Member	14-Oct-21	13-Oct-26
Yarde, Kevin	LAT	Part-Time Member	19-Jan-23	18-Jan-25
Yeung, Henry	LTB	Full-Time Member	7-Sep-23	6-Sep-25
Yong, Lisa	LAT	Full-Time Member	20-Apr-23	19-Apr-25
Zwicker Slavens, Stephanie+	ACRB	Full-Time Associate Chair	1-Dec-22	30-Nov-24
Zwicker Slavens, Stephanie+	FSC	Part-Time Associate Chair	1-Dec-22	30-Nov-24
Zwicker Slavens, Stephanie+	QCPC	Part-Time Member	25-Nov-21	30-Nov-24
Zwicker Slavens, Stephanie+	QSETen	Part-Time Vice Chair	4-Mar-22	30-Nov-24
Zwicker Slavens, Stephanie+	SBT*	Full-Time Vice Chair	15-Apr-21	14-Apr-23
Zwicker Slavens, Stephanie+	SBT	Part-Time Vice Chair	15-Apr-23	30-Nov-24

*Indicates appointees who were no longer with ~~T.O.~~ as of March 31, 2024, or whose position at ~~T.O.~~ changed in the 2023-2024 fiscal year.

+Indicates appointees who are cross-appointed to more than one of Tribunals Ontario constituent tribunals.

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Footnote

¹ Tribunals Ontario has developed a two-part test to clearly define what a backlog is at any of our tribunals. The first test relates to the total number of cases received within the most recent target life cycle at a tribunal. The target life cycle is the time it should take a case to go from application receipt date to the date the case is fully closed. If the total cases at a tribunal are less than the total applications received in the most recent target life cycle, it meets the first test. The second test measures the age of cases compared to the target life cycle. Tribunals Ontario requires 80% of cases to be within the target life cycle in order to meet the second test. For Tribunals Ontario to say that a tribunal does not have a backlog, it must meet both tests on a quarterly basis.

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