



Safety, Licensing Appeals and Standards Tribunals Ontario

• Annual Report •

*Animal Care Review Board
Fire Safety Commission
Licence Appeal Tribunal
Ontario Civilian Police Commission
Ontario Parole Board*

2015 - 2016

Safety, Licensing Appeals and Standards Tribunals Ontario

401 - 250 Dundas Street West
Toronto, Ontario
M5T 2Z5

Telephone: (416) 327-6500
Fax: (416) 327-6379
Toll Free: 1(844) 242-0608
TTY: (416) 916-0162
TTY Toll Free: 1(844) 650-2819
Website: www.slsto.gov.on.ca

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www.slsto.gov.on.ca.

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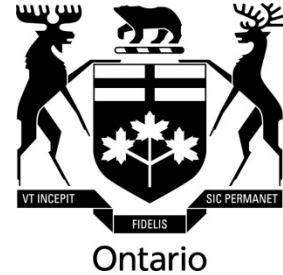
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Standards Tribunals Ontario**

401 - 250 Dundas Street West
Toronto, Ontario M5T 2Z5
Tel.: (416) 327-6500
Fax: (416) 327-6379

**Tribunaux de la sécurité, des
appels en matière de permis
et des normes Ontario**

401 - 250, rue Dundas Ouest
Toronto, Ontario M5T 2Z5
Tél. : (416) 327-6500
Télééc.: (416) 327-6379



March 27, 2017

The Honourable Yasir Naqvi
Ministry of the Attorney General
11th Floor, 720 Bay Street
Toronto, Ontario
M7A 1Y6

Dear Minister Naqvi:

RE: Safety, Licensing Appeals and Standards Tribunals Ontario, 2015 – 2016 Annual Report

On behalf of the Safety, Licensing Appeals and Standards Tribunals Ontario, it is our pleasure to submit to you the cluster's 2015-2016 Annual Report. The foregoing reflects the cluster's activities for the fiscal year ending March 31, 2016.

The cluster is committed to building an effective and efficient organization, through the initiatives outlined in this Report and our Business Plan and to providing quality services to the people it serves.

Yours Sincerely,

Linda P. Lamoureux, Executive Chair
Safety, Licensing Appeals and Standards Tribunals Ontario

Ellen Wexler, Executive Lead
Safety, Licensing Appeals and Standards Tribunals Ontario

cc: Patrick Monahan, Deputy Attorney General
Ali Arlani, Assistant Deputy Attorney General, Agency and Tribunal Relations Division

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Part 1: Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO)

A. Message from the Executive Chair

It is my pleasure to present the activities undertaken by the Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO) over the last fiscal year and to highlight SLASTO's results and performance.

Since assuming leadership in 2014, SLASTO has embarked on a journey of rapid and continuous change in response to changing mandates and accountabilities and a commitment to improving the quality, timeliness, and efficiency of the vast array of services we provide. Throughout the 2015-16 reporting period, SLASTO continues with the implementation of its business plan ensuring that the values of accessibility, accountability, integrity and fairness remain at the core of all our undertakings. These values speak to the ultimate role of SLASTO to work towards just outcomes, whether through our commitment to early resolution of disputes or through the decisions we issue.

Our membership and staff reflect the diversity of Ontario, ensuring SLASTO has the knowledge, expertise and experience to fulfill its mandates. It is the skill and commitment of our decision-makers and staff that ensure fairness and excellent service delivery to meet the needs of the public we serve.

I take this opportunity to thank members and staff who serve the Ontario public with dedication. I look forward to further progress at SLASTO in 2016-17 as we continue to provide administrative justice as a key part of Ontario's justice system.

B. Mandate, Mission and Vision

SLASTO's Mandate

The Safety, Licensing Appeals and Standards Tribunals Ontario is a cluster of five tribunals that resolve and decide matters arising from over 30 statutes relating to public protection and safety – including compensation claims and licensing, policing, parole, fire safety and animal care orders.

SLASTO's Mission

The Safety, Licensing Appeals and Standards Tribunals Ontario will deliver administrative justice in a fair, independent and timely manner. We promote public confidence through integrity and excellence, and by being accessible, accountable and responsive.

SLASTO's Vision

The Safety, Licensing Appeals and Standards Tribunals Ontario will be a leader in administrative justice as an integrated cluster of tribunals resolving and deciding matters of public protection and safety.

C. Core Values

Core values are the guiding principles of the cluster and the foundation on which its constituent tribunals fulfill their mandates. SLASTO's core values are:

- **Accessibility**
Publications, communications and facilities will provide for full and equitable access. Practices and procedures will be designed to promote informed and meaningful participation, and support diversity and inclusion.
- **Accountability**
High quality services are delivered consistently and with regard to value for money, resulting in a fair and accessible experience for parties, stakeholders, staff and members.
- **Integrity**
Staff and members will act with honesty and professionalism, exhibiting the highest standards of public service.
- **Fairness**
Proceedings will be conducted impartially and parties will have a reasonable opportunity to be heard. Decisions will be principled and based on the facts, the applicable law and the merits of the case.

D. Legislative Authority

On April 1, 2013, the Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO) was designated as the third adjudicative tribunal cluster under the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009* (ATAGAA or the 'Act'). The Act permits the government to designate two or more adjudicative tribunals as a cluster if, in the opinion of the Lieutenant Governor in Council, the matters that the tribunals deal with are such that they can operate more effectively and efficiently as part of a cluster than alone. Moreover, the clustered tribunals' operations and dispute resolution will benefit from the coordination and sharing of resources, expertise, best practices and administrative and professional support.

With the creation of SLASTO, five constituent tribunals were transferred to the responsibility of the Ministry of the Attorney General (MAG), including the:

- Animal Care Review Board (ACRB)
- Fire Safety Commission (FSC)
- Licence Appeal Tribunal (LAT)
- Ontario Civilian Police Commission (OCPC)
- Ontario Parole Board (OPB)

An Executive Chair, who also assumes the powers, duties and functions legislatively assigned to the Chair of each constituent tribunal, leads the cluster. While under the leadership of the Executive Chair, each constituent tribunal maintains its adjudicative independence and legislative mandate.

E. Governance and Accountability

The ATAGAA and related regulations have further strengthened and made transparent the accountability framework for adjudicative tribunals through provisions regarding:

- Requirements for public accountability documents, including mandate and mission statements, consultation policies, service standard policies, ethics plans and member accountability frameworks (such as position descriptions and codes of conduct);
- Requirements for governance and accountability documents, including memoranda of understanding, business plans and annual reports;
- Requirements for appointees and the need for the selection process to be competitive and merit-based; and
- The designation of clusters of two or more adjudicative tribunals to improve the effectiveness and efficiency of tribunals.

F. Business Plan – Strategic Directions

As identified in its 2015 – 2018 Business Plan, SLASTO has a number of strategic directions and initiatives that will continue to lead the cluster down a transformative path over the next three years. The strategic directions maintain a focus on:

- **Organizational Transformation**
SLASTO will build an integrated organization that is proactive, innovative and agile.
- **Building Public Confidence**
SLASTO will provide accessible, responsive service that is consistent, accountable and independent.
- **Investment in People**
SLASTO will provide education and development, succession planning, engagement and diversity initiatives that are supportive of members and staff.

Specific initiatives have been identified to meet these strategic directions, and include outcomes and performance measures in order to ensure that progress can be tracked, and activities are prioritized to accomplish these goals.

An underlying principle of all SLASTO initiatives is to ensure that the cluster is able to respond to variances in workload resulting from a variety of factors such as changes to its mandate, the legislation it supports, and variances in caseload.

Over its third year, SLASTO has made significant progress in its transformation to a cluster model, has put in place key structures to enable flexibility and maximization of its resources, and has demonstrated that it is well positioned to adapt to change as the Government carries out its program review. Specific initiatives undertaken in the 2015-16 period include:

Strategic Direction: Organizational Transformation

Organizational Transformation

SLASTO has continued to build an integrated organizational structure that directs resources and delivers services in a proactive, innovative and agile manner. Through the hiring of experienced OICs and implementing an aggressive cross-appointment strategy, SLASTO ensures it has the skilled and versatile adjudicative resources necessary to support the organization's changing demands.

Consolidated Legal Services

SLASTO has established a consolidated legal services unit. This model will improve resource utilization through coordination and alignment of legal services; enhance the

provision of timely, high quality and consistent legal services to all tribunals to support the delivery of key priorities; and build expertise by sharing best practices.

Automobile Dispute Resolution System

In November 2014, the government passed Bill 15, *Fighting Fraud and Reducing Automobile Insurance Rates Act*. The Bill requires the transfer of the Automobile Accident Benefits Service (AABS) for Statutory Accident Benefits from the Financial Services Commission of Ontario (FSCO) to the Licence Appeal Tribunal (LAT). With a projected caseload of approximately 30,000 claims, the AABS will be the largest component of SLASTO's work. This transfer from a staff model to an independent order-in-council (OIC) based model will take place in two phases – a launch phase and an implementation phase.

The first phase will be launched on April 1, 2016 when LAT begins accepting the first AABS appeals. Over the next two years, the implementation of the new model will evolve. In order to streamline the high volume of appeals, all AABS appeals will be sent to a case conference prior to having a hearing scheduled. Case conferences provide a confidential forum to educate the parties, particularly self-represented parties, on the tribunal's jurisdiction, process, expectations and merits of a case. Case conferences are directive, focusing on early resolution and streamlining of processes for those matters proceeding further. Case conferences are typically conducted via teleconference, while hearings may proceed by teleconference, in-person, by written submissions or by any combination of the three.

In order to manage the expected AABS caseload, SLASTO is partnering with the Ministry's technology services to develop a new electronic case management system using myCaseLoad.

Public Information Sessions

Prior to the launch of AABS on April 1, 2016, LAT held various public information sessions that provided context for the transfer and outlined the timelines and case conference and hearing process for applications. Sessions were held for counsel and for support staff.

Implementation of New Rules

New rules are being developed for LAT/AABS and will be implemented April 1, 2016.

Cross-Appointment Strategy

SLASTO has implemented an adjudicative cross-appointment strategy across the five constituent tribunals. Cross-appointments continue to enhance consistency of process and outcome across the tribunals, and provide an ability to respond effectively to increasing jurisdiction or changing caseload demands across the province. Given the significant caseload implications from the transfer of the AABS, the use of cross-appointments will present a strategic approach for managing the expected initial surge in the cluster's caseload, and over a sustained period.

Over the next planning cycle, SLASTO will continue to consider cross-appointments across all of the tribunals as a strategy to ensure adjudicative excellence, enhance operational efficiencies, improve service and support succession planning.

Co-location of MAG Clusters and Tribunals

To achieve the full potential of improving access to justice, and achieving the increased effectiveness and efficiency associated with merging as a cluster, SLASTO is continuing to plan for co-location in 2017. In the interim, SLASTO will identify opportunities to use additional locations as the organization continues to grow in response to the needs of clients and the increased capacity as a result of the AABS transfer.

Financial Management

SLASTO has established a centralized business planning and corporate services unit to increase effectiveness and gain efficiencies through streamlined processes, enhanced coordination and improved controllership. SLASTO will continue to look for ways to improve its business services, streamline its operations and maximize the utilization of its resources.

Technology

The development of the myCaseLoad case management system will support the expansion of SLASTO's caseload, as the new AABS service is expected to receive over 30,000 appeals annually. Over the next few years, SLASTO plans to expand the use of myCaseLoad to four of its five constituent tribunals to provide effective and consistent case management and data analytics. The OPB's mandate and caseload requires the use of the Ministry of Community Safety and Correctional Services (MCSCS) case management program.

Strategic Direction: Building Public Confidence

Decision Writing Enhancement

Over the last reporting period, work has been underway to develop templates and supporting materials as part of a decision writing enhancement project. While improving access to justice, this project will ensure consistency of format, structure and approach within and across SLASTO tribunals; ensure that SLASTO tribunals conform to current best practices in decision writing by promoting the use of plain, clear and comprehensible language; and will serve as a key training tool for new members and a resource for current members. A phased implementation has been initiated, with a full rollout expected in the next fiscal year.

Case Conferences

In 2014-15, SLASTO implemented mandatory case conferences for matters before the ACRB and FSC, focusing on early resolution and improving access to justice.

Since the implementation of this initiative, the ACRB and FSC have experienced success in resolving a high proportion of matters before they reach a hearing. SLASTO has extended this initiative to LAT and OCPC, and case conferences are also anticipated to be a key process for AABS.

Website

SLASTO maintains a public internet homepage with direct links to its constituent tribunals, which includes general information about the respective tribunals, links to relevant legislation, policy information and contact information.

E-Filing

SLASTO is developing the requirements for an e-filing component for AABS. This is targeted for implementation in the 2017-18 fiscal year. This process will allow applicants to file their applications with the tribunal electronically.

OCPC is also developing a process for electronic filing for documents. Clients will be able to submit documents related to disciplinary hearings and other proceedings electronically.

Specialized Hearings

SLASTO continues to offer hearings in different formats, including in-person and teleconference. For select hearings before the OPB, video hearings are offered for remote locations in the province.

Circle Hearings are also made available to the province's correctional institutions. Circle Hearings provide Indigenous applicants with access to culturally sensitive hearings that involve the presence and contribution of an Indigenous Cultural Advisor, who is an Elder. Circle Hearings are now available in all correctional institutions across the province.

Accountability and Transparency

The Government has ongoing initiatives that are intended to enhance the accountability, transparency and functioning of Agencies, Boards and Commissions, as well as to modernize the Ontario Public Service and to support the Government in meeting its objectives. SLASTO will continue to collaborate with the Social Justice Tribunals of Ontario and Environment and Land Tribunals of Ontario, along with other adjudicative tribunals to share best practices and identify opportunities to streamline operations. These activities include developing key performance indicators across the clusters and the provision of open data lists.

Proceedings Conducted Throughout the Province

SLASTO's constituent tribunals conduct their proceedings throughout the province to provide access to justice for all Ontarians.

Access to Justice and the Administrative Law System

SLASTO will continue to work to strike a balance between the provision of accessible services in a quasi-judicial environment with many appellants or applicants who are self-represented on one side and institutional and corporate respondents on the other, and the provision of independent and fair decision-making. The use of case conferences and clear language in communications and decision writing are two examples.

Diversity, Inclusion and Accessibility

An updated Accessibility Plan is currently being developed by SLASTO and will be released later in the year. In support of SLASTO's commitment, a manager has been identified as the Diversity, Inclusion and Accessibility Lead for the cluster.

SLASTO is also working with IT Services to ensure that all webpages within its website adhere to accessibility policies. In addition to meeting all OPS diversity requirements, SLASTO has identified a French Language Services Lead, and an Indigenous Services Lead position.

Strategic Direction: Investment in People

Professional Development

Aligning to its strategic direction of Investment in People, SLASTO has formalized an ongoing professional development program for both appointees and staff. Various sessions have taken place over the last reporting period, ranging from tribunal specific content to issues pertaining to the organization more broadly (e.g. training in decision writing; working with self-represented parties; training in support of French language services; cultural competence and accessibility, etc.). Through this ongoing commitment to professional development, SLASTO has maintained and further developed the skills and knowledge base of its personnel, creating value for money and ensuring that SLASTO's services are delivered consistently and are of a high quality.

Human Capital Planning

SLASTO follows the OPS directives for staff recruitment and uses the Inclusion Lens throughout the competition process to ensure fair and diverse employment practices are utilized. SLASTO is committed to building a diverse, dynamic, effective and respectful workforce that supports ongoing learning and development. This provides the organization with a flexible and dynamic staff that is capable of contributing to the cluster in a variety of roles, and supporting the cluster's strategic priorities and business requirements.

SLASTO has developed an OIC succession and recruitment plan using a fair and transparent process to minimize the impacts on SLASTO's service to the public. The SLASTO cross-appointment strategy ensures the most efficient and effective use of OICs. By appointing OICs to multiple tribunals, according to their skills and substantive areas of knowledge, SLASTO can assign designated full-time and part-time appointees to hearings where the need is greatest among the tribunals.

SLASTO has also established a learning and development framework that focuses on providing the skills and knowledge necessary for all adjudicators, and meets mandatory learning requirements for employees in the OPS.

SLASTO has held numerous targeted learning sessions for staff that focus on legislative or regulatory frameworks within their particular tribunal or business area. Concurrently, SLASTO has held numerous sessions that focus on cross-cluster priorities, including important topics such as plain language writing, French language services, and accessibility.

G. Financial Performance

SLASTO continued to operate within the cluster budget allocation in 2015-16. SLASTO's workload is demand driven by its users based on the legislated jurisdiction and mandates. The caseload and financial spending remained steady over the past two years.

Over the 2016-17 planning period, as SLASTO operates within a new ministry-wide financial constraint, it will continue to review the cluster's business practices to identify opportunities to maximize the effective use of its resources, including its financial management and other administrative processes and procedures. Changes will be designed and implemented to support effective business delivery, and to ensure sound controllership and compliance with the Government of Ontario's directives on accountability as well as with corporate policies and guidelines. Our focus will remain on delivering high quality front line service to the people of Ontario who seek our services to resolve their legal issues.

Expense Category	Budget Allocation	2015-16 Actuals	Variance
Operating			
Salaries and Wages (S&W)	4,931.2	4,417.0	514.2
Benefits	721.0	579.3	141.7
ODOE			
Transportation & Communications (T&C)	537.7	606.7	-69.0
Services	3,142.0	2,955.2	186.8
Supplies & Equipment (S&E)	66.0	74.7	-8.7
Total Operating	9,397.9	8,632.9	765.0
Recoveries	-2,884.7 ¹	-2,151.7	-733.0
Total	6,513.2	6,481.2	32.0
Revenue		62.2	

¹ Includes \$2,634.7 Ministry of Finance (MOF) journal for AABS transition

H. Communications

SLASTO recognizes that its ability to deliver fair and transparent processes and ensure consistent access to justice is contingent upon establishing and maintaining strong communications with parties, the public and stakeholders. The goals of SLASTO's communication strategy are to:

- Raise awareness of SLASTO's jurisdiction and ongoing changes;
- Promote a client/customer-service orientation in all SLASTO interactions and communications with the public;
- Promote consistency in communications processes and messaging to help the public/stakeholders get the information they need quickly and efficiently;
- Position SLASTO as a trusted adjudicative tribunal cluster with well-trained and expert adjudicators and consumer-friendly processes.

SLASTO currently:

- Maintains a public internet homepage with direct links to its constituent tribunals, which includes general information about the respective tribunals, links to relevant legislation, policy information and contact information.
- The website:
 - Provides access to all documents required by the *Adjudicative Tribunals Accountability, Governance and Appointments Act (ATAGAA)* such as the Stakeholder Consultation policy.
 - Is maintained with current information regarding its activities consistent with requirements under the *Accessibility for Ontarians with Disabilities Act (AODA)* and the *French Language Services Act (FLSA)*.
 - Is written in plain language easily understood by the public and customers accessing SLASTO's services.

I. Diversity, Inclusion and Accessibility

In 2013, SLASTO developed and made available on its website a Multi-Year Accessibility Plan to guide its obligations under the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*.

An updated Accessibility Plan is currently being developed by SLASTO and will be released in 2016-17. SLASTO is also working with IT Services to ensure that all SLASTO constituent websites are accessible.

Through an integrated approach, the cluster will ensure that its service delivery is responsive to the diverse communities it serves and that it promotes an inclusive workforce. This plan is an essential part of our Mission Statement's expressed commitment to be accessible, accountable and responsive, and is aligned with MAG's Agency Inclusion Vision: "Agencies are responsive to and inclusive of the diversity of Ontario through their people and processes, with measurable results."

Implementation of this plan will be guided by four key strategies:

- **People - Informed, Committed and Competent Leadership**
Investing in the capacity of personnel to become inclusive leaders in developing good practices in the planning, development and delivery of policies, processes, services and activities, which incorporate diversity, inclusion and accessibility.
- **Processes - Behavioural and Cultural Transformation**
Promoting an inclusive workplace culture that reflects the public served by the cluster's constituent tribunals.
- **Services - Mainstreaming and Integrating Diversity and Inclusion**
Ensuring that inclusion is a fundamental component of the cluster's core business, while demonstrating leadership in accessibility by establishing and monitoring an inclusion and multi-year accessibility plan.
- **Results - Measurement, Evaluation and Reporting**
Developing measurements and reporting tools on inclusion and accessibility to report on progress and achievements.

J. French Language Services

SLASTO provides services to the public in both official languages in accordance with the *French Language Services Act (FLSA)*. Communications are posted to the SLASTO and tribunal websites in both English and French at the same time. SLASTO has created a French Language Services Lead to provide leadership to meet the requirements of the *FLSA*.

Members and staff participate in training to support SLASTO's responsibilities under the *French Language Services Act*. SLASTO has also increased the geographic and cultural representation by recruiting more members from diverse groups, including an increased number of members with French language competencies.

K. Operating Performance

Operational Overview

Operational Performance

In the third reporting period since clustering, statistics show that SLASTO's operations have maintained a relative equilibrium; receipt of matters across the five constituent tribunals approximately equals the rate at which they are completed. With respect to the other indicators, namely intake, hearings held and decisions issued, the emphasis has continued to be placed on presenting caseload activity from a cluster perspective.

Descriptions of the constituent tribunals' mandates and powers are presented in the next section of this Report.

SLASTO Caseload Overview – 2015-2016

	Files Opened	Files Closed	Files Active at Year End
ACRB	21	23	5
FSC	39	38	13
LAT	599	595	185
OCPC	17	14	23
OPB	1377	1377	n/a *

* The Ontario Parole Board does not maintain active caseload statistics in the same way as SLASTO's other adjudicative tribunals. Pursuant to law, timelines are established that direct when offenders seeking conditional release (parole and temporary absences) are to be seen, and the Board makes a decision on the day of the hearing.

SLASTO Hearings Held and Decisions Rendered

	2015-16	2014-15	2013-14
Hearings Held	1636	1679	1729
Decisions Rendered	1431	1764	1985

*Figures for 2013-14 are underrepresented due to unavailable data. As SLASTO moves to a focus on early resolution, hearing volumes may not be indicative of workload volume.

Performance Measures

A party before one of SLASTO's tribunals, whose application has been accepted for processing, can expect that the following performance measures will be met 80% of the time, with statutory obligations being met 100% of the time.

Animal Care Review Board (ACRB)

<u>Performance Measures</u>	<u>2015/16 (Actual)</u>	<u>Target</u>
Hearing will be scheduled within 5 business days of receipt of a completed appeal (statutory obligation).	90%	100%
First hearing event will take place no later than 10 business days after receipt of a completed appeal (statutory obligation).*	95%	100%
Decisions of the Board will be released within 30 days of the final hearing event.	20%	80%

* The ACRB is one board where the focus has been changed to early resolution, and a comprehensive case conference. As these changes take effect, hearing events will decline, as cases are resolved before a hearing.

Fire Safety Commission (FSC)

<u>Performance Measures</u>	<u>2015/16 (Actual)</u>	<u>Target</u>
A hearing will be scheduled to take place within 45 days of receipt of a completed appeal.*	72%	80%
Decisions will be released within 60 days of the final hearing event.	60%	80%

* The FSC is one board where the focus has been changed to early resolution, and a comprehensive case conference. As these changes take effect, hearing events will decline, as cases are resolved before a hearing.

Licence Appeal Tribunal (LAT)

<u>Performance Measures</u>	<u>2015/16 (Actual)</u>	<u>Target</u>
A hearing will take place within 30 days of receipt of a completed appeal in medical appeals under the <i>Highway Traffic Act (HTA)</i> , motor vehicle impoundments under the <i>HTA</i> , and in appeals of immediate suspension orders regarding businesses or business privileges.*	100%	80%
If a statutory period regarding an order of immediate suspension will expire in less than 30 days, a hearing will be scheduled to commence within the statutory period.	100%	100%
In all other appeal types, the first hearing event will be scheduled to take place within 60 days of receipt of a completed appeal.*	99.7%	80%
A final decision will be issued within 30 days of the final hearing event.	90%	80%

* The Licence Appeal Tribunal is also implementing process changes to emphasis early resolution and comprehensive case conferences. Changes to the case management system will lead to the ability to track more closely the outcomes of case conferences and hearing events.

Automobile Accident Benefits Service (AABS)

AABS will commence under LAT beginning April 1, 2016. The measures listed below comprise the performance measures.

<u>Performance Measures</u>	<u>(Target)</u>
The first case conference will take place between 45-60 days from the date the application is received.	80%
First hearing event will take place within 150 days from the date the application is received.	80%
Decisions will be released within 30-90 days of the final hearing event, depending on the type of hearing.	80%

Ontario Civilian Police Commission (OCPC)

<u>Performance Measures</u>	<u>2015/16 (Actual)</u>	<u>Target</u>
Disciplinary appeals – Hearing will be scheduled within 60 days after the appeal is perfected; and the hearing will be held within 90 days thereafter.*	50%	80%
First Instance Proceedings – a hearing will be held within 90 days after a proceeding is perfected.*	N/A	80%
Section 54(1) Approval Requests – will be processed within 5 business days of receipt of the request.*	100%	80%
All decision types will be released within 90 days after the final event.*	42%	80%

* OCPC is currently restructuring its case management procedures in 2015/16 to focus on early dispute resolution and case conferences. Changes to the case management system will lead to the ability to track outcome data from conferences and hearing events.

Ontario Parole Board (OPB)

<u>Performance Measures</u>	<u>2015/16 (Actual)</u>	<u>Target</u>
Decisions will be rendered within 24 hours of the hearing event.	100%	80%

Part 2: Overview of Jurisdiction

A. Animal Care Review Board

Mandate

The Animal Care Review Board (ACRB) adjudicates applications related to the care, treatment and removal of animals. The ACRB derives its legislative authority from the *Ontario Society for the Prevention of Cruelty to Animals Act*, R.S.O. 1990, c. O.36 (*OSPCA Act*).

Powers of the Board

The ACRB has the authority under the *OSPCA Act* to:

- Respecting an order, confirm, revoke or modify the order;
- Respecting a removal of an animal, order that the animal be returned to the owner or custodian and may make an accompanying order with terms and conditions;
- Order that the whole or any part of the cost to the owner or custodian of an animal of complying with an order be paid by the Society to the owner or custodian; or
- Order that the whole or any part of the cost to the Society of providing food, care or treatment to an animal pursuant to its removal be paid by the owner or custodian of the animal to the Society.

The Ontario Society for the Protection of Cruelty to Animals (OSPCA) is a charitable organization that provides animal protection services through a network of approximately 50 directly operated branches and independently operated affiliate humane societies located across the province.

To carry out its mandate, the *OSPCA Act* provides each inspector or agent of the OSPCA with the “powers of a police officer” to enforce the *Act*, “or any other law in force in Ontario pertaining to the welfare of or the prevention of cruelty to animals.” To this effect, inspectors or agents of the OSPCA may issue:

- A compliance order that requires owners to take action to relieve their animals of distress; or
- A removal of an animal that is in distress.

If an owner or custodian of any animal considers himself or herself aggrieved by an order or removal of an animal, they may within five business days of receiving notice of the order or removal, appeal against the order or request the return of the animal. An owner or custodian of an animal may also appeal to have an order revoked, if in their opinion the animal has ceased to be in distress.

B. Fire Safety Commission

Mandate

The Fire Safety Commission (FSC) adjudicates applications and resolves disputes regarding inspections, orders and decisions for repairs, alterations or installations to be made to a building, structure or premises made by inspectors and the Fire Marshall. The FSC derives its legislative authority from the *Fire Protection and Prevention Act, 1997*, S.O. 1997, c. 4 (*FPPA*)

Powers of the Commission

The Commission has the authority under the *FPPA* to:

- Confirm or rescind an order;
- Amend an order; or
- Make any other order, as the FSC deems appropriate.

The Office of the Fire Marshal ensures that all fire departments in Ontario provide adequate levels of fire prevention and protection, in accordance with the needs and circumstances of the areas they serve and the provisions of the *FPPA* and the Fire Code, a regulation under the Act.

Pursuant to the *FPPA*, designated fire officials may address fire hazards by serving the following orders on an owner or occupant of land or premises:

- An order to take any measure necessary to ensure fire safety on the land and premises;
- An order to close the land until corrective actions have been completed; or
- An order to pay costs incurred by the Province of Ontario or a municipality for work carried out in the interest of public safety.

A fire official may also apply to the FSC directly for an order:

- Authorizing him or her to cause a thing to be done for which an order has been issued and the owner is unwilling or unable to comply with the specified fire safety measures.

If an owner or occupant considers himself or herself aggrieved by an order, they may file an appeal to the Office of the Fire Marshal. If the owner or occupant still considers himself or herself aggrieved after the Fire Marshal's Review Decision, they may file an appeal to the FSC.

C. Licence Appeal Tribunal

Mandate

The Licence Appeal Tribunal (LAT) adjudicates and resolves appeals concerning compensation claims and licensing decisions made by a variety of regulators under laws that protect consumers and the public, and ensure the integrity of the regulated businesses and occupations. The LAT derives its legislative authority from the *Licence Appeal Tribunal Act, 1999*, S.O. 1999, c. 12, Sch. G.

As of April 1, 2016, the Automobile Accident Benefits Service (AABS) will become part of the Licence Appeal Tribunal (LAT).

AABS helps people who are hurt by a motor vehicle accident, and have had their claim for accident benefits denied by an insurance company. Drivers, passengers, pedestrians or family members of a person who is injured or dies may all have a claim. If a claimant cannot agree with the insurance company about whether or not they are entitled to a benefit or the amount of a benefit, they can apply to AABS for help in resolving the dispute. AABS works with individuals and insurance companies to help them quickly reach a settlement. If a settlement cannot be reached, then there is a hearing led by an independent adjudicator, who will make a decision that must be followed.

While the majority of appeals involve liquor licences, new home warranty claims, medical suspension of driver's licences and impoundment of motor vehicles, the statutes under which appeals to the LAT may be made include:

LAT's Statutes of Authority	
<i>Accessibility for Ontarians with Disabilities Act, 2005</i> , S.O. 2005, c. 11	<i>Intercountry Adoption Act, 1998</i> , S.O. 1998, c. 29
<i>Alcohol and Gaming Regulation and Public Protection Act, 1996</i> , S.O. 1996, c. 26	<i>Liquor Control Act</i> , R.S.O. 1990, c. L.18
<i>Bailiffs Act</i> , R.S.O. 1990, c. B.2	<i>Liquor Licence Act</i> , R.S.O. 1990, c.L.19
<i>Board of Funeral Services Act</i> , R.S.O. 1990, c. F.36	<i>Motor Vehicle Dealers Act, 2002</i> , S.O. 2002, c.30 Schedule B
<i>Building Code Act, 1992</i> , S.O. 1992, c. 23	<i>Ontario New Home Warranties Plan Act</i> , R.S.O. 1990, c. O.31
<i>Child Care and Early Years Act, 2014</i> , S.O. 2014, c. 11, Sched. 1	<i>Paperback and Periodical Distributors Act</i> , R.S.O. 1990, c.P.1

LAT's Statutes of Authority	
<i>Child and Family Services Act</i> , R.S.O. 1990, c. C.11	<i>Payday Loans Act</i> , 2008, S.O. 2008, c.9
<i>Collection and Debt Settlement Services Act</i> , R.S.O. 1990, c. C.14	<i>Post-secondary Education Choice and Excellence Act</i> , 2000, S.O. 2000, c. 36, Sched.
<i>Consumer Protection Act</i> , 2002, S.O. 2002, c. 30 Sched. A	<i>Private Career Colleges Act</i> , 2005, S.O. 2005, c.28, Sched. L
<i>Consumer Reporting Act</i> , R.S.O. 1990, c. C.33	<i>Private Security and Investigative Services Act</i> , 2005, S.O. 2005, c. 34
<i>Discriminatory Business Practices Act</i> , R.S.O. 1990, c. D.12	<i>Real Estate and Business Brokers Act</i> , 2002, S.O. 2002, c. 30 Sched. C
<i>Film Classification Act</i> , 2005, S.O. 2005, c. 17	<i>Retirement Homes Act</i> , 2010, S.O. 2010, c. 11
<i>Funeral, Burial and Cremation Services Act</i> , 2002, S.O. 2002, c. 33	<i>Travel Industry Act</i> , 2002, S.O. 2002, c. 30 Sched. D
<i>Gaming Control Act</i> , 1992, S.O, 1992, c. 24	<i>Vintners Quality Alliance Act</i> , 1999, S.O. 1999, c. 3
<i>Highway Traffic Act</i> , R.S.O.1990, c. H.8	

Note: Effective April 1, 2016 LAT will take on jurisdiction to hear appeals under two additional statutes: *Insurance Act*, R.S.O. 1990, c. 1.8 and *Horse Racing Licence Act*, 2015, S.O. 2015, c.38, Sched.9

D. Ontario Civilian Police Commission

Mandate

The Ontario Civilian Police Commission (OCPC) adjudicates applications, conducts investigations and resolves disputes regarding the oversight and provision of policing services. The OCPC derives its legislative authority from the *Police Services Act*, R.S.O. 1990, c. P.15 (*PSA*).

Powers of the Commission

The OCPC is responsible for ensuring that adequate and effective police services are provided throughout Ontario. Pursuant to the *PSA*, the OCPC has the authority to

investigate policing-related matters, hold different types of hearings and make recommendations with regard to the delivery of police services in a community as follows:

Appeals

The OCPC hears appeals of decisions of police disciplinary hearings concerning complaints about police conduct made by members of the public or initiated by chiefs of police. The OCPC has the authority under the *PSA* to:

- Confirm, vary or revoke the decision of the hearing officer;
- Substitute its own decision; or
- Where the complaint is related to events occurring after October 19, 2009, it may also order a new hearing.

Public Complaints

The OCPC oversees public complaints about police conduct, policies and services provided by a police service where the complaints are related to events that occurred prior to October 19, 2009. The OCPC continues to complete outstanding public complaint review files and has the following powers under the *PSA*:

- Confirm the decision of the Chief of Police / OPP Commissioner;
- Refer the matter back to the police service involved or another police service for further investigation;
- Find misconduct of a less serious nature; or
- Order a disciplinary hearing.

Hearings of the First Instance

The OCPC holds different types of hearings of the first instance, with the authority to:

- Decide disputes between local police services boards and municipal councils about annual police budgets;
- Approve the restructuring or disbandment of municipal police services where an employee termination is involved;
- Determine whether a disabled member of a police service has been accommodated;
- Adjudicate disputes about membership in municipal police bargaining units; and
- Determine whether prescribed standards of police services are being met.

Approvals

The OCPC approves the appointment of First Nations Constables to perform specified duties in designated geographical areas.

Investigations and Inquiries

The OCPC may investigate and inquire into the administration of a municipal police service, the manner in which policing services are being provided and the policing needs of a municipality. In so doing, the OCPC may investigate and inquire into the conduct or work performance of:

- Police officers;
- Chief of police;
- Members of local police services boards;
- Auxiliary members of a police service;

- Special constables; and
- Municipal law enforcement officers.

E. Ontario Parole Board

Mandate

The Ontario Parole Board (OPB) considers applications for supervised conditional release of adult offenders sentenced to Ontario provincial correctional institutions. In addition, the OPB sees young persons transferred from a youth centre to adult provincial custody under the *Youth Criminal Justice Act*. The OPB derives its legislative authority from the federal *Corrections and Conditional Release Act*, the federal *Prison and Reformatories Act*, and the *Ministry of Correctional Services Act*, R.S.O. 1990, c. M.22.

Powers of the Board

Parole

The OPB is authorized to consider adult offenders who are serving sentences in provincial institutions for parole. Parole is an opportunity for an offender to serve the remainder of his/her sentence in the community under certain conditions set out by the Board.

An offender is eligible for parole after serving one-third of his/her sentence. In Ontario, the law provides that offenders sentenced to a term of imprisonment of 180 days or more are automatically scheduled to be seen by the OPB once they have reached their parole eligibility date unless they decide to waive their right to a hearing.

The OPB makes an assessment based on a number of factors:

- Risk factors and needs at the time of incarceration, including case-specific factors such as details of the offence(s), criminal history, substance abuse and mental health issues;
- The offender's institutional behaviour including the benefit of interventions which may have reduced the risk posed by the offender, the benefit from treatment and programs while incarcerated and the offender's understanding of the offense and his/her criminal behaviour; and
- How the offender's release plan will allow a safe and successful return to the community, particularly in relation to community support, availability of programs and counselling, supervision controls and whether additional conditions are required to manage risk in the community.

When making a decision to release an offender on parole, the law requires the OPB be satisfied that:

- The offender will not be a risk to society by committing another crime before the end of his/her sentence or by violating the conditions of release; and
- Parole will help the offender become a law-abiding citizen.

The OPB has the authority under the *Ministry of Correctional Services Act* to:

- Grant parole with conditions that are considered necessary;
- Deny parole;
- Suspend a parolee's parole and authorize the recommittal of the parolee to custody;
and
- Lift the suspension of the parole or revoke the parole.

Temporary Absences

An offender may request an absence from the institution, with or without escort, for a defined period. In Ontario, the OPB shares this authority with institutional superintendents, who retain responsibility for all temporary absences that are escorted or under 72 hours in duration when unescorted. The OPB has responsibility for all unescorted temporary absences of 72 hours and longer.

Temporary absences, which are renewable, allow the offender to be away from the institution for a specific purpose for short periods (up to 60 days). An offender may be granted a temporary absence to prepare for a successful return to the community by participating in drug/alcohol treatment or other programs, upgrading education or attending work. All are key factors in reducing an offender's risk to re-offend and increase his or her chances for success. A temporary absence may also be granted for medical or humanitarian reasons.

Each temporary absence is regulated by a set of terms and conditions with which the offender must comply. The OPB may impose any condition it considers appropriate and relevant to the risk and needs of the individual offender.

Part 3: Members

(As of March 31, 2016)

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Baker, Carol	Penetanguishene	OPB	Part-time Member	12-Feb-07	11-Feb-17
Basanta, Giselle	Toronto	ACRB FSC LAT	Part-time Member	16-Sep-15	15-Sep-17
Blais, Geneviève	Ottawa	LAT	Part-time Member	07-May-08	06-May-17
Borenstein, Dr. David	Toronto	LAT	Part-time Professional Member	03-Nov-10	02-Nov-20
Burkitt, Sandra	Campbellford	OPB	Part-time Member	18-Apr-11	17-Apr-16
Caryll, David B.	Toronto	LAT	Part-time Member	16-Apr-08	15-Apr-16
Cassidy, Patricia	Sudbury	LAT	Part-time Vice Chair	05-Oct-06	04-Oct-16
Castel, Jacqueline	Mississauga	OCPC	Part-time Member	03-Oct-12	02-Oct-17
		LAT	Part-time Member	04-May-11	02-Oct-17
Cheung, Jeremy	Markham	OPB	Part-time Member	12-Feb-07	11-Feb-17
Clarke, Roger N.	Toronto	OPB	Part-time Member	21-Feb-03	22-Jan-16
Conacher, Roy B.	Kingston	OCPC	Part-time Vice Chair	16-May-07	29-Apr-17

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Conville, Vincent G.	Aurora	OPB	Part-time Member	12-Feb-07	11-Feb-17
Cornett, Alexander J.	St. Catharines	OPB	Part-time Member	18-Apr-11	17-Apr-17
Crljenica, Theodore	Tecumseh	LAT OCPC	Part-time Vice Chair	23-Mar-16	22-Mar-18
D'Amours, Marc	Champlain	LAT	Part-time Vice Chair	15-Nov-06	14-Nov-16
Della Fortuna, Sergio	Vineland	OPB	Full-time Member	05-Mar-03	23-Nov-16
Dhanani, Zahra	Toronto	OCPC	Part-time Member	19-Dec-08	18-Dec-16
Finan, Bradley	Granton	OPB	Part-time Member	12-Feb-07	11-Feb-17
Flude, D. Gregory	Toronto	LAT	Part-time Vice Chair	22-Jun-05	08-Feb-16
		LAT AABS	Full-time Vice Chair	08-Feb-16	07-Feb-19
Flynn, Dr. Kevin	Mississauga	LAT	Part-time Professional Member	28-May-03	27-May-16
Fortier, Marie	Ottawa	ACRB	Part-time Associate Chair	18-Nov-15	6-Apr-16
		ACRB, FSC, LAT, OCPC	Part-time Member	22-Oct-14	6-Apr-16
		ACRB	Part-time Vice Chair	22-Jul-15	6-Apr-16
Franklin, Terry	Lindsay	OPB	Part-time Member	21-Feb-03	20-Feb-16
Freedman, David	Toronto	OPB	Part-time Member	12-Feb-07	11-Feb-17

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Gahir, Harinder	Brampton	LAT	Part-time Vice Chair	15-Nov-06	14-Nov-16
Galet, Arnold	Toronto	OPB	Full-time Associate Chair	30-Sep-08	1-Mar-16
Gauci, Maureen	Metcalfe	OPB	Part-time Member	04-Feb-09	03-Feb-19
Gavsie, David C.	Etobicoke	OCPC	Full-time Associate Chair	01-Apr-13	26-Apr-16
Go, Avvy	Toronto	LAT AABS	Part-time Member	24-Feb-16	23-Feb-18
Gottfried, Ruth	Thornhill	LAT AABS	Full-time Member	23-Mar-16	22-Mar-18
Greenbaum, Bryant	Toronto	ACRB FSC LAT OCPC OPB	Part-time Member	29-Jan-16	28-Jan-18
Helt, Maureen	Toronto	ACRB	Part-time Member	05-Oct-06	04-Oct-16
Jovanovic, Stephen	Windsor	OCPC	Part-time Associate Chair	02-Dec-15	01-Apr-17
		OCPC	Part-time Member	23-Jul-14	22-Jul-19
Koprowski, Kenneth	Strathroy	LAT	Part-time Vice Chair	01-Apr-00	31-Mar-16
Kromkamp, John	Toronto	ACRB FSC LAT OCPC OPB	Part-time Member	15-Jan-16	14-Jan-18
Labelle, Michelle	Hanmer	OPB	Part-time Member	09-Feb-11	22-Jan-18

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Lallouz, Isaac	Toronto	FSC	Part-time Member	03-Feb-03	02-Feb-18
		LAT	Part-time Member	24-Feb-16	23-Feb-18
Lamoureux, Linda	Markham	ACRB FSC LAT OCPC OPB	Full-time Executive Chair	01-Jan-14	31-Dec-18
Lamoureux, Sylvie	Ottawa	OPB	Part-time Member	31-Oct-13	30-Oct-17
Lewis, Nancy	Iroquois	OPB	Part-time Member	18-Apr-11	17-Apr-17
Louwers, Dr. Jeroen	Stouffville	FSC	Part-time Member	08-Sep-14	07-Sep-16
Macklin, Richard	Toronto	LAT	Part-time Vice Chair	05-Oct-16	04-Oct-16
Makhamra, Samia	Toronto	LAT AABS	Full-time Member	8-Feb-16	7-Feb-19
Makos, Bruce	Ashburn	LAT AABS	Part-time Member	24-Feb-16	23-Feb-18
Marzinotto, Lori	Toronto	LAT AABS	Full-time Member	8-Feb-16	7-Feb-19
McCauley, Alexander	Sudbury	LAT	Part-time Member	4-May-11	11-Oct-17
McCullough, John A.	Wyevale	OPB	Full-time Member	21-Feb-03	20-Feb-16
McLean, Donald	Sudbury	FSC	Part-time Member	18-Oct-00	11-Sep-17
McQuaid, Patricia	Toronto	LAT	Full-time Vice Chair	4-May-11	22-Nov-16

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Menard, Louise	Toronto	ACRB	Part-time Member	05-Oct-06	04-Oct-16
Moccio, Santina	Ancaster	ACRB	Part-time Member	10-Feb-16	09-Feb-18
		OPB	Part-time Member	06-Jun-07	05-Jun-17
Montano, Nives	Vaughan	ACRB FSC LAT	Part-time Member	10-Feb-16	09-Feb-18
Msosa, Aggrey	Ottawa	LAT AABS	Full-time Member	8-Feb-16	7-Feb-19
Nemet, Joseph	Hamilton	LAT AABS	Part-time Member	24-Feb-16	23-Feb-18
O'Neill, Tammy	Waterdown	FSC	Part-time Vice Chair	26-Jul-96	06-Dec-16
Osborne, Katie	Toronto	FSC	Part-time Vice Chair	08-Sep-15	07-Sep-17
		ACRB, LAT, OCPC, OPB	Part-time Member	08-Sep-15	07-Sep-17
		FSC	Part-time Associate Chair	18-Nov-15	17-Feb-17
Osunde, Isoken	Caledon	LAT	Full-time Member	15-Jan-16	8-Feb-16
Paivalainen, Seppo	Thunder Bay	OCPC	Part-time Member	08-Sep-14	07-Sep-16
Parent, Sylvie	Ajax	OPB	Part-time Member	31-Oct-13	30-Oct-17
Pay, Cynthia	Toronto	LAT AABS	Full-time Member	23-Mar-16	22-Mar-19
Proulx, Chantal	Ottawa	LAT	Part-time Vice Chair	15-Nov-06	14-Nov-16

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Ramdayal, Raymond	Brampton	OPB	Part-time Member	12-Feb-07	11-Feb-17
		ACRB, FSC, LAT	Part-time Member	08-Sep-15	07-Sep-17
Reeve, Priscilla	Ariss	OPB	Part-time Member	12-Feb-07	11-Feb-17
Regmi, Dr. Dybesh	Mississauga	LAT	Part-time Professional Member	12-Feb-14	11-Feb-16
Reynolds, Douglas	Toronto	OPB	Part-time Member	11-Apr-07	10-Apr-17
Richards, Lloyd (J. R.)	Toronto	LAT AABS	Full-time Vice Chair	08-Feb-16	07-Feb-19
Riddell, Richard	Rockland	OPB	Part-time Member	11-Apr-07	10-Apr-17
Ritacca, Luisa	Toronto	ACRB FSC LAT	Part-time Member	24-Feb-16	23-Feb-18
Ritcey, Douglas James	Oakville	FSC	Part-time Member	22-Dec-05	21-Dec-17
Ross, Gail	Fort Erie	OPB	Part-time Member	18-Apr-11	17-Apr-17
Rowsell, Henry E.	Keswick	OPB	Part-time Member	21-Feb-03	20-Feb-16
Russell, Ian B.	Lakefield	OPB	Part-time Member	21-Feb-03	20-Feb-16
Sanford, M. Laurie	Toronto	ACRB	Part-time Member	29-Jan-14	21-Jun-18
		LAT	Part-time Vice Chair	22-Jun-05	21-Jun-16
Sant, Peter C.	Belleville	OPB	Part-time Member	12-Feb-07	11-Feb-17

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Sapin, Susan	Toronto	LAT AABS	Part-time Vice Chair	15-Jan-16	14-Jan-18
Smith, Susan D.	Ottawa	FSC	Part-time Member	26-Jul-96	15-Feb-16
Spencer, Mary	Toronto	LAT	Part-time Member	30-May-09	29-May-16
Stephenson, James	Brampton	OPB	Part-time Member	18-Apr-11	17-Apr-16
Sturgeon, Neil B.	Churchill	OPB	Part-time Member	20-Jun-01	28-Feb-17
Sweeney, Terrance	Toronto	LAT	Part-time Vice Chair	12-Aug-08	23-Sep-15
Theoharis, Jeanie	Mississauga	LAT AABS	Full-time Member	9-Mar-16	8-Mar-18
Tinglin, Winston	Burlington	OCPC	Part-time Member	22-Oct-14	21-Oct-16
Treksler, Nicole	Toronto	ACRB, FSC, LAT	Part-time Member	12-Aug-15	11-Aug-17
		LAT AABS	Full-time Member	23-Mar-16	22-Mar-19
Trojek, Heather	Ancaster	LAT AABS	Full-time Vice Chair	08-Feb-16	07-Feb-19
Trudell, Marc	Komoka	FSC	Part-time Member	20-Jul-94	28-Apr-16
Truong, Anna	Toronto	LAT AABS	Full-time Member	8-Feb-16	7-Feb-19
Turnbull, Dr. David	London	LAT	Part-time Professional Member	21-Aug-03	20-Aug-16
Wallace, Douglas R.	Ottawa	LAT	Part-time Vice Chair	13-Jan-05	22-Jan-16

MEMBER NAME	CITY	TRIBUNAL NAME	POSITION	ORIGINAL OIC DATE	OIC EXPIRY DATE
Ward, Sheila	Toronto	OPB	Part-time Member	02-May-07	01-Feb-16
Weinrieb, Steven	Thornhill	FSC	Part-time Member	27-May-98	30-Jan-18
White, Dr. Eleanor	Markham	ACRB, FSC, LAT	Part-time Member	08-Sep-14	07-Sep-16
		LAT AABS	Full-time Vice Chair	08-Feb-16	07-Feb-19
Whitehead, Dr. Katherine	Toronto	LAT	Part-time Professional Member	12-Feb-14	11-Feb-19
Williams, Edward	Rama	OPB	Part-time Member	16-May-07	15-May-17
Wong, Pauline	Port Perry	OPB	Part-time Member	12-Feb-07	11-Feb-17
Woods, Daniel	Scarborough	FSC	Part-time Member	27-May-98	26-May-16
Yee, Gary	Toronto	LAT	Full-time Associate Chair	16-Aug-12	15-Aug-17