



LICENCE APPEAL TRIBUNAL

ANNUAL REPORT

2006-2007

Office of
the Chair

Bureau du
président

Licence
Appeal
Tribunal

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Ontario

June 30, 2007

The Honourable Gerry Phillips
Minister
Ministry of Government Services
4th Floor, Suite 4320
Whitney Block
99 Wellesley Street West
Toronto, ON M7A 1W3

Dear Minister:

RE: Licence Appeal Tribunal Annual Report

We are pleased to present to you the Licence Appeal Tribunal's Annual Report for the fiscal year 2006-2007.

Yours truly,

A handwritten signature in black ink, appearing to read "Carl F. Dombek".

Carl F. Dombek, B.A., LL.B.
Chair

A handwritten signature in black ink, appearing to read "Lynda C.E. Tanaka".

Lynda C.E. Tanaka, B.A., LL.B., FCI Arb., C. Arb.
Acting Chair

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MESSAGE FROM THE CHAIR

This year has been one of significant accomplishment for the Licence Appeal Tribunal (LAT). I have been proud to serve as its Chair and take pride that we have aspired always to provide the best quality service to the public, respecting the statutory mandate given to this tribunal.

I have enjoyed the support of the Vice-Chairs and Members as well as of the Tribunal's staff, many of whom have been with LAT throughout my terms as Chair. I am proud of their hard work in the past year, and I want to thank them all for their commitment in maintaining such excellent performance results.

The LAT model is one that achieves enormous benefits for the people and government of Ontario at a reasonable cost. The fact that the Legislature has provided this tribunal with such extensive jurisdiction over disputes involving such a range of businesses and subject matters, including matters over which several ministries have jurisdiction, indicates its level of commitment to consumer protection and economic development which are enhanced by LAT's work.

Carl F. Dombek, B.A., LL.B.
Chair

MESSAGE FROM THE ACTING CHAIR

I am privileged to assist in the presentation of the Annual Report for 2006-2007 for the Licence Appeal Tribunal (LAT). I was appointed Acting Chair in January 2007, temporarily serving in the absence of our Chair, Carl Dombek.

The mandate of LAT is to provide fair, impartial and efficient decisions. Its structure ensures independence from the regulators whose decisions are appealed to it.

In the several years since it was created, LAT has been focused on ensuring that:

- it maintains a high level of competency and excellent service, both at the staff level and among tribunal members;
- it shows consistency in decisions and conforms to the statutory mandates;
- its processes are easily understood by the public and responsive to the needs of the licensees, individuals and regulators who appear before LAT; and
- its work is done in a timely manner.

The caseload, as you can see from the tables in this Annual Report, has increased significantly over the past three years. In addition, the cases are increasingly complex, and for various reasons are taking more time to complete. Despite those issues, LAT continues to provide timely scheduling of hearings, prompt release of decisions, and a fair and open hearing process. With the exception of the last two months of the year, where complex and lengthy cases were closed, the time frame of the handling of the cases improved this year over the 2005-2006 statistics.

LAT plays an important role in the Ministry's regulatory framework to protect consumers and facilitate economic development. The financial information in this report indicates that, while facing increasing workload and other financial pressures, LAT continues to operate on a cost efficient basis. It maintains the same staff complement today – scheduling over 1200 hearing days for 682 appeals – as it did two years ago, with 886 days scheduled for 635 appeals.

Due to the significant number of parties who are unrepresented in LAT proceedings, our processes for handling the appeals must be easily understood and the information readily available. The LAT website underwent substantial revision to reflect updated requirements, changes which became effective in August 2006. The website provides information as to how LAT processes its cases, as well as the decisions. It includes easily understood brochures that can be downloaded (also available in hard copy), describing the process to be followed on an appeal, as well as the form for the Notice of Appeal.

We will continue to make available the resources and tools that provide the information unrepresented parties need to better understand LAT operations.

I extend my thanks on behalf of LAT to those Vice-Chairs and Members whose appointments expired this year. Their hard work enabled LAT to fulfill its mandate, and their experience and knowledge will be missed. New Vice-Chairs and Members have been appointed and they have engaged in the training and work of LAT with skill and enthusiasm.

Looking ahead, there is much on the horizon. Our new case management system is expected to be up and running by August 2007. We will be undertaking a review of the *Rules of Practice* and practice directions with our stakeholders to ensure that they represent best practice in the tribunal community. We will be working hard to provide continuing training and upgrading of skills among the tribunal members and staff. We will be revisiting our website to ensure that its content is up to date and relevant.

In all our efforts, we will continue to focus on fulfilling the responsibilities of our mandate to the best of our abilities.

Lynda C.E. Tanaka, B.A., LL.B., FCI Arb., C.Arb.
Acting Chair

THE LICENCE APPEAL TRIBUNAL (LAT):

Fair... Impartial... and Efficient

Mandate

The mandate of LAT is to provide a fair, impartial and efficient means to appeal decisions concerning compensation claims and licensing activities regulated by several ministries of the provincial government.

These include the Ministry of Children and Youth Services, the Ministry of Community Safety and Correctional Services, the Ministry of Government Services, the Ministry of Municipal Affairs and Housing, the Ministry of Training, Colleges and Universities, and the Ministry of Transportation. As an independent, quasi-judicial administrative tribunal, LAT receives appeals, conducts hearings, resolves disputes and renders decisions on compensation claims and licensing activities regulated by these ministries.

History

The *Licence Appeal Tribunal Act, 1999* created LAT beginning April 1, 2000 to assume the mandate of four predecessors: the Commercial Registration Appeal Tribunal, the Licence Suspension Appeal Board, the Private Vocational Schools Review Board and the Child and Family Services Review Board licensing jurisdiction.

Since the merger, the concept of one tribunal under one Chair has proven to be a successful adjudicative model. With a small staff supervised by a Chief Administrative Officer and Registrar, LAT has continually met the expectations of the public, as to the quality of the service and the decisions issued and the value for the public funds invested.

Jurisdiction

LAT is subject to the rules of natural justice and the requirements of the *Statutory Powers and Procedures Act*. In an effort to protect the public, the specialists appointed to the tribunal work to conduct fair, efficient and impartial hearings during which they consider all evidence presented and make a decision with written reasons based on that evidence. Most LAT decisions are subject to appeal to the Superior Court of Justice (Divisional Court). All decisions made by the Tribunal are subject to judicial review under the *Judicial Review Procedure Act*.

Appeals to LAT can be made under 21 different statutes:

- *Bailiffs Act*
- *Building Code Act, 2006, O.Reg. 350/06 (Division C, Sections 3.2, 3.3 and 3.4 only)*
- *Cemeteries Act (Revised)*
- *Child and Family Services Act*
- *Collection Agencies Act*
- *Consumer Protection Act, 2002*

- *Consumer Reporting Act*
- *Day Nurseries Act*
- *Discriminatory Business Practices Act*
- *Film Classification Act, 2005*
- *Funeral Directors and Establishments Act*
- *Highway Traffic Act*
 - Section 32(12)(b)(i) – Medical (MED)
 - Section 47(1) – Medical and Commercial Vehicle Operation’s Registration-Carrier (MCVOR)
 - Section 17(2),(3) – Commercial Vehicle Operation’s Registration (CVOR)
 - Section 48.3(2) – Administrative Driver’s Licence Suspension (ADLS)
 - Section 55.1(3) – Motor Vehicle Impoundment (MVIA)
 - Section 82.1 – Commercial Vehicle Impoundment and Suspension (CVIS)
 - Section 95(1) – Motor Vehicle Inspection Licence – Garage (GAR)
- *Intercountry Adoption Act*
- *Motor Vehicle Dealers Act*
- *Ontario New Home Warranties Plan Act*
- *Paperback and Periodical Distributors Act*
- *Post-Secondary Education Choice and Excellence Act, 2002*
- *Private Career Colleges Act, 2005*
- *Private Securities and Investigative Services Act, 2005*
- *Real Estate and Business Brokers Act, 2002*
- *Travel Industry Act, 2002*

Organization

The Lieutenant Governor in Council appoints all tribunal members and designates one as Chair and some as Vice-Chairs. The Chair is full-time, while the Vice-Chairs and members are part-time. The Chair provides guidance and leadership to the Vice-Chairs and Members.

The Chair is accountable to the Minister of Government Services, for the performance of LAT in fulfilling its mandate and for carrying out the roles and responsibilities assigned to the Chair by Management Board directives, the *Licence Appeal Tribunal Act, 1999* and a Memorandum of Understanding between the Minister and the Chair.

Staff

The Chief Administrative Officer (CAO) and Registrar is responsible for day-to-day LAT operation and provides support to the Chair. LAT staff is appointed under the *Public Service Act*.

The CAO manages LAT in accordance with the Act, with Management Board directives, the results based plan, and accepted government and business financial practices, and the Memorandum of Understanding between the Minister and the Chair. The staff is composed of the Deputy Registrar, six hearings co-ordinators one of whom is assigned to the scheduling of hearings, one administrative assistant, and a receptionist. The staff answers inquiries from applicants and members of the public and provides support to the LAT members. They are responsible for the logistics in receiving appeals, scheduling hearings, preparing case-related materials, arranging hearing rooms, maintaining records and overseeing the release of decisions.

The *Public Service of Ontario Act, 2006* has been given Royal Assent but is not yet in force. The new Act will apply to the Tribunal's Vice-Chairs, Members and employees.

Tribunal Profile

LAT members reside in various parts of the province, are active in community organizations and come from different cultural communities. They all are fair, accomplished adjudicators who bring a wealth of experience to the Tribunal. In order to serve the public interest in an open and independent manner, it is important to note that the Vice-Chairs and Members are not employees of the provincial government or any of its Ministries.

When members of the public come to LAT for the resolution of a licensing issue, they can be assured that tribunal members have the depth of experience to render sound decisions. For example, all the Vice-Chairs are lawyers and many of them, as well as members, have experience as adjudicators for other federal or provincial tribunals or as Deputy Judges.

Some of the members are qualified medical practitioners as required by the legislation to preside on hearings dealing with *Highway Traffic Act* licence issues that relate to medical conditions. As well, other members have specific training and experience in alternative dispute resolution. These particular skills are used to good effect, as they often can result in the early resolution of appeals (or of issues within appeals) so that hearings are shorter or not required at all.

The Vice-Chairs and Members have a wide range of skills and experience developed in their occupations. Included among them are, for example:

- A Chartered Arbitrator, designated by the ADR Institute of Canada Inc., and a

- Fellow of the Chartered Institute of Arbitrators (U.K.); a lawyer for over thirty years
- A Bachelor of Laws and a Master of Laws degree in Civil Litigation and Alternative Dispute Resolution
 - Prior to attending law school, worked in various social service agencies in Ontario, Alberta, and the Yukon Territory
 - Deputy Judge of Small Claims Court
 - Bachelor of Laws and a Master of Criminology
 - Acted as counsel for plaintiffs and defendants before the Ontario Court of Justice, Superior Court of Ontario and the Ontario Court of Appeal
 - Over 40 years experience in the legal profession, specializing in real estate negotiations and management
 - Former Executive Director of a community clinic and currently a Deputy Judge
 - Extensive practice in administrative law and has appeared before several Ontario tribunals including the Social Assistance Review Board, the Ontario Review Board and Liquor License Board.
 - A Master of Arts in English Literature, Master of Education and a Bachelor of Laws degree
 - Former Chief Executive Officer, regional cancer centre.
 - More than twenty-five years working for a union, with extensive experience in organizational training and strategic planning.

More detailed information on the qualifications and background of tribunal members can be found at the Public Appointments Secretariat website: www.pas.gov.on.ca

Professional Development

A key component of maintaining public and government confidence in LAT is achieved through ongoing professional development and training for Vice-Chairs, members and staff.

The goal is to provide the training and support that will decrease the likelihood of backlogs or costly, long, drawn-out hearings and minimize the risk of judicial review or appeals to the Superior Court.

For example, LAT conducts its own orientation sessions for newly appointed Vice-Chairs and Members on office procedures, the hearing process and on writing decisions. New Members sit as side panel members on three hearings. Working under the panel chair they learn how to conduct hearings and to write the decisions.

In addition, LAT employees each have an individual performance development and learning plan that enables them to further hone their knowledge and skills.

**CHAIR,
ACTING CHAIR,
VICE-CHAIRS AND MEMBERS OF
THE LICENCE APPEAL TRIBUNAL
2006-07**

Chair

Carl F. Dombek, B.A., LL.B.

Lynda C.E. Tanaka Acting Chair, B.A., LL.B., FCI Arb., C.Arb.

Vice-Chairs

Elizabeth Bennett-Martin
Patricia Cassidy
Shu-Tai Cheng
Marc D'Amours
Thomas Dastous
Andrew Diamond
D. Gregory Flude
E. Alan Garbe
Harinder Singh Gahir
Derek Israel
Kenneth S. Jepson
Kenneth W. Koprowski
Daniel Laurin
John H. Macintosh
Richard Macklin
William M. McIntosh
Raj Pannu
Chantal Proulx
Maxwell L. Rotstein
Laurie Sanford
Elizabeth Sproule
Irvin H. Sherman, Q.C.
Lynda C.E. Tanaka
Douglas R. Wallace
Terrence A. Wardrop, Q.C.
Shane Watson
Jane Weary

Members

Hakam T. Abu-Zahra, M.D.
Antoine Albert Aouad, M.D.
Donald Benninger
John T. Biehn, M.D.
Victor H. Braney
Kerr W. Clark, M.D.
Patrick Graham Coffey, M.D.,
F.R.C.S.(C).D.
(Obs.) R.C.O.G.
Greg Crompton
Simon Dann
Kevin Flynn, M.D.
Graeme Goebelle
William A. Gray, M.D.
David Hurst, M.D.
Jim Kennelly
Roy Melvin, M.D.
Nives Montano
Malcolm Montgomery
Keith Penner
André Pinard
Esrick Quintyn
Harjinder Sahdra
Anthony Saldanha
Mary Ann Spencer
David Ian Turnbull, M.D.
Bruce L. Wright
Philomen Wright

GOALS AND PERFORMANCE

The critical success goals of the Licence Appeal Tribunal are timeliness, optimum cost efficiency, quality and consistency. Key business activities that affect these goals are monitored, the results measured and improvements are made as required. Performance is tracked monthly and statistical charts and graphs are distributed to the minister and deputy minister of those ministries that administer the statutes that come under LAT jurisdiction.

There are four phases of LAT operations:

- Processing of appeals
- Scheduling of hearings
- Holding of hearings
- Rendering of decisions.

Each phase has specific time lines and these vary according to the type of appeal.

1. Processing of Appeals

This is the intake portion of the appeals process. Applicants are assured of a timely response – the LAT hearings co-ordinators have from one to three weeks to:

- Review the notices of appeal and verify that the required fee and supporting documents have been filed with the tribunal within the prescribed period;
- Send copies of the appeal to the related program area or ministry;
- Consult the parties with respect to the number of hearing days and any witnesses required as indicated on the Notice of Appeal;
- Forward the completed appeal file to the hearings scheduler.

2. Scheduling of Hearings

The hearings scheduler sets the hearing and pre-hearing dates within five days of receiving the file from the hearings coordinators. There are specific legal or administrative time lines to guide the timing of hearings as follows:

- | | |
|---|------------|
| • Administrative Driver's License Suspension | 15-20 days |
| • Orders under the <i>Child and Family Services Act</i> | 60 days |
| • Commercial Vehicle Operator's Registration | 60-90 days |
| • Commercial Vehicle Inspection Suspension | 30 days |
| • Order under the <i>Day Nurseries Act</i> | 60 days |
| • Order under the <i>International Adoption Act</i> | 60 days |
| • Medical suspension | 30 days |
| • Motor Vehicle Impoundment Orders | 18-20 days |
| • Motor Vehicle Inspection Licence (Garage) | 30-60 days |

- Proposals / Decisions under various statutes administered by the Ministry of Government Services, self-managed industries, and Tarion Warranty Corporation Within 120 days

3. Holding of the Hearing

The length of the hearing depends on how much time the parties require to present evidence and make their arguments. Hearings can range from half a day to 15 days. In the case of appeals that have complex legal issues or many documents or witnesses, the hearing days may be spread out in order to accommodate the schedules of the parties and their counsels or agents and the part-time members and Vice-Chairs.

The Chair has established specific time frames for the completion of hearings under a number of statutes, as authorized under section 16.2 of the *Statutory Powers Procedure Act*. These time frames have been set to ensure there are no delays in the process and also as a performance measure to ensure that our appeal process average turnaround time does not exceed six months.

There are **rare** cases where there is a time period of more than six months between the perfecting of the appeal and the issuance of the decision. These occur for a variety of reasons:

- Unrepresented parties require time to familiarize themselves with procedures and process;
- There are voluminous documents disclosed;
- There are more than two parties involved;
- The outcome has significant economic repercussions for an existing business;
- There are significant legal issues in the appeal; or
- Time commitments previously made by the panel, counsel or the parties that interfere with scheduling.

These cases are carefully monitored to receive priority to ensure that the decision is issued as promptly as possible. As well, efforts are made to identify process issues that may be improved by changes to the Tribunal's *Rules of Practice* or practice directions or in the education of the users through brochures or website changes.

LAT *Rules of Practice* permit written, oral or electronic hearings or pre-hearings. Frequently pre-hearings are held with one or more of the parties attending by teleconference. LAT permits testimony by this method to accommodate a witness who cannot physically attend at the hearing to mitigate inconvenience where it is appropriate. These measures address some of the costs issues facing the parties.

LAT also encourages the parties to use agreed statements of fact to narrow the issues in a hearing and will receive written submissions on which to base decisions where appropriate.

4. Rendering of Decisions

The Tribunal's goal is to release its decisions to the parties to a proceeding within a maximum of 30 days after the hearing. The Vice-Chairs and Members submit their draft decisions for review usually within 23 days following the completion of a hearing. For some of the tribunal programs there are shorter deadlines for submission of decisions:

- | | |
|---|------------|
| • Administrative Driver's Licence Suspension | 1 day |
| • Commercial Vehicle Impoundment and Suspension | 14-28 days |
| • Medical Suspension | 7 days |
| • Motor Vehicle Impoundments | 1-3 days |
| • Motor Vehicle Inspection Licence (Garage) | 14-28 days |

ACCOMPLISHMENTS

2006-07

Continued Efficiency in Caseload Management

In response to the parties' estimates of the time needed for hearing the appeals, in the past three years LAT has scheduled an increased number of hearing days. As the chart following illustrates, the number of scheduled hearing days increased by almost 40 per cent over the past three years. The fact that the actual number of hearing days heard has not increased by the same amount is due to the increased efforts to use the pre-hearing conference as an opportunity to explore early resolution of some, if not all, of the issues. This indicator of the effectiveness of the pre-hearing conferences will continue to be monitored.

Modernization of LAT Business Processes

In line with the government modernization initiatives, LAT will soon replace its existing case management system to reflect current technologies and address current and future business needs. LAT completed the business requirements for the new case management system in the fall of 2006 and the system, currently under construction, is expected to be up and running in early August, 2007.

It is expected the new system will:

- Ensure reliability and greater security in dealing with privacy issues;
- Allow for existing staff to work on improved and modernized business processes thus improving LAT effectiveness and efficiency;
- Generate statistics in support of effective issues management, in addition to supporting a high standard of service delivery to the public and the Tribunal's stakeholders.

Optimum Customer Services Delivery

In 2006-07, LAT received more than 5,000 phone inquiries all handled according to high standards of customer service delivery in place. For example, it continued to provide LAT brochures to assist the parties in understanding the process, as well as copies of the Tribunal's *Rules of Practice* and practice directions to all applicants. Ministries or agencies also distribute the brochures to parties filing (or considering) an appeal of one of their decisions.

Quality service standards at LAT not only apply to phone inquiries. They also apply to walk-ins, hearing attendees, and to the service our employees provide to the Tribunal members. As well, within two days of receipt, correspondence related to general inquiries, hearing matters, and notices of withdrawal is acknowledged and sent out.

Outreach Initiatives

The Acting Chair made a presentation on the role and mandate of the Tribunal and the importance of mediation to students in a fourth year administrative law class at Carleton University in Ottawa. LAT member Jim Kennelly, who serves as the University Ombudsman and is an experienced mediator, also attended.

The Acting Chair was a member of the planning committee for the 2006 Conference of Ontario Boards and Agencies and is continuing in that role for the 2007 conference scheduled for November 1, 2007. This conference provides an annual opportunity for Ontario adjudicators and regulators from different tribunals to exchange ideas, update their knowledge of applicable law and practice, and develop skills and processes to further enhance the service to the people of Ontario.

The Chair has been active in the past in the Council of Canadian Administrative Tribunals and was Chair of that organization.

Privacy of Information

In the summer of 2006, the eight LAT appeal brochures and our *Frequently Asked Questions* (FAQ) document published on its website were revised in order to include a privacy statement. Namely, to advise the public that:

".. LAT decisions are posted on its website approximately two weeks after the release of the decision to the parties, and are also posted on Quicklaw at a later date"

and that for certain types of appeal:

"...The name of Applicants and the name of their witnesses or other third parties would not appear in our decisions, unless such witnesses or third parties took part in the hearing in a professional capacity or as a regulator."

The brochures and the FAQ were also posted on the LAT website. The Ontario Information and Privacy Commissioner commended LAT for the way it deals with the privacy of information in its decisions.

Professional Development

As noted, ongoing professional development and training is a key component of maintaining public and government confidence in LAT. This training is additional to the orientation session for new members.

In March 2007, the Acting Chair held a full day continuing education meeting of the Vice Chairs and members. Session highlights included speakers on legislative change, focus group discussions on *LAT Rules of Practice* and practice directions, and an opportunity to exchange ideas on best practices in hearings processes.

Vice-Chairs also attended continuing education events offered by the *Society of Ontario Adjudicators and Regulators* and the *Canadian Council of Administrative Tribunals*. In the coming year, there will be an increased focus on providing training opportunities to address more specific topics related to the substantive appeals issues facing LAT, as well as targeting specific skills to be enhanced, and on developing consistent practices.

STATISTICAL SUMMARY

During the last three fiscal years, LAT has maintained the pace established in the two previous fiscal years

	2006-07	2005 -06	2004-05
Number of appeals received	682	650	635
Number of hearing days scheduled	1,211	1,041	886
Number of hearing days heard	541	436	380
Number of decisions/orders released	589	543	599
Number of pre-hearings held	198	184	129
Number of pre-hearings scheduled	248	221	
Average length of hearing (in days)	1.03	0.89	.083
Average length of time to release decisions (in days)	14.5	14.2	18.4

The number of appeals by statute is as follows:

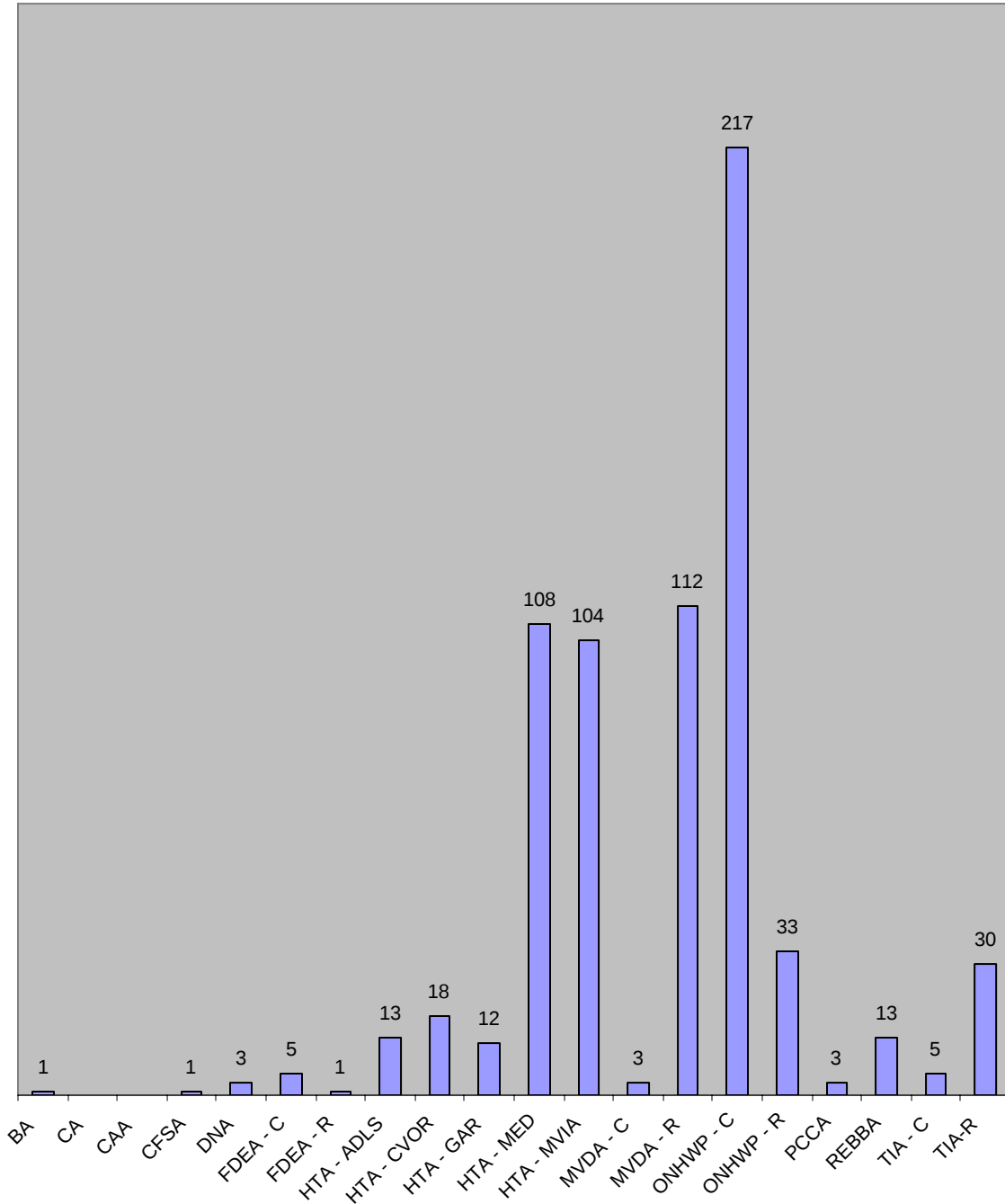
	2006-07	2005-06	2004-05
<i>Bailiffs Act - BA</i>	1	1	1
<i>Cemeteries Act - CA</i>	0	11	0
<i>Collection Agencies Act</i>	0	2	7
<i>Child and Family Services Act – C&FSA</i>	1	6	11
<i>Day Nurseries Act - DNA</i>	3	3	2
<i>Funeral Directors and Establishment Act</i>			
<i>FDEA</i>			
– <i>Claim</i>	5	1	1

– <i>Registration</i>	1	2	4
<i>Highway Traffic Act - HTA</i>	255	235	280
<i>Motor Vehicle Dealers Act - MVDA</i>			
- <i>Claim</i>	3	1	3
- <i>Registration</i>	112	119	129
<i>Ontario New Home Warranties Plan Act</i>			
<i>ONHWPA</i>			
- <i>Claim</i>	217	173	109
- <i>Registration</i>	33	34	36
<i>Private Career Colleges Act - PCCA</i>	3	3	2
<i>Real Estate & Business Brokers - REBBA</i>	13	20	19
<i>Travel Industry Act - TIA</i>			
- <i>Claim</i>	5	5	4
- <i>Registration</i>	30	33	27

The total number of appeals by year for each statute is shown in the chart form below. The percentage that the appeals for each statute represent of the total number of appeals received is also shown on a following page. Refer back to the above for the full name of the statutes. The average turnaround time as tracked on a monthly basis for all appeals is also shown on a chart on a following page.

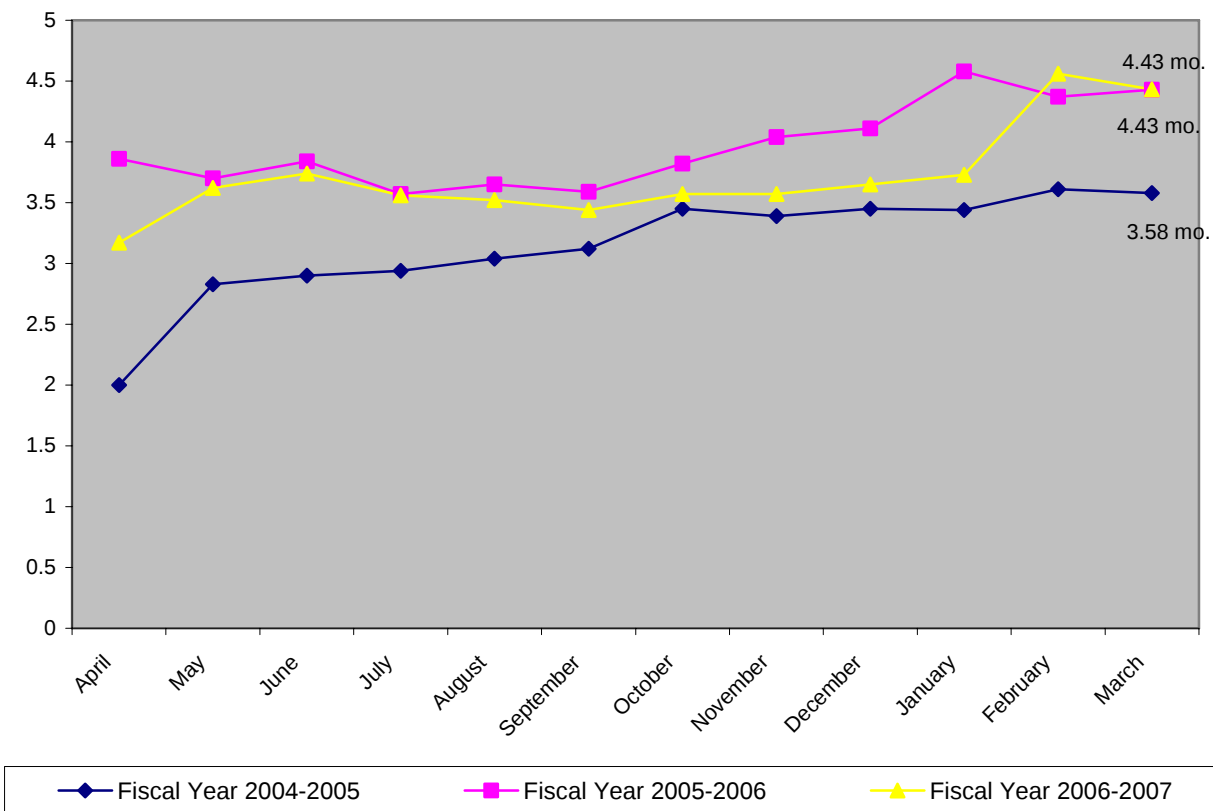


Licence Appeal Tribunal
Total # of Appeals Received - Fiscal Year 2006-2007 = 682
Breakdown by Statutes & Types of Appeals as at March 31, 2007





Licence Appeal Tribunal
Turnaround Time by Month for Fiscal Year 2006-2007 as at March 31
Compared to Fiscal Year 2005-2006
Compared to Fiscal Year 2004-2005



FINANCIAL INFORMATION
2005-2006

Standard Account	2005-2006 Printed Estimates	Actual Expenditures
Salaries and Wages	\$ 635,400	\$ 616,803
Benefits	97,700	84,030
Transport and Communications	94,200	74,858
Services	524,216	519,758
Supplies and Equipment	35,900	27,980
TOTAL	\$1,387,416	\$1,323,429
Less Recoveries	(\$49,000)	(\$49,000)
Board approvals	(\$17,100)	
	\$1,321,316	\$1,274,429
Revenue under Licence Appeal Tribunal Act		\$ 64,100

FINANCIAL INFORMATION
2006-2007

Standard Account	2006-2007 Printed Estimates	Actual Expenditures
Salaries and wages	\$ 635,400	\$ 671,182
Employee benefits	97,700	93,859
Transportation and communication	94,200	91,699
Services	699,600	721,449
Supplies and equipment	35,900	26,379
Subtotal:	\$ 1,562,800	\$1,604,568
Less: Recoveries	(237,300)	(242,859)
Add: Board Approvals*	108,700	
TOTAL	\$ 1,434,200	\$ 1,361,709
Revenue under Licence Appeal Tribunal Act		\$ 66,800

* Additional funding was secured based on expenditures forecast to March 31, 2007.
By prudent management, the additional funding was not entirely spent.

Note: An OPS-wide accounting change to consolidate service provider costs centrally in 2007 required adjustments to prior year Printed Estimates and actual expenditures.

How to Contact Us
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