



LICENCE APPEAL TRIBUNAL

ANNUAL REPORT

2009-10

Office of
the Chair

Bureau du
président

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Appeal
Tribunal

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June 29, 2010

The Honourable Harinder Takhar
Minister
Ministry of Government Services
Suite 4320 Whitney Block
99 Wellesley Street West
Toronto, ON M7A 1W3

Dear Minister:

RE: Licence Appeal Tribunal Annual Report

I am pleased to present to you the Licence Appeal Tribunal's Annual Report for fiscal year 2009-10.

Yours truly,

A handwritten signature in cursive script, appearing to read "Lynda Tanaka".

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

TABLE OF CONTENTS

	Page Number
Message from the Chair	1
Mandate, Jurisdiction and Organization of the Licence Appeal Tribunal	3
Chair, Vice-Chairs and Members of the Licence Appeal Tribunal	6
Performance Targets	7
Operational Performance	9
Financial Performance	14

MESSAGE FROM THE CHAIR

I have the privilege of reporting on the changes and progress that have been achieved this year. I was appointed as Acting Chair in January 2007 and in January 2008 as Chair of the Tribunal. I was reappointed as Chair in January 2010.

The Tribunal recognizes that the cases before it relate directly to the balance between the ability of businesses to operate with the need to provide consumer protection and enforcement of regulatory processes. In the end, the structure is designed to protect consumers, fulfill the intent of the Legislature as set out in the statutes and regulations, and support those businesses that operate with integrity and honesty and in accordance with the law. Therefore the Tribunal must provide timely adjudication of the appeals, and it must do so with existing resources in face of sustained demand for its services.

I wish to express my thanks to the Members of the Tribunal who have given so generously of their time in the public service and who have continued to support my efforts over the past year. Members continued to embrace the changes to the procedures at the Tribunal and engage enthusiastically in improving their skills and knowledge. The Tribunal is fortunate to have so many highly qualified and professional Members.

This report outlines briefly what has been achieved by the Tribunal in the Operational and Financial Performance sections. I wish to draw to your attention some of the more important issues.

The Tribunal's mandate was expanded in 2009-10 to include two newly proclaimed statutes: the *Payday Loans Act, 2008* and the *Motor Vehicle Dealers Act, 2002*. The proposed *Retirement Homes Act, 2010* was introduced in the Legislature on March 30, 2010. If passed, the Tribunal will be the designated appeal body for licensing activities in this newly regulated sector.

I noted in last year's Annual Report on the benefits of the mandatory pre-hearing process. Parties continued to take advantage of the settlement opportunities, and use this process to ensure that they are well prepared for the hearings and are in compliance with the Tribunal's Rules.

In keeping with the government's recent directions for the agency sector, the Tribunal has worked with ministry and other partners to continue to strengthen its internal controls and revise its business practices and processes. The Tribunal's internal financial management framework has been updated to reflect the government's policies on procurement and travel related expenses, as well as agency accountability and transparency.

In January 2010, the Tribunal submitted its accessibility report as required by the *Accessibility for Ontarians with Disabilities Act, 2005*, attesting to full compliance with the Customer Service standards prescribed under that act. All Tribunal staff have

undergone rigorous training on the prescribed requirements, and are well positioned to provide services in accordance with these standards.

The *Public Service of Ontario Act, 2006* imposes on members appointed by the Lieutenant Governor in Council, obligations with respect to conflict of interest and political activity comparable to the obligations imposed on the public sector employees. In March, 2010, following consultations with Tribunal Members and discussions with staff from the Office of the Conflict of Interest Commissioner, the Tribunal submitted its proposed Conflict of Interest Rules to the Commissioner for approval.

In 2009-10, through the introduction of expenditure management measures and new business processes, the Tribunal reduced its overall operating costs by more than 10% compared to those of 2008-09. These base savings will allow the Tribunal to set aside necessary resources to manage its ongoing funding pressures, and to implement a new administrative support structure which is expected to take effect in summer 2010. This new structure will support the Tribunal in its efforts to meet changing business needs, and to continue to modernize its processes to reflect best practices in the tribunal sector.

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

THE LICENCE APPEAL TRIBUNAL:

Fair... Impartial... and Efficient

Mandate

The *Licence Appeal Tribunal Act, 1999* created the Tribunal to assume the mandate of its 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.

The Tribunal's mandate 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 Consumer Services, the Ministry of Municipal Affairs and Housing, the Ministry of Training, Colleges and Universities, and the Ministry of Transportation. As an independent adjudicative agency of the Ministry of Government Services, the Tribunal receives appeals, conducts hearings, resolves disputes and renders decisions on compensation claims and licensing activities regulated by these ministries.

Jurisdiction

The Tribunal is subject to the rules of natural justice and the requirements of the *Statutory Powers Procedure 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. Most Tribunal decisions are subject to appeal to the Superior Court of Justice (Divisional Court). All Tribunal proceedings are subject to judicial review under the *Judicial Review Procedure Act*.

Appeals to the Tribunal can be made under 22 different statutes. The acronym of each statute and/or type of appeal is provided for easy reference throughout this report.

Statute	Acronym
<i>Bailiffs Act</i>	BA
<i>Building Code Act, 1992, O.Reg. 350/06 (Division C, Sections 3.2, 3.3 and 3.4 only)</i>	BCA
<i>Cemeteries Act (Revised)</i>	CA
<i>Child and Family Services Act</i>	CFSA
<i>Collection Agencies Act</i>	CAA
<i>Consumer Protection Act, 2002</i>	CPA
<i>Consumer Reporting Act</i>	CRA
<i>Day Nurseries Act</i>	DNA
<i>Discriminatory Business Practices Act</i>	DBPA
<i>Film Classification Act, 2005</i>	FCA
<i>Funeral Directors and Establishments Act</i>	FDEA
<i>Highway Traffic Act</i>	HTA
• Section 32(5)(b)(i) – Medical • Section 47(1) – Medical and Commercial Vehicle Operator’s Registration-Carrier • Section 17(2),(3) – Commercial Vehicle Operator’s Registration • Section 48.3(2) – Administrative Driver’s Licence Suspension • Section 55.1(3) – Motor Vehicle Impoundment • Section 82.1 – Commercial Vehicle Impoundment and Suspension • Section 95(1) – Motor Vehicle Inspection Licence – Garage	MED MCVOR CVOR ADLS MVIA CVIS GAR
<i>Intercountry Adoption Act</i>	IAA
<i>Motor Vehicle Dealers Act/Motor Vehicle Dealers Act, 2002</i>	MVDA
<i>Ontario New Home Warranties Plan Act</i>	ONHWPA
<i>Paperback and Periodical Distributors Act</i>	PPDA
<i>Payday Loans Act, 2008</i>	PLA
<i>Post-Secondary Education Choice and Excellence Act, 2000</i>	PSECEA
<i>Private Career Colleges Act, 2005</i>	PCCA
<i>Private Security and Investigative Services Act, 2005</i>	PSISA
<i>Real Estate and Business Brokers Act, 2002</i>	REBBA
<i>Travel Industry Act, 2002</i>	TIA

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, and is accountable to the Minister of Government Services for the performance of the Tribunal in fulfilling its mandate. This includes 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 of Government Services and the Chair.

Profile of Members

Tribunal Members reside in various parts of the province, are active in community organizations and come from different cultural communities. They are fair, accomplished adjudicators who bring a wealth of experience to the Tribunal. Some Tribunal Members have experience as adjudicators in other federal or provincial tribunals or as Deputy Judges; others have specific training and experience in alternative dispute resolution. The Tribunal also has a number of Members who are legally qualified medical practitioners as required by the legislation to preside on hearings dealing with *Highway Traffic Act* licence issues that relate to medical conditions. All Members designated as Vice-Chairs are lawyers.

In order to serve the public interest in an open and independent manner, it is important to note that Tribunal Members are not employees of the provincial government.

Staff

Tribunal staff are appointed under the *Public Service of Ontario Act, 2006*. The staff complement includes a Chief Operating Officer and Registrar, a Deputy Registrar, an Operations Coordinator, five Hearings Coordinators, an Administrative Assistant and a Receptionist.

The Chief Operating Officer and Registrar manages the day-to-day operations of the Tribunal and provides support to the Chair. Tribunal staff are responsible for supporting various phases of the appeal process, including receiving appeals, scheduling hearings, preparing case-related materials, setting up hearing rooms, coordinating hearings procedures, maintaining records and overseeing the release of decisions.

CHAIRS, VICE-CHAIRS AND MEMBERS OF THE LICENCE APPEAL TRIBUNAL – 2009-10

Chair

Lynda C.E. Tanaka, B.A., LL.B., FCI Arb., C. Arb. ICD.D

Vice- Chair October 5, 2006 to January 23, 2008

Acting Chair, January 24, 2007 to January 23, 2008

Chair, January 24, 2008 to January 23, 2013

<i>Vice-Chairs</i>	<i>Term</i>	
Bennett-Martin, Elizabeth	March 19, 2003	- May 12, 2010
Budweth Mingay, Christina	February 4, 2009	- February 3, 2011
Cassidy, Patricia	October 5, 2006	- October 4, 2011
Cheng, Shu-Tai	November 15, 2006	- November 14, 2011
D'Amours, Marc	November 15, 2006	- November 14, 2011
Diamond, Andrew	June 1, 2005	- December 15, 2013
Flude, David Gregory	June 22, 2005	- June 21, 2013
Gahir, Harinder	November 15, 2006	- November 14, 2011
Garbe, E. Alan	April 1, 2000	- March 31, 2014
Koprowski, Kenneth W.	April 1, 2000	- March 31, 2014
Macklin, Richard	October 5, 2006	- October 4, 2011
Proulx, Chantal	November 15, 2006	- November 14, 2011
Sanford, Laurie	June 22, 2005	- June 21, 2013
Sproule, Elizabeth	April 1, 2000	- March 31, 2014
Sweeney, Terrance	August 12, 2008	- August 11, 2010
Wallace, Douglas R.	January 13, 2005	- January 12, 2013
Weary, Jane	June 23, 2004	- June 22, 2014
<i>Members</i>	<i>Term</i>	
Abu-Zahra, Hakam T.	August 21, 2003	- August 20, 2014
Aouad, Antoine A.	April 1, 2000	- March 31, 2014
Benninger, Donald	June 12, 2002	- June 12, 2014
Blais, Geneviève	May 7, 2008	- May 6, 2013
Caryll, David B.	April 16, 2008	- April 15, 2013
Coffey, Patrick G.	February 3, 2003	- February 2, 2011
Dann, Simon	April 1, 2000	- June 16, 2014
Fisher, Garry	November 5, 2008	- September 2, 2010
Flynn, Kevin	May 28, 2003	- May 27, 2014
Hurst, David	August 1, 2003	- July 31, 2014
Kennelly, Jim	June 17, 2004	- June 16, 2012
Melvin, Roy	April 19, 2000	- March 25, 2012
Montano, Nives	April 1, 2000	- March 25, 2014
Penner, Keith	September 17, 2004	- September 16, 2014
Selby, Ken	April 2, 2008	- April 1, 2013
Spencer, Mary Ann	May 30, 2006	- May 29, 2014
Turnbull, David Ian	August 21, 2003	- August 20, 2014

PERFORMANCE TARGETS

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

There are four phases of the appeal process:

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

Each phase has specific timelines which vary according to the type of appeal.

1. Intake of Appeals

Applicants are assured of a timely response. Tribunal staff have one to three weeks to:

- Review the notices of appeal and verify that the required fee and supporting documents have been filed within the prescribed timeframes;
- Forward copies of the appeal to the regulators or respondents, as required;
- Consult the parties with respect to the number of hearing days and any witnesses required as indicated on the notices of appeal;
- Forward the completed appeal for scheduling of hearings.

2. Scheduling of Hearings

Tribunal staff set the hearing and pre-hearing dates within five days following the conclusion of the intake process. There are specific legal or administrative timelines to guide the timing of hearings as follows:

- | | |
|---|------------|
| • Administrative Driver's License Suspension | 15-20 days |
| • Immediate Suspensions under the
<i>Real Estate and Business Brokers Act, 2002,</i>
<i>Travel Industry Act, 2002, /Motor Vehicle Dealers Act, 2002</i> | 15 days |
| • Orders under the <i>Child and Family Services Act</i> | 60 days |
| • Commercial Vehicle Operator's Registration | 60-90 days |
| • Commercial Vehicle Impoundment and Suspension | 30 days |
| • Orders under the <i>Day Nurseries Act</i> | 60 days |
| • Orders under the <i>Intercountry Adoption Act</i> | 60 days |
| • Medical Suspension (Driver's Licences) | 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 Consumer Services, self-managed industries, and Tarion Warranty Corporation | Within 120 days |

3. Holding of Hearings

The length of the hearing depends on how much time the parties may require to present evidence and make their arguments. Hearings can range from half a day to 15 days or more. 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 counsel or agents and the part-time Members and/or Vice-Chairs.

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

There are specific cases where more than six months in fact elapse between the perfecting of the appeal and the issuance of the decision, due to various considerations:

- Unrepresented parties may require time to familiarize themselves with procedures and processes;
- There could be voluminous documents disclosed;
- There could be multiple parties involved in the proceedings;
- There could be significant legal issues in the appeal; and/or
- The parties or their representatives and witnesses or Tribunal Members with the appropriate expertise may be unavailable for scheduling within the timeframes.

These cases are carefully monitored to ensure that the decision is issued as promptly as possible.

4. Rendering of Decisions

The Tribunal's goal is to release its decisions to the parties within 30 days after the hearing. There are shorter deadlines for specific types of appeals:

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

OPERATIONAL PERFORMANCE 2009-10

Effective Dispute Resolution

The Tribunal's statistical summary (see page 12) points to an improvement in the Tribunal's overall performance, and to the effectiveness of the pre-hearing process.

Fiscal year 2009-10 sees a reduction in the number of appeals processed compared to the last two fiscal years (622 in 2009-10, 669 in 2008-09 and 668 in 2007-08). Despite the change in caseload, the number of hearing days held in 2009-10 remains similar to that in the past two years (507 hearing days in 2009-10, compared to 506 in 2008-09 and 499 in 2007-08). This suggests that the matters before the Tribunal have become increasingly more complex.

There has been a decrease in the number of decisions/orders released (705 in 2009-10 compared to 730 in 2008-09). The average length of time to release decisions/orders following the conclusion of the hearing process has been reduced to 15.16 days (from 23.5 days in 2007-08 and 16.42 days in 2008-09). The average turnaround time (the amount of time it takes for an appeal to be resolved after its receipt) has been reduced to 3.5 months in 2009-10 (from about 3.8 months in each of the past two fiscal years).

To support effective dispute resolution, the Tribunal has implemented rigorous training plans for its Members and its staff, and implemented a number of priority projects aimed at streamlining the appeal process.

Training sessions for groups of Members were held on multiple occasions this year to maintain the Tribunal's high level of expertise and knowledge. One session was provided for all Members covering a broad range of topics relevant to the Tribunal's mandate. Regular teleconferences were held for more focused training covering procedural matters and legislative requirements under various statutes including the *Motor Vehicle Dealers Act, 2002* and *Accessibility for Ontarians with Disabilities Act, 2005*. In addition, Members took advantage of training provided by the Society of Ontario Adjudicators and Regulators and the Council of Canadian Administrative Tribunals.

Governance and Accountability

The *Public Service of Ontario Act, 2006* imposes on the members appointed by the Lieutenant Governor in Council obligations with respect to conflict of interest and political activity comparable to the obligations imposed on the public sector employees. In March 2010, following consultations with Tribunal Members and discussions with staff from the Office of the Conflict of Interest Commissioner, the Tribunal submitted its proposed Conflict of Interest Rules to the Commissioner for approval.

The Tribunal's 2009-10 Business Plan was approved by the Minister of Government Services in June 2009, and the 2010-11 Business Plan was submitted for approval in May

2010. These plans, which set out strategic directions for the Tribunal over a three-year period, will serve as the foundation for the Tribunal's priorities within the planning horizon.

The Memorandum of Understanding between the Chair and the Minister was revised and approved in December 2009, setting out the accountability framework governing the roles and responsibilities of various parties.

Over the course of 2009-10, the Tribunal worked closely with the Ministry of Government Services to continue to strengthen its internal controls in keeping with the government's directions on agency accountability and transparency. Business practices and processes were reviewed and/or revised, with a view to ensuring strict compliance with government policies and directives. New internal guidelines for per diem and expense claims were released in fall 2009, clarifying the interpretation and/or application of revised Management Board Directives.

The Tribunal has also started its review of the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009*, to ensure that it is well positioned to meet prescribed requirements upon proclamation of relevant provisions of this act in the future.

Modernization of Tribunal Operations

A number of initiatives were implemented in 2009-10 to modernize the Tribunal's operations. Tribunal staff now prepare an affidavit of service for notices of proceedings in respect of hearings held across the province. This new practice has helped expedite the proceedings before the Tribunal. Two leasehold projects were completed over the course of the fiscal year, to increase accessibility, enhance security, and streamline the Tribunal's internal workflow. The front counter area was reconfigured, and security protocols were documented in a manual released to Tribunal staff and Members in summer/fall 2009.

In March 2010, the Tribunal announced a new administrative support structure which is expected to take effect in summer 2010. This new structure will allow the Tribunal to meet changing business needs, and to continue to build internal capacity.

Implementation of Corporate Initiatives

In January 2010, the Tribunal submitted its accessibility report as required by the *Accessibility for Ontarians with Disabilities Act, 2005*, attesting to full compliance with the prescribed customer service standards which came into effect on January 1, 2008. Tribunal staff and Members have attended training courses on the requirements under this act.

The Tribunal has continued to work in partnership with other ministries to support the government's Open for Business strategy, by identifying opportunities to reduce

regulatory burden through the modernization of provisions in existing statutes and/or regulations.

The Tribunal has made considerable progress in the implementation of the government's Green Agenda. The use of paper and the consumption of energy have been significantly reduced through changes to business processes and practices.

The Tribunal has also embraced the government's Diversity Strategy, by encouraging staff and Members to take advantage of training opportunities, and by fostering an inclusive and diverse workplace.

Liaison and Outreach

The Tribunal continued to liaise with other regulatory and adjudicative agencies to identify and assess horizontal issues (e.g., Open for Business). In collaboration with regulators, the Tribunal developed and implemented a rigorous training plan for its Members and staff in response to an expansion in its jurisdiction in 2009-10 to include appeals made under the *Payday Loans Act, 2008* and the *Motor Vehicle Dealers Act, 2002*.

The Chair is a member of the Canadian Institute for the Administration of Justice and the Council of Canadian Administrative Tribunals, and was elected a member of the Board of Directors of the Society of Ontario Adjudicators and Regulators. She participated in the planning committee for the Annual Conference of Ontario Boards and Agencies (COBA) in November 2009 and moderated one of the panels. She continues to be involved in this work for COBA 2010, the preparations for which are already underway.

The Chair made presentations at two decision writing courses in early 2010, and co-chaired an advanced administrative law program in the fall of 2009.

Communicating Good Information to the Parties and the Public

As a follow up to the Plain Language Project referred to in the last Annual Report, new and/or revised forms, templates and information sheets were published to aid parties during the appeals process (e.g., Information Sheet on Administrative Driver's Licence Suspension, request for extension of time, Notice of Motion). These documents were written in plain language, and are posted on the Tribunal's website and available in print form.

Efficient Use of Resources

The Tribunal continued to realize the benefits of leveraging I&IT solutions to ensure more efficient use of its resources. The Tribunal ensured timely posting of public literature on its public website to support its expanded mandate in 2009-10 to include two newly proclaimed statutes: the *Payday Loans Act, 2008* and the *Motor Vehicle Dealers*

Act, 2002. Refinements to the Tribunal's case management system were introduced in 2009-10 to further enhance its reporting capabilities.

Over the course of 2009-10, the Tribunal continued its efforts in assessing options for its physical premises in advance of the expiration of its current lease in November 2012.

Statistical Summary

Key statistical data for the past three fiscal years are as follows:

	2009-10	2008-09	2007-08
Number of appeals received	622	669	668
Number of pre-hearings scheduled	481	471	370
Number of pre-hearings held	322	340	279
Number of hearing days scheduled	1,538	1,545	1,351
Number of hearing days heard	507	506	499
Number of decisions/orders released	705	730	547
Average length of hearing (in days) *	1.40	1.12	1.12
Average length of time to release decisions (in days)	15.16	16.42	23.5

*Due to a change in methodology, the figures were recalculated for the two preceding years.

The number of appeals processed by statute is as follows:

	2009-10	2008-09	2007-08
<i>Bailiffs Act</i>	0	2	2
<i>Cemeteries Act (Revised)</i>	0	1	1
<i>Collection Agencies Act</i>	0	1	0
<i>Child and Family Services Act</i>	1	0	2
<i>Day Nurseries Act</i>	3	2	4
<i>Funeral Directors and Establishments Act</i>			
• <i>Claim</i>	2	4	3
• <i>Registration</i>	0	1	0
<i>Highway Traffic Act</i>			
• <i>ADLS</i>	15	33	21
• <i>CVIS</i>	1	0	2
• <i>CVOR</i>	19	31	17
• <i>GAR</i>	12	25	11
• <i>MED</i>	108	137	123
• <i>MVIA</i>	105	77	85
<i>Motor Vehicle Dealers Act/Motor Vehicle Dealers Act, 2002</i>			
• <i>Claim</i>	1	1	3
• <i>Registration</i>	64	64	120
<i>Ontario New Home Warranties Plan Act</i>			
• <i>Claim</i>	162	159	147
• <i>Registration</i>	46	56	61
<i>Private Career Colleges Act, 2005</i>	6	4	4
<i>Private Security and Investigative Services Act, 2005</i>	1	1	-
<i>Real Estate and Business Brokers Act, 2002</i>	17	21	19
<i>Travel Industry Act, 2002</i>			
• <i>Claim</i>	5	7	1
• <i>Registration</i>	54	42	42

Chart One: Total Number of Appeals Processed, by Statute (2009-10)

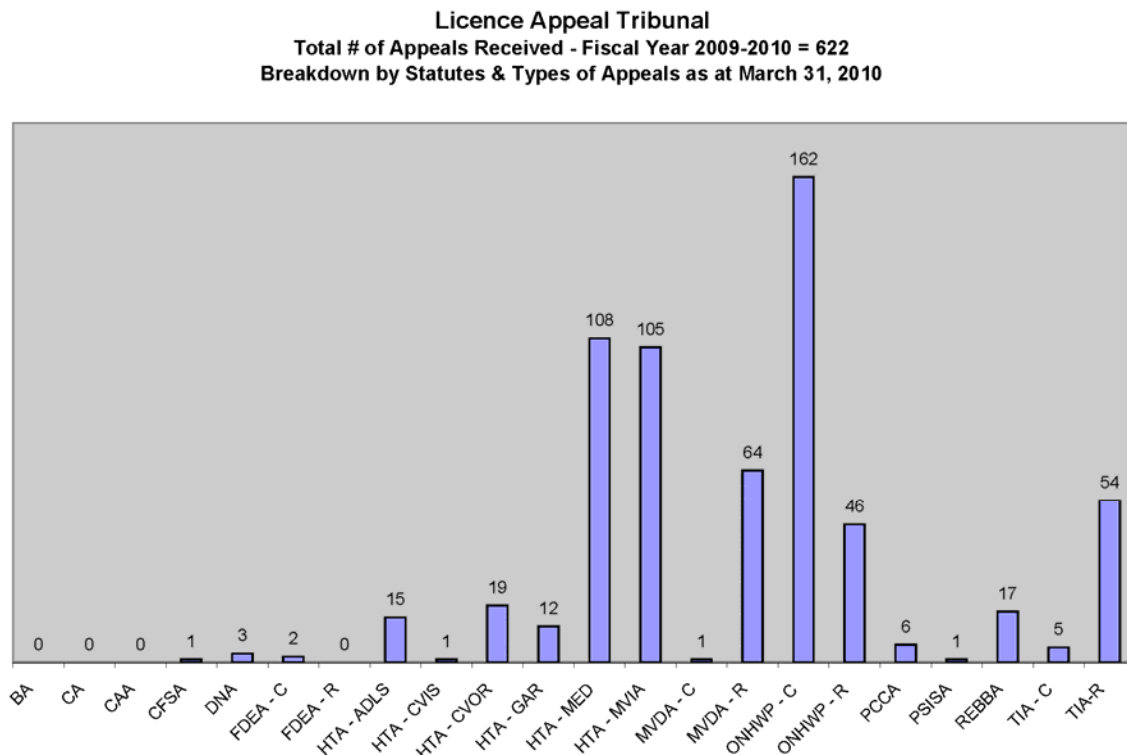
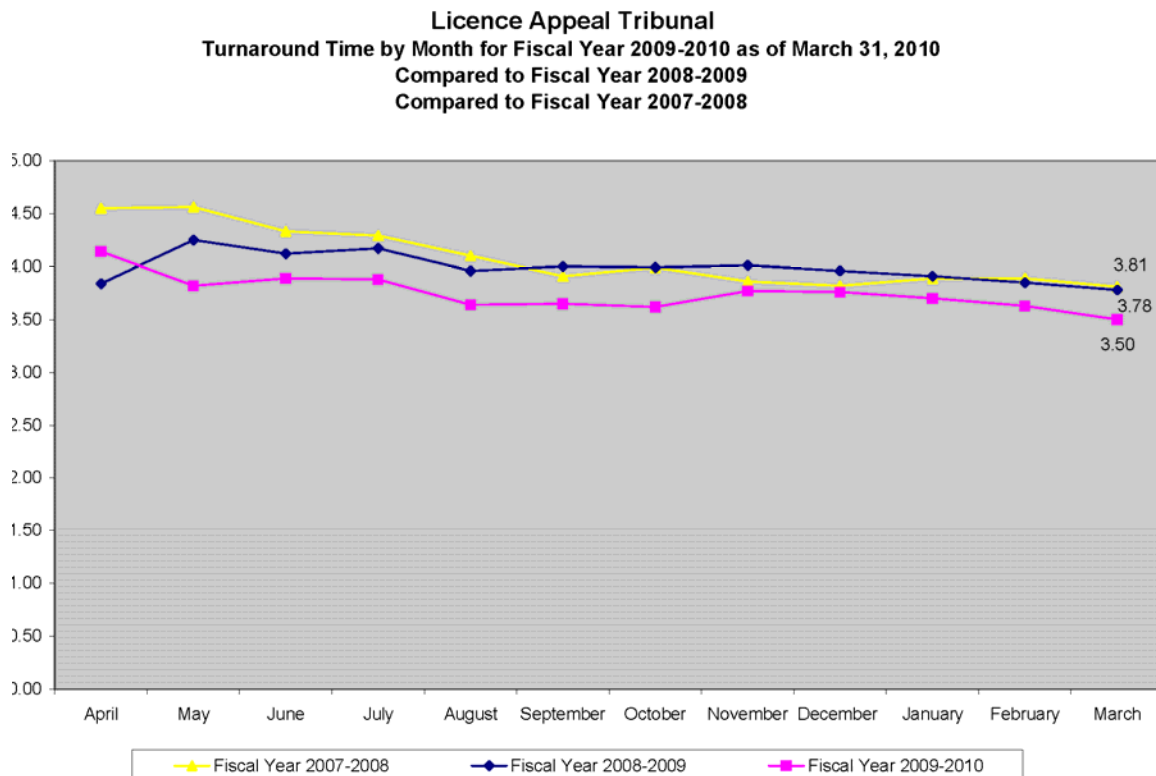


Chart Two: Average Turnaround Time, by Month (2009-10)



FINANCIAL PERFORMANCE 2009-10

The Tribunal implemented a number of expenditure management measures to reduce its operating expenditures by over 10% to \$1.47M in 2009-10 (compared to \$1.66M in 2008-09). As an example, the Tribunal has started to rely on the government's teleconferencing services for the purposes of holding electronic hearings, and for delivering focused training to Members who reside across the province. This has served to significantly reduce travel and other operating expenditures.

The Tribunal has also brought down printing costs by implementing the government's Green Agenda, and by relying on the Ontario Shared Services for printing and design services. A range of discretionary expenditures has been carefully scrutinized and reduced to the extent possible.

These base savings will allow the Tribunal to be well positioned to manage financial pressures/risks in future years, including the additional funding required for its new administrative structure which is scheduled to be implemented in summer 2010.

Financial Information

2008-2009

Standard Account	2008-2009 Appropriations	Actual Expenditures
Salaries and wages	493,500	834,877
Employee benefits	97,700	113,082
Transportation and communication	94,200	107,318
Services	1,576,200	945,038
Supplies and equipment	35,900	45,652
Subtotal:	2,297,500	2,045,968
Less: Recoveries*	-437,300	-385,942
Add: Treasury Board Approvals **	-75,000	
TOTAL	1,785,200	1,660,026
Revenue under Licence Appeal Tribunal Act		65,535

* The Tribunal hears appeals under various Ontario statutes and recovers \$765 per completed hearing per day from the respondent Ministries and self-managed industries to offset operating costs for the hearings.

** Reflects in-year approvals by Treasury Board.

2009-10

Standard Account	2009-10 Appropriations	Actual Expenditures
Salaries and wages	773,500	793,013
Employee benefits	117,700	101,943
Transportation and communication	94,200	94,216
Services	1,276,200	855,989
Supplies and equipment	35,900	10,788
Subtotal:	2,297,500	1,855,949
Less: Recoveries *	-437,300	-386,743
Add: Treasury Board Approvals **	-259,400	
TOTAL	1,600,800	1,469,206
Revenue under Licence Appeal Tribunal Act		60,370

* The Tribunal hears appeals under various Ontario statutes and recovers \$765 per completed hearing per day from the respondent Ministries and self-managed industries to offset operating costs for the hearings.

** Reflects in-year approvals by Treasury Board.

How to Contact Us:

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