



LICENCE APPEAL TRIBUNAL

ANNUAL REPORT

2011-12

**Office of
the Chair**

**Bureau du
président**

**Licence
Appeal
Tribunal**

530 - 20 Dundas St. W.
Toronto ON M5G 2C2
Telephone: (416) 314-4260
1 800 255-2214

Fax: (416) 314-4270
(416) 314-6307
1-800-720-5292

**Tribunal
d'appel en
matière de permis**

530 - 20, rue Dundas Ouest
Toronto ON M5G 2C2
Téléphone : (416) 314-4260
1 800 255-2214

Télécopieur : (416) 314-4270
(416) 314-6307
1 800 720-5292



June 21, 2012

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

RE: Licence Appeal Tribunal 2011-12 Annual Report

Dear Minister:

I am pleased to present to you the Licence Appeal Tribunal's Annual Report for fiscal year 2011-12.

Yours truly,

A handwritten signature in black ink, appearing to read "D. Gregory Flude".

David Gregory Flude
Chair

TABLE OF CONTENTS

MESSAGE FROM THE CHAIR	1
MANDATE, JURISDICTION AND ORGANIZATION.....	2
CHAIRS, VICE-CHAIRS AND MEMBERS (2011-12)	4
PERFORMANCE TARGETS	6
OPERATIONAL PERFORMANCE (2011-12)	7
STATISTICAL SUMMARY	11
FINANCIAL PERFORMANCE (2011-12)	13

MESSAGE FROM THE CHAIR

I have the privilege of reporting on the changes and progress achieved by the Tribunal in fiscal year 2011-12.

I wish to express my thanks to the Tribunal's Members, all of whom have given so generously of their time in the public service and who have continued to support the Tribunal in delivering on its mandate over the past year. Fiscal year 2011-2012 has been especially challenging because of the need to quickly learn new areas of jurisprudence to ensure a seamless transition to the Tribunal's expanded mandate.

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

On July 1, 2011 the Tribunal assumed jurisdiction over matters that were previously heard by the Board of the Alcohol and Gaming Commission of Ontario. The Tribunal is also designated as the appeal body under the *Accessibility for Ontarians with Disabilities Act, 2005* and the *Retirement Homes Act, 2010* and is prepared to deal with appeals under both statutes as they arise. Over the course of 2011-12 the Tribunal devoted significant resources to develop the rules, procedures and expertise critical to the mandate expansion.

In keeping with the government's directions on agency accountability and governance, the Tribunal worked with other adjudicative agencies, and with the Ministry of Government Services, to ensure that it met the requirements prescribed under the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009*. The Tribunal has continued its efforts in reviewing and revising its business practices and processes to ensure compliance with Management Board of Cabinet directives, and other policies or guidelines that apply to agency operations.

To meet the changing business needs and to modernize its business processes to reflect best practices in the tribunal sector, the Tribunal has enhanced the accessibility of the services it provides to the public. In June 2012, the Tribunal launched a new website with plain language forms and information sheets. The Tribunal has moved from 1 St. Clair Avenue West to 20 Dundas Street West. The new facilities are in full compliance with health and safety and accessibility requirements.

D. Gregory Flude
Chair

MANDATE, JURISDICTION AND ORGANIZATION

Mandate

The Licence Appeal Tribunal (the “Tribunal”) is an independent adjudicative tribunal, established under the *Licence Appeal Tribunal Act, 1999*, with a mandate to resolve appeals regarding compensation claims and licensing decisions made by a wide variety of regulators and pursuant to appeal rights set out under a number of statutes.

Mission

The Tribunal’s Mission is to:

- maintain efficient and flexible appeal processes that are clear and accessible to the public;
- provide fair, effective, timely and accessible dispute resolution;
- uphold the highest standards of professionalism, integrity and quality of work; and,
- promote consistency in adjudicative decision-making while considering the particulars of cases, the needs of the parties in a diversely constituted province, and an evolving understanding of the law.

The Tribunal’s mandate relies on its proven ability to take on new areas of jurisdiction. Its structure has been designed to quickly adapt to accept appeals of decisions made in newly regulated sectors, or existing licensing decisions, whether or not the registrant currently has an avenue of appeal. In keeping with this strategic direction, effective July 1, 2011, the Tribunal assumed responsibilities for hearing appeals for the Alcohol and Gaming Commission of Ontario (AGCO) under the *Liquor Licence Act, Gaming Control Act, 1992*, *Alcohol and Gaming Regulation and Public Protection Act, 1996* and *Vintners Quality Alliance Act, 1999*. The Tribunal has been designated as the appeal tribunal in statutes pertaining to accessibility standards and the licensing of retirement homes, and is prepared for these expanded responsibilities in 2012.

Jurisdiction

The Tribunal is subject to the rules of natural justice and the requirements of the *Statutory Powers Procedure Act*. Members appointed to the Tribunal conduct fair and impartial hearings during which they consider all evidence presented and make a decision with written reasons. Most Tribunal decisions can be appealed to the Superior Court of Justice (Divisional Court). All Tribunal proceedings are subject to judicial review under the *Judicial Review Procedure Act*.

The Tribunal’s jurisdiction includes matters regulated by the Ministry of Children and Youth Services, the Ministry of Community Safety and Correctional Services,

the Ministry of Consumer Services, the Ministry of Education, the Ministry of Municipal Affairs and Housing, the Ministry of Training, Colleges and Universities, the Ministry of Transportation, and the Ministry of the Attorney General. There are currently 26 statutes that provide rights of appeal to the Tribunal.

Organization

During the fiscal year 2011-12, the Tribunal was headed by a full-time Chair, with two full-time Members and thirty-four part-time members, all appointed by Order-in-Council (OIC), and a complement of sixteen and a half full-time employees (FTEs) in the Ontario Public Service (OPS).

Adjudicative Staff

The Lieutenant Governor in Council appoints the adjudicative members of the Tribunal. 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, including carrying out the roles and responsibilities assigned to the Chair by Management Board of Cabinet Directives, and the *Licence Appeal Tribunal Act, 1999*. These responsibilities are set out in a Memorandum of Understanding between the Minister of Government Services and the Chair.

As a result of the transfer of AGCO adjudicative functions in July 2011, the Tribunal adjudicative complement increased by two additional full-time OIC appointments in 2011-12, which included one full time Vice-Chair and one full time Member. The Tribunal's part-time OIC roster consisted of 14 Vice-Chairs, 12 Members and 8 Medical Doctors.

Profile of Members

Tribunal Members reside in various parts of the Province, are active in their communities, and come from different cultural backgrounds. They are fair, accomplished adjudicators who bring a wealth of experience to the Tribunal. Some Members have experience as adjudicators in other tribunals or as Deputy Judges; others have specific training and experience in alternative dispute resolution. A number of Tribunal Members are legally qualified medical practitioners who preside at hearings under specific provisions of the *Highway Traffic Act*, on matters related to driver's licensing issues and drivers' medical conditions.

Administrative Staff

Tribunal staff is appointed under the *Public Service of Ontario Act, 2006*. The Chief Operating Officer oversees the financial and operational functions of the

Tribunal, provides support to the Chair, and ensures compliance with all government directives.

Tribunal staff is responsible for supporting various aspects of the appeal process, including policy and rule development, the intake of appeals, scheduling of hearings, preparation of case-related materials, and the release of Tribunal orders and decisions.

The Tribunal's administrative support is provided by OPS employees and the positions are listed below:

- Chief Operating Officer
- Operations Manager
- Special Advisor to the Chair
- Administrative Coordinator
- Two Research and Operations Analysts
- Seven Case Management Officers
- Two Administrative Assistant/ Schedulers
- Bilingual Receptionist
- Part-time Clerk/Receptionist

The Tribunal senior management is reviewing the Tribunal's organizational structure to ensure that the Tribunal's resources are being used efficiently to provide timely dispute resolution and to meet its mandate. The Tribunal's structure has been designed to be flexible to respond to its expanding jurisdiction, which in 2012 includes Retirement Homes and AODA matters.

CHAIRS, VICE-CHAIRS AND MEMBERS (2011-12)

Chair

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

Chair, January 24, 2008 to May 15, 2011

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

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

David Gregory Flude, L.L.B.

Chair, May 16, 2011 August 15, 2012

Vice-Chair, June 22, 2005 to May 15, 2011

<i>Vice-Chairs</i>	<i>Term</i>		
Cassidy, Patricia	October 5, 2006	-	October 4, 2012
Cheng, Shu-Tai	November 15, 2006	-	November 14, 2016
D'Amours, Marc	November 15, 2006	-	November 14, 2016
Diamond, Andrew	June 1, 2005	-	December 15, 2013
Gahir, Harinder	November 15, 2006	-	November 14, 2016

<i>Vice-Chairs</i>		<i>Term</i>	
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, 2012
McQuaid, Patricia	July 1, 2011	-	November 22, 2013
Proulx, Chantal	November 15, 2006	-	November 14, 2016
Sanford, Laurie	June 22, 2005	-	June 21, 2013
Sproule, Elizabeth	April 1, 2000	-	March 31, 2014
Sweeney, Terrance	August 12, 2008	-	August 11, 2013
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
Borenstein, David	November 3, 2010	-	November 2, 2012
Caryll, David B.	April 16, 2008	-	April 15, 2013
Castel, Jacqueline	July 1, 2011	-	April 1, 2015
Coffey, Patrick G.	February 3, 2003	-	February 2, 2014
Dann, Simon	April 1, 2000	-	June 16, 2014
Dreyzin, Vadim	November 3, 2010	-	November 2, 2012
Fisher, Garry	November 5, 2008	-	September 2, 2013
Flynn, Kevin	May 28, 2003	-	May 27, 2014
Furlong, F. Wayne	November 3, 2010	-	November 2, 2012
Higdon, Alan	July 1, 2011	-	April 30, 2012
Hurst, David	August 1, 2003	-	July 31, 2014
Kennelly, Jim	June 17, 2004	-	June 16, 2014
Lougheed, Joan	July 1, 2011	-	April 1, 2012
McCauley, Alex	July 1, 2011	-	October 11, 2013
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

One of the Tribunal's key performance measures is to complete the appeal process, from start to end, within an average of six months. The Tribunal's average appeal process turnaround time for 2011-12 is 3.42 months.

In support of this measure, the following guideline has been established as part of the process:

- Pre-hearing dates are to be set within five days of the completion of the intake process.

The Tribunal is currently reviewing all performance measures, guidelines and targets to ensure that the Tribunal is delivering efficiently on its mandate and to allow proactive steps to be taken to address any emerging issues in a timely manner.

In compliance with ATAGAA requirements the Tribunal has identified three key performance standards to measure success of the program. The three performance standards are:

Hearing Service Standard

A hearing will be¹scheduled to take place within thirty (30) days of receipt of a complete appeal in appeal types that do not require pre-hearings, and in appeals of immediate suspensions regarding businesses or business privileges.² If a statutory period regarding a suspension will expire in less than thirty days, a hearing will be scheduled to commence within the statutory period ninety-five percent (95%) of the time.

Pre-hearing Service Standard

In appeal types with mandated pre-hearings, the pre-hearing will be scheduled to take place within sixty (60) days of receipt of a complete appeal ninety-five per cent (95%) of the time.

Decision Release Standard

The Tribunal's final decision will be issued within thirty (30) days of the final hearing event ninety per cent (90%) of the time. When written submissions are

¹ An appeal is complete when the Tribunal has received a Notice of Appeal with all required sections filled out, any required filing fee and all required supporting documents.

² Hearing events delayed by a party's unavailability and other circumstances beyond the Tribunal's control may be excluded from this standard.

required, the 30 day period begins when the Tribunal receives the final submission.

Guidelines or targets are reviewed on an ongoing basis to allow proactive steps to be taken to address any emerging issues in a timely way. In fiscal year 2011-12, the Tribunal changed its scheduling practices to increase operational efficiencies and streamline the appeal process. Necessary changes to selected guidelines as a result of this review will be reported in the Tribunal's future annual reports.

In acquiring any new jurisdictions, the Tribunal will also assess the guidelines and targets that are appropriate in the context of the particular legislation. As the Tribunal's mandate expands during the current planning period, the Tribunal will determine the performance measures and indicators that are in keeping with the respective legislative frameworks.

The Tribunal will continue to review and update its processes for appeals related to liquor and gaming licensing matters, which were implemented in the second quarter of 2011-12, to ensure that AGCO appeals are being dealt with efficiently.

OPERATIONAL PERFORMANCE (2011-12)

The Tribunal's statistical summary (see page 13) speaks to the Tribunal's overall performance in respect of the resolution of appeals.

In 2011-12, the Tribunal received 783 appeals and held a total of 533 hearing days. This caseload increased significantly over 2010-11 due to the AGCO transfer.

There has been an increase in the number of decisions/orders released (663 in 2011-12 compared to 574 in 2010-11). The average length of time to release decisions/orders following the conclusion of the hearing process has increased slightly to 15.30 days (from 12.16 days in 2010-11 and 15.16 days in 2009-10). The average turnaround time (the amount of time it takes for an appeal to be resolved after its receipt) remained relatively constant at 3.42 months in 2011-12 (3.38 months in 2010-11 and 3.50 months in 2009-10).

To support effective dispute resolution, the Tribunal continued to implement training strategies for its Members and its staff, and undertook a number of priority projects aimed at streamlining the appeal process.

Training sessions for Members were held this year to maintain the Tribunal's high level of expertise and knowledge in November 2011 and March 2012. These sessions covered a broad range of topics relevant to the Tribunal's mandate and

operations, including the *Accessibility for Ontarians with Disabilities Act, 2005*, privacy guidelines, and the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009*. In May 2011, a special two-day session specific to the Tribunal's July 1, 2011 mandate expansion was also held. In addition, Members took advantage of training provided by the Society of Ontario Adjudicators and Regulators.

The Tribunal is currently reviewing, modernizing and improving its Alternate Dispute Resolution (ADR) model, adjudication formats and procedures, and scheduling protocols to ensure that the resources available are organized to satisfy the requirements of procedural fairness and natural justice for each appeal. In particular, the Tribunal has decided to review pre-hearing processes and protocols in order to strengthen the current model and provide quicker access to justice in accordance with the principle of proportionality. Member training in ADR will be a priority in 2012-13 to help achieve these goals.

The Tribunal launched a new plain-language website this year with the goal of providing the public with an accessible, reliable resource from which to obtain information about the Tribunal's processes. The site is compliant with the *Accessibility for Ontarians with Disabilities Act, 2005*.

The Tribunal worked with the government's Forms Management Unit to develop and implement fill-and-print forms in PDF and HTML formats, which are now available on the Tribunal's website and the Government of Ontario's Central Forms Repository. The forms make clear what information must be provided with a Notice of Appeal, resulting in the Tribunal receiving a higher number of Notices of Appeal that contain all the required information and more efficient processing of appeals. The Frequently Asked Questions (FAQ) section was revised and reorganized to make the questions and answers clearer and the information easier to find, with links to relevant forms and information sheets.

The new website has been well received. The Tribunal continues to make improvements to the site in response to feedback from staff, stakeholders and the public.

Governance and Accountability

The Tribunal's 2011-12 Business Plan was approved by the Minister of Government Services in November 2011, and the 2012-13 Business Plan was submitted for approval in February 2012. These plans outline strategic directions for the Tribunal over a three-year period and will serve as the foundation for the Tribunal's priorities within the planning horizon.

A new Memorandum of Understanding between the Chair and the Minister setting out the accountability framework governing the roles and responsibilities of various parties was signed in April 2012.

Over the course of 2011-12, 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 with a view to ensuring strict compliance with government policies and directives, including the new Management Board of Cabinet Directive on Agency Establishment and Accountability which took effect on January 26, 2010, and the revised Management Board of Cabinet Directive on Travel, Meal and Hospitality Expenses which took effect on April 1, 2010. Necessary changes have been made to the Tribunal's financial processes to support, and to ensure compliance with, the implementation of the Harmonized Sales Tax in July, 2010. In 2011-12, the Tribunal, with support from the Ministry, improved its back office support framework including internal financial management processes. The support framework and financial processes have been approved by an internal audit which was conducted during the year.

In 2011-12, the Tribunal worked with other adjudicative agencies and the Ministry of Government Services to fully comply with the requirements for public accountability and governance accountability documents, as prescribed under the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009*.

The *Public Service of Ontario Act, 2006*, imposes obligations with respect to conflict of interest and political activity on members appointed by the Lieutenant Governor in Council comparable to the obligations imposed on the public sector employees. The Tribunal's Conflict of Interest Rules were approved by the Office of the Conflict of Interest Commissioner in April 2010.

Mandate Expansion

As an independent adjudicative tribunal with a broad mandate, the Tribunal can efficiently and in a cost-effective manner adapt to accept new statutory appeals, whether such appeals arise from existing legislation or from new legislative initiatives.

In 2011-12, the Tribunal completed the transfer of adjudicative functions from the Alcohol and Gaming Commission of Ontario, and ensured its readiness to hear appeals under the *Accessibility for Ontarians with Disabilities Act, 2005*.

The Tribunal developed the following procedures, tools and systems to support the implementation of these government priorities:

- Rules of Practice, including transitional and interim Rules, to ensure a seamless transfer of adjudicative functions from the Alcohol and Gaming Commission of Ontario, which took effect on July 1, 2011;

- New and revised forms and information sheets, written in plain language and in an accessible format, to be made available to the public; and,
- Changes to the design of the Tribunal's case management system to track these new types of appeals.

Looking forward to 2012-13, plans were put in place to improve the efficiency of scheduling and tracking of appeals in the case management system

Modernization of Tribunal Operations

The Tribunal is continuing to review and improve the administrative support structure which was implemented in 2010, to support its efforts to meet changing business needs and to continue to modernize its business processes to reflect best practices in the tribunal sector.

In July 2011, the Tribunal relocated its physical premises in Toronto, from 1 St. Clair Avenue West to 20 Dundas Street West. The new facilities are in compliance with health and safety and accessibility requirements.

Implementation of Corporate Initiatives

The Tribunal supports the government's Green Agenda, by reducing the use of paper and the consumption of energy through changes to business processes and practices.

The Tribunal embraces the government's Diversity Strategy by encouraging staff and Members to take advantage of training opportunities, and by fostering an inclusive and diverse workplace. On April 26, 2012, Tribunal staff attended a half day diversity training hosted the Workplace Diversity Change Agents. The training focused on increasing the awareness of our behaviour, the self we bring to work and how we affect others.

Liaison and Outreach

In collaboration with its regulators, the Tribunal developed and implemented a training plan in response to an expansion in its jurisdiction in 2011-12 to include appeals under the following statutes:

- *Accessibility for Ontarians with Disabilities Act, 2005*
- *Liquor Licence Act*
- *Gaming Control Act, 1992*
- *Alcohol and Gaming Regulation and Public Protection Act, 1996*
- *Vintners Quality Alliance Act, 1999*

STATISTICAL SUMMARY

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

	2011-12	2010-11	2009-10
Number of appeals received	783	620	622
Number of hearing days scheduled*	1,285	1,458	1,538
Number of hearing days held*	533	497.5	507
Number of pre-hearings scheduled**	578	395	481
Number of pre-hearings held**	338	271	322
Number of decisions/orders released	663	574	705
Average length of hearing (in days)	1.24	1.25	1.40
Average length of time to release decisions (in days)	15.30	12.16	15.16

*Reflects the actual number of hearing and pre-hearing days scheduled or held

**Reflects the number of pre-hearing events scheduled or held

The number of appeals processed by statute is as follows:

	2011-12	2010-11	2009-10
<i>Alcohol and Gaming Regulation and Public Protection Act, 1996</i>	40*	0*	0*
<i>Bailiffs Act</i>	0	0	0
<i>Building Code Act, 1992, O.Reg. 350/06 (Division C, Part 3, Sections 3.2, 3.3 and 3.4 only)</i>	0	0	0
<i>Cemeteries Act (Revised)</i>	0	0	0
<i>Child and Family Services Act</i>	0	2	1
<i>Collection Agencies Act</i>	0	0	0
<i>Consumer Protection Act, 2002</i>	0	0	0
<i>Consumer Reporting Act</i>	0	0	0
<i>Day Nurseries Act</i>	2	3	3
<i>Discriminatory Business Practices Act</i>	0	0	0
<i>Film Classification Act, 2005</i>	0	0	0
<i>Funeral Directors and Establishments Act</i>			
• <i>Claim</i>	1	1	2
• <i>Registration</i>	5	1	0
<i>Gaming Control Act, 1992</i>	17*	0*	0*
<i>Highway Traffic Act</i>			
• <i>Administrative Driver's Licence Suspension</i>	9	17	15
• <i>Commercial Vehicle Impoundment and Suspension</i>	0	1	1
• <i>Commercial Vehicle Operator's Registration</i>	24	26	19
• <i>Motor Vehicle Inspection Licence – Garage</i>	9	6	12
• <i>Medical</i>	122	139	108
• <i>Motor Vehicle Impoundment</i>	131	131	105
<i>Intercountry Adoption Act, 1998</i>	1	0	0
<i>Liquor Licence Act</i>	182*	0*	0*

	2011-12	2010-11	2009-10
<i>Motor Vehicle Dealers Act/Motor Vehicle Dealers Act, 2002</i>			
• <i>Claim</i>	2	2	1
• <i>Registration</i>	75	93	64
<i>Ontario New Home Warranties Plan Act</i>			
• <i>Claim</i>	96	107	162
• <i>Registration</i>	20	17	46
<i>Paperback and Periodical Distributors Act</i>	0	0	0
<i>Payday Loans Act, 2008</i>	1	0	0
<i>Post-Secondary Education Choice and Excellence Act, 2000</i>	0	0	0
<i>Private Career Colleges Act, 2005</i>	3	6	6
<i>Private Security and Investigative Services Act, 2005</i>	1	0	1
<i>Real Estate and Business Brokers Act, 2002</i>	13	22	17
<i>Travel Industry Act, 2002</i>			
• <i>Claim</i>	2	2	5
• <i>Registration</i>	27	44	54
<i>Vintners Quality Alliance Act, 1999</i>	0*	0*	0*

* Jurisdiction acquired July 1, 2011

FINANCIAL PERFORMANCE (2011-12)

The Tribunal's actual expenditures for 2011-12 total about \$2.0M, an increase of \$0.17M compared to 2010-11. This increase, which can be attributed to the increase in jurisdiction for AGCO matters in July 2011, was fully offset from the Tribunal's 2010-11 appropriations.

Financial Information

2010-11

Standard Account	2010-11 Appropriations	Actual Expenditures
Salaries and wages	773,500	972,951
Employee benefits	117,700	113,262
Transportation and communication	94,200	64,753
Services	1,266,000	802,312
Supplies and equipment	35,900	18,057
Subtotal:	2,287,300	1,971,335
Less: Recoveries *	-437,300	-372,173
Add: Treasury Board Approvals **	-182,600	
TOTAL	1,667,400	1,599,162
Revenue under the <i>Licence Appeal Tribunal Act, 1999</i>		61,335

* 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.

2011-12

Standard Account	2011-12 Appropriations	Actual Expenditures
Salaries and wages	773,500	1,254,388
Employee benefits	117,700	207,430
Transportation and communication	94,200	116,044
Services	2,685,600	1,396,069
Supplies and equipment	35,900	26,240
Subtotal:	3,706,900	3,000,171
Less: Recoveries*	-437,300	-301,028
Add: Treasury Board Approvals **	-457,500	
TOTAL	2,812,100	2,699,143
Revenue under the <i>Licence Appeal Tribunal Act, 1999</i>		57,635

* 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:

Licence Appeal Tribunal
20 Dundas Street West
5th Floor
Toronto, Ontario
M5G 2C2

Telephone: (416) 314-4260 or 1-800-255-2214

Fax: (416) 314-4270 or 1-800-720-5292

Website: www.lat.gov.on.ca

ISSN 1499-0725 (Print/Imprimé)

ISBN 978-1-4606-0589-9 (Print/Imprimé, 2011-2012 ed.)

ISSN 1499-0733 (Online)

ISBN 978-1-4606-0590-5 (PDF, 2011-2012 ed.)