



Social Justice Tribunals Ontario

Providing fair and accessible justice

Social Justice Tribunals Ontario 2017 – 2018 Annual Report



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Message from the Executive Chair

Social Justice Tribunals Ontario (SJTO) strives to be a leader in the administrative justice community. While leaders are typically thought of as individuals performing bold acts, it is more often the efforts of thoughtful and dedicated teams collaborating with partners behind the scenes that carry out meaningful change. At SJTO, we are fine-tuning justice, together.



I am proud of the hundreds of hard-working staff and members that provide fair, effective, timely and accessible dispute resolution. In 2017-18 alone, our tribunals received and resolved more than 100,000 cases. Over the past year we also focused on identifying community-specific needs, leveraging expertise across tribunals, and exploring online tools to facilitate the resolution of disputes.

These are some of the ways SJTO has been fine-tuning our processes to provide fair and accessible dispute resolution to thousands of Ontarians each year:

- SJTO's Child and Youth Division (CYD) launched a pilot project where applications involving children and youth from the Human Rights Tribunal of Ontario were streamed to the CYD for processing and adjudication. We know that for children and youth, being involved in a legal proceeding can be traumatic and months can feel like years; the CYD process ensures that adjudicators and mediators have special training in addressing the complexities faced by children and youth, and ensures the process moves as quickly as possible.
- In response to the release of the Truth and Reconciliation Commission's report and its Calls to Action, SJTO launched its Indigenous Insights initiative. The SJTO is working with First Nations, Métis and Inuit (FNMI) communities, agencies and organizations through dialogue and collaboration to understand the challenges or barriers that may exist for FNMI clients in accessing SJTO services. This dialogue will help us build our competence for providing accessible services and to explore options for addressing identified barriers.
- The Criminal Injuries Compensation Board (CICB) developed a streamlined case processing system for domestic and sexual violence applications. This includes alternative methods of engagement with police services throughout the province, creation of a streamlined anonymized decision format and improved criteria for determining hearing formats. These initiatives were developed with the goal of enhancing victim access to justice at the CICB.
- The Landlord and Tenant Board (LTB) developed and tested an online dispute resolution (ODR) prototype with internal and external stakeholders. The goal of prototype was to assess whether a tool could be developed in the future to help tenants and landlords in Ontario in avoiding disputes, resolving disputes without the need for formal legal processes, and enhancing alternate portals to accessing LTB services. Initial testing indicated that both landlords and tenants felt that ODR would be useful as a way of resolving disputes without the need for a formal, in-person hearing. Over the next few years, the LTB will consider implementing an online platform as part of its range of dispute resolution services.
- The Social Benefits Tribunal (SBT) offered video conference hearings to appellants living in remote communities. This initiative enhances access to justice by removing the need to travel long distances to hearings, expedites wait times for hearings and frees up the time of community legal clinics so that they may assist more clients.
- In response to the significant increase in the number of applications, the Human Rights Tribunal of Ontario (HRTO) launched a new team case processing model to enhance progress tracking and decision making on all applications. HRTO also adopted case management conference calls as an approach to continue to offer the best opportunity for a fair, just and expeditious resolution.

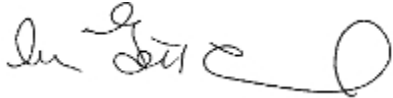
We rely on the public appointment of full and part-time adjudicators to provide fair and accessible justice. Not only do these members conduct hearings and/or mediations, they also contribute to the ongoing improvement of the organization, its tribunals and the administrative justice system in Ontario.

It was a challenge in 2017-18 to ensure SJTO has the appropriate adjudicative and subject area expertise for the tribunals. We felt the impact of high turnover due to the maximum term rules set out in the Agencies and

Appointments Directive. The impending 42nd Ontario general election worsened the situation by delaying appointments or limiting appointment extensions to six months. As a result, several of our experienced adjudicators left before their final term expired for other opportunities, and several vacancies have yet to be filled.

Fine-tuning the justice system depends on relationship-building and communication. SJTO will continue to participate in open dialogue, collaborate with partners and explore innovative approaches in an effort to create meaningful change in the administrative justice process in Ontario.

This message will be my last as Executive Chair, as I will be moving on to other challenges. Also, Ellen Wexler, our Executive Lead will be retiring after a distinguished career in the service of Ontario. I have the confidence that SJTO is a strong and diverse organization and one that is well placed to meet the needs of the broad sectors of Ontario that we serve. It has been my pleasure to work with every member of the SJTO team over the past seven years, and I thank all for their dedication, integrity and humanity.



Michael Gottheil, Executive Chair
Social Justice Tribunals Ontario

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Message from the Executive Lead



This has been another busy year at SJTO. Together, our tribunals received over 100,000 applications and appeals and we continued to move forward on various initiatives. I am proud of our hardworking staff and adjudicators, for their commitment to fair, effective, timely and accessible dispute resolution.

SJTO implemented several online and electronic initiatives this year to expand communications methods and service delivery. We continued to increase the use of email as a way for people to communicate with our tribunals to answer inquires, communicate with parties and correspond with legal clinics and social assistance offices. We also produced new online videos for both the Human Rights Tribunal of Ontario (HRTO) and the Social Benefits Tribunal (SBT) to improve understanding of the hearing process, reduce barriers and increase accessibility.

We also explored various ways to update our case processing and management systems:

- The Criminal Injuries Compensation Board (CICB) has updated its case management system to improve reporting capabilities and enhance system functionality. The CICB also continued to connect with its partners and stakeholders in the victim advocacy and justice sectors to explore other methods to improve transparency and access to the CICB's processes.
- The Landlord and Tenant Board (LTB) ran several pilots across the province to increase self-service options for the public, give more people access to the LTB e-File tool, and increase the efficiency of

application and hearing room management. The LTB also introduced new service standards to give landlords and tenants a better idea of how long it will take to resolve their case.

- The SBT has been processing files electronically since January 2016 and starting in July 2018 will require documents to be filed electronically with the tribunal.
- The HRTO has developed and launched a new collaborative case processing method that improves file tracking and provides consistent file management to deal with the increase in caseload of 36% over the past three years.

Work on our modern and accessible hearing centre at 15 Grosvenor Street has continued and is expected to be completed in fall 2018. We are looking forward to this opportunity to share resources and expertise.

This year also had its challenges. The increases in caseload and delays in public appointments has strained our staff and resources. Though SJTO aims to meet our service standards 100% of the time, we fell short of this commitment in some areas. Our service standards keep us focused on providing our clients with fair, effective and timely dispute resolution. We plan to review our challenges in meeting our service standards and respond with an approach to improve them.

We continue to look at how we can provide our services more effectively, to reflect and respond to the needs of our diverse communities. Expanding online accessibility, improving our case management systems and striving for service excellence supports our ongoing mission to be a leader in the administrative justice community.



Ellen Wexler, Executive Lead
Social Justice Tribunals Ontario



Social Justice Tribunals Ontario (SJTO) is a group of eight adjudicative tribunals that play an important role in the administration of justice in Ontario. Each year our tribunals receive and resolve approximately 100,000 cases - providing fair, accessible dispute resolution to thousands of Ontarians.

The tribunals of the SJTO are: Child and Family Services Review Board, Criminal Injuries Compensation Board, Custody Review Board, Human Rights Tribunal of Ontario, Landlord and Tenant Board, Ontario Special Education (English) Tribunal, Ontario Special Education (French) Tribunal and Social Benefits Tribunal.

The kinds of disputes we address at our tribunals are extremely varied. We resolve disputes between landlords and tenants, hear appeals from people seeking social assistance and complaints from those who feel the service they received from children's aid societies has been unfair. We deal with applications about human rights and the rights of children and families relating to education. We assess and award compensation for victims of violent crime.

Legislative Authority

Social Justice Tribunals Ontario was created in 2011 under the *Adjudicative Tribunals Accountability, Governance and Appointments Act* (ATAGAA). ATAGAA lets the government group adjudicative tribunals into an organization called a cluster, when "the matters that the tribunals deal with are such that they can operate more effectively and efficiently as part of a cluster than alone". Each tribunal within SJTO continues to exercise the powers given to it under law.

The *Statutory Powers Procedures Act* provides a general framework for the conduct of hearings before Ontario's administrative tribunals.

Mandate, Mission and Values

Mandate

The mandate of Social Justice Tribunals Ontario (SJTO) is to resolve applications and appeals brought under statutes relating to child and family services oversight, youth justice, human rights, residential tenancies, victims' compensation, disability support and other social assistance, and special education.

Mission

SJTO and its tribunals will:

- provide fair, effective, timely and accessible dispute resolution
- promote consistency in the application of the legislation and its processes while remaining responsive to differing cases, party needs and to an evolving understanding of the law
- maintain the highest standards of professionalism, integrity and quality of work
- be leaders in the administrative justice community

Values

Our values set the foundation for our rules and policies, how those rules and policies are applied, and how we deliver service to the public. The values are:

Accessibility

- We will strive for full and informed participation of parties in the process, whether or not they have legal representation.
- We are committed to diversity and inclusiveness.
- We will provide dispute resolution processes that are proportionate and appropriate to the issues in dispute.

Fairness and Independence

- SJTO and its tribunals must be, and be seen to be, impartial and independent in their decision making functions.
- Our decisions will be based on the evidence and the applicable law, and will be supported by clear, concise and coherent reasons.

Timeliness

- We are committed to providing timely dispute resolution services and issuing decisions within a reasonable timeframe after a hearing.

Transparency

- Our processes, procedures and policies will be clear, understandable and consistently applied.

Professionalism and Public Service

- Members and staff will exhibit the highest standards of public service, integrity and professionalism.
- We will be responsive to stakeholder needs by engaging in meaningful outreach and consultation.

SJTO Operational Highlights

SJTO continuously works to make our tribunals more accessible, to strengthen the expertise of our adjudicators and to be leaders in the justice community. Here are some of the operational highlights from 2017-18.

Table 1: Number of applications received and resolved at each tribunal from April 1, 2017 - March 31, 2018

Board/Tribunal	Applications/Appeals	Applications/Appeals
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	Received	Resolved
Landlord and Tenant Board	80,791	78,744
Social Benefits Tribunal	10,124	10,618
Criminal Injuries Compensation Board	4,264	3,856
Human Rights Tribunal of Ontario	4,425	3,137
Child and Family Services Review Board	380	344
Custody Review Board	141	145
Ontario Special Education Tribunals (English and French)	1	1
Total	100,126	96,845

Website – sjto.ca

In 2017-18, an estimated 829,447 users accessed the main SJTO portal with an estimated 4,006,514 page views. By comparison, the portal had an estimated 770,954 users and 3,609,344 page views in 2016-17.

The percentage of mobile users increased from 27.3% in 2016-17 to 31.6% in 2017-18. Desktop users dropped slightly from 67.2% in 2016-17 to 62.9% in 2017-18 and tablet users remained the same at 5.5%.

Table 2: Number of users for each section of sjto.ca in 2017-18 compared to 2016-17

Section within sjto.ca	Users in 2017-18 *	Users in 2016-17 *
SJTO Homepage	829,447	770,954
Landlord and Tenant Board	670,876	623,186
Human Rights Tribunal Ontario	89,999	78,607
Criminal Injuries Compensation Board	41,527	47,053
Social Benefits Tribunal	17,016	15,744
Child and Family Services Review Board	10,829	8,993
Ontario Special Education Tribunal	3,824	2,954
Custody Review Board	2,237	1,587

* Number of users is estimated. Ontario government users are excluded from these numbers.

Note: The number of users above are those that have accessed the English section of the SJTO website. SJTO has begun to track the number of users that have accessed the French section of the SJTO website and will

report on these numbers in the 2018-19 Annual Report.

Email Communication Expanding

SJTO continued to expand the use of email as a way for people to communicate with our tribunals in the following ways:

- the HRTTO, the OSETs, the CFSRB and the CICB use email to answer inquiries and communicate with parties
- the LTB uses email to answer case-specific inquiries
- the SBT uses email to correspond with legal clinics and social assistance offices

SJTO Data Inventory Published

SJTO data inventory is available on sjto.ca. The inventory lists all SJTO datasets and identifies whether each dataset is open, under review or restricted under Ontario's Open Data Directive. Ontario's Open Data Directive requires every provincial agency to publish a list of datasets they create, collect or manage. The goal of the directive is to improve transparency and accountability.

Leading Online Accessibility

We continued to convert our PDFs (excluding forms) to HTML format on the web. HTML offers easy navigation for people using screen readers and uses less data than a PDF download, which is important for the 31.6% of SJTO web visitors on mobile devices. HTML documents can be saved to a computer the same as any other file format. More than 75% of the PDF documents on the SJTO web portal are now also available in HTML format.

The currency, accuracy, and consistency of the converted documents was improved during the project by correcting errors, removing outdated references, standardizing formatting and adding or updating links.

All new documents, like practice directions and brochures, are also being created in HTML format.

New Online Videos

SJTO has produced new online videos to show what a hearing is really like for both the Human Rights Tribunal of Ontario and Social Benefits Tribunal.

The videos can be accessed in the HRTTO and SBT sections of the SJTO website.

The videos can be accessed through the [FAQs, Videos and Guides](#) section of the HRTTO area of the website and the [Video and FAQs](#) section of the SBT area.

SJTO staff and adjudicators played roles in the videos and provided the voiceovers.

Having videos available makes the tribunal more accessible for everyone, but particularly for people who are visual learners or have disabilities affecting language processing.

The videos are captioned and transcripts are posted in HTML format.

SJTO will be looking to expand the number of videos available in 2018-19.

Case Management Systems

LTB and HRTTO are working alongside Justice Technology Services on the creation of new case management system for their respective tribunals.

The LTB is replacing its current system (CMORE) and consolidating a number of related, external applications, including LTB eFile, into a single system. The LTB working group has been mapping current processes and

articulating business requirements for the new system that will permit LTB staff and members to input applications, schedule and manage hearings, produce orders and other documents and manage payment and financial information related to cases. Reporting on the data contained within the system will facilitate the tracking of case management activities against service standards and assist the Board in managing its operations.

In January 2018, the HRTO developed a case management system working group that collaboratively worked alongside Justice Technology Services to review case management capabilities, requirements and mapped out all of the current processes in an easy-to-read flow chart, and identified the current capabilities and identified future capabilities that are required in the new case management system. The HRTO is currently in the midst of creating new internal administrative processes. As a result, the working group will reconvene in the fall of 2018, at which time the HRTO will be well-positioned to move into the functional design phase.

Co-location of SJTO's Downtown Toronto Offices

In the fall of 2016, 220 people from six Toronto locations moved to 25 Grosvenor Street. The move included staff and members from all SJTO tribunals. Business services staff including legal services, human resources, and business planning, were also part of the move.

The move has reduced the space occupied by SJTO by about 12,000 square feet. Leasing costs are not part of SJTO's budget, however, the move will also save the Ministry of the Attorney General more than \$1 million in leasing costs each year.

Co-location of SJTO's downtown Toronto offices has been planned since SJTO was formed in 2011. Staff and members from different tribunals have more opportunities to share information and experiences now that they are in closer proximity. Another benefit of being in a single location is that tribunal staff and members have more immediate access to business services staff. In fact, a post-occupancy survey among people who moved to 25 Grosvenor, respondents most often cited "access to colleagues" as what they liked most.

In phase 2, hearing rooms, service counters, other public spaces, and the LTB's Toronto South office will relocate to the renovated facility. In the past year, designs for phase 2 were completed and contractors are working to complete the new state of the art Co-located hearing space. The new space is scheduled to be ready to use in the fall of 2018.

Professional Development for Members

SJTO has a professional development program for adjudicators and mediators that is unique in Canada by providing ongoing and structured professional development internally and through participation in external conferences, modules and initiatives. The program has three distinct components: skill development (e.g. decision-writing), training in procedures, legislation and case law, and social and cultural context training which sheds light on the perspectives of our users and the challenges they face.

SJTO held its "The Professional Development Institute", a two-day conference for all our adjudicators, mediators and managers, in September 2017. The theme, Nobody Owns the Law, was reflected throughout 4 plenaries and 12 workshops, facilitated by 57 speakers including 29 external speakers. The Institute included:

- A keynote presentation by Dr. Cindy Blackstock on the challenges of navigating the justice system in an effort to press the federal government to comply with Jordan's Principle.
- A plenary presentation on justice as a lived experience with Assistant Deputy Minister Akwatu Khenti, Anti-Racism Directorate; Ryan Peck, Executive Director, HIV & AIDS Legal Clinic Ontario; Margot Van Sluytman, Founder, The Sawbonna Project.
- Four focused workshops on the different barriers faced by individuals who have historically had their voices discounted, those with mental and physical challenges, as well as children and youth. This

training engaged attendees in using their new awareness and understanding to discuss scenarios and strategies to proactively enable participation of all parties.

- Cross-tribunal workshops on hearing management, evidence, managing stress and compassion fatigue and de-escalating difficult situations.

Twenty nine new members joined SJTO this year. They received foundational training that included modules on administrative law principles, natural justice and procedural fairness, statutory interpretation, freedom of information and privacy, ethical obligations and independence of adjudicators, human rights, and areas of law within the mandate of the tribunal.

Other professional development initiatives included training modules for several members in decision writing. Some of the CFSRB members participated in a training on Indigenous populations and issues. Two CFSRB members also attended the Canadian Youth and Justice Congress to learn about provincial practices, innovations, research and trends that are influencing change in the management of the youth justice system. CICB members came together for training on the significant process changes implemented at CICB with respect to required evidence and hearing format. Many HRTO members watched the webcast of the Law Society of Upper Canada's Human Rights Summit and attended a workshop held by the Ontario Bar Association on best practices for presenting charter challenges before administrative tribunals. Fifteen Dispute Resolution Officers (DROs) with the LTB were provided with initial or refresh training for Above Guideline Increases (AGI) and rules regarding co-op applications and hearings.

Fourteen members attended a Society of Ontario Adjudicators and Regulators (SOAR) leadership program tailored to address the unique challenges commonly faced by all levels of leadership of Ontario agencies and tribunals.

The SJTO professional development program also incorporates courses from the Society of Ontario Adjudicators and Regulators, the Council of Canadian Administrative Tribunals, the Ontario Bar Association and the Canadian Institute for the Administration of Justice.

Staff and Manager Training

As part of SJTO's Indigenous Insights initiative, managers from SBT, the Access to Justice Unit (A2J), and the lead for the Indigenous Insight Initiative received training from the Native Canadian Centre of Toronto, and attended the First Policy Forum on Indigenous Governance at McMaster University and an applied Indigenous cultural competency workshop hosted by the Ministry of Children and Youth Services and the Ministry of Community and Social Services. These opportunities raised their awareness of Indigenous communities and how to be more responsive to the needs of Indigenous people who appear before our tribunals.

HRTO saw a number of new staff join the tribunal in 2017-18. In September 2017, staff were provided with professional development training in the areas of human rights, mental health, and complex case processing/legal issues that arise during the life cycle of a HRTO file.

The Ontario Human Rights Commission (OHRC) provided training on "Human Rights Essentials" that included foundational knowledge on the *Human Rights Code* and on the OHRC's mandate, activities, and new policies.

The Canadian Mental Health Association delivered a workshop which provided staff with a better understanding of key concepts of mental health and addictions, including prevalence, root causes, issues and options along with an overview of the juncture points between the criminal justice and mental health systems for adults and youth.

SJTO's legal counsel provided staff with in-depth training on complex jurisdictional and preliminary issues, as well as, routine case processing challenges. This training included practical, scenarios-based exercises to promote consistency in the review and processing of HRTO files.

French-Language Training for Bilingual Staff and Members

Two bilingual adjudicators attended the 33rd conference of the Association of French Speaking Lawyers of Ontario (AJEFO) in June 2017, where the focus was on access to justice in French. Bilingual adjudicators also had the opportunity to come together at "The Professional Development Institute" at a French-language services breakfast to discuss the challenges and opportunities in providing services in French.

Staff attended French-language training offered by the OPS to improve French language skills and vocabulary from an adjudicative tribunals perspective. The training provided an opportunity for staff to develop French language competencies, learn about best practices, useful tools and share experiences with French speaking colleagues.

Accessibility and Diversity at SJTO

Access to justice, diversity and inclusion are [core values](#) of SJTO. We are committed to an inclusive work environment that reflects Ontario's diversity and to designing barrier-free policies, processes and services.

Commitments to accessibility and inclusion are found in SJTO's [mission and values](#), our [Code of Conduct](#) and our [business plan](#) and a multi-year accessibility, accommodation and diversity plan.

The 2017-18 SJTO Annual Report provides examples of how SJTO continues to work to improve access and support diversity.

Human Resources

SJTO is comprised of both Ontario Public Service (OPS) staff and adjudicators who are Order-in-Council appointees.

SJTO has a total of 365.15 staff as per below.

Area within SJTO	Number of Staff
Executive Office/ Access to Justice	17
Strategic Business Services	29
Legal Services	13.6
Child and Family Services Review Board Custody Review Board Ontario Special Education Tribunals (English and French)	6
Criminal Injuries Compensation Board	39
Human Rights Tribunal of Ontario	46
Landlord and Tenant Board	189.55
Social Benefits Tribunal	25
Total	365.15

SJTO has a total of 93 full-time members and 94 part-time members. Some members are appointed to more than one tribunal (see Appendix I for a full list of SJTO members).

Financials

Table 3: Comparison of SJTO expenditures for the years 2015 to 2018

Expenditures	2017-18	2016-17	2015-16 *
Salaries and Wages	33,765,875	33,307,169	33,985,717
Employee Benefits	4,765,394	4,949,435	4,760,630
Transportation & Communications	2,482,286	2,484,008	2,312,631
Services	6,294,302	6,352,053	7,000,840
Part-time Members Per Diem	3,001,173	2,985,663	3,127,691
Supplies & Equipment	593,644	471,045	680,299
Total	\$50,902,674	\$50,549,373	\$51,867,808

* Criminal Injuries Compensation Board (CICB) joined SJTO on April 1, 2015.

Table 4: Comparison of CICB awards allocated for victims of violent crimes for the years 2015 to 2018

Awards for Victims of Violent Crime	2017-18 *	2016-17	2015-16
Criminal Injuries Compensation Board Awards for Victims of Violent Crime	\$36,930,117	\$32,666,822	\$27,304,999

* The caseload for CICB increased by 10% in 2017-18 resulting in an increase in transfer payments.

In 2017-18, CICB deposited \$257,505 in the consolidated revenue fund for monies recovered by applicants through civil actions, pursuant to s.26(5.1) of the CVCA.

Table 5: Comparison of SJTO revenue for the years 2015 to 2018

Revenue	2017-18	2016-17 *	2015-16
Landlord & Tenant Board application filing fees (Deposited in the Consolidated Revenue Fund)	\$12,973,046	\$12,345,606	\$11,634,727

* The LTB application fees increased on January 16, 2017.



What We Do

The Child and Family Services Review Board (CFSRB) conducts reviews and hearings on a number of matters that affect children, youth and families in Ontario.

Legislative Authority

Under the *Child and Family Services Act*, the CFSRB can review:

- a children's aid society's decision to remove a foster child (Crown ward) from a foster home where the child has lived continuously for two or more years (section 61)
- certain complaints related to services provided by children's aid societies (sections 68 and 68.1)
- residential placements of children in care (section 36)
- emergency admission of a child to a secure treatment program (section 124)
- decisions to refuse an adoption of a particular child, to impose a term or condition on an adoption, or to remove a child from an adoption placement (sections 141, 142.3 and 144)

Under the *Education Act*, the CFSRB can hear appeals about the expulsion of students by school boards.

Under the *Intercountry Adoption Act*, the CFSRB can review:

- a Director's refusal to approve a person as eligible to adopt from outside of Canada
- conditions attached to Director's approval to adopt from outside Canada

Operational Highlights

Social Justice Tribunals Ontario's Child and Youth Division – Pilot Project

In June 2017, SJTO's Child and Youth Division (CYD) launched a pilot project where applications involving children and youth from the Human Rights Tribunal of Ontario were streamed to the CYD for processing and adjudication. The CYD is led by the CFSRB's associate chair.

The CYD received and processed 163 applications during the pilot, which included all applications involving child and youth issues filed at the HRTO from January 1, 2017 to December 31, 2017. Cases were assessed and

triated as "urgent", "fast-tracked" or "normal" depending on the circumstances of each case. This means parties saw their cases mediated or heard faster. For example, if a case was triaged as urgent, parties were offered mediation within two to four weeks of when they agreed to mediation.

A specialized panel of mediators and adjudicators handle all CYD applications. This ensures that child and youth cases are handled by adjudicators and mediators who understand the barriers children and youth may face at the HRTO, and resulted in significant settlement agreements between parties during the pilot.

The CYD continues to process HRTO applications involving children and youth, and received approximately 30 new applications from January to March 2018. The CYD will look to expand to include other SJTO tribunals in the coming year.

Amendments to Correspondence, Forms and Rules

In July 2017, the CFSRB began reviewing all of its application processes to prepare for the new *Child, Youth and Family Services Act, 2017* which will come into force in April 30, 2018, and to create more streamlined and efficient procedures.

All CFSRB communications and forms were revised, using plain language principles, to improve their accessibility and transparency for all users and especially for self-represented parties. The new letters and forms will launch May 1, 2018.

Indigenous Community Outreach

The CFSRB participated in various outreach and relationship-building activities as part of its effort to improve access to its services for Indigenous communities. As part of SJTO's Indigenous Insights Initiative, the CFSRB presented at the Association of Native Child and Family Service Agencies of Ontario annual conference, and the CFSRB's associate chair also met with the Six Nations of the Grand River Social Services staff.

Member training in May 2017 and February 2018 focussed on building Indigenous cross-cultural competency for members. Members were presented the KAIROS Blanket Exercise, an experiential learning module on the history of Indigenous and Crown and Canadian relations as well as current issues, and were provided with Indigenous cultural competency training. They were also presented with training on opportunities for incorporating Indigenous protocols and traditions in their mediations and hearings.

Statistics

This year, the overall number of applications increased by 7%. The number of applications for removal of a crown ward (Sec. 61) increased by 50% and applications of complaints against children's aid societies (Sec. 68) increased by 9%.

Table 6: Comparison of the number of CFSRB applications from the years 2015 to 2018

Application Status	2017-18	2016-17	2015-16
Applications received	380	356	322
Applications completed	344	363	269
Active cases at year-end	145	109	116

Service Standards

SJTO has service standards that establish timelines for items like scheduling hearings and mediations and issuing decisions. Each year, we measure and report on how well we are meeting the standards.

Table 7: Comparison of CFSRB service standards for hearings from the years 2015 to 2018

	2017-18		2016-17		2015-16	
Hearing Standard	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met
<i>CFSA</i> Section 124 hearings will be scheduled within four calendar days of receipt of the application	4 days	100%	3 days	100%	3 days	100%
<i>CFSA</i> Section 68 pre-hearing conferences will be scheduled within 40 calendar days after the application is deemed eligible	43 days	57%	46 days	74%	42 days	65%
<i>CFSA</i> Section 68 hearings will be scheduled within 60 calendar days after the application is deemed eligible	51 days	75%	84 days	17%	74 days	45%
<i>CFSA</i> Section 36 hearings will be scheduled within 20 calendar days of receipt of the application	15 days	100%	9 days	100%	6 days	100%
<i>CFSA</i> Section 61 and Section 144 hearings will be scheduled within 20 calendar days after the	13 days	100%	11 days	100%	10 days	100%

application has been deemed eligible						
Appeals of school board expulsion hearings will be scheduled within 30 calendar days of receipt of the notice of appeal	9 days	100%	6 days	100%	23 days	100%

Table 8: Comparison of CFSRB service standards for decisions from the years 2015 to 2018

Decisions Standard	2016-17		2015-16		2014-15	
	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met
Appeals of school board expulsion orders will be issued within 10 calendar days after the hearing has been completed	5 days	100%	8 days	100%	15 days	50%
Appeals of school board expulsion decisions will be issued within 30 calendar days after the hearing has been completed	3 days	100%	10 days	100%	22 days	100%
CFSA Section 68 applications: Decisions or orders will be issued within 30 calendar days of the completion of the hearing	24 days	84%	26 days	75%	18 days	89%
All other CFSA	4 days	100%	7 days	100%	5 days	100%

applications: Orders will be issued within 10 calendar days after the hearing has been completed

Custody Review Board

What We do

The Custody Review Board (CRB) hears applications and makes recommendations on the placement of young people in custody or detention about:

- the placement where the young person is being held or is being transferred to
- the provincial director's denial of a young person's temporary release or reintegration leave
- the young person's transfer from a place of open custody to a place of secure custody

Legislative Authority

The CRB operates under the jurisdiction of the *Child, Youth and Family Services Act* and the *Youth Criminal Justice Act*.

Statistics

Table 9: Comparison of the number of CRB applications from years 2015 to 2018

	2017-18	2016-17	2015-16
Applications received	141	98	93
Applications completed	145	92	90
Active cases at year-end	5	9	3
Case processing time (days)	16	19	16

Table 10: Comparison of the methods of resolution for CRB applications from the years 2015 to 2018

Resolution Type	2017-18	2016-17	2015-16
Withdrawn	61	21	13
Closed because youth was moved or released (No jurisdiction)	38	27	26

Resolved by recommendations	46	43	45
Other	0	1	6
Total	145	92	90

Table 11: Comparison of the number of CRB inquiries held from the years 2015 to 2018

	2017-18	2016-17	2015-16
Inquiries held	141	90	91

In an inquiry, a CRB member calls or meets with the people involved to reach their decision.

Service Standards

SJTO has service standards that establish timelines for items like scheduling hearings and mediations and issuing decisions. Each year, we measure and report on how well we are meeting the standards.

Table 12: Comparison of CRB service standards from the years 2015 to 2018

Standard	2017-18		2016-17		2015-16	
	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met
Review will begin by a telephone call within 24 hours of the receipt of the application	1 day	100%	1 day	100%	1 day	100%
Where the board intends to hold a hearing it will advise the young person within 10 calendar days of the receipt of the application	No hearings held	No hearings held	No hearings held	No hearings held	No hearings held	No hearings held
Recommendations will be issued within	21 days	90%	20 days	88%	18 days	100%

30 calendar days of receipt of the application						
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Criminal Injuries Compensation Board



What We Do

The Criminal Injuries Compensation Board (CICB) assesses and awards financial compensation for victims of violent crime committed in Ontario and for the family members of deceased victims. The CICB can compensate victims for pain and suffering, loss of income, treatment expenses, funeral expenses and other costs that result from being a victim of the crime.

The CICB is committed to the principles of the *Victims' Bill of Rights* which states that all victims should be treated with courtesy, compassion and respect for their personal dignity and privacy.

Legislative Authority

The CICB is established under the *Compensation for Victims of Crime Act*.

Operational Highlights

Updated Rules of Procedure

In August 2017, the CICB updated its Rules of Procedure to incorporate the SJTO common rules and to launch new rules on youth access to justice and litigation guardians. In February 2018, the CICB further updated its

Rules of Procedure to provide guidance and direction to parties that appear before the CICB and to promote greater transparency in its proceedings.

Case Management Enhancements

In October 2017, the CICB developed new procedures and processes to support improved case management models and to manage an increase in application receipts. Some of these new procedures included development of a streamlined case processing system for applications related to sexual and domestic violence and child abuse, alternative methods of engagement with police services throughout the province, creation of a streamlined anonymized decision format and improved criteria for determining hearing formats. These initiatives were developed with the goal of enhancing victim access to justice at the CICB.

Practice Directions

The CICB developed two new Practice Directions in 2017-18. The CICB's Practice Direction on recording hearings requires the CICB to digitally record all hearings and prehearings. The recording will only be used to produce an official transcript in the event of an appeal. The CICB's Practice Direction on alleged offenders explains how the Board will engage with alleged offenders during its proceedings and the methods in which an alleged offender may participate in a CICB hearing.

Case Management System

In September 2017, the CICB developed updates for its case management system. These updates included improved reporting capabilities, changes to existing workflows to support case management and enhancements to improve system functionality. CICB continued to work with its partners within SJTO and at JTS to develop and test requirements. A new version of the system will be launched in early 2018-19.

Practice Advisory Committee

The CICB continued to connect with its partners and stakeholders in the victim advocacy and justice sectors through its Practice Advisory Committee. The CICB held two meetings in 2017-18 that focused on streamlining CICB processes, discussing practice directions, development of terms of reference, engagement with police services and creation of an e-application.

Criminal History

In early April 2017, the CICB stopped its practice of asking claimants to consent to a criminal records search. This change addresses concerns that the requirement to provide consent could deter victims from applying.

Statistics

The Criminal Injuries Compensation Board had a 10% increase in the number of applications received compared to 2016-17. Possible factors that have contributed to the increase in applications to the CICB include, but not limited to, legislative amendments that removed the statutory time limit to apply for certain types of crimes of violence, increase in referrals by police services, expanded public information sessions to victim services agencies, enhanced relationships with the Board's stakeholders through its Practice Advisory Committee.

Table 13: Comparison of the number of CICB applications from the years 2015 to 2018

	2017-18	2016-17	2015-16
Applications received	4,264	3,884	3,706
Cases closed	3,856	3,433	3,511

Active cases at year-end *	5,169	4,784	4,266
Case processing time (days)	374	383	326

* CICB may at any time re-open a case to vary an order for payment of compensation (Sec. 25. of CVCA).

Table 14: Comparison of the methods of resolution for CICB applications from the years 2015 to 2018 *

Resolution Type	2017-18	2016-17	2015-16
Extension Denied **	11	13	80
Other ***	-	115	50
Refused to accept, closed administratively	153	152	57
Dismissed on a preliminary basis	372	712	363
Resolved at hearing	3,569	2,723	2,898

* CICB may at any time re-open a case to vary an order for payment of compensation (Sec. 25. of CVCA).

** Changes to legislation in 2016 reduced the requirement for extension reviews.

*** Falls outside jurisdiction, duplicate, applicant died. In 2017/18 the CICB changed how it resolves cases that would have been otherwise captured under "Other".

Table 15: Comparison of the number of CICB applications by region from the years 2015 to 2018

Region	2017-18	% of Total	2016-17	% of Total	2015-16	% of Total
Toronto	859	20%	833	21%	729	20%
North	523	12%	518	13%	492	13%
East	859	20%	696	18%	675	18%
Central East	697	16%	553	14%	572	15%
West	618	15%	623	16%	549	15%
Central West	708	17%	661	17%	689	19%
Total	4,264		3,884		3,706	

Table 16: Comparison of the number of CICB applications by gender from the years 2015 to 2018

Gender	2017-18	% of Total	2016-17	% of Total	2015-16	% of Total
Male	1,549	36%	1,564	40%	1,519	41%

Female	2,488	58%	2,309	59%	2,153	58%
Not Specified	227	6%	11	1%	34	1%
Total	4,264		3,884		3,706	

Table 17: Comparison of the number of CICB applications by age from the years 2015 to 2018

Age	2017-18	% of Total	2016-17	% of Total	2015-16	% of Total
0 - 17 years	406	10%	435	11%	415	11%
18 - 34 years	1,612	38%	1,485	38%	1,371	37%
35 - 64 years	2,060	48%	1,800	46%	1,792	48%
65+ years	143	3%	121	3%	128	3%
Unknown	43	1%	43	1%	-	-
Total	4,264		3,884		3,706	

Table 18: Comparison of the types of CICB hearings from the years 2015 to 2018

	2017-18	2016-17	2015-16
Oral	1,973	1,870	1,939
Written *	1,596	853	959
Total	3,569	2,723	2,898

* The number of written hearings increased in 2017/18 as a result of procedural case management enhancements which expanded the criteria for determining a hearing format.

Table 19: Comparison of the compensation awarded by benefit type for CICB applications from the years 2015 to 2018

Type of Benefit Award (\$000s)	2017-18	2016-17	2015-16
Pain and suffering *	\$32,809.96	\$24,737.60	\$23,620.50
Loss of wages	\$653.59	\$389.10	\$422.60
Medical expenses	\$565.93	\$449.20	\$630.20
Funeral expenses	\$237.37	\$227.40	\$380.20
Legal expenses associated with application	\$95.99	\$75.30	\$68.50

Other pecuniary loss	\$138.58	\$118.20	\$192.70
Total	\$34,501.42	\$25,996.80	\$25,314.70

* The increase in pain and suffering awards is directly related to the increase in the number hearings held.

Service Standards

SJTO has service standards that establish timelines for items like scheduling hearings and mediations and issuing decisions. Each year, we measure and report on how well we are meeting the standards.

The Board is committed to processing an application within 11 months of receipt. On average in 2017/18 the processing time from application intake to hearing date was 322 days which resulted in an 8% decrease in processing time compared to 2016/17. Due to a 10% increase in application receipts in 2017/18 the Board achieved its scheduling service standard of 11 months 62% of the time. In 2017/18 the Board developed strategies to manage the increase in application receipts which will translate into improving the Board's lifecycle timelines.

Table 20: Comparison of CICB service standards for applications and decisions from the years 2015 to 2018

	2017-18		2016-17		2015-16	
Standard	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met
Applications will be scheduled for hearing within 11 months (330 days).	322 days	62%	350 days	61%	309 days	67%
Written decisions will be released within 60 days of the hearing. When an award is granted, the payment will be included with the decision.	43 days	82%	48 days	84%	44 days	89%
Oral decisions will be issued at the conclusion of the hearing. When an award is granted, the	30 days	84%	32 days	85%	26 days	89%

payment will be released within 30 days.

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Human Rights Tribunal of Ontario



What We Do

The Human Rights Tribunal of Ontario (HRTO) resolves claims of discrimination and harassment brought under the *Human Rights Code* in a fair, just and timely way. The HRTO first offers parties the opportunity to settle the dispute through mediation. If the parties do not agree to mediation, or mediation does not resolve the application, the HRTO holds a hearing.

Legislative Authority

The HRTO is established under the *Human Rights Code*.

Operational Highlights

New Case Processing Model

A temporary triage project was launched on August 1, 2017, to address the increased number of applications filed with the HRTO. The HRTO effectively triaged approximately 1300 files during the course of the triage project. Following the triage project the HRTO developed and launched a new team case processing model method that promotes a methodical, collaborative manner in which to address all applications filed with the

HRTO on and after March 1, 2018. The new team case processing model supports quicker case processing timelines for HRTO applications, which will result in improved service delivery for applicants and respondents.

Accessible Forms

The HRTO worked with SJTO's Business Solutions Unit to ensure that all available forms on our website are accessible in PDF format in accordance with the *Accessibility for Ontarians with Disabilities Act*. The HRTO has also been exploring automatic submission options for its forms (e.g. electronic submit buttons). This will allow users to submit their forms directly to the tribunal for processing.

Case Management Conference Calls

The HRTO believes it is necessary and prudent to adopt procedures and practices which offer the best opportunity for a fair, just and timely resolution of the merits of an application. That includes adopting alternatives to traditional adjudicative or adversarial procedures. Case management conference calls are a new and important part of the Tribunal's process.

The purpose of the calls will be to outline what can be expected at the hearing from a process stand-point, address any preliminary or procedural issues in advance of the hearing, and, where appropriate, discuss the potential for mediation/adjudication either at or in advance of the scheduled hearing. Case management conference calls may be scheduled at the time that the Notice of Hearing is sent out.

Decision Review and Release Process

The new process triages decisions on a priority-driven basis. The goal of the new process is to ensure HRTO decisions and case assessment directions are released in a timely manner in accordance with their priority. The process will also ensure the prompt review of decisions that raise new or contentious issues.

Statistics

In 2017-2018, the HRTO experienced a dramatic increase in the number of applications received as compared to prior fiscal years, with a 23% increase from 2016-17 to 2017-18. The HRTO is actively evaluating whether applications are continuing to increase in 2018-2019, and whether the increase is related to particular grounds or social areas under the Code. The increase in cases is putting pressure on the HRTO's administrative and adjudicative resources, and is being addressed through the New Case Processing Model and other operational initiatives.

Table 21: Comparison of the number of HRTO applications from the years 2015 to 2018

	2017-18	2016-17	2015-16
Applications received	4,425	3,585	3,357
Cases reactivated	27	22	18
Cases closed	3,137	2,880	3,234
Case processing time (days) *	352	333	326

* The average time from when the application was accepted to when the file was closed.

Table 22: Comparison of the types of HRTO decisions issued from the years 2015 to 2018

Type of Decision	2017-18 *	2016-17	2015-16
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Final decision on the merits	97	87	113
— Discrimination found	40	30	39
— Discrimination not found	57	57	74
Interim decisions (address procedural issues)	752	771	817
Reconsideration	136	163	149
Breach of settlement	24	26	23

* In 2017-18, the HRTO issued 1,473 Case Assessment Directions, which helped the parties prepare for the hearing.

Table 23: Comparison of HRTO applications by postal code from the years 2015 to 2018

Postal Code	2017-18	2016-17	2015-16
Eastern (K)	12%	13%	11%
Central (L)	35%	35%	36%
Toronto (M)	27%	26%	26%
Western (N)	17%	17%	18%
Northern (P)	5%	6%	6%
Other	4%	3%	3%

Table 24: Comparison of HRTO applications by social areas from the years 2015 to 2018 *

Social Area	2017-18	2016-17	2015-16
Employment	70%	69%	70%
Goods, Services and Facilities	26%	27%	25%
Housing	8%	8%	6%
Contracts	2%	2%	1%
Membership in a Vocational Association	1%	1%	1%
No Social Area	1%	1%	2%

* Some applications allege discrimination in more than one social area, so the totals exceed 100%.

Table 25: Comparison of HRTO applications by grounds under the *Code* from the years 2015 to 2018 *

Ground	2017-18	2016-17	2015-16
Disability	56%	55%	55%
Reprisal	23%	23%	23%
Race	21%	21%	20%
Colour	14%	16%	16%
Age	13%	12%	13%
Ethnic Origin	15%	15%	14%
Place of Origin	12%	12%	14%
Family Status	10%	10%	11%
Ancestry	10%	10%	9%
Sex, Pregnancy & Sexual Harassment	18%	17%	20%
Sexual Solicitation or Advances	5%	4%	6%
Sexual Orientation	4%	4%	4%
Gender Identity	5%	5%	4%
Gender Expression	3%	3%	3%
Creed	6%	6%	5%
Marital Status	5%	5%	6%
Association	5%	4%	4%
Citizenship	5%	4%	6%
Record of Offences	2%	2%	3%
Receipt of Public Assistance	2%	1%	2%
No grounds	2%	2%	6%

* Many applications claim more than one ground, so the totals exceed 100%.

Table 26: Comparison of HRTO mediations from the years 2015 to 2018

	2017-18	2016-17	2015-16
Mediations held	1,355	1,376	1,584

Settled at mediation	59%	58%	58%
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Table 27: Comparison of HRTO mediation representation from the years 2015 to 2018

	2017-18	2016-17	2015-16
Applicant representation			
• Lawyer/paralegal	42%	35%	36%
• Human Rights Legal Support Centre	26%	27%	22%
• Other	3%	2%	2%
• Self-represented	29%	33%	40%
• No Show	0	3%	2%
Respondent representation			
• Lawyer/paralegal	89%	88%	85%
• Other	1%	1%	1%
• Self-represented	10%	10%	13%
• No show	0	1%	1%

Table 28: Comparison of HRTO hearing representation from the years 2015 to 2018

	2017-18	2016-17	2015-16
Applicant representation			
• Lawyer/paralegal	31%	32%	28%
• Human Rights Legal Support Centre	7%	9%	7%
• Other	4%	4%	5%
• Self-represented	50%	50%	53%
• No Show	8%	5%	7%
Respondent representation			
• Lawyer/paralegal	88%	89%	86%
• Other	2%	3%	3%
• Self-represented	6%	6%	9%
• No show	4%	2%	2%

Service Standards

SJTO has service standards that establish timelines for items like scheduling hearings and mediations and issuing decisions. Each year, we measure and report on how well we are meeting the standards.

Table 29: Comparison of HRTO service standards for hearings and mediations from the years 2015 to 2018

	2017-18	2016-17	2015-16

Hearings and Mediations	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met
The first mediation date offered to parties will be scheduled to take place within 150 calendar days from the date the parties agree to mediation.	151 days *	84%	109 days	92%	90 days	97%
The first hearing date offered to parties will be scheduled to take place within 180 calendar days from the date the application is ready to proceed to hearing.	181 days	38%	175 days	34%	161 days	59%

* HRTO's increase in applications has impacted the numbers of days.

Table 30: Comparison of HRTO service standards for decisions from the years 2015 to 2018

	2017-18		2016-17		2015-16	
Decisions	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met
Decisions for hearings which take 3 days or less will be issued within 90 calendar days.	63 days	81%	81 days	68%	86 days	76%

Decisions for hearings which take longer than 3 days, will be issued within 180 calendar days. *	235 days	33%	312 days	17%	300 days	36%
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* The Tribunal issued a total of 24 Decisions in cases where the decision release standard was 180 days. Of those 24 Decisions, 8 met the standard (33%) while 16 did not. There are various reasons why those 16 decisions exceeded the standard, including the number of parties involved in the hearing, the complexity of the issues, the length of the hearings and amount of evidence heard.

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Landlord and Tenant Board



What We Do

The Landlord and Tenant Board (LTB) was established on January 31, 2007 to:

- resolve disputes between landlords and tenants
- resolves eviction applications from non-profit housing co-operatives
- provide information to landlords and tenants about their rights and responsibilities under the *Residential Tenancies Act* (RTA)
- provides information about LTB's practices and procedures

Legislative Authority

The LTB is established under the *Residential Tenancies Act* (RTA).

Operational Highlights

Case Management Hearings

Since March 2017, the LTB has been holding case management hearings for applications filed by landlords to increase rent above the guideline based on capital expenditures (for renovations, repairs, replacements or additions). During a case management hearing, a dispute resolution officer helps the two sides try to reach an agreement on a fair rent increase. If an agreement is reached, the dispute resolution officer records the terms of the agreement in a consent order. If the application is not settled, it is scheduled for a full hearing before an adjudicator on another day.

Case management hearings have proven to be an effective way of resolving these applications, with an 81% settlement rate at the end of the year. The LTB is exploring the use of case management hearings in the future for other application types.

Accepting Application-Specific Inquiries by Email

In June 2016, all LTB offices started accepting email inquiries from parties about their applications. For example, parties can email required documents for their application file or respond to LTB requests for dates they are not available, so the LTB can schedule a hearing. Each LTB office has its own email address. LTB staff received 45,581 emails through those accounts from April 1, 2017 to March 31, 2018.

For many people, email is more convenient than going to an office or waiting to speak to someone on the phone. It also gives people a way to contact the LTB outside of business hours.

The LTB responds to only application-specific inquiries by email. People with general questions about the LTB application and hearing process or the rights and responsibilities of landlords and tenants, should visit the LTB website, call the LTB, or visit Steps to Justice, an online resource with legal information at stepstojustice.ca.

LTB e-File

Launched in July 2015, LTB e-File allows landlords and tenants across Ontario to file the most common LTB applications online, at anytime from anywhere.

During the 2017-18 fiscal year, the LTB received 31,002 applications online.

- 76.9% (23,827) were L1 applications
- 17.4% (5,402) were L2 applications
- 3.3% (1,026) were T2 applications
- 2.4% (747) were T6 applications

Of the 63,649 L1, L2, T2 and T6 applications filed with the LTB during the year, 47.1% were filed using e-File. This is a nearly 15% increase over last year. In part, the increase can be attributed to the 10% discount for e-filed applications introduced in January 2017.

- 50.0% of all L1 applications (47,595)
- 47.3% of all L2 applications (11,404)
- 36.2% of all T2 applications (2,832)
- 41.0% of all T6 applications (1,818)

An average of 74% of e-filed applications were also scheduled for a hearing date online; 76.2% of landlord applications and 34.9% of tenant applications. This is an increase of nearly 7% over last year. Approximately 18% of e-filed applications were filed outside of business hours. Paper applications can still be mailed, faxed or dropped off at one of the eight LTB offices or personally delivered to more than 60 ServiceOntario locations across the province.

Online Dispute Resolution (ODR) – Prototype

Starting in April 2017, an online dispute resolution (ODR) prototype was developed and tested with internal and external stakeholders. The aim of the prototype development was to assess whether a tool may be developed in the future to help tenants and landlords in Ontario to avoid disputes, resolve disputes without the need for formal legal processes, and enhance alternate portals to LTB services. The goal is for the LTB to provide people with the right online negotiation and mediation tools and processes to resolve disputes as they arise, without the need to travel and appear in-person at a LTB hearing.

Initial testing indicated that both landlords and tenants feel that ODR could be useful as a way of resolving disputes without the need for a formal, in-person hearing. Over the next few years, the LTB will consider implementing an online platform as part of its range of dispute resolution services.

LTB London Office e-File Pilot

In November 2017, landlords and tenants at the LTB Southwest office in London were able to e-File the four most common LTB applications (L1, L2, T2, T6) using a public computer, the "LTB Service Kiosk". LTB e-File allows clients to submit their application and supporting documents, and receive a hearing date at the same time.

People also had the option to leave their application in a secure drop-box at the front counter, rather than waiting to speak with a member of staff at the front counter. As part of this pilot, applications dropped off in-person were no longer processed on the spot; all paper applications were processed in the order they were received.

The goals of the pilot were to increase self-service options for the public, give more people access to LTB e-File, ensure that applications are processed in the order they are received and enable the LTB to redirect staff resources to where they are needed most.

LTB Central Office Electronic Case Files Pilot

Starting January 1, 2018, the LTB Central (Mississauga) office no longer creates paper case files for its 2018 applications. Rather than creating a paper file, an electronic hearing brief is created for the LTB to use during the hearing.

The goal of the pilot is to determine whether the use of electronic case files increases the efficiency and effectiveness of file and hearing room management. The pilot is anticipated to run until June 2018, at which time the LTB will evaluate whether or not to implement this process at other LTB regional offices.

Early Resolution Discussions in the Rexdale Community of Toronto

In partnership with the Rexdale Community Hub (the Hub), the Toronto North LTB office is testing an early dispute resolution process. When landlords file L2 applications that involve tenants who live in the Rexdale community, the early resolution discussion process will be an available option to resolve the application. The pilot started on January 22, 2018.

The goal of this process is to resolve tenancy problems that might lead to eviction without going to an LTB hearing. Tenants and landlords will have an early resolution discussion at the Hub where various community resources are available to assist parties. An LTB dispute resolution officer will guide the discussion.

If the parties resolve all the issues in the application at the early resolution discussion, the dispute resolution officer will draft a mediated agreement or a consent order that sets out what the parties have agreed to and close the application. If the parties don't resolve all the tenancy issues, the application will go to an LTB hearing before an adjudicator without delaying the usual hearing date.

Benefits of the early resolution discussion process include:

- takes place closer to home; no need to travel to the LTB Toronto North office

- access to on-site community based social services at the Hub
- no application filing fee if the parties resolve all their tenancy issues at the early resolution discussion
- assists landlords to work with vulnerable tenants to maintain their housing

New LTB Service Standards

Recognizing that some application types take longer to resolve than others, the LTB introduced new service standards on December 7, 2017. The standards give tenants and landlords a better idea of how long it will take to resolve their case.

The new service standards include:

- Applications to evict a tenant for non-payment of rent and for applications to collect rent the tenant owes (L1, L9):
 - Applications will be scheduled for a hearing within 25 business days.
 - Decisions will be issued within 4 business days of the conclusion of the final hearing.
- All other applications (excluding L5 – Application for an Above Guideline Increase and A4s – Application to Vary the Amount of a Rent Reduction):
 - Applications will be scheduled for a hearing within 30 business days.
 - Decisions will be issued within 10 business days of the conclusion of the final hearing.

In its previous standards, the LTB committed to schedule hearings within 25 business days and issue decisions within 5 days, 80% of the time.

Changes to the *Residential Tenancies Act*

A number of amendments to the *Residential Tenancies Act* were made this year. As a result of these changes, the LTB updated information on its website, brochures, forms and interpretation guidelines. A number of these changes are noted below:

Changes to Forms

- L4: Application to End a Tenancy – Tenant Failed to Meet Conditions of a Settlement or Order. There are now two versions of the form:
 - Use Form L4-A if the mediated agreement or order that was not complied with was based on an L1 or L2 application filed on or before December 31, 2017.
 - Use Form L4-B if the mediated agreement or order that was not complied with was based on an L1 or L2 application filed on or after January 1, 2018.
- L5: Application for an Above Guideline Increase
- T5: Tenant Application – Landlord Gave a Notice of Termination in Bad Faith
- N5: Notice to End your Tenancy for Interfering with Others, Damage or Overcrowding
- N5C: Notice by the Co-op to End your Occupancy for Interfering with Others, Damage or Overcrowding
- N6: Notice to End your Tenancy for Illegal Acts or Misrepresenting Income in a Rent-Geared-to-Income Rental Unit
- N12: Notice to End your Tenancy Because the Landlord, a Purchaser or a Family Member Requires the Rental Unit

Statistics

In 2017-18, the LTB received 80,791 applications. This total includes landlord, tenant and co-op applications. This volume has remained relatively consistent when compared year over year.

The ratio of landlord to tenant applications has also remained relatively constant since 1998 when the resolution of landlord-tenant disputes was transferred from the provincial court system to the LTB. This past year was no

exception, with roughly 90% of applications filed by landlords and 10% filed by tenants.

Applications for termination of tenancy and eviction continue to represent the bulk of the LTB's workload. Of the total applications received by the LTB, approximately 59% were to terminate a tenancy and evict because of non-payment of rent.

Table 31: Comparison of the number of LTB applications from the years 2015 to 2018

	2017-18	2016-17	2015-16
Applications Received	80,791	81,432	80,214
Applications Resolved	78,744	78,783	78,175
Open at year-end *	12,944	13,899	11,946

* In a small number of cases, "resolved" applications are re-opened in the case management system (e.g. when the LTB grants a request for review of an order). As a result, a single application can result in more than one resolution. Therefore, the number of applications open at the end of the fiscal year does not necessarily equal the number from the previous year plus "applications received", less the "applications resolved". With the adoption of new service standards the average application lifecycle is 8 weeks, which represents an active caseload of approximately 12,000 applications.

Table 32: Comparison of the methods of resolution for LTB landlord/tenant applications from the years 2015 to 2018

Resolution Type	2017-18	2016-17	2015-16
Abandoned ¹	2,805	3,168	2,673
Resolved by Mediation ²	10,804	10,735	11,541
Resolved at Hearing ³	49,776	49,901	48,533
Resolved without Hearing ⁴	3,908	3,997	4,397
Review Denied	1,010	903	729
Withdrawn	8,155	8,264	7,487
Other ⁵	1,802	1,815	2,413
Total	78,260	78,783	77,773

¹ Ordered by hearing abandoned

² Mediated; ordered by hearing mediated

³ Ordered by hearing contested or uncontested; ordered by review

⁴ Ordered ex parte; ordered by section 206 agreement

⁵ Discontinued; order voided; ordered amended; amendment denied

Table 33: Comparison of the methods of resolution for LTB co-op eviction applications from the years 2015 to 2018

Resolution Type	2017-18	2016-17	2015-16
No Hearing *	103	133	91
Case Management Hearing Only	268	288	236
Merit Hearing Only	22	25	10
Both Case Management Hearing and Merit Hearing	91	79	65
Total	484	525	402

* Application withdrawn/discontinued; parties settled the issues on their own.

Table 34: Comparison of the number of LTB landlord/tenant applications received by region

Head Office *	Central	East	North	South	South West	Toronto East	Toronto North	Toronto South	Total
1,300	9,005	8,477	4,088	10,969	13,777	10,731	11,380	10,522	80,249

* When the case management system is unable to match the postal code to a region in an e-Filed application, it is assigned to "Head Office".

Table 35: Comparison of the number of LTB co-op applications received by region

Central	East	North	South	South West	Toronto East	Toronto North	Toronto South	Total
50	44	33	91	116	102	55	51	542

Table 36: Comparison of the number and types of LTB landlord applications received from the years 2015 to 2018

Case Type	Application Description	2017-18	2016-17	2015-16
A1	Determine Whether the Act Applies	96 (0.1%)	104 (0.1%)	67 (0.1%)
A2	Sublet or Assignment	332 (0.5%)	264 (0.3%)	234 (0.3%)
A3	Combined Application (usually includes an L1)	3,878 (5.3%)	4,067 (5.6%)	4,050 (5.7%)
A4	Vary Rent Reduction Amount	220 (0.3%)	134 (0.2%)	76 (0.1%)
L1	Terminate & Evict for Non-Payment of Rent	47,595 (65.6%)	49,489 (67.6%)	48,940 (68.4%)

L2	Terminate for Other Reasons & Evict	11,404 (15.7%)	9,987 (13.6%)	8,876 (12.4%)
L3	Termination - Tenant Gave Notice or Agreed	1,622 (2.2%)	1,439 (2.0%)	1,338 (1.9%)
L4	Terminate the Tenancy - Failed Settlement	5,552 (7.7%)	5,478 (7.5%)	5,559 (7.8%)
L5	Rent Increase Above the Guideline	559 (0.8%)	575 (0.8%)	433 (0.6%)
L6	Review of Provincial Work Order	5 (0.0%)	3 (0.0%)	15 (0.0%)
L7	Transfer Tenant to Care Home	1 (0.0%)	1 (0.0%)	6 (0.0%)
L8	Tenant Changed Locks	29 (0.0%)	37 (0.0%)	28 (0.0%)
L9	Application to Collect Rent	1,218 (1.7%)	1,628 (2.2%)	1,892 (2.6%)
	Total	72,511	73,206	71,514

Table 37: Comparison of the number and types of LTB tenant applications received from the years 2015 to 2018

Case Type	Application Description	2017-18	2016-17	2015-16
A1	Determine Whether the Act Applies	91 (1.2%)	49 (0.6%)	64 (0.8%)
A2	Sublet or Assignment	57 (0.7%)	55 (0.7%)	68 (0.8%)
A3	Combined Application	1,798 (23.2%)	1,634 (19.8%)	1,586 (19.3%)
A4	Vary Rent Reduction Amount	2 (0.0%)	0 (0.0%)	0 (0.0%)
T1	Rent Rebate (e.g. illegal rent)	765 (9.9%)	732 (8.9%)	663 (8.1%)
T2	Tenant Rights	2,832 (36.6%)	3,807 (46.1%)	3,922 (47.7%)
T3	Rent Reduction	71 (0.9%)	68 (0.8%)	67 (0.8%)
T4	Failed Rent Increase Above Guideline	3 (0.0%)	6 (0.0%)	0 (0.0%)
T5	Bad Faith Notice of Termination	295 (3.8%)	211 (2.6%)	174 (2.1%)
T6	Maintenance	1,818 (23.5%)	1,675 (20.3%)	1,661 (20.2%)
T7	Suite Meters	6 (0.1%)	7 (0.0%)	23 (0.3%)
	Total	7,738	8,244	8,228

Table 38: Comparison of the number and types of LTB co-op applications received from the years 2015 to 2018

Case Type	Application Description	2017-18	2016-17	2015-16
C1	Application to End the Occupancy and Evict the Member based on Non-payment of Regular Monthly Housing Charges and to Collect the Housing Charges that the Co-op Member Owes	247 (46%)	274 (47%)	252 (53.3%)
C1/2	Combined C1 and C2 applications	114 (21%)	102 (17.5%)	74 (15.6%)
C2	Application to End the Occupancy of the Member Unit and Evict the Member	86 (16%)	93 (16%)	73 (15.4%)
C3	Application to End the Occupancy and Evict the Member - Based on the Member's Consent or Notice	6 (1%)	3 (0.01%)	5 (1%)
C4	Application to End the Occupancy of the Member Unit and Evict the Member Because the Member Failed to Meet Conditions of a Settlement/Order	89 (16%)	110 (18.9%)	68 (14.4%)
	Total	542	582	472

Service Standards

The LTB has historically committed to schedule hearings within 25 business days of the date the application is filed and issue decisions within five days after the end of the hearing, 80% of the time. As highlighted earlier in this report, in December 2017, the LTB introduced new service standards to give landlords and tenants a better idea of how long it will take to resolve their case. The LTB will report against the new service standards going forward from 2018-19.

Table 39: Comparison of LTB service standards for hearings from the years 2015 to 2018

	2017-18		2016-17		2015-16	
Standard	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met

Applications will be scheduled for a hearing within 25 business days	28 days	49%	26.6 days	52%	23.3 days	69%
Decisions for LTB applications will be issued within 5 business days at the conclusion of the final hearing	5.1 days	81%	5.2 days	78%	4.6 days	83%

Call Centre

The LTB is mandated by the *Residential Tenancies Act* to provide information to landlords and tenants about their rights and obligations under the *Act*. This obligation is met, in part, through the LTB call centre.

Table 40: Comparison of LTB call centre data from the years 2015 to 2018

	2017-18	2016-17	2015-16
Calls handled	272,719	261,154	299,143
Average time per call	04:57	05:19	04:45
Average wait time in the queue	09:04	09:46	05:06



What We Do

The Social Benefits Tribunal (SBT) hears appeals from people who have either been refused social assistance or who receive social assistance but disagree with a decision that affects:

- their eligibility for assistance
- the amount of assistance they receive
- the benefits they receive

Because of the sensitive personal information involved in these cases, the legislation requires that all hearings must be held in private.

Legislative Authority

The SBT is established under Part IV of the *Ontario Works Act*. Appeals are heard under that act and the *Ontario Disability Support Program Act*.

Operational Highlights

Consent Orders for Disability Appeals

Starting January 1, 2018, parties at the Social Benefits Tribunal (SBT) can settle a disability appeal during the hearing.

The procedure is very simple. If the two sides agree on a way to settle the appeal, they will be asked to put their agreement in writing using a Confirmation of Settlement and Request for Consent Order (Form 9). This agreement can happen before, during or at the end of the hearing.

The parties will then ask the member to close the case by issuing a consent order. A consent order is when an agreement proposed by the parties becomes an order of the tribunal. If the member is satisfied that both sides understand the terms of the agreement, they will issue the consent order and close the case. In these cases, the member will not make a decision. The consent order closes the case.

Electronic Files in the Hearing Room

The SBT continues its success in working with electronic files. About 95% percent of hearings were held with electronic files in 2017-18, compared to 80% from the previous fiscal year. The percentage will continue to rise as paper applications received before the switch to electronic files in January 2016 are dealt with.

The electronic hearing briefs have many benefits. If an adjudicator is unavailable, another one can access the file from the shared drive at any time, preventing costly adjournments. They can also navigate quickly between tabs in the briefs, highlighting important text, making notes or writing questions on the electronic file as they go along. Another benefit is that adjudicators can copy text (a passage from a medical report, for example) from an electronic file to paste into their decision instead of having to retype it.

Since the SBT has changed from paper to electronic files, receiving documents by email makes it easier to add documents to the electronic file. Therefore, the SBT has been working with its Practice Advisory Committee (PAC) in having all incoming documents and submissions be submitted to the SBT in an electronic format, effective July 1, 2018.

Email Communication Expands

Email communication continues to expand at the SBT. More than 300 people from legal clinics and Ontario Works (OW) and Ontario Disability Support Program (ODSP) offices used email to submit inquiries and small documents to the SBT in 2017-18.

The SBT is developing a new practice direction on how to communicate with the SBT. This will include clear rules about electronic communication.

The security of the information shared via email with the SBT is crucial. Therefore, the SBT is testing a secure email platform that will enable users to send information to the SBT in an encrypted and secure way.

Offering email communication makes the tribunal more accessible and supports the OPS Green initiative.

Early Resolution Opportunity Program

The SBT continues to improve the Early Resolution Opportunity program (ERO). The ERO is held by phone with the two parties and a SBT Appeal Resolution Officer, who helps the parties look for opportunities to resolve the appeal without a hearing. Parties benefit from the ERO because they can have a chance to resolve the appeal as early as one month after the appeal is filed, instead of waiting several months for a hearing. The parties also have ownership of the resolution, instead of holding a hearing where a member makes the decision.

This year, the SBT held 2,073 ERO sessions, almost the same amount as last year. The settlement rate was 44%, an improvement over last year's rate of 38%.

Early Resolution Opportunities for Medical Review Appeals

A pilot to test EROs for medical review appeals was launched in November 2015 in partnership with the Disability Adjudication Unit and a few legal clinics.

Because of the success of the program, a year-long, two-phase, province-wide expansion took place between March 2017 and February 2018:

- Phase 1 (March – August 2017) included clinics in Toronto, Peel, Niagara and the North.
- Phase 2 (September 2017 – February 2018) included the rest of the province.

Over the course of the pilot, 76% of the cases were resolved (meaning that the appellant is found to still have a disability) without the need to hold a hearing. Cases in the program are resolved as early as 2-3 months after the appeal is received, as opposed to 6-7 months for cases that go to a hearing.

The SBT did a survey on March 2018, at the close of its yearlong expansion. The overwhelming response to the pilot was positive, with roughly 90% of participants agreeing the pilot was both successful and should continue.

On this basis, the SBT proposed to continue the program, with a couple of key modifications, as a regular part of its operations. Additionally, the SBT plans to review the effectiveness of the program and provide an opportunity for survey feedback after one year.

Statistics

The SBT received 10,124 appeals, a decrease of 279 from last year. More appeals were completed than received which resulted in the number of pending cases decreasing by almost 500. The average case processing time also decreased from 290 days to 250 days. Due to continued improvements in scheduling practices, the SBT was again able to meet its Service Standard targets more than 80% of the time.

Table 41: Comparison of the number of SBT applications from the years 2015 to 2018

	2017-18	2016-17	2015-16
Appeals Received	10,124	10,403	11,318
Completed	10,618	12,831	13,038
Pending at end of fiscal year	6,675	7,169	9,597
Case processing time (days)	250	290	299

Table 42: Comparison of the methods of resolution for SBT applications from the years 2015 to 2018

Resolution Type	2017-18	2016-17	2015-16
Abandoned	490 (5%)	291 (2%)	257 (2%)
Withdrawn *	3,886 (36%)	4,380 (34%)	4,185 (32%)
Reconsideration denied	171 (2%)	203 (2%)	253 (2%)
Resolved at hearing **	5,969 (56%)	7,636 (60%)	8,087 (62%)
Other	102 (1%)	321 (2%)	256 (2%)
Total	10,618	12,831	13,038

* *Withdrawn* cases can include those closed due to a successful mediation session (called an "early resolution opportunity" at the tribunal).

** *Resolved at hearing* includes decisions released following a reconsideration hearing.

Table 43: Comparison of the number of appeals by program for SBT applications from the years 2015 to 2018

	2017-18	2016-17	2015-16

ODSP	9,437 (93%)	9,704 (93%)	10,668 (94%)
OW	687 (7%)	699 (7%)	650 (6%)
Total	10,124	10,403	11,318

Table 44: Comparison of ODSP appeals by category for SBT applications from the years 2015 to 2018

ODSP	2017-18	2016-17	2015-16
Refusal	8,234 (87%)	8,392 (86%)	9,114 (85%)
Cancellation & Suspension	580 (6%)	640 (7%)	914 (9%)
Amount & Reduction	569 (6%)	566 (6%)	528 (5%)
Other	54 (1%)	106 (1%)	112 (1%)
Total	9,437	9,704	10,668

Table 45: Comparison of OW appeals by category for SBT applications from the years 2015 to 2018

OW	2017-18	2016-17	2015-16
Refusal	146 (21%)	183 (26%)	191 (29%)
Cancellation & Suspension	224 (33%)	218 (31%)	175 (27%)
Amount & Reduction	310 (45%)	274 (39%)	248 (38%)
Other	7 (1%)	24 (4%)	36 (6%)
Total	687	699	650

Table 46: Comparison of ODSP tribunal decisions by outcome for SBT applications from the years 2015 to 2018

ODSP	2017-18	2016-17	2015-16
Granted	3,481 (62%)	4,450 (61%)	4,208 (54%)
Denied	1,312 (23%)	1,721 (23%)	2,152 (28%)
Denied in absentia *	640 (11%)	865 (12%)	999 (13%)
Other **	195 (4%)	295 (4%)	389 (5%)
Total	5,628	7,331	7,748

* Cases denied in absentia: Appellant was not present for the hearing.

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

Table 47: Comparison of OW tribunal decisions by outcome for SBT applications from the years 2015 to 2018

OW	2017-18	2016-17	2015-16
Granted	114 (33%)	79 (26%)	70 (21%)
Denied	81 (24%)	90 (30%)	140 (41%)
Denied in absentia *	94 (27%)	99 (32%)	80 (24%)
Other **	52 (15%)	37 (12%)	49 (14%)
Total	341	305	339

* Cases denied in absentia: Appellant was not present for the hearing.

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

Service Standards

SJTO has service standards that establish timelines for items like scheduling hearings and mediations and issuing decisions. Each year, we measure and report on how well we are meeting the standards.

Table 48: Comparison of SBT service standards for appeals and decisions from the years 2015 to 2018

	2017-18		2016-17		2015-16	
Standard	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met	Average number of days (whether standard has been met or not)	% of time service standard is met
Appeals scheduled with notice of hearing sent out no later than 30 calendar days after receipt of the appeal.	14 days	87%	24 days	82%	33 days	7%

<i>and</i>						
The hearing date will be set no more than 180 calendar days after the date of the Notice of Hearing.	179 days		172 days		241 days	
Decisions issued within 30 calendar days after the completion of the hearing.	34 days	67%	33 days	66%	33 days	58%

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Ontario Special Education Tribunals

What We Do

The two Ontario Special Education Tribunals (OSETs) hear appeals by parents and guardians who are not satisfied with the school board's identification or placement of a child with exceptional learning needs.

The [OSET - English](#) hears appeals from decisions made by English Public and Catholic School Boards. The [OSET - French](#) hears appeals from decisions made by French Public and Catholic School Boards.

The OSETs hear appeals only after parents have completed all possible appeals at the school board level under the [Education Act](#).

Legislative Authority

The [Education Act](#) and its regulations address the identification or placement of students with exceptional learning needs.

Statistics

The English OSET received one appeal in 2017-18, which settled through mediation. The French OSET (TEDO) did not receive any appeals in 2017-18.

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Appendix I: Social Justice Tribunals Ontario Members as of March 31, 2018

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Name	Tribunal	Position	First Appointed	Term Ends
Gottheil, Michael	Social Justice Tribunals Ontario	Executive Chair, Full-Time	March 2011	March 2021
Moore, Beverly Anne	Social Justice Tribunals Ontario	Alternate, Executive Chair	September 2015	September 2018

Note: The Executive Chair and Alternate Executive Chair are members of each of the SJTO tribunals.

Name	Tribunal	Position	First Appointed	Term Ends
Ahlfeld, Pamela	Social Benefits Tribunal	Vice Chair, Full-Time	October 2015	October 2020
Akhtar, M. Saleem	Criminal Injuries Compensation Board	Member, Part-Time	September 2009	September 2019
Arnott, Pamela	Criminal Injuries Compensation Board	Member, Part-Time	February 2017	February 2019
Atkinson, Sarah	Human Rights Tribunal of Ontario	Member, Part-Time	January 2015	January 2020
Barazzutti, Lisa F.	Criminal Injuries Compensation Board	Member, Part-Time	October 2010	October 2020
Baxter, Evelyn	Criminal Injuries Compensation Board	Member, Part-Time	January 2017	January 2019
Bayefsky, Eban	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	March 2017	March 2019
Beckett, Elizabeth *	Landlord & Tenant Board	Member, Part-Time	February 2001	April 2017
	Social Benefits Tribunal	Member, Part-Time	August 2012	April 2017
Bernhardt, Kim	Human Rights Tribunal of Ontario	Member, Part-Time	January 2015	January 2020
Best, Bruce	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2015	September 2020
Bhattacharjee, Kenneth	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2008	September 2018

Bickley, Catherine	Child & Family Services Review Board/Custody Review Board	Vice Chair, Full-Time	January 2018	January 2020
	Human Rights Tribunal of Ontario	Vice Chair, Part-Time	January 2018	January 2020
Boivin, Nathaniel	Social Benefits Tribunal	Member, Part-Time	February 2017	February 2019
Bouchard, Josée	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	January 2016	January 2021
Bouclin, Suzanne	Human Rights Tribunal of Ontario	Member, Part-Time	March 2016	December 2018
Bowlby, Brenda	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	February 2018	February 2020
	Human Rights Tribunal of Ontario	Member, Part-Time	February 2018	February 2020
Braun, Shannon	Social Benefits Tribunal	Member, Full-Time	July 2016	July 2018
Brennenstuhl, Keith *	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2007	September 2017
	Landlord & Tenant Board	Member, Full-Time	December 2012	September 2017
Brkic, Aleksandar (Alex)	Landlord & Tenant Board	Member, Part-Time	March 2015	March 2020
Brouillet, Terry	Social Benefits Tribunal	Member, Part-Time	June 2013	June 2018
Buffa, Vincenza (Enza)	Social Benefits Tribunal	Member, Full-Time	July 2015	July 2018
Bugby, Kim E.	Landlord & Tenant Board	Associate Chair, Full-Time	September 2004	December 2018
Buie, Jean	Social Benefits Tribunal	Member, Full-Time	October 2013	October 2018
Burke, William	Landlord & Tenant Board	Member, Full-Time	October 2005	July 2017
	Social Benefits Tribunal	Member,	July 2015	July 2019

		Full-Time		
Campin, Elisabeth	Human Rights Tribunal of Ontario	Member, Part-Time	March 2018	March 2020
Caradonna, Ross Thomas	Ontario Special Education Tribunal (English)	Member, Part-Time	May 2008	May 2018
Cardoso, Avril	Landlord & Tenant Board	Member, Full-Time	May 2016	May 2018
Carey, Ruth	Landlord & Tenant Board	Vice Chair, Full-Time	December 2006	August 2020
Charette, Louise	Criminal Injuries Compensation Board	Member, Part-Time	January 2017	January 2019
Charron, Sylvie Rose Marie	Landlord & Tenant Board	Vice Chair, Full-Time	October 2012	October 2022
	Social Benefits Tribunal	Vice Chair, Full-Time	December 2009	October 2022
Cho, Harry	Landlord & Tenant Board	Member, Full-Time	October 2012	October 2018
Cleghorn, Kevin Gordon	Criminal Injuries Compensation Board	Member, Part-Time	April 2017	April 2019
	Human Rights Tribunal of Ontario	Member, Part-Time	January 2011	January 2021
Codjoe, Esi	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	March 2017	March 2019
Cook, Brian L.	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2008	September 2018
Crocco, Emily	Landlord & Tenant Board	Member, Full-Time	January 2015	January 2020
De Leon-Culp, Cristina	Landlord & Tenant Board	Member, Full-Time	September 2015	September 2020
Del Vecchio, Lisa	Landlord & Tenant Board	Member, Full-Time	January 2015	January 2020
Diamond, Andrew	Human Rights Tribunal of Ontario	Member, Part-Time	August 2008	August 2018
DiCesare, Lisa	Social Benefits Tribunal	Member,	June 2015	June 2018

		Part-Time		
Doran, Patrick R.	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	May 2007	May 2019
	Social Benefits Tribunal	Member, Part-Time	June 1998	May 2017
Doyle, Maureen	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	August 2008	February 2021
	Ontario Special Education Tribunal (English)	Member, Part-Time	August 2013	February 2021
	Ontario Special Education Tribunal (French)	Member, Part-Time	August 2013	February 2021
Eaton, Helen	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2019
Eyler, Paula	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	November 2016	November 2018
Fagan, Thomas F.	Landlord & Tenant Board	Member, Part-Time	June 2013	June 2018
	Social Benefits Tribunal	Member, Part-Time	June 2013	June 2018
Ferguson, Nancy	Social Benefits Tribunal	Member, Full-Time	August 2015	August 2020
Ferguson, Nathan	Landlord & Tenant Board	Member, Full-Time	December 2016	December 2018
Ferriss, Richard	Social Benefits Tribunal	Member, Full-Time	July 2015	July 2020
Fine, David	Criminal Injuries Compensation Board	Member, Part-Time	August 2017	August 2019
Finlay, Judy	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	January 2011	January 2021
Flaherty, Michelle	Human Rights Tribunal of Ontario	Member, Part-Time	October 2008	June 2018
	Ontario Special Education	Member,	August 2013	June 2018

	Tribunal (French)	Part-Time		
Flynn, Roderick	Criminal Injuries Compensation Board	Member, Part-Time	June 2007	June 2017
	Landlord & Tenant Board	Member, Full-Time	July 2016	July 2018
Forde, Keith	Criminal Injuries Compensation Board	Member, Part-Time	October 2010	October 2020
Freedman, Lisa	Social Benefits Tribunal	Member, Part-Time	August 2013	August 2018
Gananathan, Romona	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2017	September 2019
	Social Benefits Tribunal	Member, Full-Time	September 2013	September 2017
Gaon, Kelly	Social Benefits Tribunal	Member, Full-Time	June 2013	June 2018
Gatfield, Aida	Human Rights Tribunal of Ontario	Member, Part-Time	January 2013	January 2023
Girault, Claudine *	Landlord & Tenant Board	Member, Part-Time	May 2017	February 2018
Goba, Ruth	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2019
Gonda, Gail	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	May 2007	May 2018
Graham, James	Criminal Injuries Compensation Board	Member, Part-Time	March 2017	March 2019
Grant, Yola	Human Rights Tribunal of Ontario	Associate Chair, Full-Time	April 2014	April 2019
Green, Maurice	Human Rights Tribunal of Ontario	Member, Part-Time	January 2013	January 2018
Guzina, Petar	Landlord & Tenant Board	Member, Full-Time	November 2009	November 2019
Hamilton, David	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	October 2016	October 2018

Handelman, Mark	Human Rights Tribunal of Ontario	Member, Part-Time	August 2008	August 2018
Harris, Beverly	Human Rights Tribunal of Ontario	Member, Part-Time	December 2012	December 2022
Harrison, Gemma *	Criminal Injuries Compensation Board	Member, Part-Time	September 2006	February 2017
Hart, Mark	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2007	September 2019
Hartslief, Laura	Landlord & Tenant Board	Member, Full-Time	June 2016	May 2018
Helis, John	Social Benefits Tribunal	Member, Full-Time	July 2016	July 2018
Henderson, Nancy	Landlord & Tenant Board	Vice Chair, Full-Time	March 2017	March 2019
Henry, Sean	Landlord & Tenant Board	Member, Full-Time	August 2015	August 2020
Henshaw, Cheryl	Social Benefits Tribunal	Member, Part-Time	November 2014	November 2019
Hewat, Dale Lisa	Human Rights Tribunal of Ontario	Member, Part-Time	September 2008	September 2018
Himel, Andrea	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	November 2010	November 2020
Hinchman, Judith Anne	Human Rights Tribunal of Ontario	Member, Part-Time	August 2008	August 2018
Homeniuk, Brenna	Social Benefits Tribunal	Member, Full-Time	December 2016	December 2018
Horton, Louise	Landlord & Tenant Board	Member, Full-Time	June 2009	June 2019
Hughes, Jo-Anne	Criminal Injuries Compensation Board	Member, Part-Time	October 2008	October 2018
Hughes, Theresa	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	October 2016	October 2018
Hummelen, Audrey	Social Benefits Tribunal	Vice Chair,	September 1998	October 2022

		Full-Time		
Hunter, Heather	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	May 2008	August 2017
Ilori, Solape	Social Benefits Tribunal	Member, Full-Time	October 2015	October 2020
Jai, Julie	Human Rights Tribunal of Ontario	Member, Part-Time	January 2015	January 2020
Jain, Kanji	Social Benefits Tribunal	Member, Full-Time	October 2015	October 2020
Janczur, Jacek	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	March 2017	March 2019
Jefferson, Christie	Criminal Injuries Compensation Board	Vice Chair, Full-Time	June 2010	February 2019
Johnston, Colin	Human Rights Tribunal of Ontario	Member, Part-Time	January 2015	January 2020
Kaufman, Neil	Landlord & Tenant Board	Member, Full-Time	July 2016	July 2018
Keene, Judith Anne	Human Rights Tribunal of Ontario	Member, Part-Time	November 2008	August 2018
Kelly, John	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2019
Kershaw, Dawn *	Child & Family Services Review Board/Custody Review Board	Vice Chair, Part-Time	July 2017	January 2018
	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	October 2012	January 2018
	Social Benefits Tribunal	Member, Full-Time	June 2006	January 2018
Khurana, Jennifer *	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2015	September 2017
	Social Benefits Tribunal	Member, Full-Time	July 2013	September 2017
King, Wendy *	Criminal Injuries Compensation Board	Member, Part-Time	October 2010	October 2017

Kunkel, Cyndi	Social Benefits Tribunal	Member, Full-Time	October 2015	October 2020
Kurzuk, Kirsten	Criminal Injuries Compensation Board	Member, Part-Time	December 2008	December 2018
Laird, Katherine	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	October 2016	October 2018
Laitinen, Maija	Criminal Injuries Compensation Board	Member, Part-Time	January 2017	January 2019
	Social Benefits Tribunal	Member, Part-Time	January 2017	January 2019
Lang, Renée	Landlord & Tenant Board	Member, Full-Time	January 2015	January 2020
Langan, Anne- Marie	Criminal Injuries Compensation Board	Member, Part-Time	November 2016	November 2018
Larivière, Georges	Social Benefits Tribunal	Member, Part-Time	June 2015	June 2020
Larsen, Greg	Social Benefits Tribunal	Member, Part-Time	February 2017	February 2019
Lassonde, Julie	Criminal Injuries Compensation Board	Member, Part-Time	March 2018	March 2020
Lazor, Alina (Alice)	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	May 2008	May 2018
Lee, David	Landlord & Tenant Board	Member, Full-Time	December 2017	December 2019
Lee, Susan	Criminal Injuries Compensation Board	Member, Part-Time	April 2011	April 2021
Lerner, Michael	Human Rights Tribunal of Ontario	Member, Part-Time	January 2011	January 2021
Letheren, Laurie	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	February 2015	February 2020
Letwiniuk, Tara *	Social Benefits Tribunal	Member, Part-Time	May 2016	February 2018
Losier, Solange *	Landlord & Tenant Board	Member,	September 2015	May 2017

		Full-Time		
Love, Melanie	Landlord & Tenant Board	Member, Part-Time	June 2016	June 2018
Lundy, Kevin	Landlord & Tenant Board	Member, Full-Time	October 2012	October 2019
Macdougall, Donald	Social Benefits Tribunal	Member, Part-Time	February 2018	February 2020
Macchione, Sandra	Landlord & Tenant Board	Member, Full-Time	February 2011	July 2018
MacEachen, Janet	Criminal Injuries Compensation Board	Member, Part-Time	September 2009	September 2019
MacGuigan, Janice	Social Benefits Tribunal	Member, Full-Time	May 2008	May 2018
Maclsaac, Sherry	Social Benefits Tribunal	Member, Part-Time	May 2013	May 2018
Markell, Linda	Landlord & Tenant Board	Member, Full-Time	January 2018	January 2020
Marsden, Wesley	Criminal Injuries Compensation Board	Member, Part-Time	June 2017	October 2018
	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	October 2016	October 2018
Martel, Sophie	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2017	September 2019
Martin, Kathleen *	Human Rights Tribunal of Ontario	Member, Part-Time	June 2006	September 2017
Mascarenhas, Mark	Social Benefits Tribunal	Member, Part-Time	October 2015	October 2020
Mathers, Lorraine	Landlord & Tenant Board	Member, Full-Time	August 2016	August 2018
Matte, Allan	Social Benefits Tribunal	Member, Part-Time	February 2014	February 2019
McBride, Amanda	Social Benefits Tribunal	Member, Part-Time	August 2017	August 2019

McGoey, Christine	Criminal Injuries Compensation Board	Member, Part-Time	November 2017	November 2019
McDermott, Carol Anne	Social Benefits Tribunal	Member, Full-Time	June 2007	June 2017
	Landlord & Tenant Board	Member, Full-Time	August 2012	June 2022
McMaster, James	Landlord & Tenant Board	Member, Full-Time	October 2005	November 2019
Meunier, Jay	Criminal Injuries Compensation Board	Member, Part-Time	September 2009	September 2019
Milne, Cheryl	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	February 2018	February 2020
	Human Rights Tribunal of Ontario	Member, Part-Time	February 2018	February 2020
Mitchell, Lynn	Landlord & Tenant Board	Member, Part-Time	April 2016	April 2018
Mohamed, Yasmeena	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	January 2011	March 2019
Moore, Beverly Anne	Social Benefits Tribunal	Associate Chair, Full-Time	October 2006	September 2018
Morra, Virginia	Criminal Injuries Compensation Board	Member, Part-Time	June 2007	June 2017
Morris, Nancy	Landlord & Tenant Board	Member, Full-Time	January 2018	January 2020
Mosaheb, Debbie	Landlord & Tenant Board	Member, Full-Time	February 2011	February 2021
Muir, David	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	August 2008	August 2018
Mungovan, David	Landlord & Tenant Board	Member, Full-Time	January 2018	January 2020
Murray, William	Social Benefits Tribunal	Member, Full-Time	June 2008	November 2019
Naud, Gerald *	Landlord & Tenant Board	Member, Full-Time	October 2004	October 2017

Neron, Robert	Social Benefits Tribunal	Member, Full-Time	March 2018	March 2020
Nichols, Eva	Ontario Special Education Tribunal (English)	Member, Part-Time	January 2005	August 2019
	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	February 2013	August 2019
	Human Rights Tribunal of Ontario	Member, Part-Time	February 2013	August 2019
Nolan, John Patrick	Landlord & Tenant Board	Member, Full-Time	November 2006	May 2019
Novak, Silvia	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	January 2018	January 2020
O'Connor, T. Michele	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	November 2010	November 2020
Olabode, Ibi	Landlord & Tenant Board	Member, Full-Time	March 2018	March 2020
Overend, Naomi Campbell	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2008	September 2018
Patel, Vandana	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	March 2018	March 2020
Paul, Noeline	Criminal Injuries Compensation Board	Member, Part-Time	September 2017	September 2019
Pelletier, Bonnie	Landlord & Tenant Board	Member, Part-Time	May 2016	May 2018
Pickel, Jo-Anne	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	October 2012	October 2022
Pilon, Jean-Paul	Landlord & Tenant Board	Member, Full-Time	August 2006	March 2018
Pop-Lazic, Gabrielle	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	January 2018	January 2020
Price, Sheri	Human Rights Tribunal of Ontario	Member, Part-Time	September 2008	September 2018

Rabot, Philippe	Landlord & Tenant Board	Member, Full-Time	June 2016	April 2018
Racioppo, Josephine	Social Benefits Tribunal	Member, Full-Time	September 2013	June 2020
Randazzo, Daniel *	Human Rights Tribunal of Ontario	Member, Part-Time	December 2012	December 2017
Randhawa, Gobinder Singh	Landlord & Tenant Board	Member, Part-Time	July 2014	July 2019
Rangan, Veda	Criminal Injuries Compensation Board	Member, Part-Time	September 2009	September 2019
Ratnayake, Davika	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2019
Ravindra, Kabir	Criminal Injuries Compensation Board	Member, Part-Time	June 2007	June 2017
Reaume, Leslie	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	June 2007	June 2020
Renton, Alison	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	October 2008	July 2017
Reynolds, Margaret	Social Benefits Tribunal	Member, Full-Time	April 2006	April 2018
	Landlord & Tenant Board	Member, Full-Time	October 2016	October 2018
Richer, Valerie	Human Rights Tribunal of Ontario	Member, Part-Time	March 2017	February 2019
Rodrigues, Roger	Landlord & Tenant Board	Member, Full-Time	January 2015	January 2020
Roman, Marisha	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	August 2016	August 2018
Rose, Elana	Landlord & Tenant Board	Member, Full-Time	December 2017	December 2019
Rotter, Frederika	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2019
Rozehnal, Jana	Social Benefits Tribunal	Member, Full-Time	August 2015	August 2018

Russell, Tiisetso	Landlord & Tenant Board	Member, Full-Time	May 2016	May 2018
St. Lewis, Joanne	Criminal Injuries Compensation Board	Member, Part-Time	January 2017	January 2019
Sanderson, Douglas	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	January 2011	January 2021
Sandomirsky, Janice	Human Rights Tribunal of Ontario	Member, Part-Time	August 2008	August 2018
Sangmuah, Egya Ndayinanse	Landlord & Tenant Board	Vice Chair, Full-Time	January 2007	August 2019
Savoie, Guy William	Criminal Injuries Compensation Board	Vice Chair, Full-Time	April 2017	April 2019
	Landlord & Tenant Board	Vice Chair, Full-Time	May 2001	April 2017
Scott, Jennifer A.	Child & Family Services Review Board/Custody Review Board	Associate Chair, Full-Time	February 2017	February 2019
	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	July 2009	September 2022
	Ontario Special Education Tribunal (English)	Associate Chair, Full-Time	April 2017	February 2019
	Ontario Special Education Tribunal (French)	Associate Chair, Full-Time	April 2017	February 2019
Sengupta, Jayashree	Child & Family Services Review Board/Custody Review Board	Vice Chair, Full-Time	July 2014	January 2018
	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2008	January 2018
	Ontario Special Education Tribunal (English)	Member, Part-Time	August 2012	January 2018
Sheehan, Brian	Human Rights Tribunal of Ontario	Member, Part-Time	August 2008	August 2018
Slotnick, Lorne	Human Rights Tribunal of Ontario	Member, Part-Time	September 2008	September 2018

Solomon, Anna	Landlord & Tenant Board	Member, Full-Time	May 2016	May 2018
Soo, Michael	Landlord & Tenant Board	Member, Full-Time	January 2007	July 2020
Spears, Linda	Criminal Injuries Compensation Board	Member, Part-Time	June 2007	June 2017
Spekkens, John (Johannes) F.	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	November 2010	November 2020
	Criminal Injuries Compensation Board	Member, Part-Time	April 2016	April 2018
Steele, Denise	Landlord & Tenant Board	Member, Part-Time	February 2018	February 2020
Stein, Bernard	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	October 2016	October 2018
Stevens, Lisa M.	Landlord & Tenant Board	Member, Full-Time	November 2009	November 2019
Sullivan, Dawn	Landlord & Tenant Board	Member, Full-Time	January 2018	January 2020
Tassou, Maria	Criminal Injuries Compensation Board	Associate Chair, Full-Time	June 2007	April 2018
Truemner, Mary	Human Rights Tribunal of Ontario	Vice Chair, Full-Time	September 2008	September 2018
Usprich, Mariam Elizabeth	Landlord & Tenant Board	Vice Chair, Full-Time	March 2006	August 2020
Van Delft, Jonelle	Landlord & Tenant Board	Vice Chair, Full-Time	November 2004	June 2020
	Social Benefits Tribunal	Vice Chair, Full-Time	February 2015	June 2020
Wallace, Karen	Landlord & Tenant Board	Vice Chair, Full-Time	December 2006	February 2019
Walsh, Helen	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2019
Watson, Sylvia	Landlord & Tenant Board	Member,	June 2009	June 2019

Nancy		Full-Time		
Webster, Jennifer	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2019
Whist, Eric	Human Rights Tribunal of Ontario	Member, Part-Time	September 2008	September 2018
White, Wendell *	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	March 1999	September 2017
	Human Rights Tribunal of Ontario	Member, Part-Time	August 2017	January 2018
Whitmore, Dale	Landlord & Tenant Board	Member, Full-Time	July 2016	July 2018
Whittick, Shelby	Landlord & Tenant Board	Member, Full-Time	May 2016	May 2018
Wickett, Dawn	Criminal Injuries Compensation Board	Member, Part-Time	June 2007	June 2017
	Social Benefits Tribunal	Member, Full-Time	July 2016	July 2018
Wiggins, Ailsa	Human Rights Tribunal of Ontario	Member, Part-Time	August 2008	August 2018
Wildman, L. Kurt	Landlord & Tenant Board	Member, Part-Time	May 2016	May 2018
Wong, Mary	Child & Family Services Review Board/Custody Review Board	Member, Part-Time	May 2007	May 2017
Yaacov, Marie-Claude	Social Benefits Tribunal	Member, Part-Time	May 2016	May 2018
Young, Brenda	Human Rights Tribunal of Ontario	Member, Part-Time	February 2017	February 2018
Zemel, Ma'anit	Landlord & Tenant Board	Member, Part-Time	April 2016	April 2018

* Members who left SJTO prior to March 31, 2018 either as a result of their term ending or to take on new opportunities.

Note: Members may be appointed to more than one tribunal.

