



Ontario Land Tribunal

Annual Report

2024-25

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June 30, 2025

The Honourable Doug Downey
Attorney General of Ontario
Ministry of the Attorney General
720 Bay Street, 11th Floor
Toronto, Ontario
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Dear Attorney General Downey:

Re: Ontario Land Tribunal 2024-25 Annual Report

On behalf of the Ontario Land Tribunal (OLT), we are pleased to submit to you our 2024-25 Annual Report. This report reflects the activities of the Ontario Land Tribunal for the fiscal year ending March 31, 2025, and presents a summary of our modernization efforts, along with key operational and financial information.

In 2024-25, the OLT issued 95% of its acknowledgement letters within 20 days of receipt of the appeal/application, exceeding its target of 85%. This achievement reflects the Tribunal's ongoing commitment to timely and efficient service delivery, particularly through the continued enhancement of its e-filing systems. Over the past fiscal year, the OLT also underwent a performance audit by the Office of the Auditor General of Ontario, and we are committed to addressing the Audit's recommendations and continuing to improve our organization.

The Ontario Land Tribunal remains dedicated to its mandate, and delivering modern, fair, responsive, accessible, effective, and efficient dispute resolution services that support strong, healthy communities and the public interest.

We look forward to continuing to work with you and your Ministry in the coming year.

Yours sincerely,

Michael Kraljevic
Chair
Ontario Land Tribunal

Cristina Boucinha
Executive Director
Ontario Land Tribunal

Ce document est également disponible en Français.

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Chair's Message

It is my pleasure to present the Tribunal's Annual Report for the 2024-25 fiscal year—a year marked by meaningful progress in strengthening the Tribunal's capacity, modernizing its operations, advancing strategic priorities, and improving access to justice for all users.

One of the most significant developments this year was the expansion of our electronic filing system (e-file). The updated platform now offers a more intuitive and accessible interface, enabling appellants, representatives, and approval authorities to file documents more efficiently. This digital transformation is a cornerstone of our broader commitment to service excellence.

The Tribunal has also implemented several initiatives to support greater efficiency and faster resolution of cases. A new procedure has been introduced to streamline the use of case management conferences as a first event in the case resolution process. This initiative has helped eliminate unnecessary procedural steps and, where appropriate, expedited the scheduling of merit hearings leading to faster resolutions.

The reorganization of a new Decisions Unit has also played a critical role in supporting timely and high-quality decision-making. By

leveraging internal expertise and adopting best practices in legal writing and analysis, the Unit has helped ensure that decisions are clear, consistent, and accessible. I would like to acknowledge the dedication of our Order-in-Council (OIC) appointees, whose expertise and commitment continue to uphold the integrity and fairness of our processes and decisions.

Finally, the increased number of cases referred to our mediation program—supported by expert mediators—has led to a higher rate of settlements and a more efficient approach to resolving disputes.

As we look to the future, we remain focused on innovation, accountability, and delivering justice that is timely, transparent, and responsive to the evolving needs of the public.

Sincerely,



Michael Kraljevic

Chair

Ontario Land Tribunal

“One of the most significant developments this year was the expansion of our electronic filing system (e-file). The updated platform now offers a more intuitive and accessible interface, enabling appellants, representatives, and approval authorities to file documents more efficiently. This digital transformation is a cornerstone of our broader commitment to service excellence.”

Executive Director's Message

As I reflect on my first nine months as Executive Director of the Ontario Land Tribunal (OLT), I am proud of the progress we've made in strengthening our operations, enhancing service delivery, and fostering a supportive and inclusive workplace. This year has been one of transformation and learning, marked by collaboration, innovation, and a shared commitment to continuous improvement.

A key milestone was the Auditor General's performance audit of the OLT, which provided valuable insights and affirmed the importance of transparency, accountability, and efficiency in our processes.

From reviewing and updating our Rules of Practice and Procedure to improving case management and administrative functions, we are committed to applying lean concepts and methodologies to streamline workflows and improve outcomes for the public we serve.

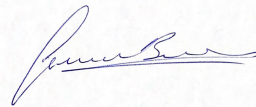
The Tribunal is also embracing increased digitization, as reflected in the three upgrades to our case management and e-file platforms, and the planning currently underway to migrate

our website to the Microsoft Azure platform, which will further enhance the capabilities, safety, and accessibility of our online services.

Internally, we continue to prioritize employee wellbeing and engagement. Feedback from staff has been used to inform improvements to practices including internal communications, learning, and development. We remain focused on fostering a people-first organization that is inclusive, respectful and high performing.

I am grateful to our dedicated staff, adjudicators, and leadership team for their resilience and commitment. Together, we are building a stronger, more responsive Tribunal—one that is ready to meet the evolving needs of Ontarians.

Sincerely,



Cristina Boucinha
Executive Director
Ontario Land Tribunal

“The Tribunal is also embracing increased digitization, as reflected in the three upgrades to our case management and e-file platforms, and the planning currently underway to migrate our website to the Microsoft Azure platform, which will further enhance the capabilities, safety, and accessibility of our online services.”

Who we are

The Ontario Land Tribunal (OLT) is an independent, non-crown provincial agency established by government on June 1, 2021, under the authority of section 2 of the *Ontario Land Tribunal Act, 2021*. We provide an independent forum to resolve complex matters related to land use in Ontario within the legislative framework set by the province.

As an alternative to the courts, we provide a timely and fair avenue to appeal decisions related to planning, environmental and natural features, heritage protection, expropriated land valuation, land compensation, mining, municipal finance, and other related matters.

Through our adjudicative and mediation processes, we provide access to justice and principled resolution of the matters brought before us.

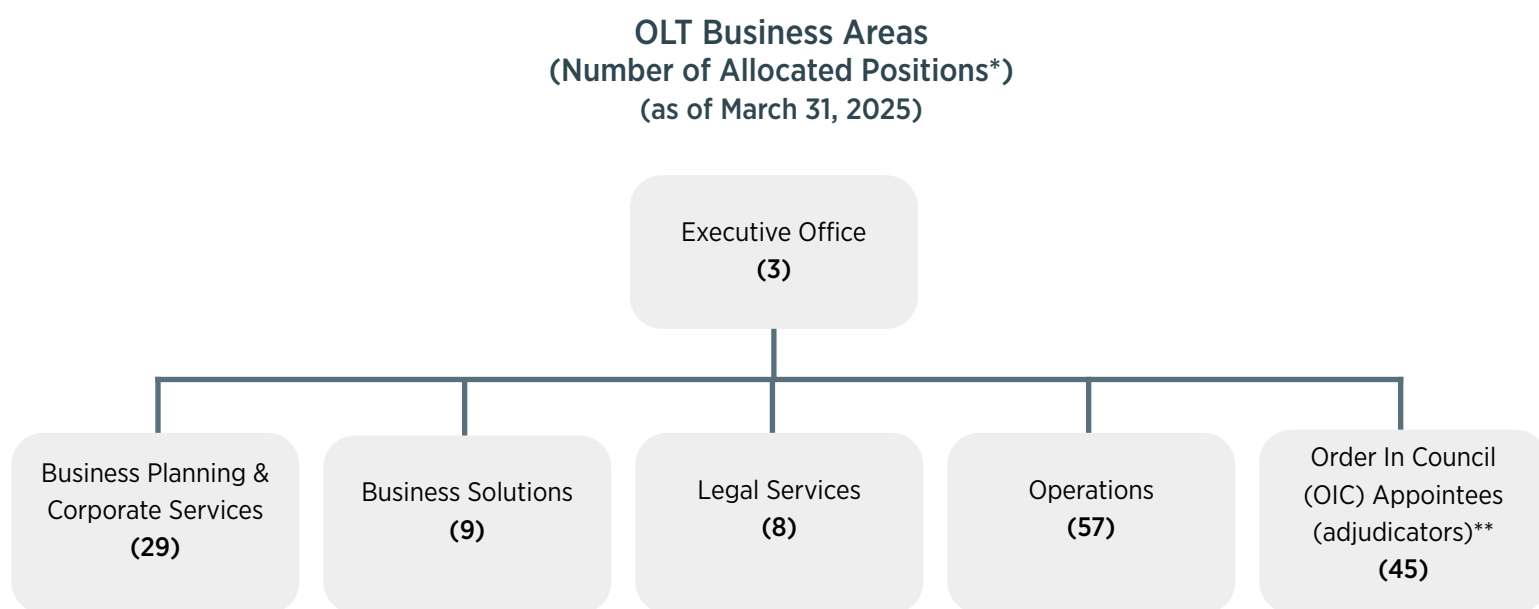
Organizational Structure

The OLT is led by the Chair and an Executive Director .

The Chair provides strategic direction to the OLT and is accountable to the Attorney General for the OLT's performance, including the recruitment of adjudicators, who conduct hearings and make decisions on OLT cases. After a competitive, merit-based process, these adjudicators are appointed by the Lieutenant Governor in Council and report to the Chair. Only candidates recommended by the Chair can be appointed as OLT adjudicators.

The Executive Director oversees the OLT's business operations and is accountable to the Deputy Attorney General. The Executive Director supports the Chair in implementing policies and operational decisions. Tribunal staff are Ontario Public Servants who report directly to the Executive Director.

In 2024-25, the Tribunal had a total of 151 allocated full-time staff and Order-in-Council (OIC) appointee positions. Below is a breakdown of staff and appointee positions by OLT business area..



* These numbers indicate full time employment allocation

** See the Appendix for a complete list of appointees.

As OPS employees, compensation for OLT management and staff is governed by the OPS Compensation Directive. Compensation for OIC appointees is set out in the Agencies and Appointments Directive.

2024 Performance Audit

During this fiscal year, the Office of the Auditor General of Ontario (OAGO) conducted a performance audit of the Ontario Land Tribunal (OLT) to evaluate its efficiency, use of public funds, and effectiveness in fulfilling its mandate. The final report, released on December 3, 2024, confirmed that the OLT consistently resolves disputes in accordance with its legislative framework. It also included 18 recommendations—12 directed at the OLT and 6 at the Ministry of the Attorney General—focused on enhancing access to justice, strengthening the appointments process, and improving operations.

In response, the OLT has developed a comprehensive plan to address the recommendations within its mandate. Working collaboratively with the Ministry of the Attorney General, the Tribunal has begun establishing timelines and identifying key actions to implement the recommendations. This work reflects OLT's commitment to continuous improvement, accountability, and delivering high-quality service to the public.

Updated Rules of Practice and Procedure

From August 20, 2024, to September 27, 2024, the Tribunal held a public consultation on proposed changes to its Rules of Practice and Procedure, which included:

- introducing a mandatory requirement for municipalities and other approval authorities to forward appeals through OLT's newly launched e-file portal,
- revision of the process for expropriation costs,
- requiring parties requesting a review of a Tribunal decision to serve the request on all parties, and
- expanding the list of appeal types where sheltering is applicable.

Following its review of feedback received during the consultation process, the Tribunal's updated Rules were put into effect on December 2, 2024.

Operational Highlights

The OLT is on a journey to embed “lean” principles and methods into the organization, starting with building knowledge at the staff and leadership levels. Most OLT staff and management have completed foundational white-belt training, and yellow-belt training opportunities are being actively promoted. As our capacity in lean principles strengthens, so does our application of these principles into our work. These efforts are particularly evident in areas such as case intake, document processing, and internal communications—where staff-led improvements have contributed to more efficient and responsive operations and service delivery.

Digital Transformation

The OLT recognizes the importance of accessible and easy-to-use digital services. To better serve the public, the OLT has continued to enhance and expand its digital capabilities for both internal processes and public-facing products.

The E-file Portal

OLT’s e-file portal, which launched in 2024, provides a common environment for appellants to submit their appeals and for approval authorities to manage and remit the appeals directly into OLT’s case management system. The portal makes use of smart form technology and offers an efficient and convenient way for users to prepare and manage appeal/cases and submit related documents electronically to the Tribunal. Since its launch, 209 municipalities have registered to use the e-file platform, with new registration requests underway. Most of the Tribunal’s highest-volume municipalities are now registered for e-file. Going forward, this will result in the majority of appeals and cases being received digitally. This transition not only saves time during file intake but also expedites the time to hearings.

In 2024-25, OLT delivered three system updates (releases) that improved the functionality, usability, and overall user experience of the e-file system for both appellants and approval authorities. These releases addressed user feedback and included:

Enhanced form functionality: A redesigned PDF template was introduced for the approval authority and appellant forms, along with additional data fields. Enhancements to usability and validation functions help ensure greater accuracy and completeness of submissions.

Expanded user interface views: Additional online views were added for both appellants and approval authorities. These views provide tailored access to relevant information and improved navigation, enabling users to track and manage submissions more easily.

New download functionality for approval authorities: A new feature allows approval authorities

to download all documentation stored within the system. This supports more efficient review and record-keeping processes and improves access to documentation without reliance on manual or external steps.

Enhanced search capabilities: Search functionality was improved for all users, allowing more flexible, accurate and faster retrieval of information.

Enhanced identification of third-party appeals: A new question helps identify third-party appellants and flag potentially invalid appellants.

Enhanced access to e-file documentation: Appeal and case confirmation emails and PDFs (appellant form and approval authority form) are stored and accessible in e-file. All documents uploaded by the appellant and approval authority are available for approval authority users to view in e-file after filing, providing better record-keeping and data management.

Increased transparency: Registered users are copied on appeal and case filing emails, ensuring transparency in the filing process.

Electronic signature functionality for appellants or their representatives: Providing an electronic signature directly within the e-file portal reduces the need for printing, scanning or mailing documents and meets legal requirements.

Case Management System (OLTIS)

As part of our ongoing commitment to improving case processing efficiency and staff support, the OLT delivered several key enhancements to the OLT's Case Management System (OLTIS). These improvements addressed both usability and functionality, enabling more streamlined workflows and improved data integrity. Key enhancements included:

Enhanced mapping functionality for joint appellants, representatives, joint representatives, and contacts: This improves case clarity, communication tracking, and administrative efficiency.

Usability enhancements: These include expanded data fields in the 'All Events' view, and updates to the OLTIS admin panel, making it easier for staff to access, manage, and act on critical case information.

Scheduler's view and data entry field improvements: These provide a more intuitive interface for scheduling and streamlined data input to reduce manual errors and support faster, more effective case coordination.

Data Analytics

Building on our existing data analytics reports and dashboards, we enhanced reporting capabilities to deliver more targeted, actionable insights for case management and operational oversight. Enhancements to existing reports and dashboards focused on improving usability, data accuracy, and visual clarity to support both day-to-day decision-making and strategic oversight.

Development of the OLT Annual Report and Quality Assurance dashboards for the Case Management team has also begun, with the aim of improving data quality and reporting for the upcoming fiscal year.

OLT Public Website

The OLT knows that Ontarians expect online services and simple access to information that can be accessed anywhere and anytime, and this includes being able to access a modern and an easy-to-navigate website. The OLT has continued to modernize its website with a focus on addressing user needs and usability, ensuring that information is relevant, accessible and easy to find and use.

Some significant updates in 2024-25 included:

E-file support: Addition of a [Case Type Chart](#) to guide users in selecting the correct case type for appeals submitted to the Tribunal. We added more information to our e-file pages to address common questions from users, and created a [Release Notes](#) page to keep e-file users informed of upgrades to the system.

In 2024, the OLT received approval to begin migrating the Ontario Land Tribunal's public-facing website to the Azure Cloud. This transition will improve scalability, security, and consistency by moving from a third-party provider with outdated legacy systems to the Ontario Public Service IT environment, while also allowing for future enhancements including improved tribunal decisions search capabilities.

The information below highlights the growing public engagement with OLT's online services over the last year:

	2023-2024	2024-2025	Analysis
Returning Users	17,000	18,600	↑1,600
New Users	61,000	88,000	↑27,000
Page Views	289,000	330,000	↑41,000
Total Sessions	143,000	179,000	↑36,000

The OLT remains committed to enhancing the experience of its users and we will continue to monitor and enhance our digital services for the Ontario public.

Operational Process Improvements

Revised Case Management Conference Process

A new process was introduced in September 2024 requiring staff to critically assess—using established criteria and direct collaboration with the parties involved—whether a first event Case Management Conference (CMC) should be scheduled. As a result, only 54% of OLT cases had a CMC scheduled as a first event in the last two fiscal quarters, compared to an average of 64% in the previous six quarters. This initiative has helped eliminate unnecessary procedural steps and, where appropriate, expedite the scheduling of merit hearings. This change has helped to streamline the case management process, reduce unnecessary events, and lead to faster resolutions.

Administrative Closure Protocol

In 2024-25, the Tribunal implemented a formal protocol to standardize the handling of inactive cases across all OLT cases. Previously, an administrative closure process was applied only to legacy cases. The new protocol allows staff to close a case after 90+ days of inactivity from the parties. Tribunal cases may be inactive due to a variety of reasons, such as awaiting files or documents, ongoing settlement discussions or final order conditions. Following the enactment of the protocol, once the case is marked administratively “Closed” in the case management system, it is removed from the active caseload, enabling accurate reporting on active cases and optimizing resources. Administratively Closed cases can be reopened upon party request for final resolution as necessary.

Creation of Decisions Unit

In early 2024, the OLT introduced a dedicated Decisions Unit within its Case Management Branch to enhance the efficiency of the decision-writing process. In 2024-25, this unit became fully operational. Led by a Deputy Registrar, the Unit works closely with the Executive Office, case processing staff and adjudicators to ensure decisions are:

- clear, concise, and well-reasoned
- consistent with OLT decision writing standards
- issued in a timely manner – aligning with OLT performance targets

Legislative changes

During the year, the OLT monitored and managed the impacts on the Tribunal's caseload resulting from the amendments introduced by *Bill 185, Cutting Red Tape to Build More Homes Act, 2024*.

OLT made changes to its appeal process to comply with key legislative amendments, including:

- Limiting third-party appeals to the OLT
- Removing planning responsibilities from certain upper-tier municipalities
- Eliminating the fee-refund mechanism introduced by Bill 109
- Introducing a “use it or lose it” process to address stalled development

Ontario Land Tribunal Public Satisfaction Survey

In 2024 the Tribunal tested a public satisfaction survey to gauge the clarity of its appeal process, the efficiency and accessibility of hearing processes, the timeliness of decision-making, and overall public satisfaction with its services.

It featured 24 questions and was available on the OLT website, where it was promoted through the carousel and blog sections. Additionally, the survey link was included in Tribunal decision emails and in communications from Public Inquiry and Citizen Liaison staff. Participation was both anonymous and voluntary, and responses were not linked to any case files.

From March 22, 2024, to March 31, 2025, the Tribunal received 88 survey responses. However, only 46 respondents completed the survey in full, resulting in a 52% completion rate. Also, several respondents provided answers that were not directly relevant to the questions asked.

Most survey respondents were not appellants, but rather participants in the appeal process—such as representatives, observers, or other stakeholders. Under the legislative changes introduced by Bill 185, the scope for third-party participation in OLT hearings has been significantly narrowed. As a result, many individuals and groups no longer have the right to file appeals or be directly involved in hearings, and they used the survey as a platform to express their issues with this change.

The survey results suggest that many respondents felt neutral about the Tribunal's processes, indicating neither strong satisfaction nor dissatisfaction. Key areas identified by respondents for improvement include:

- simplifying the submission process
- accelerating the scheduling of hearing events
- reducing the time it takes to issue decisions

These areas correlate directly with the OLT's performance measures and improvement efforts, and we are committed to improving our processes and performance in these areas. At the end of the fiscal year, the Tribunal closed the survey to analyze the results. To enhance future engagement with the survey and quality of input collected, the Tribunal is currently reviewing and refining the survey's design and distribution strategy. During this review period, the survey is unavailable. Once updated, it will be reposted on the website and promoted through the appropriate channels.

Mediation

OLT's mediation program continues to receive positive feedback from participants and stakeholders alike. In the recent performance audit by the Office of the Auditor General (OAGO), auditors noted that "multiple stakeholders found mediations to be a useful tool for resolving appeals faster and more efficiently." They also noted that mediation can reduce significant legal fees involved in hiring lawyers and experts, and improve access to justice, while helping to lower the Tribunal's adjudication caseload. Following the recommendations of the Audit, the OLT will continue to strengthen its processes to increase the number of cases referred to mediation, while also creating performance measures to monitor and report on the effectiveness of the program.

Over the last year, OLT mediations have been primarily conducted by seasoned external mediators with expertise in land-use planning, expropriations, land compensation, municipal finance, and other related matters. Internal OLT adjudicators also mediate cases involving expropriation and former Board of Negotiation matters when appropriate. In recent years, OLT has expanded the mediation program to include financial instruments such as development charges, park levies, community benefits, and land expropriation, as well as complex or politically sensitive cases subject to rehearing and court proceedings.

In the last three years, the number of mediations conducted by the OLT has increased by 87%, with a 92% success rate. Unlike a litigated adjudication, where decisions are imposed, mediation helps

parties reach mutually agreeable solutions. This approach reduces contention, supports long-term co-operation and shortens case timelines. Through mediation, the OLT can resolve cases faster and reduce hearing times. Even when mediation does not result in a full settlement, it often narrows the scope of issues in dispute, which helps streamline the hearing process. As a result, demand for mediation services has continued to grow each year.

Successful Mediations by Fiscal Year

	Successful Mediations	Success Rate	Estimated Hearing Days Saved
FY 2022/23	36 out of 38	95%	498
FY 2023/24	52 out of 61	85%	643
FY 2024/25	68 out of 71	96%	913

Caseload Statistics

Legacy Tribunal Caseload Statistics

As of March 31, 2025, 95% of the Tribunal’s legacy cases have been closed. Legacy cases are those that were filed with the predecessor tribunals, including the former Ontario Municipal Board (OMB), prior to the establishment of the OLT. When established in June 2021, the Tribunal inherited over 1,600 cases from its predecessor tribunals.

The below table summarizes the active legacy caseload at the beginning of the fiscal year, the number of cases resolved, and the active caseload at the end of the fiscal year.

Tribunal	# of Cases on April 1, 2024	# of Cases Resolved	# of Cases on March 31, 2025
CRB	3	3	0
ERT	1	1	0
LPAT (including OMB)	273	200	73*
MLT	1	1	0

*This total excludes child cases, which are grouped with a lead case for more efficient case management. For example, a development needing multiple approvals (like an Official Plan Amendment and a Zoning By-law Amendment) is treated as one group. The total number of legacy cases remaining, including child cases, is 107.

OLT Caseload Statistics for the period of April 1, 2024 to March 31, 2025

Case Type	Opening Cases*	Opening Appeals*	Received Cases	Received Appeals	Resolved Cases	Resolved Appeals	Active Cases	Active Appeals
Aggregates	11	11	6	6	8	8	9	9
Consent*	81	81	28	28	52	52	57	57
Consent to Sever Land**	0	0	66	66	29	29	37	37
Development Charges	37	63	35	103	20	36	52	130
Environmental Bill of Rights	1	2	5	7	4	6	2	3
Environmental-MECP	22	25	20	37	16	22	26	40
Expropriation/ Land Compensation	202	202	116	116	101	101	217	217
Expropriation/Hearing of Necessity	11	14	18	23	21	29	8	8
Heritage & Archaeology licensing	58	59	43	48	35	37	66	70
Mining & Lands Appeals	11	11	15	15	10	10	16	16
Minor Variance	108	112	151	149	151	151	108	110
Motion	0	0	1	1	0	0	1	1
Municipal and Miscellaneous	132	308	50	53	63	104	119	257
Niagara Escarpment Hearing Office Appeals	19	48	11	13	13	30	17	31
Official Plan/ Amendment	337	677	181	285	180	306	338	656
Ontario Water Resources Act appeals	0	0	1	1	0	0	1	1

Case Type	Opening Caseload	Opening Active Appeals	Received Cases	Received Appeals	Resolved Cases	Resolved Appeals	Active Cases	Active Appeals
Plan of Subdivision/ Condominium	104	104	58	58	44	44	118	118
Site Plan	79	79	44	45	32	33	91	91
Zoning By-law/ Amendment	572	875	253	281	285	358	540	798
Total	1827	2713	1102	1335	1069	1361	1860***	2687

*The OLT continues to refine its data management practices, and this has resulted in minor adjustments to caseload metrics, whereby the number of open cases and appeals for FY 24/25 does not exactly match the number of active cases and appeals at the end of FY 23/24 reported in the previous annual report.

**Consent case type was updated to Consent to Sever Land during fiscal year.

*** This total includes Child Cases, which are grouped with a lead case for more efficient case management. For example, a development needing multiple approvals (like an Official Plan Amendment and a Zoning By-law Amendment) is treated as one group.

The Tribunal received a variety of cases during the past fiscal year with similar intake numbers as recent years. Consistent with previous years, appeals of Official Plan Amendments (OPAs) and Zoning Bylaw Amendments (ZBAs) made up the largest proportion of case intake totals. Of note is the increase in Expropriation cases, which now make up over 10% of the Tribunal's caseload.

Performance Measures and Targets

OLT currently has three public performance measures, which are designed to assess and report on the OLT's key objective of delivering timely and efficient dispute resolution services. The OLT is continuing to refine and expand its performance measures and identify additional metrics and benchmarks as necessary.

Time to issue acknowledgement

Starting in fiscal year 2024-25, the OLT began to measure the time from receipt of an initial appeal/application until the issuance of the acknowledgement letter.

In 2024-25, the OLT issued 95% of its acknowledgement letters within 20 days of receipt of the appeal/application, exceeding its target of 85%. This reflects the Tribunal's focus on facilitating timely management of files. An acknowledgement letter is only issued after the Tribunal has completed its initial screening to confirm that the documents filed to initiate a proceeding are complete, accompanied by the required fee, and in compliance with the relevant statutory requirements.

Time to first hearing event

In 2024-25, the OLT scheduled 76% of first hearings within 120 days, falling short of its target to do so in 85% of cases. However, this was a 7% improvement over the previous year, reflecting the impact of additional resources allocated to OLT scheduling and planning departments, as well as the appointment of more Tribunal Members.

Time from end of hearing until decision

In 2024-25, OLT issued 63% of decisions within 30 days and 77% within 50 days, falling short of its targets of 80% and 90% respectively. This performance must be understood in the context of recent legislative changes introduced by Bill 185 that came into effect in June 2024, which limited third-party appeals. As a result, the Tribunal's caseload now consists of a higher proportion of complex appeals, such as those involving municipalities, developers, and legal counsel. These cases typically require more time for deliberation and decision writing.

Although OLT did not meet its decision issuance target, its performance has improved 13% from the previous year when 50% of decisions were issued within 30 days. This improvement is attributed in part to the introduction of a dedicated Decisions Unit in February 2024, which became fully operational over the course of the 2024-25 fiscal year. Led by a Deputy Registrar, the Unit works closely with members and the Executive Office to resolve any operational issues in the decision issuance process and to ensure decisions are issued in a timely and effective.

People and Culture

The OLT remains focused on fostering an environment and culture where staff and adjudicators feel valued and recognized for their contributions to the organization's success. Ensuring fair treatment and equitable access to opportunities for every person across all levels of the organization is a priority.

Recruitment

Over the fiscal year, the OLT has remained focused on filling staffing positions, and OIC vacancies as a means to strengthen its capacity to schedule hearing events and issue decisions faster.

Recruitment for Members is conducted in accordance with the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009*, which requires a competitive and merit-based selection process. It also stipulates that nobody shall be appointed or reappointed to an adjudicative tribunal unless the chair of the tribunal recommends it. The OLT Chair assesses candidate qualifications and makes recommendations of new members to Ontario's Attorney General.

OLT is committed to fair and inclusive, barrier-free hiring practices for its staff. This includes ensuring that the recruitment process and interviews are conducted using consistent, structured, and objective criteria and processes. To promote fair and inclusive hiring practices of staff, OLT employs the following measures:

- **Inclusive Job Ads:** uses inclusive language and includes a statement that expresses OLT's commitment to diversity, inclusion, and accessibility.
- **Objective Résumé Screening Criteria:** uses clear and consistent evaluation criteria for résumé screening and interview selection, focusing on job-related skills, experience, and qualifications.
- **Objective Interview Questions and Assignments:** ensures all interview questions and assignments directly relate to the key job requirements.
- **Accessibility/Accommodation:** ensures that the job application process is accessible and providing reasonable accommodations for candidates with disabilities.

Member Professional Development

Professional development is a key priority at the OLT. The organization is committed to equipping its OIC members with the administrative justice tools, legislative knowledge, and support they need to administer a fair, consistent, and efficient dispute resolution process, and deliver decisions that are clear, concise, and well-reasoned.

OLT has a comprehensive onboarding program for new members, featuring training sessions facilitated by OLT's Chair, Vice Chairs, Members, Registrar, and Legal Counsel, along with expert presenters. The program includes online modules, self-directed learning, and job shadowing to ensure members are well-prepared for their roles.

Learning needs are regularly assessed and also informed by the results of performance evaluations. Based on these assessments and input from OLT's Professional Development Committee, individualized training plans are developed, and group training sessions for all members are planned and delivered throughout the year. Members also receive guidance and support from OLT's legal services branch, the Chair and from more seasoned members on OLT's roster.

To further support ongoing professional development, OLT maintains an extensive digital learning library containing informational content, guides, toolkits, and self-paced modules. This library is regularly updated to reflect legislative and policy changes, address knowledge gaps, and aid adjudicators in their work.

Staff Professional Development

Staff learning and development is a key priority for the OLT. In addition to individualized staff-led learning plans, the OLT actively promotes organization-wide learning opportunities. Weekly emails on upcoming learning events are sent to employees on a range of topics, including:

- Diversity and Inclusion
- Health and Wellness
- Career and Leadership Development
- Communications
- Policy Analysis and Research
- change and Project Management
- Computers and Technology

Staff are encouraged to seek training in the topics that interest them and in line with their learning and development goals and plans.

Furthermore, all OLT staff are required to complete the following courses:

- *San'yas Indigenous Cultural Safety Training Program:* An eight-week training program designed to increase knowledge, enhance self-awareness and strengthen the skills of those who work directly and indirectly with Indigenous people. This training is an important part of the OPS commitment to reconciliation.

- Anti-Racism Competency and Capacity (ARCC) Module 1: Exploring the Roots of Racism training.
- Accessibility training modules required to increase knowledge on the requirements under the Accessibility for Ontarians with Disabilities Act (AODA) and the integrated Accessibility Standards Regulation (IASR).
- Respectful Workplace Policy and Workplace Discrimination and Harassment Prevention Program: Digital Awareness Module
- Workplace Violence Prevention
- Cyber Security Basics: Combating Cyber Threats, and Information Classification
- Vicarious Trauma: raise awareness about vicarious trauma and support managers to effectively address vicarious trauma in the workplace.
- French Language Services (FLS) training as part of OLT's onboarding.

Inclusion and Employee Well-Being

As reflected in the 2024 Employee Experience Survey results, OLT continues to make meaningful progress in building a safe, respectful, and healthy workplace. Creating an environment that values continuous learning, inclusion, and service excellence is an ongoing effort—one that requires collaboration and shared commitment across the organization.

In 2024-25, the Ontario Land Tribunal:

- Promoted awareness and development of anti-racist competencies among its leaders and employees by encouraging participation in educational opportunities. For example, OLT managers participated in an Implicit Bias Training Program to deepen their understanding of implicit bias and its impact on our work environment and effective strategies for addressing it.
- Arranged for managers to attend a Coaching 101 session to begin to strengthen this core leadership skill in support of a collaborative and supportive work environment.
- Trained staff and managers on the OPS Code of Conduct, to enhance staff and management's understanding and awareness of OPS EDI policies and confirm expectations for behaviour consistent with the Code of Conduct.
- Enabled engagement and team building through a range of inclusive social events organized by a diverse group of social committee members.
- Promoted the Mental Health and Well-Being Action Plan (MHWAP) and the Ministry of the Attorney General's Mental Health Strategy and Action Plan, which support the well-being of all ministry employees.
- Promoted and provided information about employee networks, diversity mentorships programs, OPS Health and Safety Services, the Employee and Family Assistance Program,

OPS Culturally Responsive Counselling Services and resources from the Centre for Employee Health, Safety and Wellness.

- Published a quarterly internal newsletter that celebrates staff achievements, provides updates on organizational initiatives, and features content contributed by employees on topics such as hobbies, culture, and traditions.

These efforts reinforce a workplace culture that values wellness, inclusion, and shared experiences.

Financial Summary

The OLT’s financials for the 2024-25 fiscal year are reported below, covering the period of April 1, 2024, to March 31, 2025.

The OLT is committed to continuous review and refinement of its business systems and processes, looking for efficiencies and cost-saving opportunities at every stage of the business planning and implementation process, and providing the highest quality of service to Ontarians.

Table 1: Ontario Land Tribunal Allocation and Expenditures

Expenditures	2023-24 Actual	2024-25 Actual
Salaries and Wages	\$12,397,122	\$13,702,988
Employee Benefits	\$1,634,907	\$1,996,693
Transportation and Communications	\$800,290 ¹	\$280,224
Services	\$3,223,153	\$3,684,720
Supplies and Equipment	\$148,105	\$61,551
Total²	\$18,203,577	\$19,726,176

¹ The Transportation and Communications actuals include a technology enhancement project, totalling \$601,506.

² OLT’s 2024-25 allocation of \$21.5886M includes the original Printed Estimates allocation of \$20.6355M and an in-year Treasury Board Order of \$0.9531M to fund 2024-25 salary increases related to Bill 124.

Table 2: Ontario Land Tribunal Revenue

Application Filing Fees	2023-2024	2024-2025
Ontario Land Tribunal	\$1,160,985	\$972,040

Table 3: Remuneration of Appointees to Adjudicative Tribunals and Regulatory Agencies

Remuneration rates for adjudicative tribunal appointees are established under the Agencies and Appointments Directive (AAD), Schedule B, which outlines compensation bands based on role and years of service. These rates were set in 2017 and continue to guide remuneration for both full-time and part-time appointees across Ontario's adjudicative and regulatory agencies.

Position	Full-Time Appointees (Annual Remuneration)			Part-Time Appointees (Per Diem Remuneration)			
	First 2 Years	Next 3 Years	Final 5 Years	First 2 Years	Next 3 Years	Final 5 Years	Prof & Labour
Executive Chairs	\$200,780	\$212,564	\$224,349		\$858		N/A
Chairs	\$174,184	\$186,621	\$199,059		\$744		\$788
Associate-Chairs	\$174,184	\$186,621	\$199,059		\$744		\$788
Vice-Chairs	\$136,545	\$146,311	\$156,077		\$583		\$788
Members	\$110,482	\$118,378	\$126,273		\$472		\$788

Table 4: Remuneration Paid to Ontario Land Tribunal's Full-Time and Part-Time Members

	2023-24	2024-25
Full-time OIC Remuneration	\$4,357,399	\$4,523,297
Part-time OIC Remuneration	\$476,255	\$440,034
Total	\$4,833,654	\$4,963,331

¹ Full-time OIC remunerations are included in Salaries & Wages actuals in Table 1

² Part-time OIC remunerations are included in Services actuals in Table 1

Appendix: Ontario Land Tribunal Appointees

Members of the OLT have continued to contribute to the ongoing improvement of the organization and the administrative justice system in Ontario.

Name	Position and Classification	First Appointed Date	Appointment End Date
Ackerman, Robert	Full-Time Member	29-Sep-22	28-Sept-27
Allam, Nehad	Full-Time Member	31-Aug-23	30-Aug-25
Andrews, Kurtis	Full-Time Member	25-Mar-21	24-Mar-26
Arnold, Debra	Part-Time Member	22-Dec-21	21-Dec-26
Best, Dan	Full-Time Member	17-Nov-22	16-Nov-27
Bobka, Sarah	Full-Time Member	22-Dec-21	21-Dec-26
Blais, Jean-Pierre	Full-Time Member	03-Nov-22	02-Nov-27
Braun, Shannon	Full-Time Vice Chair	22-Feb-24	21-Feb-26
Brown, David	Full-Time Member	03-Nov-22	02-Nov-27
Campbell, Jennifer	Part-Time Member	22-Dec-21	21-Dec-26
Chipman, Dale	Full-Time Member	17-Oct-19	16-Oct-25
Colbourne, Douglas	Part-Time Vice Chair	29-Apr-21	28-Apr-25
Cooke, Steven	Full-Time Vice Chair	22-Dec-21	21-Dec-26
Croser, Gwen	Full-Time Member	01-Dec-22	30-Nov-27
Crowe, Eric	Full-Time Member	25-Nov-21	24-Nov-26
deBoer, Steve	Full-Time Member	25-Nov-21	24-Nov-26
Denyes, Jackie	Part-Time Member	20-Apr-23	19-Apr-28
Dionne, Sharon	Full-Time Member	20-Apr-23	19-Apr-28
Dixon, Steven	Full-Time Member	20-Oct-22	19-Oct-27

Name	Position and Classification	First Appointed Date	Appointment End Date
Eisazadeh, Nazanin	Full-Time Member	03-Nov-22	02-Nov-27
Faghani, Yasna	Full-Time Member	08-Dec-23	07-Dec-25
Gold, Jennifer	Part-Time Member	01-Dec-22	30-Nov-27
Gopikrishna, Sabnavis	Part-Time Member	27-Apr-23	26Apr-25
Hardy, Carrie	Full-Time Vice Chair	22-Feb-24	21-Feb-26
Hewitt, Ken	Part-Time Member	08-Dec-23	07-Dec-25
Ingram, Gregory	Part-Time Member	08-Dec-22	07-Dec-24
Innis, Jennifer	Full-Time Member	15-Jun-23	14-Jun-25
Kraljevic, Michael	Full-Time Chair	11-Aug-22	10-Feb-28
Lavoie, Felix	Full-Time Member	01-Jun-23	31-May-25
Mason, Ashley	Full-Time Member	01-Jun-23	31-May-25
Mastoras, Steven	Full-Time Member	15-Dec-22	14-Dec-27
Menezes, Michael	Part-Time Member	08-Dec-23	07-Dec-25
Middleton, William	Full-Time Vice-Chair	20-Oct-22	19-Oct-27
Molinari, Carolyn	Full-Time Member	29-Sep-22	28-Sep-2
Morris, Warren	Part-Time Member	10-May-17	25-Jul-27
Ng, Tee Fung	Full-Time Member	10-Oct-19	09-Oct-25
Politis, George	Part-Time Member	11-Jan-24	10-Jan-26
Quesnel, Mathieu	Part-Time Member	11-Jan-24	10-Jan-26
Rajae, Bita	Full-Time Member	17-Feb-22	16-Feb-27
Ross, Gail	Part-Time Member	10-Aug-23	09-Aug-25

Name	Position and Classification	First Appointed Date	Appointment End Date
Sauve, Aaron	Full-Time Member	03-Nov-22	02-Nov-27
Sills, Mary-Ann	Full-Time Vice-Chair	25-Oct-19	25-Oct-25
Smith, Kurtis	Full-Time Member	20-Oct-22	19-Oct-27
Snowdon, Andrew	Full-Time Member	08-Dec-23	07-Dec-25
Steinberg, Robert	Part-Time Vice-Chair	03-Nov-22	02-Nov-27
Tomilin, Pavel	Full-Time Member	25-Nov-21	24-Nov-26
Tousaw, Scott	Full-Time Vice-Chair	20-Oct-22	19-Oct-27
Tucci, Carmine	Full-Time Member	17-Jan-20	16-Jan-26
Vincent, Sharyn	Full-Time Vice-Chair	09-Jul-20	08-Jan-28
Wilkins, Hugh	Full-Time Vice-Chair	29-Sept-22	16-Feb-27
You, Lyndsy	Full-Time Member	26-July-24	25-July-26