



Ontario Land Tribunal

Annual Report

2025-26

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June 30, 2026

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 2025-26 Annual Report

We are pleased to share the 2025-26 Ontario Land Tribunal's Annual Report for the fiscal year ending March 31, 2026. This report outlines the tribunal's continued modernization efforts and highlights improvements in service delivery along with key operational and financial information.

The tribunal delivered strong service results in 2025-26. Ninety-five per cent of acknowledgement letters were issued within 10 days of receiving an appeal or application, exceeding the service standard. Use of digital services also continued to expand, with more municipalities and approval authorities across Ontario now using electronic filing.

The tribunal also strengthened its mediation services to support earlier and more efficient dispute resolution. Additional mediation capacity introduced in January 2026 is improving access and supports timely, cost-effective outcomes for parties.

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

We look forward to continuing our 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

I am pleased to present the Ontario Land Tribunal's (OLT) Annual Report for the 2025–26 fiscal year. In a period of increasing demand for timely and accessible dispute resolution, the Tribunal continued to strengthen its capacity and improve how it delivers services to support access to justice.

At the front end of the case lifecycle, the OLT continued to exceed its service standard, with 95% of acknowledgement letters issued within 10 days of receiving an appeal or application, surpassing the target of 90% for the fiscal year. Building on this strong intake performance, two new Key Performance Indicators (KPIs) were introduced mid year to improve timelines through to resolution: reducing the average time to a first hearing to 90 days and the average time to issue a decision to 45 days.

These KPIs are supported by adjustments to notice and scheduling practices, and more effective and targeted use of Case Management Conferences, which help streamline early case events and advance matters more efficiently through the remainder of the lifecycle.

The tribunal also continued to expand its e file services, now used by 320 municipalities—70% of all approval authorities, including updates to increase the maximum upload size with support for ZIP files and to enable easier filing of related cases. The tribunal also introduced an AI Practice Direction to promote responsible use of emerging technologies.

Mediation services continued to expand and modernize this year, including updates to

our roster of expert mediators, refinements to rules of practice and procedure, and implementation of a new user experience survey. These changes have strengthened mediation as a core component of the OLT service model, and support cost-effective and timely outcomes for parties.

Combined, these initiatives support the achievement of OLT's strategic objectives and our mandate. In carrying out its mandate, the OLT remains steadfast in its commitment to modernization, optimization, and the delivery of excellent service to the public.

Sincerely,



Michael Kraljevic

Chair

Ontario Land Tribunal

Executive Director's Message

This reporting period reflects continued progress at the Ontario Land Tribunal in advancing modernization while strengthening service delivery, accountability, and employee engagement.

We successfully completed the sixth and final release of enhancements to the OLT's Case Management System (OLTIS), marking the end of the project implementation phase and the transition to steady state operations. Since its initial launch in 2021, OLTIS has evolved through multiple releases, culminating in Release 6 in March 2026, and will continue to be updated periodically to support the user experience.

Key enhancements included increased file upload capacity, improved contact management, and tools to improve case accuracy. These enhancements further strengthen digital access to tribunal services and support more efficient case management.

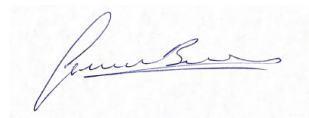
During the year, the tribunal refocused its strategic objectives to better guide decision-making and focus organizational priorities. As part of this work, strengthening organizational culture remained a key focus. Initiatives were undertaken to improve internal communication, enhance coordination across departments, and address lingering barriers stemming from the integration of the legacy organizations. Together, these efforts are supporting a more cohesive, collaborative, and responsive organization.

Following the Ontario Auditor General's 2024 performance audit, the tribunal has been focused on implementing the associated recommendations to strengthen transparency, accountability and operational efficiency. During 2025-26, the Auditor General's Office commenced its follow up work, and the tribunal submitted a comprehensive report

back in March 2026. Considerable progress has been made, reflecting sustained efforts across the organization to improve monitoring and reporting, case management processes and administrative practices. The actions undertaken to address the audit findings are reflected throughout this annual report and are described in greater detail in relevant sections.

Internally, employee engagement and well-being remained a priority. The tribunal achieved a 90% response rate to the 2025 OPS Employee Experience Pulse Survey, and 87% response to the 2026 Survey, reflecting strong staff participation. Survey results were reviewed and discussed by management and with all staff. Building on this work, the tribunal's newly established Employee Experience Forum, a cross organizational group of employee volunteers, is undertaking a deeper analysis and action planning using insights from the 2025 pulse survey and will update its plans to address results from the 2026 Employee Satisfaction Survey.

Our progress and achievements are a direct result of the ongoing commitment of tribunal members, staff and leadership. I thank them for their continued efforts and for upholding the tribunal's responsibilities with integrity, professionalism and care.



Cristina Boucinha
Executive Director
Ontario Land Tribunal

Who we are

The Ontario Land Tribunal (OLT) is an independent adjudicative tribunal established on June 1, 2021, under the authority of section 2 of the *Ontario Land Tribunal Act, 2021*. It provides an independent forum to resolve disputes related to land use in Ontario within the legislative and policy frameworks set by the province.

As an alternative to the courts, the tribunal hears appeals on planning, environmental and natural features, heritage protection, expropriated land valuation, land compensation, mining, municipal finance and other related matters.

Through its adjudicative and mediation services, the tribunal supports timely, fair and accessible resolution of disputes.

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. This includes recruiting adjudicators, who conduct hearings and make decisions on cases. Adjudicators are appointed by the Lieutenant Governor in Council through a competitive, merit-based process and they report to the Chair. Only candidates recommended by the Chair can be appointed as 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 2025-26, 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.

OLT Business Areas	Number of Allocated Positions* (as of March 31, 2026)
Executive Office	4
Business Planning and Corporate Services	19
Communications and Business Transformation	9
Business Solutions	10
Legal Services	9
Operations	55
Order In Council (OIC) Appointees (Adjudicators)**	45
TOTAL	151

* 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.

Updated Rules of Practice and Procedure

On August 24, 2025, we launched consultations on changes to our Rules of Practice and Procedure to enhance the way land-related appeals are managed in Ontario, making services more efficient and accessible. The enhancements to Rule 18 promote mediation and encourage early resolution of disputes, and the changes to Rules 25.6, 25.7 and 25.8 expand the Chair's powers for Requests for Review. These updates:

- changed the mandatory language of “will” and “shall” for mediation assessments in Rule 18.2 to the discretionary language of “may”
- clarified how a mediation is convened under Rule 18.2
- added a new Rule 18.3 to direct the parties to discuss participating in OLT mediation
- indicated in Rule 18.4 the difference between participation in OLT mediation and party status in a hearing
- expanded the Chair's powers in Rule 25.6(c)
- removed language from Rule 25.7 to clarify the Chair's powers following from the change to Rule 25.6(c)
- added a new ground of 25.8 to allow the Chair to amend planning instrument(s) of an earlier decision, approval or order if certain criteria are met

The updated Rules were put into effect on February 17, 2026.

Our Strategic Priorities

In fiscal 2025-26, we redefined our strategic pillars and objectives as follows:

- **Access to Justice:** Improving clarity, transparency and accessibility of tribunal services.
- **Modernization and Optimization:** Modernizing digital services and ways of working to meet evolving user expectations.
- **Operational Excellence:** Strengthening internal processes to support timely outcomes.
- **People and Culture:** Fostering an inclusive and respectful workplace.

Access to Justice

OLT Public Website

We continue to strengthen our website to better support user needs and access to services. Updates focused on simplifying information and making it easier to find, understand and use.

Key updates included:

- simplified and reorganized content to improve clarity and navigation
- plain language revisions to help users understand tribunal processes
- improved access to case information through the Case Status Portal, including:
 - the ability to search for related cases
 - access to Notices of Hearing
 - clearer decision and event information
- extended access to case information for closed cases from six weeks to two years

These changes support a more consistent and user-centred experience. They make it easier for users to locate information, understand requirements and complete key steps.

Enhancements were also made to strengthen cybersecurity resilience and support alignment with enterprise-wide measures to protect data including:

- strengthened access controls and account security
- implementation of multi-factor authentication
- enhanced monitoring to detect and respond to risks
- introduction of standard operating procedures to support consistent practices
- improvements to system environments to support secure testing and updates

The data below, based on the tribunal’s Google analytics dashboard, shows user activity across OLT’s online services over the past year. The tribunal continues to monitor usage patterns to support ongoing service improvements.

	2025-2026
Returning Users	17,160
New Users	82,627
Page Views	303,062

Total Sessions	161,158
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This year, we also completed an accessibility assessment of our website to identify opportunities for improvement. The results will help inform the scope of a planned website modernization in fiscal year 2026-27.

This project will ensure that the OLT website continues to meet user expectations and align with OPS digital standards. This initiative will focus on providing greater access to information, strengthening user-centered design, improving accessibility and further enhancing cybersecurity.

As part of this modernization effort, we will also be migrating our website's hosting environment from an external third-party service provider to the OPS Azure Cloud. This move will improve the website's scalability, security and operational stability, while enabling future enhancements, including improved search functionality for tribunal decisions.

Multi-year Accessibility Plan

Accessibility remains a priority under our strategic pillars, supporting access to justice and inclusive service delivery. We are committed to delivering services that respect dignity, independence and equal opportunity, and that enable full participation in tribunal processes.

To strengthen this commitment, we continued our work under the Multi-Year Accessibility Plan (2025–30), advancing initiatives to identify, prevent and remove barriers across hearings, digital services, public communications and the workplace.

This work aligns with the [Ontarians with Disabilities Act](#) (ODA), [Accessibility for Ontarians with Disabilities Act](#) (AODA), the Ontario Human Rights Code, the Canadian Charter of Rights and Freedoms and the [OPS Digital Accessibility Standard](#) (ODAS).

In keeping with this commitment, the tribunal maintains an Accessibility Policy, which is currently under review to ensure it remains current, aligned with legislative requirements and responsive to evolving best practices.

Key areas of focus include:

- providing accessible hearing environments across virtual, hybrid and in-person formats
- ensuring public-facing information is available in accessible formats and in both English and French
- delivering ongoing mandatory accessibility training for staff and adjudicators
- supporting inclusive hiring and workplace accommodations
- embedding accessibility considerations into procurement practices

- maintaining facilities that meet or exceed provincial accessibility standards

Accessibility and accommodation requests continue to be supported through the tribunal's Accessibility Coordinator, ensuring timely, responsive and barrier-free access to services for both the public and employees.

French Language Services

The Ontario Land Tribunal is committed to providing French language services in accordance with the *French Language Services Act* (FLSA). To support this commitment, we have a French Language Services Policy that helps ensure individuals and corporate entities have access to services in French, in accordance with their language rights.

Requests for French language services and related inquiries can be submitted through the tribunal's Accessibility Coordinator supporting accessible and responsive service delivery for French-speaking clients.

Modernization and Optimization

E-file Portal

The OLT's e-file portal, launched in 2024, provides a single online environment for submitting and managing appeals. Appellants can submit appeals and supporting documents electronically, while approval authorities can manage and remit the appeals directly into the tribunal's case management system (OLTIS).

The portal uses smart form technology and helps users complete submissions accurately and efficiently. Since launch, 320 municipalities have registered to use the e-file service, including most of the highest-volume municipalities. As adoption continues to grow, most appeals and cases are now submitted digitally. This shift improves efficiency at intake and expedites the time to hearings.

Case Management System (OLTIS)

OLTIS, launched in 2021, is our internal case management and information system. It supports the administration of cases by enabling the tracking of applications and appeals, document management, scheduling of hearings, assignment of adjudicators and access to case-related information for tribunal staff and authorized users.

E-file and OLTIS Enhancements

Between 2024 and 2026, we delivered six enhancement releases to e-file and OLTIS. These iterative updates improved system performance, functionality and usability, resulting in a more streamlined user experience. In addition, the releases have strengthened data accuracy, improved processing timelines and enhanced access to case information for internal and external users.

Key improvements for appellants and approval authorities

- **Larger file uploads:** Maximum upload size increased from 125 MB to 500 MB, with support for ZIP files. This allows users to submit complete records in a single step, reducing the need to transmit large files separately by email.
- **New expropriation fields/questions:** A new expropriation process-flow guides users through entering expropriation information, including mediation related questions that align with the Expropriation Mediation Request (EMR) form, supporting more consistent and complete data capture.
- **Flagging invalid or withdrawn appeals:** A new Validity Issue/Withdrawn status allows approval authorities to identify appeals with potential issues and forward them to the tribunal for review. This reduces unnecessary case creation by removing non jurisdictional or late appeals from the portal while still maintaining audit records.
- **Access to consolidated municipal records:** Appellants receive direct access to complete case records through e-file. They can download the Consolidated Municipal Record once a case is submitted. The record includes all case information and attachments uploaded by the municipality.

and appellants and remains available for ongoing access. This self-serve approach increases transparency, reduces the need to contact the tribunal or the municipality for record requests and improves efficiency.

- **Easier filing of related cases:** Users can copy case data to create related cases submissions reducing duplicative data entry and administrative burden.

Key improvements for Members

- **Mediation information displayed in case details:** Case details now display mediation interest and status to support early awareness when a party has expressed interest in mediation, formally requested it or where mediation has already occurred in the case.
- **Support for training and observation:** Members observing hearings can automatically access case information, hearing invitations and documents. Assigned members to a case can also see when observers have been added to a hearing event.
- **Governance and compliance:** Hearing invitations include conflict of interest prompts for members to support compliance requirements. This approach aligns with audit recommendations.
- **Improved correspondence tracking:** Updates to the correspondence log automatically synch with case documents ensuring up to date records and accurate information for members.

Key improvements for staff

- **Improved tracking of cases on hold and case visibility:** A new on hold sub-status improves visibility and tracking of paused cases. This addition provides staff with clearer insight into case status, supports consistent case management practices, and strengthens reporting and oversight of paused proceedings.
- **Stronger data validation and quality controls:** New data validation rules identify errors at the point of entry. This improves data accuracy and consistency, reduces the need for corrections and supports more reliable reporting.
- **Automated decision and order templates:** New templates for decisions and standalone orders can be automatically generated with case and event information. This reduces manual data entry and improves consistency.
- **Enhanced costs tracking:** New costs tracking feature added to the decisions record allows staff to keep information related to cost decisions, including the amount and whether costs were requested or granted. This supports more complete and consistent data tracking.
- **Improved mediation tracking:** New data fields and statuses support better tracking of mediation events and related activities. These changes improve oversight and support analysis and reporting on mediation use and outcomes.

Data Analytics

Improved analytics and reporting tools support more informed decision-making and oversight across the tribunal. Updated dashboards provide clearer, more accurate data and clarity in data visualizations, helping staff access targeted, actionable insights that support day-to-day operations, improvements and strategic planning.

Development of annual report and quality assurance (QA) dashboards for the case management team is underway to further strengthen data quality and reporting for the upcoming fiscal year. The integrity and consistency in data entry in OLTIS remains critical to support effective analysis of operational performance and decision making. QA reports are in place to identify and correct data entry errors in a timely and consistent manner. More work is planned to automate QA processes to streamline oversight and improve efficiencies.

Public Inquiries Phone System

On January 15, 2026, we migrated our public inquiry phone line to the Microsoft Teams Phone system, after reviewing our legacy voice services. This transition supports more efficient and flexible services and improves how we communicate and respond to inquiries.

The new system maintains key features, including call transfers, bilingual service options and voicemail, while introducing additional functionality. Staff can now manage availability, provide backup support to call queues, answer calls from any Teams enabled device and access shared voicemails through Outlook and Teams. Call histories are also available to support tracking and follow up.

This change reflects our ongoing commitment to modernizing our services, improving accessibility and ensuring clients receive timely, consistent and high-quality support.

Operational Excellence

Mediation Services Expansion

Since its establishment in 2021, the tribunal has provided mediation services to assist parties in resolving their matters. Since then, mediation has played an increasingly important role in resolving disputes early and efficiently. The tribunal provides two streams of mediation:

- **Simplified Mediation:** Conducted by OLT members, simplified mediation focuses on expropriation cases and the value of the land taken by an approval authority.
- **Formal Mediation:** Conducted by external mediators with extensive experience in land-use planning, expropriations, land compensation, municipal finance and other related matters. This experience allows mediators to conduct mediations on almost any matter under the tribunal’s jurisdiction.

Mediation provides an alternative to adjudication by supporting mutually agreeable resolutions. This approach reduces conflict, supports long-term co-operation and shortens case timelines. Even when a full settlement is not achieved, mediation often narrows the issues in dispute, helping to streamline hearing processes and reduce hearing times. A successful mediation is measured with the issuance of a settlement decision, withdrawal of an appeal or a narrowing of the issues in dispute. Demand for mediation services continues to grow. In 2025-26, the tribunal held 86 formal mediations and achieved a 98% rate of successfully mediating a resolution.

SUCCESSFUL FORMAL MEDIATIONS by Fiscal Year		
	Completed Mediations	Success Rate
FY 2023/24	52 out of 61	85%
FY 2024/25	68 out of 71	96%
FY 2025/26	83 out of 86	98%

SUCCESSFUL SIMPLIFIED MEDIATIONS by Fiscal Year		
	Completed Mediations	Success Rate
FY 2023/24	30 out of 41	73%
FY 2024/25	29 out of 35	83%
FY 2025/26	28 out of 32	88%

This past year we initiated a modernization and expansion plan to strengthen our mediation services and increase the number of cases referred to mediation.

The plan included:

- expanding the external mediation roster, through a competitive procurement process, to eleven mediators, including industry-renowned planners and lawyers with expertise in land use planning, development and expropriation
- updating mediation criteria and case management processes to more effectively identify suitable cases earlier and take a more proactive approach to canvassing parties about their mediation interest
- amending Rule 18 in the OLT's Rules of Practice and Procedure to allow mediation to be considered at any stage of the appeal process
- updating case correspondence and procedural orders templates to promote mediation as an early dispute resolution option
- developing a mediation participation survey, beginning April 1, 2026, to collect participant feedback and assess satisfaction with the mediation process
- increasing awareness and understanding of mediation services through website enhancements, stakeholder communications and outreach events.

Implementation of this plan resulted in 169 cases being identified for formal mediation in 2025-26, many of which are expected to undertake mediation sessions in the upcoming fiscal year. We also continue to strengthen performance monitoring by updating OLTIS to better track mediation related activities and improving reporting on mediation outcomes through new reporting tools.

Insights from the Mediation Participation Survey and performance monitoring will inform performance measures, service improvements and help position OLT's mediation program as a compelling, trusted and increasingly utilized option for parties seeking timely, collaborative and effective dispute resolution.

Decision-Issuance Process

The OLT Decisions Unit within the Case Management Branch continues to support the timely and quality issuance of tribunal decisions. The unit focuses on supporting members, streamlining decision issuance workflows and embedding best practices into day to day operations including:

- using decision templates
- improving scheduling coordination
- supporting adherence to OLT decision-writing guidelines

In 2025-26, improvements to reporting tools, including enhancements to the outstanding decisions report, provide more detailed data on trends and patterns, which support case management and decision-making to improve timely decision issuance.

Screening for Invalid Appeals at Intake

Screening for appeals outside the tribunal's jurisdiction is a critical function of the intake process. Appeals can be invalid for different reasons (e.g., late filing or no standing), depending on the relevant legislation. Bills 23 and 185 removed third-party appeal rights for certain applications and contributed to an increase in invalid appeals received by the tribunal.

In 2025-26, we introduced a new streamlined process to simplify the screening of invalid appeals. Standardized templates support consistent processes and procedural fairness for parties. These changes improved intake efficiency and increased staff capacity to process cases more effectively, allowing us to achieve a 95% success rate for case acknowledgements, exceeding the 90% standard.

Revised Case Management Conference Process

In 2024-25, we streamlined our hearings process to reduce unnecessary case management conferences (CMCs) scheduled as first events. In 2025-26, these efforts resulted in an 18% decrease in first-event CMCs compared to the previous year, while first-event merit hearings increased by 4%. This shift supports earlier movement to hearings and shortens the overall lifecycle of the tribunal's cases.

Legislative changes

Bill 185

Bill 185, which received Royal Assent on June 6, 2024, amended various statutes, including the *Planning Act*, *Development Charges Act*, *Municipal Act*, and the *City of Toronto Act*. Changes to the *Planning Act* affect who can file an appeal with the OLT and limit third-party appeals of certain municipal decisions. The Bill also removed planning responsibilities from seven upper-tier municipalities, which are no longer approval authorities for draft plans of subdivisions, Official Plan Amendments, Zoning Bylaw Amendments, consents, or minor variances.

Comparing 2024-25 to 2025-26, we received 17% fewer cases. During the same fiscal period, third-party zoning by-law amendment cases dropped by 53%.

Bill 98

[*Bill 98, Building Homes and Improving Transportation Infrastructure Act, 2026*](#) was introduced on March 30, 2026 and received Royal Assent on June 2, 2026. The Bill introduces further changes to land use planning and municipal legislation, including the *Planning Act*, *City of Toronto Act*, *Building Code Act*, *Development Charges Act* and *Municipal Act*.

Bill 98 does not propose changes to the Tribunal's mandate or procedures. However, it may affect the types of appeals filed and the evidence presented at hearings. This includes the standardization of Official Plans, with the transition date for most major municipalities to have their new Plans in effect being January 1, 2028. At the same time, the Province has also consulted on potentially significant

The introduction of the Bill also aligned with a Government announcement related to funding under the Canada-Ontario Partnership to Build. We will closely monitor the implementation of these legislative changes and initiatives and asses what, if any, impact they will have on the tribunal's processes and caseload. Where necessary, training, process changes, resource allocations and other projects will be initiated to adopt and implement these legislative changes.

AI at the OLT

Effective March 30, 2026, we implemented a new Practice Direction on the Use of Artificial Intelligence (AI) in tribunal proceedings. The Practice Direction applies to hearing events starting on or after that date and introduces a requirement for parties, participants, and witnesses to disclose the use of generative AI to create or generate content in documents prepared for proceedings.

The new AI declaration requirement promotes transparency and accountability, supports the integrity of the adjudicative process and reflects best practices adopted by courts and tribunals across Canada. It also aligns with the Government of Ontario's Responsible Use of Artificial Intelligence Directive.

While we do not prohibit the use of AI, the Practice Direction reinforces that adjudication remains a human responsibility. Tribunal Members do not use AI to make decisions or analyze evidence, and they remain fully accountable for their decision making. Individuals using AI are responsible for verifying the accuracy of all content, including legal authorities and factual assertions.

By establishing clear expectations for the responsible use of emerging technologies, the Practice Direction supports fair, effective and transparent proceedings while enabling innovation that enhances access to justice. We will continue to monitor the impacts of this practice direction, while continuing to consider AI-enabled capabilities to streamline processes, improve efficiency and achieve strategic objectives.

Caseload Statistics

Legacy Tribunal Caseload Statistics

As of March 31, 2026, 98% 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 table below 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, 2025	# of Cases Resolved	# of Cases on March 31, 2026
LPAT (including OMB)	73	43	30*

*This total excludes child cases, which are grouped with a lead case for more efficient case management. For example, a development requiring multiple approvals (such as 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 64, as of March 31, 2026.

** Legacy cases from the former CRB, ERT and MLT have been fully disposed as of the end of FY 2024-25.

OLT Caseload Statistics for the period of April 1, 2025 to March 31, 2026

Case Type	Opening Cases*	Opening Appeals*	Received Cases	Received Appeals	Resolved Cases	Resolved Appeals	Active Cases	Active Appeals
Aggregates	8	8	6	6	8	8	6	6
No Jurisdiction	0	0	1	1	1	1	0	0
Consent to Sever Land**	81	81	67	67	89	89	59	59
Development Charges	50	127	24	26	30	38	44	115
Environmental Bill of Rights	2	3	3	3	3	3	2	3
Environmental-MECP	23	37	13	15	12	12	24	40
Expropriation/ Land Compensation	219	220	107	107	146	146	180	181
Expropriation/Hearing of Necessity	8	8	29	29	20	20	17	17
Heritage & Archaeology licensing	65	69	32	32	57	57	40	44
Mining & Lands Appeals	15	15	3	3	9	9	9	9
Minor Variance	93	93	153	154	151	152	95	95
Motion	1	1	4	4	4	4	1	1
Municipal and Miscellaneous	116	253	68	70	113	245	71	78
Niagara Escarpment Hearing Office Appeals	15	26	16	52	15	42	16	36
Official Plan/ Amendment	334	660	195	233	215	240	314	653
Ontario Water Resources Act appeals	1	1	1	1	1	1	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	103	103	50	50	60	60	93	93
Site Plan	88	88	24	24	60	60	52	52
Site Plan Approval	35	35	0	0	18	18	17	17
Zoning By-law/ Amendment	506	763	231	309	311	322	426	750
Total	1763	2591	1027	1186	1323	1527	1467***	2250

*In 2025-26, we undertook targeted improvements to our data management and reporting practices. These actions were implemented to address inconsistencies in caseload reporting between fiscal years. As a result, caseload figures reported for 2025-26 reflect a more accurate and consistent methodology, with additional initiatives planned for implementation in 2026-27. We will continue to refine our data management practices to support accurate and transparent reporting.

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

*** Total includes Child Cases grouped under a lead case for efficient case management. For example, related approvals such as an Official Plan Amendment (OPA) and a Zoning By-law Amendment (ZBA) are treated as one group.

We experienced a small reduction in caseload pressures in the past fiscal year. Most categories saw minor to moderate decreases, with total caseload intake decreasing by 7% year over year. Case type composition continues to reflect past trends, with appeals of OPAs, ZBAs, Minor Variances and Expropriations making up the largest proportion (69%) of case intake.

We also worked to increase the number of cases that we resolved, disposing 17% more cases this fiscal compared to the previous fiscal year. A number of process changes contributed to this success. Implementation of the administrative closure protocol at the beginning of the fiscal year contributed 66% of the increase in case disposition (compared to the previous year).

New Performance Indicators and Targets

We currently have three public performance measures, which are designed to assess and report on our key objective of delivering timely and efficient dispute resolution services. We will continue to refine and expand our performance measures and identify additional metrics and benchmarks as necessary.

Time from receipt of initial appeal to issue acknowledgement

In 2025-26, the OLT issued 95% of its acknowledgement letters within 10 days of receipt of the appeal/application, exceeding our target of 90%. An acknowledgement letter is only issued after we have completed our initial screening to confirm that the documents filed to initiate a proceeding are complete, accompanied by the required fee, where applicable, and in compliance with the relevant statutory requirements. We continue to outperform our intake standard, ensuring that cases can be ready for scheduling in a timely manner.

Time from receipt of a case until the first hearing event

In 2025-26, the OLT scheduled 77% of first hearings within 120 days, falling short of our target to do so in 85% of cases. This is a 1% improvement from the previous year and marks the second consecutive year that we improved on this measure. With recent changes to the scheduling process, we anticipate continued improvement in the upcoming fiscal year as we strive to meet the 85% target.

A new performance target was introduced to report on the average number of days from receipt of a case to the first hearing event for cases received on or after January 1, 2026. The target standard is an average of 90 days. Reporting on this target will begin in the next fiscal year.

Time from end of hearing until the issuance of a decision

In 2025-26, the OLT issued 69% of decisions within 30 days and 84% within 60 days, falling short of our targets of 80% and 85% respectively. However, decision issuance continues to trend in the right direction with a 6% improvement under the 30-day target and 1% away from meeting our 60-day target.

As a proportion of the total decisions issued, the tribunal issued 6% less CMC decisions and 5% more merit decisions during this fiscal year compared to the previous year. CMC decisions are typically shorter and less complex, while merit decisions are longer, as they require assessment of the evidence and analysis of the law. In this context, an improvement in the 30-day target and 84% achievement in the 60-day target are accomplishments that we can build on as we strive to meet these targets in the next fiscal year.

A new performance target for decision issuance was introduced to further support timeliness. For events held on or after January 1, 2026, decisions are to be issued within an average of 45 days. Reporting on this target will begin in the 2026-27 fiscal year.

Update on 2024 Performance Audit

The OLT has made significant progress in addressing the recommendations from the Office of the Auditor General of Ontario's (OAGO) 2024 Performance Audit. As of March 31, 2026, several recommendations have been fully implemented, with the remainder well underway and many items nearing completion.

Key audit-related initiatives completed in fiscal 2025-26 include:

- a competency matrix to guide the selection of adjudicators
- strengthened performance evaluation processes for OLT adjudicators
- improved procedures for identifying and assessing potential conflicts of interest in both the adjudicator selection process and in case assignments
- introduced new case management reports to improve performance monitoring and oversight
- implemented new quality assurance (QA) reports in the OLT's case management system (OLTIS) to detect data integrity issues and guide corrective actions

Key initiatives currently in progress include:

- implementing and advancing improvements to OLT's mediation program, with a focus on promoting mediation as an early and effective dispute resolution option and increasing uptake across case types, improving tracking and reporting, and introducing new case lifecycle and mediation-related KPIs and expanding performance monitoring to include these new measures
- developing additional processes and reporting tools to support adjudicators in issuing decisions more efficiently
- finalizing OLT's new quality review processes for hearings and decisions
- finalizing new guidance documents to improve the general consistency and transparency of OLT's decision-making process
- developing additional processes and reports to support caseload review, identify bottlenecks in case management, and inform process improvements and resource planning

In addition to our own initiatives, we worked closely with the Ministry of the Attorney General to support the implementation of the six recommendations that fall under the Ministry's purview.

People and Culture

Recruitment

We are committed to maintaining a skilled and responsive workforce to support efficient, effective dispute resolution. Over the past fiscal year, staffing levels were actively monitored and managed within the approved full-time equivalent (FTE) allocation to ensure appropriate resourcing to support service delivery. Recruitment efforts focused on key positions across case management, communications, corporate services and the business solutions unit, including roles that provide critical support to adjudicators and mediators, and strengthen organizational capacity in data analysis and reporting. These efforts supported operational stability, improved service consistency and advanced digital modernization and accessibility while maintaining compliance with Ontario Public Service (OPS) and ministry policies and requirements.

Additionally, four Adjudicators (3 Part-Time, 1 Full-Time) were appointed in accordance with the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009*. The Act requires a competitive, merit based selection process and stipulates that no individual may be appointed or reappointed without a recommendation from the tribunal Chair. The OLT Chair evaluates candidate qualifications and provides recommendations for new appointments to Ontario's Attorney General.

To promote fair, inclusive and accessible hiring practices for staff positions, the tribunal aligns with OPS employment policies and practices and adheres to applicable collective agreements.

Measures include:

- **Inclusive and Accessible Job Postings:** using plain, inclusive language in our job ads, ensuring postings are screen-reader friendly, and including a statement affirming OLT's commitment to diversity, inclusion and accessibility.
- **Objective Résumé Screening Criteria:** using clear and consistent evaluation criteria for résumé screening and interview selection, focusing on job-related skills, experience and qualifications.
- **Objective Interview Questions and Assignments:** ensuring all interview questions and assignments directly relate to the key job requirements.
- **Accommodation Readiness:** clearly communicating to candidates that accommodations are available and having processes in place to provide them promptly if requested.

Member Professional Development

Professional development is a key priority at the OLT. We are committed to equipping OIC members with the tools and support they need to do their work as adjudicators. This includes providing them with administrative tools, legislative knowledge and support to administer a fair, consistent and efficient dispute resolution process, and to deliver decisions that are clear, concise and well-reasoned.

We have 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, Vice Chairs and from more seasoned members on OLT's roster.

To further support ongoing professional development, we maintain a digital learning library. The library contains informational content, guides, toolkits and self-paced modules. We update the library regularly to reflect legislative and policy changes. It also helps 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, we actively promote 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.

All OLT staff are also required to complete the following mandatory courses:

- Respectful Workplace Policy and the WDHP Program: Digital Awareness Module
- ARCC Module 1: Exploring the Roots of Racism
- Cyber Security Basics – Information Classification Courses, Combatting Cyber Threats

- Safe Smart for Employees
- Workplace Violence Prevention
- Accessibility Training Module 1: Introducing Accessibility
- Accessibility Training Module 2: Accessibility in the OPS
- Accessibility Training Module 3: Digital Accessibility
- Vicarious Trauma: raise awareness about vicarious trauma and support managers to effectively address vicarious trauma in the workplace.
- Active offer for French Language Services (FLS)

Inclusion and Employee Well-Being

In 2025, OLT achieved a 90% participation rate in the OPS Employee Experience Pulse Survey, and 87% of staff responded to the full bi-annual OPS Employee Experience Survey that was fielded in early 2026. To act on feedback and the results from the survey, we established an Employee Experience Forum to elevate employee voices across the organization. The Forum is an action-oriented group designed to identify opportunities and actions to improve employee engagement and help shape strategies that positively address employee needs and aspirations. The Forum met twice in 2025-26. The initial meeting identified organizational strengths and opportunities for improvement, and the second meeting brainstormed actions to inform an action plan for implementation in the new fiscal year.

In 2025-26, we:

- continued building Anti-Racism Competency and Awareness
- continued to adopt best practices for inclusive recruitment, including MAG's Inclusive Recruitment Checklist
- strengthened employee engagement by using feedback from the employee experience survey to identify areas of opportunity for improvement and concrete actions that support and foster a healthy, inclusive workplace
- surveyed staff to identify preferred recognition methods and launched an initiative to promote more timely and meaningful recognition practices
- designed and implemented a pilot program to support non-technical skill development for OLT co-op students, leveraging staff volunteers to create and deliver tailored training modules
- supported staff learning and professional development that is in line with their development goals and plans while continuing to promote organization-wide learning opportunities through weekly email communications
- established an annual social calendar featuring department-led events to drive participation and engagement, while identifying and building on existing initiatives that support a positive employee experience

- led the development and publication of quarterly newsletters, curating targeted content to enhance communication, strengthen engagement, and promote an inclusive workplace culture.

The 2025 OPS Pulse Survey results show OLT staff have a positive working relationship with the person they report to, their work contributes to the strengthening of Ontario and its people, and they would recommend the OLT as a great place to work.

OLT will continue to assess results and adapt its action plans as needed, with a focus on continuously improving employee engagement and the overall experience at the OLT.

Financial Summary

OLT’s financials for the 2025-26 fiscal year are reported below, covering the period of April 1, 2025, to March 31, 2026.

We will continue to look for opportunities to leverage technology and apply Lean principles and methodology across our business systems and processes to improve services and streamline operations.

Table 1: Ontario Land Tribunal Allocation and Expenditures

Expenditures	2024-25 Actual	2025-26 Actual
Salaries and Wages	\$13,702,988	\$14,144,018
Employee Benefits	\$1,996,693	\$2,205,534
Transportation and Communications	\$280,224	\$148,745
Services	\$3,684,720	\$3,233,048
Supplies and Equipment	\$61,551	\$52,827
Total¹	\$19,726,176	\$19,784,172

¹OLT’s 2025-26 allocation was \$21.6996M

Table 2: Ontario Land Tribunal Revenue

Application Filing Fees	2024-2025	2025-2026
Ontario Land Tribunal	\$972,040	\$792,220

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 defines compensation bands according to position and years of service. These rates, previously set in 2018, were revised effective April 1, 2025, and are outlined in the charts below.

Rates before April 1, 2025

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

Rates effective April 1, 2025

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	\$234,026	\$247,761	\$261,497		\$1,000		N/A
Chairs	\$203,026	\$217,522	\$232,020		\$867		\$918
Associate-Chairs	\$203,026	\$217,522	\$232,020		\$867		\$918
Vice-Chairs	\$159,154	\$170,538	\$181,921		\$680		\$918
Members	\$128,776	\$137,979	\$147,182		\$550		\$918

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

	2024-25	2025-26
Full-time OIC Remuneration	\$4,523,297	\$5,321,821
Part-time OIC Remuneration	\$440,034	\$364,915
Total	\$4,963,331	\$5,686,736

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

³ 2024 25 actuals reflect the pre April 1, 2025 rates; 2025 26 actuals reflect the rates effective from April 1, 2025 onward.

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	31-Mar-31
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 Full-Time Vice-Chair	03-Nov-22 02-Oct-25	02-Nov-27 01-Oct-27
Braun, Shannon	Full-Time Vice Chair	22-Feb-24	21-Feb-29
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-29
Colbourne, Douglas	Part-Time Vice Chair	29-Apr-21	28-Apr-26
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
Driedger, Gordon	Part-Time Member	24-July-25	2-July-27
Eisazadeh, Nazanin	Full-Time Member	03-Nov-22	02-Nov-27
Faghani, Yasna	Full-Time Member	08-Dec-23	07-Dec-28
Gold, Jennifer	Part-Time Member	01-Dec-22	30-Nov-27
Gopikrishna, Sabnavis	Part-Time Member	27-Apr-23	26-Apr-26
Hardy, Carrie	Full-Time Vice Chair	22-Feb-24	21-Feb-29
Hewitt, Ken	Part-Time Member	08-Dec-23	07-Dec-26
Ingram, Gregory	Part-Time Member	08-Dec-22	07-Dec-27
Innis, Jennifer	Full-Time Member	15-Jun-23	14-Jun-28
Kraljevic, Michael	Full-Time Chair	11-Aug-22	10-Feb-28
Lavoie, Felix	Full-Time Member	01-Jun-23	31-May-28
Mason, Ashley	Full-Time Member	01-Jun-23	31-May-28
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	2-Sep-27
Morris, Warren	Part-Time Member	10-May-17	25-Jul-27
Ng, Tee Fung	Full-Time Member Full-Time Vice-Chair	10-Oct-19 2-Oct-2025	09-Oct-25 1-Oct-27
Politis, George	Part-Time Member	11-Jan-24	10-Jan-29
Quesnel, Mathieu	Part-Time Member	11-Jan-24	10-Jan-29
Rajaei, Bitia	Full-Time Member	17-Feb-22	16-Feb-27
Rodgers, Neil	Part-Time Member	24-July-25	23-July-27
Ross, Gail	Part-Time Member	10-Aug-23	09-Aug-26

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-28
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-30
Tyutyunnik, Alexander	Full-Time Member	15-Jan-26	14-Jan-28
Vincent, Sharyn	Full-Time Vice-Chair	09-Jul-20	08-Jan-28
Whyte, Yvonne	Part-Time Member	15-Jan-26	14-Jan-28
Wilkins, Hugh	Full-Time Vice-Chair	29-Sept-22	28-Sept-27
You, Lyndsy	Full-Time Member	26-July-24	25-July-26

- Not a Member on March 31, 2026