



Ontario Land Tribunal

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2025/26 – 2027/28

Ontario Land Tribunal

Business Plan

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Section 1: Executive Summary

The Ontario Land Tribunal (OLT) produces an annual Business Plan, in accordance with the [Adjudicative Tribunals Accountability, Governance and Appointments Act](#).

This Business Plan covers the next three fiscal years from April 1, 2025, to March 31, 2028.

The OLT is responsible for adjudicating matters related to:

- land use planning,
- environmental and natural features,
- heritage protection,
- land valuation,
- land compensation,
- municipal finance,
- expropriated land valuation, and
- mining.

Established on June 1, 2021, under the authority of [section 2 of the Ontario Land Tribunal Act, 2021](#), the OLT is an amalgamation of the following former tribunals: the Board of Negotiation under the *Expropriations Act*, the Conservation Review Board, the Environmental Review Tribunal, the Local Planning Appeal Tribunal, and the Mining and Lands Tribunal.

The goal of the amalgamated OLT is to reduce delays and provide a more efficient land dispute resolution process by creating a single forum to resolve disputes faster and eliminate unnecessary overlap between cases. As part of amalgamation, OLT established:

- a single set of rules and procedures for all OLT appeals and applications, [OLT's Rules of Practice and Procedure](#), which took effect on June 1, 2021,
- a single appeal form with easy-to-follow instructions, guides, and checklists (now also available digitally through a new e-file portal), and

- guides to help stakeholders navigate the hearing process and make effective hearing submissions.

Following recommendations from the February 2022 Housing Affordability Task Force report and in alignment with Ontario's Housing Supply Action Plan, the OLT received additional funding in 2022 to 2024 to strengthen its resources for expedited case processing and resolution. This funding has facilitated:

- an increase in OLT's Order-in-Council (OIC) members and case processing staff,
- the expansion of OLT's mediation program,
- enhancements to digital services, and
- upgrades to the systems and technology the OLT uses for case management and hearings.

Bill 185, the *Cutting Red Tape to Build More Homes Act*, was introduced on April 10, 2024, and received Royal Assent on June 6, 2024. Under Bill 185, amendments were made to various pieces of legislation including the *Planning Act*, *Development Charges Act*, *Municipal Act*, and the *City of Toronto Act*, among others. Changes to *Planning Act* sections, in particular, affect who can file an appeal with the OLT and limit the ability of third parties to appeal certain municipal decisions. It also removed planning responsibilities from the following seven upper-tier municipalities, which will no longer be approval authorities for draft plans of subdivisions, Official Plan Amendments, Zoning Bylaw Amendments, consents, or minor variances:

- Regional Municipality of Peel (effective July 1, 2024),
- Regional Municipality of Halton (effective July 1, 2024),
- Regional Municipality of York (effective July 1, 2024),
- Regional Municipality of Durham (effective January 1, 2025),
- Regional Municipality of Waterloo (effective January 1, 2025),
- Regional Municipality of Niagara (effective March 31, 2025), and
- County of Simcoe (effective date to be proclaimed).

The OLT will monitor and manage impacts on its caseload flowing from the changes brought in by Bill 185.

The OLT will continue to optimize its systems and processes and develop additional resources and supports for the public with the purpose of:

- improving case processing and resolution times;
- increasing awareness and understanding of the OLT's role and services;
- assisting the public in navigating the appeals and hearing process; and
- providing greater access to information regarding OLT cases and decisions.

Section 2: Overview & Mandate

The OLT's mission is to deliver modern, fair, responsive, accessible, effective, and efficient dispute resolution services that support strong, healthy communities and the public interest.

As authorized by approximately 60 statutes, including the [Ontario Land Tribunal Act, 2021](#), the OLT adjudicates and mediates matters related to:

- land use planning,
- environmental and natural features,
- heritage protection,
- land valuation,
- land compensation,
- municipal finance,
- expropriated land valuation, and
- mining.

The OLT resolves disputes on issues throughout the province and promotes the early resolution of a multitude of matters using a variety of dispute resolution methods. It manages disputes from intake to closure. This process may include the issuance of

decisions, orders and recommendations arising from pre-hearings and mediations, settlement conferences and, if required, a formal hearing. Proceedings are conducted by highly qualified members with expertise in land use planning, legal issues, and related subject matter. These members are responsible for issuing well-informed decisions based on the facts, the applicable law and policy, and the merits of each case.

The Tribunal, and all who work within it, are committed to providing access to justice and to high quality, independent, timely, fair, and principled resolutions of the matters brought before it.

Section 3: Environmental Scan and Risks

External Factors

Flexible Hearing Approaches for Effective Dispute Resolution

The shift to more digital services during the COVID-19 pandemic has had a lasting impact on the OLT and its service delivery model. Currently, the majority of OLT hearing events are held virtually through video conferences, as this approach has generally proven to be the most efficient and effective. The OLT has implemented a live-streaming policy enabling remote public access to these proceedings, when requested.

Requests for in-person or hybrid events are considered on a case-by-case basis. This approach ensures flexibility, particularly when resolving complex matters, where an in-person or hybrid format may be more appropriate to support effective and efficient dispute resolution.

The OLT has expanded its mediation services and continues to hold in-person mediations in our newly updated mediation spaces. With modern technology, the OLT can host hybrid mediations (both online and in-person at the same time) to accommodate individuals with different needs or preferences. Technological support is provided by OLT staff as needed. This has resulted in improved mediation outcomes.

Land Development

Land development decisions are made within the legislated framework, including the Provincial Policy Statement and Provincial Plans. These decisions impact both the built and natural environments. The OLT plays an independent and impartial role in adjudicating and mediating disputes related to land use, environmental issues, and municipal planning. By providing an independent forum to resolve complex planning matters, the OLT supports Ontario's economic growth, environmental sustainability, and the well-being of its communities across the province.

To support growing communities, government investments in infrastructure projects, such as large-scale transportation initiatives, often lead to cases coming before the Tribunal under the *Expropriations Act*, including disputes over land acquisition. Such projects may result in an increase in mediations and hearings. Similarly, municipal financing methods for capital projects can result in cases related to development charges, land compensation and municipal finance applications. The Tribunal's adjudicative processes ensure these disputes are addressed fairly and in accordance with Ontario's legislative framework.

Increase to OLT Resources

On March 30, 2022, the government announced an investment of \$14.7 million over three years to increase resources at the OLT, which addressed a key recommendation in the [Report of the Ontario Housing Affordability Task Force](#). This investment supports faster OLT case resolution by:

- funding fourteen (14) new full-time OIC member positions and additional case processing staff including case coordinators/planners, decision administrative assistants, and intake and scheduling staff;
- creating flexibility to address caseload trends by appointing more part-time OIC members;
- expanding the use of expert land-use planning mediators to help settle disputes earlier and narrow issues for faster adjudication; and
- improving IT platforms to improve access to services online.

An additional \$11.8 million over three years was announced in the 2023 Ontario Budget to help the OLT expedite case resolution and improve client services by:

- hiring more support staff;
- investing in technology for digital and hybrid hearings;
- improving client service via phone and web channels; and
- enhancing the internal case management system.

The 2023 funding builds on the \$2.5 million funding that was announced for the OLT as part of the More Homes Built Faster: Ontario's Housing Supply Action Plan 2022-23.

These investments will allow the Tribunal to schedule hearing events and issue decisions quicker and more efficiently and enable the OLT to provide an even higher quality of service to Ontarians.

Internal Factors

Recruitment of new OIC Members

The appointment of OIC members is a top priority for the OLT, as it enables the Tribunal to schedule hearings events, issue decisions, and resolve disputes more efficiently and effectively. The OLT is focused on recruiting highly qualified and capable candidates to fill OIC positions.

Remuneration rates for OIC members of all tribunals in Ontario are set out in the Agencies and Appointments Directive, issued by the Management Board of Cabinet (MBC). In its 2024 Performance Audit of the OLT, the Office of the Auditor General of Ontario (OAGO) recommended that the Ministry of the Attorney General (MAG) work with OLT to review OLT member remuneration in support of the recruitment of qualified adjudicator candidates, including the following actions:

- perform a market assessment,
- prepare a business case for adjusting competitive salaries to attract qualified adjudicator candidates, and,
- if justified, submit it to the Treasury Board Secretariat (TBS) for TBS/MBC consideration.

Efforts to address this recommendation are already in progress. See section 11 for further information on the OAGO's 2024 Performance Audit of the OLT.

Creation of the Decisions Unit

In February 2024, the OLT realigned its resources to establish a Decisions Unit in its Case Management Branch. This new unit supports the OLT's commitment to the timely production and issuance of decisions. The Decisions 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 manner.

The unit was designed to maximize efficiency and flexibility in overseeing day-to-day operations, while optimizing its processes. It is led by a Deputy Registrar, with support from two Team Leads who work closely with administrative staff and members to ensure adherence to performance and quality standards.

Section 4: Strategic Direction and Implementation Plan

The OLT has developed the following four pillars and corresponding initiatives to improve its services to the public.

4. Access to Justice

The OLT currently provides resources regarding the appeals process on its website, and staff are available to provide additional assistance. The OLT strives to clearly explain its processes for the public and seeks to remove systemic barriers in its procedures. The OLT is committed to improving access to justice and continues to:

- **Develop Resources:** This includes webpages, video tutorials and simplified guides regarding the appeals process and e-file platform to assist the public in managing their appeals and cases before the OLT.
- **Improve Customer Service:** Additional resources have been allocated to public inquiry and communication services to allow for faster service when contacting the OLT.
- **Address Systemic Barriers:** Through training on diversity, inclusion and anti-racism, OLT seeks to remove systemic barriers from its procedures and processes.

- **Hire bilingual adjudicators and administrative staff:** To comply with the service requirements of the *French Language Services Act*.

2. Digital Service Delivery

The OLT has introduced several digital services to the public, including the e-file portal, a service that enables appellants and approval authorities to prepare and manage appeals online, as well as the modernization of video hearings and mediations. As the demand for digital services continues to grow, OLT will continue to improve its online services to the public:

- **Improved Web Experience:** adhering to user experience design best practices, OLT will continue to maintain and update a public-facing website that provides users with easy access to information on the OLT's cases and processes.
- **Online Appeal Filing and Fee Payments:** The e-file portal enables online appeal submissions, ensures secure digital payments, and enhances accuracy and efficiency in filing and managing appeals. The e-file portal will continue to be updated and improved with additional functionality and features over time based on user feedback.
- **Video Hearings and Mediation:** The OLT leverages secure video conference technology to conduct hearings and mediations. OLT will continue to monitor trends and advancements in technology across the Ontario Public Service (OPS) and the broader public sector to ensure the delivery of effective video hearings and mediations, including in-person/video hybrid hearings and mediations.
- **Case management system (OLTIS):** OLTIS is a centralized digital solution designed to streamline the management of tribunal cases. It enables efficient case processing, tracking, scheduling, documents management, reporting, and more. The OLT will continue to deliver enhancements to OLTIS that will improve efficiency and enhance user experience.

3. Finding Efficiencies

The OLT has undertaken and implemented a number of initiatives to improve the efficiency of its dispute resolution services.

LEAN

As part of its onboarding process, the OLT will continue to train staff and apply LEAN methodologies to enhance processes and shorten timelines.

Mediation Services

To enhance the efficiency of dispute resolution services and facilitate the early resolution of complex, contentious, and sensitive matters, the OLT has established a mediation program. This program provides parties involved in OLT proceedings with access to expert external mediators who assist them in navigating the issues in dispute, evaluating the strengths and weaknesses of their respective positions, and potentially reaching a settlement or, at the very least, narrowing the scope of the issues.

The OLT's mediation program has proven to be highly successful, receiving positive feedback from participants and stakeholders alike. Since its introduction in 2020, the demand for mediation services has increased each year. Through the cost-saving measures identified in section 10 and by reallocating unused funding for part-time OIC members, moving forward, the OLT will be looking to dedicate more funding to its mediation program and expand its roster of external mediators.

Adjudicator Training

OLT has been working to actively recruit and appoint more adjudicators and has developed a robust onboarding process to educate and orient new adjudicators with the assistance of legal counsel and experienced adjudicators on OLT's roster.

The Tribunal will continue to enhance its internal training and development program and supplement it with training from external providers that specialize in administrative justice education specifically tailored to the Ontario tribunal system to ensure that:

- all of OLT's adjudicators possess the requisite competence and knowledge of administrative justice principles;
- parties appearing before the OLT receive a fair and consistent dispute resolution process; and
- adjudicators are able to deliver decisions that are clear, concise and well-reasoned.

Key Performance Indicators

In 2021-22, the OLT implemented a new case management system for the integrated tribunal and developed new reporting tools that allowed it to establish two public-facing performance measures. In 2024-25, the OLT added a third performance measure

related to intake (85% of acknowledgement letters should be issued within 20 business days of OLT receiving the initial appeal/application). The OLT will continue to review its performance measures to drive accountability and increase efficiency.

Scheduling

The OLT has implemented new case management directives to streamline the scheduling of case management events, increase the number of available events that can be heard in one day by a member, and leverage OIC resources more efficiently.

4. People and Culture

In its efforts to develop a workplace culture of inclusion and acceptance, the OLT is dedicated to providing the necessary resources to improve the health and wellness of its members and staff. This includes creating a workplace grounded in acceptance, support, and growth. In the most recent Employee Experience Survey, the OLT had some of the highest results for employee engagement in the Ontario Public Service, and it is committed to continuing to improve. Informed by the valuable feedback gathered during regular townhalls, department specific meetings, and the Employee Experience Survey, the OLT continues to prioritize the following initiatives:

- **Diversity, Inclusion and Anti-Racism:** Promote equity through professional development and training programs aimed at building competencies in diversity, inclusion, and anti-racism. This includes training in mental health awareness and intervention, accessibility and accommodation awareness, and anti-Indigenous racism training.
- **Fair Hiring Practices:** Maintain recruitment best practices, including resume anonymization to reduce potential bias and ensure inclusive, equitable hiring.
- **Professional Development:** Establish new processes to identify, deliver, and track training, supported by a staff development plan to encourage continuous learning and skills development.
- **Staff Wellness and Support:** Promote mental health wellness initiatives and maintain a social committee to plan team-building events to foster employee engagement, collaboration, and well-being.
- **Ongoing Communications and Resources:** Provide regular communications about training and events in areas like health, technology, diversity, and leadership; maintain a learning library of resources; and distribute a quarterly newsletter recognizing staff contributions, highlighting

achievements, and providing updates on workplace training, events, and initiatives.

- **French Language Services:** Continue to hire bilingual adjudicators and staff to comply with the *French Language Services Act* and offer all resources and services to the public in both French and English.

Strategic Focus Areas and Related Objectives

The following table details, at a high level, OLT's current strategic focus areas and related objectives.

Strategic Focus Area	Objectives
Access to Justice	Work with MAG to address recommendation by the Auditor General of Ontario to increase access to justice
	Continue creating website content and updating information resources to support the public in better understanding of Tribunal's processes
	Enhance the public experience by continuing to monitor client and public inquiries and feedback to track patterns and improve service
	Ensure services are available in both English and French, maintain accessibility supports and continue to provide accommodations to address barriers to accessing OLT's services
Digital Services	Continue to improve website offerings, design, and user experience
	Continue to maintain and refine Case Status service
	Continue to maintain and refine online appeal filing and payment service

	Improve user experience and ease of use for virtual hearings
Modernization and Efficiency	Continue to build Lean capacity within the organization and apply lean principles approach
	Increase mediation resources and use
	Continue to track and refine Key Performance Indicators
People and Culture	Continue to promote diversity, inclusion & anti-racism policies and practices
	Maintain equitable hiring practices
	Support ongoing learning and development of staff and adjudicators

Section 5: Staffing and Human Resources

The OLT is led by the Chair, who is accountable to the Minister (Attorney General) for the performance of the OLT in fulfilling its mandate.

OLT decisions are made by adjudicators who are appointed for fixed terms by Orders-In-Council made by the Lieutenant Governor-In-Council on the recommendation of the Chair and Minister and approved by Cabinet. Adjudicators report to the Chair.

The organization is also led by an Executive Director, who is responsible for supporting the Chair in the implementation of the OLT's policies and operational decisions. The Executive Director reports to the Assistant Deputy Attorney General, Policy Division, and is accountable to the Deputy Attorney General for the management of the OLT's operations. Staff are Ontario Public Servants and report to the Executive Director. The OLT has a total of 106 allocated full-time staff positions and 45 full-time member positions. The Ontario Land Tribunal does not set its own compensation levels. Management and staff are covered by the OPS Compensation

Directive. Compensation for OIC appointees is set by the Treasury Board and approved by Cabinet. This is laid out in the [Agencies and Appointments Directive](#).

Ontario Land Tribunal Human Resource Allocation (as of December 31, 2024)

Group	Number of Positions
Executive Management Group	1
Crown Counsel (CC5)	1
Association of Law Officers of the Crown (ALOC)	6
Management Compensation Plan (MCP)	10
Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO)	31
Ontario Public Service Employees Union (OPSEU)	56
Excluded	1
Sub-Total Staff	106
Order-in-Council (OIC) Full-time Members	45
Total	151

Section 6: Information Technology (IT) / Electronic Service Delivery (ESD) Plan

The OLT leverages modern technology and digital tools to deliver efficient and accessible dispute resolution services. The OLT is dedicated to ensuring that all who appear before the Tribunal have the support and information they need to effectively understand, navigate, and participate in the Tribunal's appeals and hearing process.

Hearings

The majority of OLT's hearing events are held virtually via video conference. However, recognizing the importance of adaptability and responsiveness to accessibility and accommodation needs, the OLT offers a variety of hearing formats, including hybrid and in-person events, supported by modern audio-visual technology installed in its hearing and mediation rooms.

The OLT will maintain its live-streaming policy. When the Tribunal decides to livestream a specific hearing, it will be made publicly accessible through a YouTube link provided to observers.

Additionally, the OLT will continue to monitor advancements in video conferencing and live-streaming technologies. Where feasible, the Tribunal will look to enhance the technology in use to simplify administration and improve ease of use for hearing participants and observers.

OLTIS

The Ontario Land Tribunal Information System (OLTIS), OLT's case management system, was implemented in 2021 to facilitate the tracking and processing of appeals from initial filing to the final decision and case closure. OLTIS includes integrated reporting and analysis tools that enable the OLT to generate business intelligence reports and real-time data. These capabilities allow for effective monitoring of case management activities and outcomes, as well as proactive identification and management of case processing issues.

E-file Portal

The OLT e-file portal facilitates the online preparation and submission of appeals. Developed in consultation with legal representatives, municipalities, and other ministries, who are the primary users of the OLT, the portal was launched on March 27, 2024. As of February 2025, more than 180 municipalities and other approval authorities have registered to accept appeals through the portal, and we continue to onboard more every day.

Accessible via the OLT website, the e-file portal is fully integrated with OLT's case management system and provides a common environment for

appellants/representatives to submit their appeals, including all supporting documentation, and for municipalities and other approval authorities to manage and remit the appeals directly into OLTIS, which reduces the need for manual data entry and allows for faster case processing and scheduling.

The portal employs smart form technology to enhance the accuracy and timeliness of appeal submissions by:

- Enforcing mandatory fields and utilizing logic to assist users in providing complete and accurate information.
- Pre-populating data, where applicable, to help appellants and approval authorities submit correct information and minimize the time required to complete forms.
- Ensuring the use of the most current and appropriate forms for appeal submissions.

Additionally, the portal features a CCPay Online Payment Service, which enables secure real-time payments for filing fees via credit and debit cards. A user-friendly dashboard further aids appellants and approval authorities by clearly outlining the required information for appeal submissions.

Future Plans for the integrated OLTIS and e-file System

The OLT is actively working to enhance the functionality and features of the OLTIS/e-file system. These improvements aim to optimize user experience and reduce case processing and resolution times through increased automation.

The OLT's case management system (OLTIS) continues to be updated to improve services to the public, streamline work process for staff, and develop better reporting to gather business intelligence for leadership.

The integration of the e-file system to OLTIS has automated the intake process, streamlining workflow for staff, and enhancing OLT's timeliness and efficiency.

Additionally, the OLT is preparing to implement new requirements as recommended in the Office of the Auditor General Ontario's 2024 performance audit of the OLT. These updates will focus on enhancing data integrity, data quality and performance monitoring.

Engagement Platform

The OLT has plans to incorporate the use of an engagement platform to streamline the handling of public inquiry requests and improve service quality and overall customer experience.

Some of the anticipated benefits of the engagement platform will include:

- **Improved Routing:** more efficient routing of requests to the appropriate OLT personnel.
- **Enhanced Monitoring:** real-time tracking of public inquiries, helping to identify bottlenecks and make enhancements to processes and public-facing information.
- **Performance Metrics:** enabling the OLT to collect and analyze data on response times and client satisfaction, which the OLT can use to improve its services.
- **Training Opportunities:** ability to record client interactions for future training purposes.

Use of Artificial Intelligence

The OLT acts in accordance with the OPS' Responsible Use of Artificial Intelligence Directive, as well as other applicable OPS policies, guidance and standards that further define obligations relating to the transparent, responsible, and accountable use of Artificial Intelligence (AI).

Currently, the OLT uses certain services (e.g., media monitoring) and business analytics tools (e.g., Power BI) that are powered by AI technology, but does not use AI directly to, for example, prepare briefing materials/reports, develop policy, or write OLT decisions.

Section 7: Communications Plan

The OLT's Communications Team creates products and initiatives to enhance the public experience by offering accessible information in various formats that align with its objectives. The communications team will continue to ensure that products for 2025-2028 are user-friendly, effective, and efficient, supporting corporate goals. It will

also focus on expanding digital communications and adopting content-design best practices.

Public Satisfaction Survey

Recognizing the importance of feedback, the OLT tested a public satisfaction survey in 2024 to gather input on how it can further improve its services. The survey aims to gauge the public's overall satisfaction with OLT services and assess whether the appeal process is easy to understand; the hearing process is efficient and easy to navigate; and written decisions are issued in a timely manner. The Tribunal is refining the survey design and distribution methods to increase the response rate, and ensure reliable, useful and representative results. Once available, survey results will be reported in our Annual Report and the feedback analyzed to inform improvements to OLT services.

Consultation Policy

The OLT has established a Consultation Policy that outlines how the OLT will consult with the public when it is considering changes to its rules, practice directions or policies, and invites ongoing feedback on the impact of such changes. The OLT will use its website to provide notice of proposed changes to the public and stakeholders, giving reasonable time periods for comments to be submitted on proposals for changes initiated by the OLT. In 2024, the OLT reviewed its consultation policy and determined that no amendments were needed. This review takes place every three years following the policy's initial publication.

Website

The OLT website is a comprehensive resource for Tribunal news, information, and services. In 2022-23, the website underwent a complete redesign to improve content organization, user experience, and access to information.

Key website features include:

- **e-File Service:** enables users to prepare and manage appeals, attach supporting documentation, and pay filing fees online.

- **e-Status and e-Decisions Service:** allows users to view active cases, current statuses, and scheduled hearings, and to access decisions that have been issued.
- **Instructional Guides:** provide detailed instructions on a variety of topics including: filing appeals, understanding the hearings process, participating in video hearings, and preparing submissions.
- **Videos:** provide content in an engaging format to support different learning styles. Currently, there is one video tutorial posted on “How to Request Party or Participant Status” and more instructional videos are in development.
- **Dedicated Pages:** provide support to stakeholders to support a variety of information needs, for example, filing appeals and OLT’s mediation services.
- **Newsroom and Blog:** allows interested stakeholders to subscribe to updates regarding OLT news and announcements.
- **FAQ Section:** addresses the most common questions the OLT receives.

Looking ahead, the OLT plans to further expand and enhance the website’s content, features, and functionality. User feedback will be collected and evaluated to inform future updates. Current planned enhancements include:

- an instructional video on “What to Expect at a Hearing” and
- updates/improvements to e-Decisions service.

Public Inquiries

The OLT provides multiple avenues for members of the public to contact the Tribunal. Members of the public can contact the OLT via its general inquiry lines or its Citizen Liaisons for information on the Tribunal and its processes. Inquiry lines are staffed during business hours, while messages can be left after hours to be returned the following business day.

Persons involved in a matter before the Tribunal also have access to the Tribunal via their Case Coordinator. Members of the media have a dedicated media inquiry email for any inquiries. The OLT maintains service standards to ensure that all inquiries received by the OLT are responded to in a timely manner.

The OLT has a dedicated Complaints Coordinator function to facilitate complaints received in adherence to the [OLT’s Complaints Policy](#). This policy sets out how

complaints about the OLT's services and/or the conduct of an adjudicator or staff person are to be made, reviewed, and resolved. The OLT also has dedicated channels for inquiries regarding accessibility and French Language Services.

Internal Communications

The OLT stays connected through in-person and virtual activities, workshops, and quarterly newsletters. OLT also maintains a SharePoint intranet site where it houses staff resources, including organizational charts, training manuals, health and safety information, legislative update summaries, and other key reference materials. The SharePoint site also provides extended space to host working files, so that staff can work collaboratively on different projects.

There are ongoing initiatives to deliver information and learning sessions where staff and OIC members have opportunities to collaborate in a hybrid environment. A comprehensive electronic library supports professional development across the OLT. New content is developed on an ongoing basis to assist adjudicators and staff in their work and to address legislative and policy changes.

Section 8: Diversity and Inclusion Plan

The OLT is committed to building a diverse, inclusive, and accessible workplace that is free from harassment and discrimination, reflects the public it serves and responds to the needs of diverse stakeholder groups. OLT will foster a culture of respect, openness, and accountability by implementing policies, processes and systems that promote diversity and collaboration in the workplace and enable unencumbered access to OLT's services.

Anti-Racism Action Plan

To support the advancement of anti-racism work across government and in alignment with the Ontario Public Service Anti-Racism Policy, the OLT has developed an Anti-Racism Action Plan, which will be updated every fiscal year.

The OLT is ensuring accountability by outlining specific accountability metrics, timelines for results, and monitoring accomplishments throughout the year to ensure

meaningful progress. For 2025, the plan focuses on three objectives and 15 action items:

2027. Foster and be Accountable for an Anti-Racist and Inclusive Workplace

This objective includes actions to ensure that staff have confidence and trust in OLT leadership to be accountable for the intentional fostering of a culture that is racially equitable and promotes a sense of belonging.

Action items:

- Establish a leader/staff co-chaired Anti-Racist Committee to provide recommendations to the Executive and senior management on how to further develop and promote anti-racism across OLT.
- Gather data on the employee experience, specifically regarding workplace culture and offer Exit Interviews to exiting staff.
- Include a performance commitment on managers' annual performance and learning plans to hold two anti-racism, diversity, and inclusion discussions at the team level.

2. Build Anti-Racism Competency and Capacity across OLT

This objective includes actions that will equip everyone with the knowledge and skills needed to be anti-racist, inclusive, respectful, and equitable in their daily actions with their colleagues and the work that they do.

Action items

- New OLT executive and managers complete the Anti-Racism Competency and Capacity (ARCC) training module 1 within their first 90 days.
- OLT executive and senior managers complete annual refresher training on OPS inclusion lens.
- Managers ensure that new staff complete anti-racism competency training (ARCC module 1) within their first 90 days as part of onboarding.
- Managers ensure that new staff complete the Indigenous Cultural Competency (ICC) training within their first year, when training is available.
- OLT executive and senior managers and staff include a commitment in their performance and learning plans to complete at least two anti-racism learning opportunities (e.g., self-directed learning, attend an event, formal training).

- Managers provide new staff with a Self-Study Checklist that includes resources on inclusion, diversity and anti-racism.
- Anti-Racist Committee to hold minimum of one OLT-wide event each year to provide anti-racism training.

3. Diversify OLT's Talent Pool

This objective includes actions that build on the OPS Senior Leadership Diversification initiative to support Indigenous, Black, and racialized employees with growth opportunities throughout their career.

Action items:

- Implement a resume redaction protocol.
- Use inclusive recruitment practices in all competitions, such as including an anti-racism, diversity, and inclusion interview question, using the Recruitment Inclusion Lens, and ensuring that interview panels include diverse representation.
- Develop a repository of anti-racism, diversity, and inclusion interview questions for hiring managers.
- Create a learning and development strategy that supports OPS diversity initiatives and the development and career progression of staff from under-represented groups.

French Language Services

The OLT is committed to offering French language services in accordance with the [French Language Services Act](#) (FLSA), and has established a [French Language Services Policy](#) to comply with the provisions of the FLSA in guaranteeing all persons and corporate entities the right to receive services in French.

Inquiries regarding French language services and French language services requests can also be made by email through the OLT Coordinator (olt.coordinator@ontario.ca).

Section 9: Accessibility Plan

The Ontario Land Tribunal (OLT) supports the full inclusion of persons with disabilities as set out in the Canadian Charter of Rights and Freedoms, Ontario Human Rights

Code, the [Ontarians with Disabilities Act](#) (ODA), 2001 and the [Accessibility for Ontarians with Disabilities Act](#) (AODA), 2005.

Accessibility Policy

The OLT is committed to providing services in accordance with the Accessibility Standards for Customer Service made under the AODA. In keeping with this commitment, the OLT will continue to review and update its [Accessibility Policy](#) to ensure alignment and compliance with the AODA.

Mandatory Training

New staff are trained on their responsibilities to provide inclusive and accessible services and are expected to complete OPS accessibility training modules accordingly.

Accessibility Requests

Inquiries regarding accessibility and accessibility requests can be made through the OLT's Accessibility Coordinator. The OLT also ensures that its website and any publicly available documents are readily available in accessible formats.

Procurement

In procuring goods and services, the OLT ensures that suppliers comply with all applicable accessibility standards/requirements in the products and services they provide to the OLT or on its behalf.

Section 10: Financial Plan

The OLT has made progress in reducing case processing and resolution times by:

- recruiting additional members and case processing staff;
- continuously refining case management processes and systems;
- providing comprehensive training programs and professional development opportunities to elevate adjudicator competency; and
- employing the use of expert external mediators in cases suitable for mediation.

The OLT will continue to monitor and ensure that it has the capacity and appropriate resources in place to effectively fulfill its mandate and meet current and future business needs. Over the next three years, the OLT will work towards achieving its strategic objectives within its funding allocation through:

- Capacity building initiatives (e.g., supporting ongoing learning and development and cross-training opportunities for staff and members).
- Using digital resources to disseminate and collect information (e.g., to/from stakeholders).
- Using videoconferencing technology to facilitate adjudication, training/professional development, and stakeholder engagement related activities in place of in-person meetings/events where possible and appropriate (to reduce travel costs, increase accessibility, etc.).
- Seeking out strategic partnerships/collaborations (e.g., with other ministry program areas and agencies) to reduce costs on mutually beneficial projects/initiatives.
- Optimizing internal systems and processes to eliminate waste and duplication of work efforts.
- Prioritizing initiatives, conducting value for money assessments, and using a business-critical lens to assess all expenditure plans/requests.
- Looking for efficiencies and cost-reduction opportunities during the business planning and implementation process.
- Actively monitoring performance measurement and making improvements accordingly.

The chart below outlines the budget and forecast for OLT for the 2024-25 fiscal year, for the time period of April 1, 2024, to March 31, 2025. It also includes the anticipated budget for the following three fiscal years (2024 to 2027). The OLT's filing fees are anticipated to remain unchanged until 2026-2027.

Revenue in the form of filing fees received by the OLT is transferred into the Government of Ontario's Consolidated Revenue Fund (CRF).

Expense Category	2024-25 Budget ¹	2024-25 YE Forecast ²	Explanation of Variance	2025-26 Budget	2026-27 Budget	2027-28 Budget
<u>Operating</u>						
Salaries and Wages (S&W)	14,546,600	13,622,300	Savings related to ongoing process of new staff and full-time OIC recruitments/appointments	13,593,500	13,593,500	13,593,500
Benefits	1,683,700	1,934,400	Structural deficit in Benefits funding. Actuals have trended higher because of overall rising costs	1,683,700	1,683,700	1,683,700
Transportation and Communications (T&C)	439,400	265,600	Reduction in travel costs due to use of virtual hearings	439,400	439,400	439,400
Services	4,828,000	3,593,000	Saving related to ongoing process of new part-time OIC appointments and adjustments to various OLT project timelines	4,828,000	4,828,000	4,828,000

Expense Category	2024-25 Budget¹	2024-25 YE Forecast²	Explanation of Variance	2025-26 Budget	2026-27 Budget	2027-28 Budget
Supplies and Equipment (S&E)	90,900	55,300	Savings due to improved inventory management and resulting reduction in stationery and office supply orders	90,900	90,900	90,900
TOTAL Operating	21,588,600	19,470,600		20,635,500	20,635,500	20,635,500
<u>Revenue</u>	1,200,000	1,002,000	Forecast adjusted as per actual and expected revenue	1,002,000	1,002,000	1,002,000

¹ The OLT received an additional \$953,100 in funding in FY 2024-25 for across-the-board salary/wage increases related to Bill 124.

² Forecast as of December 31, 2024.

Section 11: 2024 Performance Audit and OLT Response

In 2024, the Office of the Auditor General of Ontario (OAGO) conducted a performance audit of the Ontario Land Tribunal (OLT). The purpose of the audit was to assess whether public funds were being spent with due regard for economy and efficiency, and whether appropriate procedures were in place to measure and report on the effectiveness of the OLT in fulfilling its mandate and program objectives.

On December 3, 2024, the OAGO released its Audit Report of the OLT, which concluded that the OLT consistently resolved disputes in accordance with the applicable legislative framework. It also made 18 recommendations, six of which are directed at the Ministry of the Attorney General. The 12 recommendations directed at the OLT fall under the general themes of enhancing access to justice, strengthening the appointments process, and improving OLT operations. The OLT, in collaboration with the ministry, will work towards addressing these recommendations.

Section 12: Performance Measures and Targets

The OLT currently has three public performance measures:

1. Time from receipt of a case until the first hearing event
2. Time from the end of a hearing until the issuance of a decision
3. Time from receipt of an initial appeal/application until the issuance of the acknowledgement letter (new starting fiscal year 2024-25)

KPI	Actuals Q1-Q3 (2024/25)	Target	
		2024/25	2025-26 2026-27 2027-28
Time from Case Receipt to First Hearing Event	78% of cases scheduled within 120 days	85% of cases scheduled within 120 days	85% of cases scheduled within 120 days.
Time from End of Hearing to Issuance of Decision	62% within 30 Days 67% within 50 Days	80% of decisions issued within 30 days, 90% within 50 days	80% of decisions issued within 30 days, 85% within 60 days.
Time from Receipt of Initial Appeal/Application to Issuance of Acknowledgement Letter (new as of 2024-25)	96% of acknowledgement letters issued within 20 days	85% of acknowledgement letters issued within 20 days	90% of acknowledgement letters issued within 10 days.

These performance measures are designed to assess the OLT's core business of resolving disputes in an accessible, fair, and efficient manner, including whether cases are proceeding through the system in a timely manner and resources are effectively utilized. Over the last year, the OLT has taken steps to streamline its case management lifecycle, including reducing the number of case management conferences (CMCs) as a first event, when not necessary to scope issues. This approach, along with other case management alternatives such as mediation, and party readiness impact the time to first hearing events, and this is reflected in the targets. Furthermore, the OLT has experienced a shift in its caseload in recent years due to the enactment of Bills 23 and 185, which removed less complex third-party appeals. As a result, the OLT caseload now comprises more complex cases, and this is reflected in the targets for decision-writing, as is the hiring of new adjudicators in recent years, and the departure of former members. The OLT is continuing to refine its processes, including eliminating unnecessary steps to help expedite time to hearings. The launch of the e-file digital submission platform in 2024 is also expected to expedite the receipt of case documents and enable more timely management of cases. In addition, the establishment of a Decisions Unit and the development of tools for adjudicators is expected to result in improvements to decision issuance. Moving forward, the OLT will continue to monitor and refine its performance measures and implement changes where necessary.

Ce document est également disponible en Français.

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