

EXPLORING ACCESS TO JUSTICE THROUGH THE TRIBUNAL SYSTEM

Insights from a Roundtable Discussion

Lisa Moore and Nicole Aylwin
Canadian Forum On Civil Justice
2024

The Canadian Forum on Civil Justice (CFCJ) is a national not-for-profit organization dedicated to civil justice reform and access to justice research and advocacy. Established by the Canadian Bar Association and affiliated with Osgoode Hall Law School, the CFCJ envisions an accessible, sustainable and effective justice system for all Canadians.



Financial support for this report was provided by The Law Foundation of Ontario.



Recommended citation: Lisa Moore and Nicole Aylwin, *Exploring Access to Justice through the Tribunal System: Insights from a Roundtable Discussion* (Toronto: Canadian Forum on Civil Justice, 2024)

Acknowledgements

The Canadian Forum on Civil Justice (CFCJ) would like to thank Professor Noel Semple, Casey & Moss LLP, research assistants Travis Dods (CFCJ, Osgoode Hall Law School), Kyle Farren (CFCJ, Osgoode Hall Law School, Schulich School of Business) and Symrun Patel (Windsor Law), and all legal stakeholders who participated in the roundtable event that informs this report.

TABLE OF CONTENTS

- I. Background and Overview** **1**
- a. Why are We Doing this Research **3**
- b. Access to Justice through the Tribunal System Project – Phase I **4**
- II. Roundtable Event** **6**
- a. About the Roundtable Event **7**
- III. Roundtable Discussions** **9**
- IV. Conclusion** **16**
- Appendix I: Tribunals and Boards in Canada** **18**

I

BACKGROUND AND OVERVIEW

The tribunal system in Canada represents an alternative to the courts in specially designated areas.¹

Tribunals are part of the administrative justice system and are designed to be more accessible and informal dispute resolution forums, though they still have legal authority to make binding decisions.² Tribunals can vary widely in structure, jurisdiction, and formality. At the provincial/territorial level, tribunals facilitate legal problem resolution for various types of problems, including legal problems that fall into the category of “everyday legal problems”.³ The types of everyday legal problems under the purview of provincial and territorial tribunals include:

- **employment disputes**, such as those adjudicated by, for example, the Alberta Labour Relations Board, the Manitoba Labour Board, Newfoundland and Labrador’s Labour Relations Board and the Nova Scotia Labour Board;
- **housing disputes**, such as those adjudicated by Ontario’s Landlord and Tenant Board, Quebec’s Tribunal administratif du logement, and Saskatchewan’s Office of Residential Tenancies;
- problems related to **discrimination** and harassment such as matters adjudicated by the Northwest Territories Human Rights Commission, the Nunavut Human Rights Tribunal, the Prince Edward Island Human Rights Commission, and the Yukon Human Rights Panel of Adjudicators;

- **consumer problems** such as those adjudicated by British Columbia’s Civil Resolution Tribunal (which adjudicates small claims matters up to \$5000) and New Brunswick’s Energy and Utilities Board (which handles all financial and consumer matters formerly managed by New Brunswick’s Financial and Consumer Services Tribunal); and,
- problems related to **social assistance** and **disability assistance** such as those adjudicated by Ontario’s Social Benefits Tribunal.

The list above is by no means an exhaustive list of the types of problems that tribunals throughout the country address, though it does identify some of the most commonly experienced types of legal problems in Canada.⁴ Legal problems related to employment, housing, the purchase of goods and services, social assistance and disability assistance collectively account for almost one third of the estimated 36 million separate everyday legal problems experienced by adults in Canada during any given three-year period.⁵ This prevalence of everyday legal problems, together with the challenges of unmet legal need, and obstacles related to legal problem resolution define Canada’s crisis in access to civil justice. Importantly, for matters that fall under the purview of a provincial or territorial tribunal, Canadians’ experiences with the civil justice system are more likely to involve dispute resolution through a tribunal than a court.⁶ For this reason, among other reasons, these expert bodies are a necessary part of the conversation on access to civil justice in Canada.

¹For a discussion on the role of adjudicative tribunals in advancing access to justice, see Michelle A. Alton, “Rethinking Fairness in Tribunal Adjudication to Best Promote Access to Justice” (2019) 32:3 Can J Admin L & Prac. 151.

²Michelle Alton notes that, “tribunals are generally intended...to offer the potential for faster, less formal and more accessible adjudication relative to the courts”. *Ibid* at 152.

³Everyday legal problems are civil legal problems that often arise during the course of mundane, “everyday” activities. This generally includes the following legal problem types: consumer, debt, employment, problems with neighbours, discrimination, family, wills & incapacity, medical treatment, housing, personal injury, treatment by policy, disability assistance, threats of legal action, social assistance, and immigration.

⁴For a comprehensive list of tribunals and boards in Canada, see Appendix I. For a discussion of everyday legal problem experiences in Canada, see Trevor Farrow, Ab Currie, Nicole Aylwin, Les Jacobs, David Northrup and Lisa Moore, *Everyday Legal Problems and the Cost of Justice in Canada: Overview Report* (Toronto: Canadian Forum on Civil Justice, 2016), online: <<https://www.cfcj-fcjc.org/sites/default/files/Everyday%20Legal%20Problems%20and%20the%20Cost%20of%20Justice%20in%20Canada%20-%20Overview%20Report.pdf>>.

⁵For data on legal problem experiences by problem type see Lisa Moore, *Everyday Legal Problems and the Cost of Justice in Canada: Cost of Justice Survey Data* (Toronto: Canadian Forum on Civil Justice, 2018), online: CFCJ <<https://cfcj-fcjc.org/wp-content/uploads/Everyday-Legal-Problems-and-the-Cost-of-Justice-in-Canada-Cost-of-Justice-Survey-Data.pdf>>

⁶See Canadian Judicial Council, “Alternatives to Going to Court”, online: CJC <<https://cjc-ccm.ca/en/resources-centre/understanding-your-judicial-system/alternatives-going-court>>.

A. Why are We Doing this Research

The ability to access timely, effective, and impartial legal problem resolution through the tribunal system is critically important.

From impacts for employment, health, and long-term debt to the ability for individuals and families to remain housed—particularly at a time when many of these issues have become broader social problems—justice journeys that involve the tribunal justice system merit consideration for their role in advancing—or impeding—access to justice. The potential of tribunals to mitigate—or contribute to—growing social issues such as homelessness and poverty arguably positions them among the public bodies shaping what our societies will look like in the immediate future. Yet, modern access-to-justice discourse and scholarship in Canada often focuses on civil legal problem resolution through the courts and less so on the tribunal system. Where do adjudicative tribunals fit in the conversation on gaps in access to justice at the provincial/territorial level? Is the level of investment in the tribunal justice system proportional to their capacity to act as impartial, timely and accessible arbiters of justice? What obstacles do justice seekers face in addressing their claims through an adjudicative tribunal? Are challenges similar across adjudicative tribunals? How do justice seekers perceive outcomes from the tribunal justice system, and how does this compare to confidence in the courts? Are there shortcomings in the tribunal justice system that reasonably could be addressed to make them truly effective, people-centered, expeditious, and fair models of justice? How have adjudicative tribunals modernized in recent years? To what extent have tribunals modified processes and procedures to more aptly meet justice seeker’s needs or

better reflect modern understandings of people-centered justice? Versions of many of these questions have or are being explored in the context of our courts, and they should be. It is equally important to ask these questions of the tribunal system.

Within the legal community, adjudicative tribunals in Canada have generally enjoyed a reputation as more informal and accessible venues for everyday legal problem resolution relative to courts. Further, access-to-justice scholarship, public discourse, and media provide plenty of examples of pointed or indirect criticism of courts on their performance on various access-to-justice measures. In talking about courts at any level, much ink has been spilled over issues such as procedural delays, the use of antiquated technologies and systems, complicated processes, and perceived unjust rulings. Adjudicative tribunals have, until recently, generally avoided proportional levels of harsh, often headline-making criticism. However, this has been changing. In Ontario, for example, significant backlogs in some areas of Ontario’s adjudicative tribunal system⁷ and questions surrounding accountability, independence, and competence of appointed adjudicators,⁸ have brought into sharp relief a growing access-to-justice crisis in the province’s adjudicative tribunal system.

“From impacts for employment, health, and long-term debt to the ability for individuals and families to remain housed—particularly at a time when many of these issues have become broader social problems—justice journeys that involve the tribunal justice system merit consideration for their role in advancing—or impeding—access to justice.”

⁷See for example, Toronto Regional Real Estate Board, *Breaking the Backlog: Restoring Fairness and Justice to Ontario’s Landlord and Tenant Board* (Toronto: TRREB, November 2024), online: <https://trreb.ca/hlfiles/pdf/TRREB-Breaking_the_Backlog.pdf>. As other examples, see Farrah Merali, “Months-long delays at Ontario tribunal crushing some small landlords under debt from unpaid rent”, *CBC News* (27 October 2022), online: <<https://www.cbc.ca/news/canada/toronto/delays-ontario-ltb-crushing-small-landlords-1.6630256>> and Michael Smee, “This GTA condo owner says he’s struggling ‘to make ends meet’ as tenant won’t pay \$20K in rent”, *CBC News* (16 February 2023), online: <<https://www.cbc.ca/news/canada/toronto/this-gta-condo-owner-says-he-s-struggling-to-make-ends-meet-as-tenant-won-t-pay-20k-in-rent-1.6751505>>.

⁸See for example, Martin Regg Cohn, “Doug Ford appointed unqualified party loyalists to fill key tribunal spots. Now Ontarians are paying the price as wait lists swell”, *Toronto Star* (14 December 2022), online: <<https://www.thestar.com/politics/political-opinion/2022/12/14/doug-ford-appointed-unqualified-party-loyalists-to-fill-key-tribunal-spots-now-ontarians-are-paying-the-price-as-wait-lists-swell.html>>.

As with many serious challenges in our justice system, those most affected by impediments to fair and timely dispute resolution through adjudicative tribunals are often justice seekers from low-income, vulnerable, and marginalized populations. Central to this discussion of adjudicative tribunals are present-day understandings of meaningful access to civil justice and the needs of today’s litigants.⁹

The diversity of tribunals across provinces and their specific mandates makes an assessment of the entire tribunal justice system – or even adjudicative tribunals exclusively – a significant, likely multi-year undertaking which is (presently) beyond the scope of the research being undertaken by the Canadian Forum on Justice (CFCJ).¹⁰ Rather, the CFCJ is beginning to undertake research that seeks to focus more narrowly on select adjudicative tribunals, with a view to understanding their alignment with present-day understandings of effective access to justice.¹¹

This report is produced as part of the CFCJ’s “Access to Justice through the Tribunal System” project which seeks to understand obstacles to legal problem resolution through the tribunal system, benefits of tribunals relative to other dispute resolution forums, and the alignment of tribunals with understandings of people-centered access to justice.¹²

B. Access to Justice through the Tribunal System Project – Phase I

The first phase of in-person research for the CFCJ’s Access to Justice through the Tribunal System project focuses on tribunals in Ontario.

This report presents insights from the first information-gathering session aimed at learning about current

“The CFCJ is beginning to undertake research that seeks to focus more narrowly on select adjudicative tribunals, with a view to understanding their alignment with present-day understandings of effective access to justice.”

realities and recommendations related to legal problem resolution through Ontario’s tribunal system specifically.

According to Tribunals Ontario, a group comprising 13 tribunals in the province, some tribunals schedule more than 105,000 hearings and resolve more than 100,000 cases in a year.¹³ These include disputes between landlords and tenants (adjudicated by the Landlord & Tenant Board), disputes around eligibility and access to social assistance (adjudicated by the Social Benefits Tribunal), allegations of harassment or discrimination (adjudicated by the Human Rights Tribunal of Ontario), and other types of legal matters (handled by the Assessment Review Board, Animal Care Review Board, Child and Family Services Review Board, Custody Review Board, Fire Safety Commission, Licence Appeal Tribunal – Automobile Accident Benefits Service, Licence Appeal Tribunal – General Service, Ontario Civilian Police Commission, Ontario Parole Board, and Ontario Special Education Tribunal). In recent years—and likely owing at least in part to the COVID-19 pandemic—some adjudicative tribunals under the ambit of Tribunals Ontario have undertaken a series of modernization initiatives that have seen some services shifted to online-only or remote access. In addition to changes to in-person hearings and other in-person procedures, significant backlogs, questions around adjudicator appointments, and other issues have raised

⁹In the context of the research being proposed, access to justice is generally “concerned with whether “users’ of a justice system are able to participate in the system in a meaningful way, and in particular, whether their participation is impeded due to the complexity, length of time or cost of the adjudication.” See Michelle A. Alton, “Rethinking Fairness in Tribunal Adjudication to Best Promote Access to Justice”. *Supra* note 1.

¹⁰Appendix I includes information on tribunals operating at the provincial, territorial, and federal level in Canada.

¹¹See CFCJ “Access to Justice through the Tribunal System”, online: <<https://cfcj-fcjc.org/our-projects/access-to-justice-through-the-tribunal-system/>>.

¹²For information about the CFCJ’s “Access to Justice through the Tribunal System” project, see CFCJ “Access to Justice through the Tribunal System. *Ibid.*

¹³Tribunals Ontario, “Landlord and Tenant Board: Application and Hearing Process” (information accessed September 2024), online: <<https://tribunalsontario.ca/ltb/application-and-hearing-process/>>.

questions and inspired commentary¹⁴ about the extent to which justice seekers are now facing access-to-justice challenges through the tribunal system.

Access to justice is a central theme of this report. Taking the view that access to justice broadly encompasses the ability to resolve legal problems in ways that are perceived by justice seekers to be accessible, effective, efficient and fair, this report seeks to explore changes and challenges to the administration of justice through Ontario’s tribunals in recent years. This report is informed by an information-gathering roundtable event with judges, professors, lawyers, tribunal adjudicators, paralegals and others with extensive knowledge and/or experience with tribunals generally, and Ontario’s tribunal system in particular. These stakeholders provided insight on some of the pressure points experienced by justice seekers and those delivering justice in the tribunal system, while also contemplating how these pressure points may be relieved.

The CFCJ recognizes the importance of feedback from users of the tribunal system. In later stages of this research, we aim to connect with justice seekers who have resolved one or more disputes through the tribunal system in order to learn about their experience, perceptions of the experience, and how they imagine dispute resolution through the tribunal system might be improved.

The scope of this report is limited to the discussions that took place during the roundtable event. We acknowledge that access to civil justice is a complex issue, and the tribunal system takes seriously the decisions it dispenses concerning everyday justice. This report does not seek to be critical of tribunals as a whole or any particular tribunal. Rather, the roundtable event that informs this report was inspired by a goal of having open and honest conversations with experts about growing obstacles and frustrations of access to civil justice in Canada, as increasingly identified in academic, professional, news and research publications, and through public discourse.¹⁵

“This report is informed by an information-gathering roundtable event with judges, professors, lawyers, tribunal adjudicators, paralegals and others with extensive knowledge and/or experience with tribunals generally, and Ontario’s tribunal system in particular.”

“In later stages of this research, we aim to connect with justice seekers who have resolved one or more disputes through the tribunal system in order to learn about their experience, perceptions of the experience, and how they imagine dispute resolution through the tribunal system might be improved.”

¹⁴ See for example, Tribunal Watch Ontario, “Justice Denied: The Access to Justice Crisis at Tribunals Ontario” (Ontario: Tribunal Watch Ontario, 14 December 2022), online: <<https://tribunalwatch.ca/wp-content/uploads/2022/12/Dec-14-2022-Statement-PDF.pdf>>.

¹⁵ At the time of editing this report for publication, the World Justice Project released its annual Rule of Law Index showing that, among the 8 factors used to evaluate country scores, Canada received its lowest score for civil justice: 0.68 out of a possible score of 1.0. Canada received its second lowest score for the criminal justice system: 0.74 out of 1.0. Canada’s score on civil justice in the 2024 Rule of Law Index represents its lowest score on this measure in almost 10 years of World Justice project reports. Access, affordability and unreasonable delay are the main factors driving Canada’s low score on civil justice. World Justice Project, Rule of Law Index 2024 (Washington D.C.: World Justice Project, 2024), online: WJP <<https://worldjusticeproject.org/rule-of-law-index/downloads/WJPIndex2024.pdf>>.

II

ROUNDTABLE EVENT

A. About the Roundtable Event

On May 3rd, 2024, the CFCJ, together with Professor Noel Semple (University of Windsor, Faculty of Law)¹⁶, hosted a roundtable event on the theme: “Access to Justice through the Tribunal System”.

CFCJ staff members, Lisa Moore (CFCJ Director) and Nicole Aylwin (former CFCJ Director and current CFCJ Senior Research Fellow) were responsible for organizing the event, along with law professor, Noel Semple. CFCJ research assistants and Osgoode Hall Law School students, Travis Dods and Kyle Farren and University of Windsor, Faculty of Law student Symrun Patel, assisted with note-taking and other aspects of the event. The roundtable was organized as a half-day event at the law offices of Casey & Moss LLP in Downtown Toronto. The event was limited to in-person participation, though a last-minute change meant that one person attended virtually. Invitations were extended to members of the legal community known to the organizing team who were identified as having extensive knowledge and/or experience with the tribunal system in Ontario. Although participation was limited to members of the legal and administrative justice community, in organizing the roundtable event, the organizing team sought to ensure diversity of perspectives by inviting legal community members with different professional designations, varying years of experience, and representing different parts of the tribunal system. In total, ten legal experts accepted our invitation to participate in the roundtable event.

In the interest of open and honest dialogue, participants were told in advance that their name, job title, or other identifying details would not be shared as part of any publication about the roundtable event. Participants were encouraged to share their opinions, however unpopular. Further, although there were note-takers present during

the roundtable event, discussions were not recorded, and names were not included in notes. Participants were informed that direct quotes might be included in publications about the roundtable event, however, they would not be attributed to the participant or included in any publication if they might reasonably be attributed back to a particular person.

Discussion questions

Prior to the event, participants were provided with several discussion questions which offered a general idea of the themes that might animate discussions. These questions were:

1. Are provincial/territorial adjudicative tribunals, in their current forms, capable of delivering access to justice? (Access to justice is understood to mean effective, timely, impartial, accessible, people-centered dispute resolution.)
2. What do you think the public (commonly) gets wrong about tribunals?
3. What do you think governments get wrong about tribunals or how tribunals administer justice?
4. If tribunals are failing to deliver people-centered access to justice, where are the gaps/main pressure points?
5. What would help tribunals perform better or more effectively? (For e.g. increased funding, more staff, better technology, impartial appointees, updated procedures, more represented litigants, etc.)
6. What are some of the most significant changes (good or bad) that have taken place in the administration of justice through the tribunal system within the last 10 – 20 years? What is the impact of these changes?
7. How has technology changed the way tribunals operate, if at all?
8. What do you think the future of provincial/territorial tribunals should/ or could be?

¹⁶ Noel Semple is an Associate Professor in the Faculty of Law, University of Windsor. He has written extensively about tribunals and access to justice, including recent publications in the Canadian Bar Review and the Canadian Journal of Administrative Law and Practice. Noel has collaborated with the CFCJ on various initiatives, including the CFCJ’s multi-year “Cost of Justice” project (2011-2018). For recent publications by Noel Semple on tribunals see, Noel Semple: “Tribunals”, online: <<http://www.noelsemple.ca/category/tribunals/>>.

The questions were also included on the roundtable event program and made available in hardcopy to event participants. Importantly, recognizing the breadth of knowledge and experience of roundtable participants, the discussions were organized loosely to provide participants an opportunity to contribute responses and insights beyond those stemming from the discussion prompts. The discussions were moderated by Nicole Aylwin and Noel Semple.

The participants were organized into discussion groups based on their expressed areas of interest. Four participants were assigned to the first discussion group and three participants each were assigned to the remaining two groups. Following brief welcome remarks and opening comments, the first of the three discussion groups was introduced. Each discussion was scheduled to last for approximately 45 minutes, followed by a 15-minute break. At the start of each discussion, each participant was given seven minutes to speak to one or more of the questions that were provided in advance or to speak more generally about the tribunal system. Details on these discussions are provided in Part III, below. At the end of the roundtable event, participants expressed an interest in staying connected to the CFCJ's Access to Justice through the Tribunal System research project, and other initiatives focused on tribunal system advancement more generally.

III

ROUNDTABLE DISCUSSIONS

We have organized our reporting on the roundtable discussions around several key “pressure points” that were identified by participants.

We also include possible recommendations made by the participants, while noting that in several cases, the recommendations are not framed as steps necessary to address an issue. Rather, based on the discussion, the recommendation may instead reflect an acknowledgement that an issue is problematic, and it is necessary for tribunals to work in some way, in a particular area, to address the issue that is stated.

PRESSURE POINT

PAUCITY OF DATA

Roundtable participants seemed to agree that there is a notable gap in the amount of data available to understand the functioning of tribunals and improve access to justice.

While more data is now being collected, it is still limited. The lack of comprehensive, detailed data remains a significant barrier. This can hinder efforts to assess the effectiveness of the tribunal system, understand the needs of users, and drive improvements.

Another related issue that was raised was the absence of a shared set of standards for data collection and measurement across tribunals. Each tribunal may collect data according to its own priorities and practices, leading to inconsistent or incomplete datasets. This makes it difficult to compare performance or outcomes between tribunals, or to aggregate data at a national or regional level to identify systemic trends or issues. For instance, one tribunal may focus on the time taken to resolve cases, while another might track the satisfaction of participants. Without standard metrics, it becomes hard to measure improvements or disparities across the system as a whole.

Recommendation

One of the key solutions could be the creation of standardized data metrics across tribunals. These standards would ensure that all tribunals collect and report data in ways that make comparisons possible and insights more meaningful. However, data collection and analysis should not be done in isolation. Involving stakeholders—including legal professionals, community organizations, and tribunal users—could ensure that the data collected is both comprehensive and relevant. Stakeholder input can help shape the type of data collected, ensuring that it reflects the experiences and challenges faced by tribunal users.

Additionally, increasing transparency by making more data publicly available would also allow for greater accountability. Public access to data could help advocacy groups, researchers, and the general public identify areas of concern and push for reforms where needed.

PRESSURE POINT

INCREASING COMPLEXITY

One of the most significant barriers for self-represented parties is the increasing complexity of the tribunal process. Although tribunals are designed to be more accessible than traditional courts, the process can still be difficult to navigate for someone without legal training. Each party is typically expected to manage their case independently, with little to no support from the tribunal itself. However, self-represented parties often lack the knowledge and resources to prepare adequately for a hearing.

Recommendation

Participants generally agreed tribunals should continue to not only contemplate, but prioritize the needs of self-represented parties, and continue to explore strategies such as simplified forms and processes, proactive case management, active adjudication, the adoption of plain language resources and plain language decision writing. Active adjudication was also cited as a way to address this issue (and will be discussed further in this report).

PRESSURE POINT

BACKLOGS

There are continuing backlog problems at many tribunals. These backlogs not only undermine the legitimacy of the process but also diminish public trust in the tribunal system as a whole. Backlogs may also meaningfully impact justice seekers lives – a significantly delayed resolution for example can impact benefit payments, how/ if someone receives certain recovery treatments, or may leave someone in limbo in regard to their housing. In some cases, participants felt that these backlogs may also lead to the prioritization of speed at the cost of fairness, creating long-term damage to the system’s credibility and the experience of the people it is meant to serve. As an example, one participant pointed to an increasing reliance on summary decisions, which after people have waited years to be heard, does not make them feel as if they have participated in a legitimate process.

Recommendation

Tribunals should continue to focus on ensuring that proportionality is at the heart of their case management processes. This means that tribunals should allocate time, resources, and attention to cases based on their complexity, while avoiding a “one-size-fits-all” approach. Both complex cases and simpler cases must be given appropriate consideration, but the approach to each should be proportional to the needs of the case at hand. Additionally, all participants agreed there must be political will to provide much-needed resources to tribunals. Further, ensuring tribunals are adequately and competently staffed is paramount.

PRESSURE POINT

A LACK OF UNDERSTANDING OF TRIBUNALS RELATIVE TO THE COURTS

Participants observed that the public does not know much about tribunals. There is not widespread public understanding of what tribunals are, why they matter, and how they function. Without this awareness, individuals may not realize when and how to use the tribunal system. Additionally, given that there are so many types of administrative agencies and tribunals (e.g. federal, provincial/territorial, administrative, regulatory, boards, commissions, etc.),¹⁷ there can even be confusion among lawyers themselves about the role and function of the tribunal system in delivering justice. The failure to understand the difference between the various tribunals is a fundamental issue. One participant noted that it could be argued that there is a “branding problem” when it comes to administrative law even though Ontarians are more likely to interact with tribunals than civil/criminal courts. Some tribunals get “more than 80 000 applications a year”; this represents a significant number of Ontarians. But, for much of the public and even the legal profession, unless you have a legal problem that ends up before a tribunal, the tribunal system may be largely “invisible”. It was also noted that for students, administrative law is not prioritized in law schools, despite being central to democratic principles, participation, and access to justice.

Recommendation

More work could be done to raise awareness about tribunals and their functions among the public. It was noted that campaigns like those undertaken by the public legal education sector which help justice seekers learn about courts and their rights, could also be beneficial for tribunals and their users. Additionally, ensuring law students have a basic understanding of administrative law and the importance of tribunals for delivering access to justice is imperative.

¹⁷ See Appendix I

PRESSURE POINT

USE OF TECHNOLOGY AS PART OF THE DISPUTE RESOLUTION PROCESS

While technology can improve access to justice in tribunals, it cannot address all access to justice issues, especially considering that some people lack the skills or resources to fully engage in online proceedings – and even if they can and do participate via technology this may lead to an unbalanced process. For example, tenants often attend hearings by phone, while landlords join via video call, potentially creating a lopsided and inequitable process. It was also noted that fully online or remote processes may have the unintended effect of limiting a self-represented parties' ability to observe others' cases, which have, in the past, helped self-represented litigants gain insights into how the process will unfold. This is an experience that would not be possible, for example, when participating via phone.

Recommendation

Technology can be a helpful tool for achieving access to justice, but it needs to be implemented thoughtfully and with attention to the user experience. Technology should be adopted and incorporated in a way that benefits all parties equally and does not create a power imbalance between the parties.

PRESSURE POINT

PEOPLE NEED TO FEEL HEARD

Access to justice in the tribunal system isn't just about resolving disputes; it's about ensuring that individuals feel their stories have been genuinely heard and understood. Many applicants, particularly those facing difficult personal circumstances, feel empowered when they have the opportunity to tell their story and be listened to. When tribunals are overly formal or dismissive, it can feel as though the process is "stacked against them", especially when their experiences are not fully acknowledged or addressed.

Recommendation

Tribunals can use active adjudication to ensure that parties both are heard and feel heard. When active adjudicators engage with the parties, ask clarifying questions, and ensure that all relevant details are heard, regardless of whether a party is represented by a lawyer, it fosters an environment where barriers to self-representation are reduced, and individuals can participate meaningfully in the process, contributing to their sense of being treated fairly and with respect.

PRESSURE POINT

ACTIVE ADJUDICATION

Further to the previous recommendation, participants felt strongly that adopting an active adjudication approach in the tribunal system would help improve access to justice.¹⁸ This approach incorporates elements of the inquisitorial system, where adjudicators play a more active role in gathering information, but remains distinct in that it doesn't eliminate the adversarial aspects. It was acknowledged that many tribunals have adopted such an approach, but that adjudicators needed to be provided continued training on active adjudication and supported to adapt to this newer approach. It was further noted that the courts support such an approach (here participants pointed to *Baker v. Canada* (Minister of Citizenship and Immigration), [1999] 2 S.C.R. 817 as an example).

Recommendation

Some specific examples of active adjudication techniques discussed by participants, include: adjudicator-led questioning of witnesses, which ensures that the tribunal fully understands the key issues and helps ensure fairness, especially in complex cases; and, the use of navigators to assist both parties in navigating the tribunal process. These navigators could provide guidance without replacing the role of legal advocates.

¹⁸ In active adjudication, the adjudicator takes a more active role in managing the adjudication of the dispute. See Council of Canadian Administrative Tribunals, "Active Adjudication Repository", online: <<https://www.ccat-ctac.org/active-adjudication-repository/>>. According to a report produced for the Society of Ontario Adjudicators and Regulators (SOAR), active adjudication improves access to justice by tailoring the adjudication process to participants. It can lead to better understanding of underlying issues and conflicts, enhancing understanding of the evidence and meaning of the dispute. Other benefits include shorter hearing processes and facilitation of decision writing. See Brian Cook, "Active Adjudication: Improving Access to Justice" presentation (Ontario: SOAR, November 2015), online: SOAR <<https://soar.on.ca/system/files/documents/cook-presentation-session2-ontario.pdf>>.

PRESSURE POINT

THE NEED FOR LEGISLATIVE CHANGES

Given the focus on Ontario’s tribunals, the participants discussed a 2024 private member’s bill introduced in the Ontario Legislature by Member of Provincial Parliament Ted Hsu.¹⁹ The bill discussed was Bill 179, the “Fewer Backlogs and Less Partisan Tribunals Act, 2024”.²⁰ The bill sought to address delays at Ontario’s tribunals by creating an independent council to monitor the appointment, operation and severance policies of Ontario’s tribunals and would have proactive approval, reporting and investigative powers.

Recommendation

While the bill was voted down, participants felt that it was clear that the underlying issues the bill sought to address remain pressing. There was discussion on the fact that moving forward, advocacy at the local level is essential to demonstrate the importance of these types of legislative reforms. By continuing to push for these reforms, stakeholders can highlight the need for innovation and efficiency in the tribunal system, ensuring that the voices of those impacted are heard and acted upon. Ultimately, while the bill itself may not have succeeded, the conversation it sparked can continue to influence the direction of tribunal reform in Ontario.

¹⁹To learn more about Bill 179, see Aidan Macnab, “Liberal MPP’s bill aims to ‘depoliticize’ and clear backlog from Ontario’s tribunal system” (15 April 2024), online: <<https://www.lawtimesnews.com/news/general/liberal-mpps-bill-aims-to-depoliticize-and-clear-backlog-from-ontarios-tribunal-system/385458>>.

²⁰Shortly prior to the publication of this report, another private member’s bill aimed at addressing backlogs in the tribunal system was introduced in the Ontario Legislature. MPP Kristyn Wong-Tam introduced Bill 226, *Fixing Tribunals Ontario Backlogs Act, 2024* in November 2024. Bill 226 proposes to: “make changes to the appointments process for members of adjudicative tribunals, to establish a panel to provide recommendations to the Attorney General on matters relating to adjudicative tribunals and to provide for the establishment of temporary panels to adjudicate matters before the Human Rights Tribunal and the Landlord and Tenant Board”. B-226, *Fixing Tribunals Ontario Backlogs Act*, 1st sess., 43rd Leg., Ontario, 2024.

IV

CONCLUSION

In the pursuit of delivering genuine access to justice, the current tribunal system holds immense potential.

In theory, tribunals are uniquely positioned to offer innovative, accessible, and efficient solutions, but in practice, as was often noted in our roundtable discussions, their vast potential remains largely untapped. Despite having the tools to assert their independence, tribunals have often fallen back on the traditional, rigid processes typically seen in civil courts. This reluctance (or in some cases limited ability due to resource and other constraints) to embrace creativity stifles their ability to adapt and truly transform the justice experience for individuals. That said, as participants were quick to note, things are changing and there are tribunals experimenting and tracking the results of these experiments, with the focus of improving the experience of justice seekers. It is just that progress can be and often feels slow, given the extent of the access to justice crisis.

Throughout the discussions, participants often noted that what is desperately needed is a shift in mindset—a bold, decisive move toward embracing flexibility, creativity, and real innovation. Tribunals should recognize the incredible opportunity they have to break free from the conventional constraints of the traditional civil justice model. By doing so, they can create a more dynamic, responsive, and accessible system that is truly reflective of the diverse needs of the public. Small, low-cost changes, such as simplifying communication, fostering more collaborative dialogues, and prioritizing fairness over formality, could dramatically improve the efficiency and effectiveness of tribunal processes.

Ultimately, participants agreed that tribunals can indeed deliver on the promise of access to justice by embracing their ability to innovate in a way that makes tribunal processes more human and adaptable, while also maintaining their integrity and remaining fair.

“...what is desperately needed is a shift in mindset—a bold, decisive move toward embracing flexibility, creativity, and real innovation.”

APPENDIX I:

TRIBUNALS AND BOARDS IN CANADA

Tribunal Name (Federal/Provincial/Territorial)	URL
Federal	
Canada Agricultural Review Tribunal	https://cart-crac.gc.ca/index-en.html
Canada Industrial Relations Board	https://cirb-ccri.gc.ca/en
Canadian Broadcast Standards Council	https://www.cbsc.ca/
Canadian Cultural Property Export Review Board	https://ccperb-cceebc.gc.ca/en/index-en.html
Canadian Human Rights Tribunal	https://www.chrt-tcdp.gc.ca/en
Canadian International Trade Tribunal	https://citt-tcce.gc.ca/en
Copyright Board of Canada	https://cb-cda.gc.ca/
Competition Tribunal	https://www.ct-tc.gc.ca/
Environmental Protection Tribunal of Canada	https://eptc-tpec.gc.ca/en/index.html
Federal Public Sector Labour Relations and Employment Board	https://pslreb-crtefp.gc.ca/en/
Immigration and Refugee Board of Canada	https://www.irb-cisr.gc.ca/en/Pages/index.aspx
Information Commissioner of Canada	https://www.oic-ci.gc.ca/en
Investment Industry Regulatory Organization of Canada	https://www.iroc.ca/
Canadian Investment Regulatory Organization	https://www.ciro.ca/
Mutual Fund Dealers Association	https://mfda.ca/
Occupational Health and Safety Tribunal Canada	https://www.canada.ca/en/occupational-health-and-safety-tribunal-canada.html
Office of the Privacy Commissioner of Canada	https://www.priv.gc.ca/en/
Patent Appeal Board	https://ised-isde.canada.ca/site/canadian-intellectual-property-office/en/patent-appeal-board
Public Servants Disclosure Protection Tribunal	https://www.psdpt-tpfd.gc.ca/home-en.html
Social Security Tribunal of Canada	https://sst-tss.gc.ca/en
Specific Claims Tribunal Canada	https://www.sct-trp.ca/
Trademarks Opposition Board	https://ised-isde.canada.ca/site/canadian-intellectual-property-office/en/trademarks-opposition-board
Transportation Appeal Tribunal of Canada	https://www.tatc.gc.ca/en/home.html
Veterans Review and Appeal Board	https://vrab-tacra.gc.ca/en

Provincial	
Alberta	
Alberta Employment Standards Appeals	https://www.alberta.ca/file-employment-standards-appeal
Alberta Human Rights Commission	https://albertahumanrights.ab.ca/
Alberta Labour Relations Board	http://www.alrb.gov.ab.ca/
Alberta Public Lands Appeal Board	https://aep.sp.alberta.ca/lands/alberta-public-lands-appeal-board/Pages/default.aspx
Law Enforcement Review Board	https://www.alberta.ca/law-enforcement-review-board
Metis Settlements Appeal Tribunal	https://msat.alberta.ca/
Appeals Commission for Alberta Worker’s Compensation	https://www.appealscommission.ab.ca/
Workers’ Compensation Board – Alberta	https://www.wcb.ab.ca/
Residential Tenancy Dispute Resolution Service	https://www.alberta.ca/residential-tenancy-dispute-resolution-service
Environmental Appeals Board	https://www.eab.gov.ab.ca/
Alberta Municipal Government Board	https://www.alberta.ca/municipal-affairs
Alberta Securities Commission	https://www.asc.ca/
Alberta Gaming, Liquor and Cannabis	https://aglc.ca/
Mental Health Review Panel	https://www.alberta.ca/mental-health-review-panel-roster
Public Health Appeal Board	https://www.alberta.ca/public-health-appeal-board
Land and Property Rights Tribunal	https://www.alberta.ca/land-and-property-rights-tribunal
Public Lands Appeal Board	https://www.alberta.ca/public-lands-appeal-board
Calgary Subdivision and Development Appeal Board	https://www-prd.calgary.ca/content/sdab/en/home/home.html
College of Physicians and Surgeons Discipline Committee	https://cpsa.ca/about-cpsa/committees/
Law Society of Alberta	https://www.lawsociety.ab.ca/
Office of the Information and Privacy Commissioner of Alberta	https://oipc.ab.ca/
Real Estate Council of Alberta	https://www.reca.ca/
SafeRoads Alberta	https://www.alberta.ca/saferoads-alberta
British Columbia	
British Columbia Employment Standards Tribunal	https://www.bcest.bc.ca/
British Columbia Human Rights Tribunal	https://www.bchrt.bc.ca/
British Columbia Securities Commission	https://www.bcsc.bc.ca/
British Columbia Workers’ Compensation Appeal Tribunal	https://www.wcat.bc.ca/
BC Civil Resolution Tribunal	https://civilresolutionbc.ca/
College of Dental Surgeons of British Columbia	https://oralhealthbc.ca/
College of Pharmacists of British Columbia	https://www.bcpharmacists.org/
College of Physicians and Surgeons of British Columbia	https://www.cpsbc.ca/
The Health Professions Appeal and Review Board	https://www.hparb.on.ca/scripts/english/about.asp
Office of the Information and Privacy Commissioner for B.C	https://www.oipc.bc.ca/
BC Labour Relations Board	https://www.lrb.bc.ca/
Law Society of British Columbia	https://www.lawsociety.bc.ca/

British Columbia (continued)	
BC Financial Services Authority	https://www.bcfsa.ca/
Residential Tenancy Branch	https://www2.gov.bc.ca/gov/content/housing-tenancy/residential-tenancies
BC Utilities Commission	https://www.bcuc.com/
Environmental Appeal Board	https://www.bceab.ca/
Forest Appeals Commission	https://www.bcfac.ca/
Property Assessment Appeal Board	https://www.assessmentappeal.bc.ca/
Passenger Transportation Board	https://www.ptboard.bc.ca/
Mental Health Review Board	https://www.bcmhrb.ca/
BC Farm Industry Review Board	https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/boards-commissions-tribunals/bc-farm-industry-review-board
Liquor and Cannabis Regulation Branch	https://www2.gov.bc.ca/gov/content/employment-business/business/liquor-regulation-licensing
Health Professions Review Board	https://www.bchprb.ca/
BC Financial Services Tribunal	https://www.bcfst.ca/
BC Oil and Gas Appeal Tribunal	https://www.bcerat.ca/
Provincial Agricultural Land Commission	https://www.alc.gov.bc.ca/
Safety Standards Appeal Board	https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/boards-commissions-tribunals/safety-standards-appeal-board
BC Review Board	https://www.bcrb.ca/
Building Code Appeal Board	https://www2.gov.bc.ca/gov/content/industry/construction-industry/building-codes-standards/building-code-appeal-board
Community Care and Assisted Living Appeal Board	https://www.bcccalab.ca/
Disciplinary and Professional Conduct Board	https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/boards-commissions-tribunals/commissioner-for-teacher-regulation/hearing-panel
Employment and Assistance Appeal Tribunal	https://eaat.ca/
Energy Resource Appeal Tribunal	https://www.bcerat.ca/
Forest Practices Board	https://www.bcfpb.ca/
Health Care Practitioners Special Committee for Audit Hearings	https://www2.gov.bc.ca/gov/content/health/practitioner-professional-resources/msp/health-care-practitioners-special-committee-audit-hearings
Hospital Appeal Board	https://www.bchab.ca/
Property Assessment Review Panel	https://www2.gov.bc.ca/gov/content/housing-tenancy/owning-a-home/property-assessment-review-panels2
Skilled Trades BC Appeal Board	https://www.stbcab.ca/
Surface Rights Board	http://www.surfacerightsboard.bc.ca/

Manitoba	
Animal Care Appeal Board	https://www.gov.mb.ca/agriculture/animal-health-and-welfare/animal-welfare/animal-protection/appeals.html
Clean Environment Commission	http://www.cecmanitoba.ca/
Manitoba Combative Sports Commission	https://www.mbcombativesports.com/
Denturist Association of Manitoba	https://www.gov.mb.ca/asset_library/en/abc/alpha/denturists_association.pdf
Disaster Assistance Appeal Board	https://www.gov.mb.ca/asset_library/en/abc/alpha/disaster_assistance_appeal_board.pdf
Land Value Appraisal Commission	https://www.gov.mb.ca/central/lvac/index.html
Manitoba Law Reform Commission	http://www.manitobalawreform.ca/
Law Society of Manitoba	https://lawsociety.mb.ca/
Manitoba Health Appeal Board	https://www.gov.mb.ca/health/appealboard/index.html
Manitoba Human Rights Commission	https://www.manitobahumanrights.ca/
Manitoba Labour Board	https://www.gov.mb.ca/labour/labbrd/
The Municipal Board	https://www.gov.mb.ca/mr/municipal_board/
Manitoba Public Utilities Board	https://www.pubmanitoba.ca/v1/
Residential Tenancies Commission	https://www.gov.mb.ca/cp/residtc/
Manitoba Securities Commission	https://mbsecurities.ca/
Surface Rights Board	https://www.gov.mb.ca/iem/board/srboard.html
Tax Appeals Board	https://www.gov.mb.ca/finance/taxation/tax_appeals_commission.html
Social Services Appeal Board	https://www.gov.mb.ca/fs/ssab/
Workers Compensation Appeal Commission	https://www.appeal.mb.ca/
Automobile Injury Compensation Appeal Commission	https://www.gov.mb.ca/cp/auto/
Mental Health Review Board	https://www.gov.mb.ca/mhcw/about/structure/mhrb.html
New Brunswick	
Financial and Consumer Services Tribunal	https://fcnb.ca/en/about-the-fcnb/financial-and-consumer-services-tribunal
Law Society of New Brunswick	https://lawsociety-barreau.nb.ca/en
Assessment and Planning Appeal Board	https://www2.gnb.ca/content/gnb/en/departments/elg/local_government/content/assessment_planningappealboard.html
New Brunswick Labour and Employment Board	https://www3.gnb.ca/LEB-CTE/index-e.asp
New Brunswick Workers Compensation Appeals Tribunal	https://nbwcat-taatnb.ca/en
New Brunswick Human Rights Commission	https://www2.gnb.ca/content/gnb/en/departments/nbhrc.html
The Residential Tenancies Tribunal	https://www.nbtenants.ca/en/residential-tenancies-tribunal-explained
Mental Health Review Board	https://www2.gnb.ca/content/gnb/en/corporate/abc/current_opportunities/abc_renderer.2023.03.mhrb-north-south.html
Family Income Security Appeals Board	https://www2.snb.ca/content/snb/en/services/services_renderer.200995.Family_Income_Security_Appeals_Board.html

Newfoundland and Labrador	
College of Physicians and Surgeons of Newfoundland and Labrador	https://cpsnl.ca/
Information and Privacy Commissioner	https://www.oipc.nl.ca/
Law Society of Newfoundland and Labrador	https://lsnl.ca/
Human Rights Commission - Newfoundland and Labrador	https://thinkhumanrights.ca/
Residential Tenancies Board	https://www.gov.nl.ca/dgsnl/landlord-tenant/
Workplace Health, Safety and Compensation Review Division	https://www.gov.nl.ca/whscrd/
Board of Commissioners of Public Utilities	http://www.pub.nf.ca/
Review Panel of the Medical Care and Hospital Insurance Act	https://www.exec-abc.gov.nl.ca/public/agency/detail/?id=646&
Income and Employment Support Appeal Board	https://www.gov.nl.ca/cssd/department/branches/incomesupport/appeal-board/
Financial Services Appeal Board	https://www.exec-abc.gov.nl.ca/public/agency/detail/?id=748&
Mental Health Care and Treatment Review Board	https://www.exec-abc.gov.nl.ca/public/agency/detail/?id=623&
Municipal Assessment Agency	https://maa.ca/
Newfoundland and Labrador Labour Relations Board	https://www.gov.nl.ca/lrb/
Labour Standards Division (Non-Unionized Employees and Workplaces)	https://www.gov.nl.ca/ecc/labour/nonunion/
Nova Scotia	
Workers' Compensation Appeals Tribunal	https://wcat.novascotia.ca/workers-compensation-appeals-tribunal
College of Physicians & Surgeons of Nova Scotia	https://cpsns.ns.ca/
Information and Privacy Commissioner of Nova Scotia	https://oipc.novascotia.ca/
Nova Scotia Barristers' Society	https://nsbs.org/
Nova Scotia Human Rights Commission	https://humanrights.novascotia.ca/
Nova Scotia Labour Board	https://novascotia.ca/lae/labourboard/
Nova Scotia Occupational Health and Safety Appeal Panel	https://novascotia.ca/lae/ohsapo/faq.asp
Police Review Board	https://novascotia.ca/OPCC/
Nova Scotia Securities Commission	https://nssc.novascotia.ca/
Serious Incident Response Team	https://sirt.novascotia.ca/
Nova Scotia Utility and Review Board	https://nsuarb.novascotia.ca/

Ontario	
Assessment Review Board	https://tribunalsontario.ca/arb/
Animal Care Review Board	https://tribunalsontario.ca/acrb/
Child and Family Services Review Board	https://tribunalsontario.ca/cfsrb/
Custody Review Board	https://tribunalsontario.ca/crb/
Fire Safety Commission	https://tribunalsontario.ca/fsc/
Human Rights Tribunal of Ontario	https://tribunalsontario.ca/hrto/
Landlord and Tenant Board	https://tribunalsontario.ca/ltb/
Licence Appeal Tribunal	https://tribunalsontario.ca/lat/
Ontario Civilian Police Commission	https://tribunalsontario.ca/ocpc/
Ontario Parole Board	https://tribunalsontario.ca/opb/
Ontario Special Education Tribunal	https://tribunalsontario.ca/oset/
Social Benefits Tribunal	https://tribunalsontario.ca/sbt/
Agriculture, Food and Rural Affairs Appeal Tribunal	https://afraat.ca/
Alcohol and Gaming Commission of Ontario	https://agco.ca/en
College of Chiropractors of Ontario	https://cocoo.on.ca/
College of Massage Therapists of Ontario	https://www.cmtto.com/
College of Nurses of Ontario Discipline Committee	https://www.cno.org/en/what-is-cno/councils-and-committees/committee/discipline-committee/
College of Occupational Therapists of Ontario	https://www.coto.org/
College of Optometrists of Ontario	https://collegeoptom.on.ca/
College of Physicians and Surgeons of Ontario	https://www.cpso.on.ca/
College of Physiotherapists of Ontario	https://www.collegept.org/
College of Psychologists of Ontario	https://cpbao.ca/
College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario	https://www.ctcmpao.on.ca/
Condominium Authority Tribunal	https://www.condoauthorityontario.ca/dispute-resolution/
Consent and Capacity Board	https://www.ccboard.on.ca/scripts/english/index.asp
Criminal Injuries Compensation Board	https://tribunalsontario.ca/2016/04/19/cicb-april-19-2016cicb-new-website-let-us-know-think/
Financial Services Tribunal	https://www.fstontario.ca/
Grievance Settlement Board	https://www.psab.gov.on.ca/en/gsb/
The Health Professions Appeal and Review Board	https://www.hsarb.on.ca/scripts/english/
Horse Racing Appeal Panel	https://www.hrappelpanel.ca/en
Information and Privacy Commissioner of Ontario	https://www.ipc.on.ca/en
Law Society of Ontario	https://lso.ca/home

Ontario (continued)	
Municipal Integrity Commissioners of Ontario	https://www.ombudsman.on.ca/resources/brochures,-posters-and-resources/municipal-resources/municipal-integrity-commissioners-best-practice-guide
Normal Farm Practices Protection Board	https://nfppb.ca/
Office of the Ombudsman of Ontario	https://www.ombudsman.on.ca/home
Ontario College of Early Childhood Educators	https://www.college-ece.ca/
Ontario College of Teachers	https://www.oct.ca/
Condominium Authority of Ontario	https://www.condoauthorityontario.ca/
Ontario Drainage Tribunal	https://www.ontario.ca/page/drainage-act-appeals
Ontario Energy Board	https://www.oeb.ca/
Ontario Labour Relations Board	https://www.olrb.gov.on.ca/
Ontario Land Tribunal	https://olt.gov.on.ca/
Pay Equity Hearings Tribunal	https://www.olrb.gov.on.ca/pec/PEHT/default.asp
Public Service Grievance Board	https://www.psab.gov.on.ca/en/psgb/
Alcohol and Gaming Commission of Ontario	https://www.agco.ca/en
Ontario Securities Commission	https://www.osc.ca/en
Workplace Safety and Insurance Appeals Tribunal	https://www.wsiat.on.ca/
Workplace Safety & Insurance Board	https://www.wsib.ca/en
Prince Edward Island	
Information and Privacy Commissioner	https://www.assembly.pe.ca/offices/information-and-privacy-commissioner
Prince Edward Island Human Rights Commission	https://www.peihumanrights.ca/
Prince Edward Island Labour Relations Board	https://www.princeedwardisland.ca/en/topic/labour-relations-board
Island Regulatory & Appeals Commission	https://irac.pe.ca/
Workers Compensation Appeal Tribunal	https://www.princeedwardisland.ca/en/topic/workers-compensation-appeal-tribunal
Office of the Director of Residential Rental Property	https://peirentaloffice.ca/rentals/

Quebec	
Tribunal des droits de la personne	https://tribunaldesdroitsdelapersonne.ca/
Tribunal des professions	https://tribunaldesprofessions.ca/
Tribunal Administratif du Québec	https://www.taq.gouv.qc.ca/en/
Barreau du Québec	https://www.barreau.qc.ca/en/
Collège des médecins du Québec	https://www.cmq.org/fr
Comité de déontologie policière	https://deontologie-policiere.gouv.qc.ca/
Chambre de l'assurance de dommages	https://chad.ca/
Chambre de la sécurité financière	https://chambresf.com/fr
Chambre des notaires du Québec	https://www.cnq.org/
Commission d'accès à l'information du Québec	https://www.cai.gouv.qc.ca/
Commission de la construction du Québec	https://www.ccq.org/
Commission de la fonction publique	https://cfp.gouv.qc.ca/fr/
Commission de protection du territoire agricole du Québec	https://www.cptaq.gouv.qc.ca/
Commission des normes, de l'équité, de la santé et de la sécurité du travail	https://www.cnesst.gouv.qc.ca/fr
Commission des transports du Québec	https://www.ctq.gouv.qc.ca/
Commission municipale du Québec	https://www.cmq.gouv.qc.ca/
Conseil de la justice administrative du Québec	https://www.cja.gouv.qc.ca/
Conseil de la magistrature du Québec	https://conseildelamagistrature.qc.ca/
Corporation des maîtres mécaniciens en tuyauterie du Québec	https://www.cmmmq.org/
Guarantee Plan for New Residential Buildings	https://www.garantie.gouv.qc.ca/en/
Office québécois de la langue française	https://www.oqlf.gouv.qc.ca/
L'Organisme d'autoréglementation du courtage immobilier du Québec	https://www.oaciq.com/fr
Québec Autorité des marchés financiers	https://lautorite.qc.ca/en/general-public/publications/amf-publications/quebec-financial-education-strategy
Régie de l'énergie	https://www.regie-energie.qc.ca/fr
Régie des alcools des courses et des jeux	https://www.racj.gouv.qc.ca/accueil.html
Régie des marchés agricoles et alimentaires du Québec	https://www.quebec.ca/gouvernement/ministeres-et-organismes/regie-marches-agricoles-alimentaires-quebec
Régie du bâtiment du Québec	https://www.rbq.gouv.qc.ca/
Retraite Québec	https://www.retraitequebec.gouv.qc.ca/fr/Pages/accueil.aspx
Tribunal administratif des marchés financiers	https://tmf.gouv.qc.ca/
Tribunal administratif du travail	https://www.tat.gouv.qc.ca/
Tribunal administratif du logement du Québec	https://www.tal.gouv.qc.ca/fr/

Saskatchewan	
Agri-Food Council	https://www.aic.ca/
Automobile Injury Appeal Commission	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/automobile-injury-appeal-commission
Athletics Commission of Saskatchewan	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/athletics-commission-of-saskatchewan
Board of Revenue Commissioners	https://www.saskatchewan.ca/business/taxes-licensing-and-reporting/file-an-appeal-regarding-provincial-taxes
Farm Land Security Board	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/farm-land-security-board-and-farm-ownership
Financial and Consumer Affairs Authority	https://www.fcaa.gov.sk.ca/
Heritage Review Board	https://www.saskatchewan.ca/residents/parks-culture-heritage-and-sport/heritage-conservation-and-commemoration/heritage-properties/review-board
Highway Traffic Board	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/highway-traffic-board
The Saskatchewan Information and Privacy Commissioner	https://oipc.sk.ca/
Justices of the Peace Compensation Commission	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/justices-of-the-peace-compensation-commission#:~:text=The%20Commission%20has%20been%20established,Ouellette%2C%20K.C.
Law Reform Commission of Saskatchewan	https://lawreformcommission.sk.ca/
Law Society of Saskatchewan	https://www.lawsociety.sk.ca/
Office of the Public Guardian and Trustee	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/office-of-the-public-guardian-and-trustee
Practitioner Staff Appeals Tribunal	https://www.saskatchewan.ca/government/health-care-administration-and-provider-resources/health-governance-and-policy/practitioner-staff-appeals-tribunal
Provincial Capital Commission	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/provincial-capital-commission
Provincial Mediation Board	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/provincial-mediation-board
Public and Private Rights Board	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/public-and-private-rights-board
Public Service Commission	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/public-service-commission
Saskatchewan Apprenticeship and Trade Certification Commission	https://saskapprenticeship.ca/
Saskatchewan Assessment Management Agency	https://www.sama.sk.ca/

Saskatchewan College of Pharmacy Professionals	https://saskpharm.ca/
Saskatchewan Higher Education Quality Assurance Board	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/saskatchewan-higher-education-quality-assurance-board
Saskatchewan Human Rights Commission	https://saskatchewanhumanrights.ca/
Saskatchewan Labour Relations Board	https://www.sasklabourrelationsboard.com/
Saskatchewan Municipal Board (SMB)	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/saskatchewan-municipal-board
Office of Residential Tenancies	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/office-of-residential-tenancies
Saskatchewan Police Commission	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/saskatchewan-police-commission
Public Complaints Commission	https://www.saskatchewan.ca/residents/justice-crime-and-the-law/your-rights-and-the-law/make-a-complaint-about-the-police-service
Saskatchewan Real Estate Commission	https://www.srec.ca/home.asp
Saskatchewan Review Board	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/saskatchewan-review-board
Surface Rights Board of Arbitration	https://www.saskatchewan.ca/government/government-structure/boards-commissions-and-agencies/surface-rights-board-of-arbitration
Saskatchewan Workers' Compensation Board	https://www.wcbsask.com/
Territorial	
Northwest Territories	
Employment Standards Appeals Office	https://www.ece.gov.nt.ca/en/services/employment-standards/appels
Human Rights Adjudication Panel	https://hrap-nt.ca/
Law Society of the Northwest Territories	https://lawsociety.nt.ca/
Workers' Compensation Appeals Tribunal	https://www.appealtribunal.ca/
Assessment Appeal Tribunal	https://boardappointments.exec.gov.nt.ca/en/boards/assessment-appeal-tribunal/
Northwest Territories Information and Privacy Commissioner	https://oipc-nt.ca/
Northwest Territories Liquor Licensing Board	https://www.fin.gov.nt.ca/en/services/licensing-and-permitting
Office of the Superintendent of Securities	https://www.justice.gov.nt.ca/en/divisions/legal-registries-division/securities-office/
Yellowknife Development Appeal Board	https://www.yellowknife.ca/en/city-government/development-appeal-board.aspx

Nunavut	
Nunavut Human Rights Tribunal	https://nhrt.ca/
Office of the Information & Privacy Commissioner of Nunavut	https://atipp-nu.ca/
Nunavut Securities Office	https://www.securities-administrators.ca/about/contact-us/nunavut/
Nunavut Surface Rights Tribunal	https://nsrt-nunavut.com/en/about-us
Nunavut Planning Commission	https://www.nunavut.ca/
Nunavut Impact Review Board	https://www.nirb.ca/
Labour Standards Board	https://nu-nlsb.ca/
Nunavut Wildlife Management Board	https://www.nwmb.com/en/
Yukon	
Education Appeal Tribunal	https://yukon.ca/en/your-government/boards-and-committees/education-appeal-tribunal
Yukon Surface Rights Board	https://www.yukonsurfacerights.com/en/
Workers' Compensation Appeal Tribunal	https://yukon.ca/en/your-government/boards-and-committees/workers-compensation-appeal-tribunal
Yukon Human Rights Panel of Adjudicators	https://yhrpa.ca/
Yukon Environmental and Socio-economic Assessment Board	https://yesab.ca/
Review Board (Yukon)	https://yukon.ca/en/your-government/boards-and-committees/review-board-yukon
Employment Standards Board	https://yukon.ca/en/your-government/boards-and-committees/employment-standards-board
Municipal Board (Yukon)	https://yukon.ca/en/your-government/boards-and-committees/municipal-board-yukon
Yukon Utilities Board	https://yukonutilitiesboard.yk.ca/
Social Assistance Review Committee	https://yukon.ca/en/your-government/boards-and-committees/social-assistance-review-committee
Assessment Appeal Board	https://yukon.ca/en/your-government/boards-and-committees/assessment-appeal-board