



# Ontario Municipal Board

Annual Report

1998 - 2000

Ministry of  
Municipal Affairs  
Housing

Office of the Minister

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## **TO THE LIEUTENANT GOVERNOR OF THE PROVINCE OF ONTARIO**

MAY IT PLEASE YOUR HONOUR:

For the information of Your Honour and the Legislative Assembly, we have the privilege of presenting the Annual Report of the Ontario Municipal Board for the years 1998-1999 and 1999-2000.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Chris Hodgson".

Chris Hodgson  
Minister of Municipal Affairs and Housing

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**TO THE HONOURABLE CHRIS HODGSON,  
MINISTER OF MUNICIPAL AFFAIRS AND HOUSING**

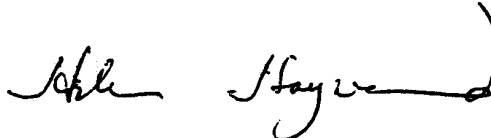
MINISTER:

We have the pleasure of submitting for the approval of the Legislature the Annual Report of the Ontario Municipal Board for the years 1998-1999 and 1999-2000.

Respectfully submitted,



**Douglas S. Colbourne**  
Chair  
Ontario Municipal Board  
1998-2000



**Helen Hayward**  
Chief Executive Officer  
Ontario Municipal Board  
1998-2000

## Chair's Message

Since the only constant for the Ontario Municipal Board (OMB) is significant change, I am pleased to report that the Board maintained outstanding performance for its customers in 1998-1999 and 1999-2000.

The focus for the government and the Board during these last two years has been on Agency Reform initiatives. The proposed amalgamation of the OMB and the Assessment Review Board (ARB) has proceeded with administrative consolidation under the umbrella of a joint Chair, three Vice Chairs and eight Members all appointed to both Boards. The Boards were also operated administratively under a joint chief executive officer and the two boards shared legal counsel.

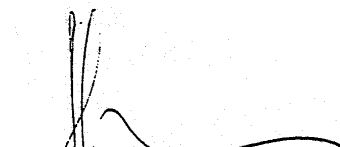
Following agency reform initiatives aimed at increasing public accountability, Board members and staff continued to refine case management processes. This was accomplished by using a case management system to deliver on business plan commitments and performance measures. The time from receipt of an appeal to a hearing was reduced to an average of two to four months, compared to six to nine months just a few years ago.

By introducing pre-hearing resolution methods such as mediation, telephone motions and meetings, many hearings were avoided entirely. Where still required, hearings were often shortened by eliminating some issues. This substantially-improved process saved time and money for all parties.

OMB put increased emphasis on member training, particularly for our many new members, to improve the quality and delivery time of decisions. Senior management staff supported the adjudicators through performance management as the Board continued to focus on rapid but high-quality decision-making. We regularly asked our clients and stakeholders about our services, and incorporated many of their suggestions for improvement.

I am very grateful to all Board Members and staff for their expertise and dedication to the Board's work. Stakeholders have expressed satisfaction at the Board's progress in meeting timelines, and with the quality of our decisions.

It has been rewarding to serve as Chair of this Board, particularly with such excellent results being achieved.



Douglas S. Colbourne

# ANNUAL REPORT

## Purpose of the Board

The Ontario Municipal Board (OMB) is a quasi-judicial adjudicative tribunal which resolves appeals on a wide range of municipal and land-related matters. Its decisions are based on the evidence presented, free of any outside interference. The OMB deals with official plans, zoning by-laws, subdivision plans, consents and minor variances, land compensation, development charges, ward boundaries, aggregate resources and a wide range of other matters.

## History and Jurisdiction

The Ontario Municipal Board is perhaps the province's oldest regulatory and adjudicative tribunal. It was created in 1897, when the Office of the Provincial Municipal Auditor was established to supervise account-keeping by municipalities. In 1906, the Ontario Railway and Municipal Board was created, with the added responsibility of supervising the then-burgeoning mode of transport between and within municipalities. In 1932, it was renamed the Ontario Municipal Board. Most powers given to the Board at that time have been retained to this day, and in fact have been greatly expanded by ensuing legislation.

The Board now obtains jurisdiction from more than 180 statutes. However, most of its work arises from the *Planning Act*. Changes to the *Assessment Act* in 1997 eliminated assessment appeals to the Board.

Cabinet had previously approved the amalgamation of the Board, the Assessment Review Board and the Board of Negotiation. Significant steps were taken toward administrative amalgamation of the Boards during 1998-1999 and 1999-2000.

## **Members of the Board**

At the end of 1999-2000, there were 27 full-time and six part-time (Order-in-Council) appointees to the Board. Following an interview process, members are appointed by Cabinet for a three-year term. The membership includes a variety of professions: lawyers, planners, engineers, accountants, economists, farmers, teachers, professors, municipal politicians and administrators. There is a requirement that the Board's head office be in the City of Toronto, but many members live in communities outside the Toronto area, including Clarington, Sudbury, Waterloo, Kingston, Ottawa and Grey and Bruce counties. Two Board Members are bilingual. Biographies of Board members are at the end of this report.

During the two years under review, three members left the Board, and five full-time and six part-time members were appointed to the Board.

### **Full-time members appointed during 1998-2000:**

Robert Beccarea  
Greg Daly  
Robert Drury  
Richard Makuch  
Penny L. Wyger

### **Part-time members appointed during 1998-2000:**

Six former members appointed part time to the Board in late 1997 to finalize the assessment caseload completed their task by the end of 1999. The Board and the customers benefitted greatly from their expertise. They were:

Norval L. Cheeseman, Ernest F. Crossland, Robert B. Eisen, Donald W. Middleton, John A. Wheler, and Peter G. Wilkes.

### **Members who departed the Board during 1998-2000:**

Angelo Delfino was a Board member for more than ten years and subsequently was appointed a part-time member of the Assessment Review Board.

Claudette Millar was a Board member for nine years.

Dennis Perlin was a Board Member for nearly 2-1/2 years and subsequently was appointed chief administrative officer for the Town of Newmarket.

## **New Member Orientation**

During the last two years, the OMB conducted its formal training program for new members, with experienced Board members as mentors. The program includes an orientation, introduction to applicable statutes, and a checklist of items such as the conduct of hearings, motions, proper production of evidence and writing decisions. New members were assigned with experienced members to hearings of varying complexity and in differing subject areas.

Many new members took the Society of Ontario Adjudicators and Regulators (SOAR) course in Tribunal Member training, and as well attending courses at the annual meeting of the Canadian Conference of Administrative Tribunals (CCAT).

## **Continuing Education**

The Continuing Education Committee conducted monthly workshops on a variety of topics, including changes in legislation, recent court decisions, and all aspects of conducting hearings and other proceedings.

The Board actively supports SOAR, both in its training programs and the annual Conference of Ontario Boards and Agencies (COBA). Board Members and counsel also hold memberships in the Council of Canadian Administrative Tribunals (CCAT), which runs an annual three-day educational conference. Many members and staff have served on the executive of these groups.

## **New Legislation Affecting the OMB during 1998-2000**

Both the *Assessment Act* and the *Municipal Act*, as it affected the Board's caseload, were substantially amended during this period. After January 1, 1998, decisions of the Assessment Review Board were considered final and no longer subject to appeal to the OMB. The Board created a plan to complete the remaining pre-1998 assessment workload to ensure a smooth transition to a combined tribunal and to finalize the major change to the assessment system. By March 2000, only 637 cases remained, of which 511 (451 on the same issue) were awaiting dispositions by Divisional Court.

Planning and legal staff were still required to deal with applications under the three versions of the *Planning Act*, and to revise Board practices and procedures.

Appeals increased under the new *Development Charges Act*. The Board was also called upon to make final decisions, rather than merely report to the Minister, on aggregate applications under the reenacted *Aggregate Resources Act*.

## **Stakeholder Consultation**

The Board met regularly with clients to inform them about new initiatives and to receive suggestions for process improvement and best practices. These stakeholders include the Canadian Bar Association (Municipal Section), Urban Development Institute, Association of Municipalities of Ontario, Regional Chairs, Area and Regional Solicitors Association, Federation of Northern Ontario Municipalities, Ontario Professional Planners Institute, Regional and County Planning Officials, and the Ontario Home Builders Association. The Board established a Stakeholder Committee under Vice-Chair Robert Owen, who contacted many ratepayers' and other groups offering OMB members as guest speakers to inform them about the Board's role and practices.

In 1999, stakeholders were in general agreement that timelines for case scheduling and proactive case management by OMB staff were excellent. Stakeholders identified the management of appeals without any municipal decision or refusal and the timeliness and clarity of Board decisions as requiring further consideration.

## **Case Management**

The Ontario Municipal Board faced a challenge common to most customer-oriented tribunals: it had to become more efficient and effective, yet with reduced resources. Board decisions have a significant impact on the province's economic development, and must therefore be both sound and timely. However, the Board must address other complicated factors such as protecting the natural environment and other public interests. It extended the use of its pre-hearing procedures to try to resolve matters fairly and expeditiously. Members continued to use mediation techniques rather than adjudication where appropriate. For example, members normally held one or more pre-hearings to narrow the issues in major matters.

The case management process was the principal tool for assessing alternatives for any matter coming before the Board. Case management was refined through upgrades to the flow of files and the Board's automated system while the number and length of hearings was reduced. Through the combined efforts of Vice-Chairs and expert staff, matters were tracked and managed from intake to resolution, with the goal of reducing the scope of hearings or eliminating them completely. Staff analysis and recommendations for case processing went to Vice-Chairs for direction. Many appeals were therefore resolved before a hearing was scheduled. In complicated matters, case-managing members were appointed to supervise the procedural steps and oversee the matters to resolution.

Each Vice-Chair was responsible for advising on policy and providing direction in a specific area of the Board's jurisdiction. With the cross-appointments of the OMB Chair and two OMB Vice-Chairs to the Assessment Review Board, OMB Vice-Chair Marilyn Eger was designated to manage the remaining assessment appeals.

In addition to usual Vice-Chair responsibilities, including assignment of case management for major cases to a roster of members, Vice-Chairs provided general direction within their areas to members and staff. They also have other administrative duties such as the refining the case management process, new member training and mentoring, continuing education programs and member support services. Executive Vice-Chair Susan Fish assumed the role of Chair of the Members' Expenses Committee as well as Members' Technical Support. Vice-Chair Robert Owen was the Board's representative on central agency reform initiatives while Vice-Chair Diana Santo was in charge of Continuing Education programs.

Board management staff positions were restructured to better reflect the OMB's core business, and other staff were reassigned.

The Chair, management and staff used the automated Case Management Information System (CMIS) to finalize most cases in approximately three to six months or one-third the time required just a few years earlier. The OMB has been able to reduce its processing times with one-third fewer staff and on occasion with fewer members than in previous years. This improved performance was achieved despite the additional pressure on resources requiring the completion of the assessment workload.

## **Agency Reform and Performance Measures**

Management Board Secretariat (MBS) initiatives in agency reform were fully supported by Board activities and results, such as performance targets. Many members and staff sat on committees studying appointments, remuneration, rules, and case management strategies. The Board prepared a Memorandum of Understanding with the Minister of Municipal Affairs and Housing based on the model supplied by MBS. It also established performance goals to enable measurement of and improvement in its efficiency. Other practices were extended which ensure greater efficiency. These include rule revisions, telephone hearings and motions, mediation, information technology, case management (of assessment appeals) as follows:

### **1. Rule Revisions**

In 1999, the Board's Rules and Practice Directions were revised (as permitted by the *Statutory Powers Procedure Act* as well as the Board's Act), following the direction of MBS' Compendium of Model Rules. Authors of the Compendium followed government direction in requiring that all agency rules, practice directions and guidelines be included in one document. The principle is that all tribunal rules should be more accessible to stakeholders and customers.

The Board Rules Committee, chaired by Member Ted Yao, undertook an in-depth consultation with all major stakeholders in order to create a user-friendly, yet comprehensive, set of procedures – the *Rules of Practice and Procedure*. These will make Board processes more effective. The *Rules of Practice and Procedure* include procedures for pre-hearing conferences, motions, adjournments, mediation, awards of costs, serving documents by fax, preparing exhibits for hearings, special rules for assessment, land compensation, retail business holidays, *Environmental Bill of Rights* matters, and the Board's reconsideration process. The new *Rules* were expected to be finalized in 2000-2001.

## **2. Telephone Hearings and Motions**

Hearings and motions conducted by telephone continue to save travel time for members and the parties. The Board conducts some pre-hearing conferences and settlement hearings by telephone conferencing. The Duty Vice-Chair also conducts conference calls with the parties to hear procedural and other motions (except for cases requiring visual evidence or numerous witnesses). These calls are usually arranged on short notice. The member reads pre-filed affidavit evidence prior to the telephone conference. This procedure has proven to be highly effective for matters that involve few parties and issues. It is not used where a case involves significant public interest and a great deal of evidence.

## **3. Mediation**

While not mandatory, mediation remains a valuable case management tool and board members conduct mediation when deemed appropriate. Mediation has proven to reduce hearing time and even resolved some fairly major matters prior to a full hearing. Mediation lowers hearing time and cost, the number of issues is usually reduced, and a subsequent appeal can often be resolved by other members through a telephone call or a one-hour hearing.

Mediation is usually arranged before a hearing is scheduled, particularly if recommended by a Vice-Chair at the request of the parties. Members also initiate this process at the time appointed for the hearing. Even in mid-hearing, a member may attempt to effect settlement, or ask another member to mediate when resolution by this route appears possible. This is particularly effective in matters involving shopping malls or “big box” stores, when settling the larger issues leads to full resolution of other planning questions.

Stakeholders have enthusiastically endorsed mediation. In fact, the mediation caseload continued to increase as many parties and municipalities requested mediation instead of a hearing when filing appeals.

Board members continued to upgrade their skills in conducting interest-based mediation. As noted earlier, the OMB's Mediation Practice Direction was in the process of being updated by new *Rules of Practice and Procedure*.

#### **4. Information Technology**

The Board's new computer system, the Case Management Information System (CMIS) was fully operational during 1998-2000. This technology enabled the Board to manage cases more rapidly and effectively and to meet its mandate with far fewer resources.

The CMIS software tracks files, analyses caseloads and provides timelines to enable measurement and monitoring of each step in the case management process. The system provides critical information, such as reports on case status and other statistics, that enable the Chair and management to meet performance targets and address problem areas quickly and effectively. There are generally fewer steps in file processing with CMIS than with the previous manual system.

The CMIS computer system also has the advantage of remote access so that members can search electronic files from anywhere in the province, and transmit decisions to Toronto where they are formatted, printed, and issued.

The OMB's website at [www.omb.gov.on.ca](http://www.omb.gov.on.ca) provides all the basic information that clients would seek about the Board: a Guide to the Ontario Municipal Board, practice directions (scheduled as noted earlier to be replaced by the new rules), legislation conferring authority, Board contacts, frequently asked questions, how to receive a decision or order, other Internet resources, and a feedback mechanism.

#### **5. Case Management: Assessment Appeals**

As noted earlier, the *Assessment Act* was amended in 1997 to remove the right to appeal an Assessment Review Board decision to the Ontario Municipal Board. However, any matter heard by the Assessment Review Board before January 1, 1998 could continue to be appealed to the OMB.

At year's end, the Board had a remaining workload of approximately 637 cases, a reduction from the 2,900 in the previous annual report. Case management techniques were applied to assessment appeals with the result that the Board had virtually completed its assessment caseload by the end of the year. Vice-Chair Marilyn Eger supervised the assessment workload and the case-managing members. Results were dramatic: only 126 of the total 637 cases were in process, with the remaining 511 awaiting a defining court decision.

The Board has also found that most remaining matters are generally settled before a hearing is held. The prospect of an impending hearing is often the impetus to final settlement talks.

## **Amalgamation with the Assessment Review Board (ARB) and Board of Negotiation (BON)**

In 1997, the Agency Reform initiative recommended amalgamating the Ontario Municipal Board, Assessment Review Board (ARB) and Board of Negotiation (BON) into one tribunal.

Administratively, the three tribunals began to share leadership, resources and best practices in 1998. Since January 1998, the Chair of the OMB has been cross-appointed as Chair of the ARB and the BON. The OMB's Executive Vice-Chair and one other OMB Vice-Chair were cross-appointed to the ARB. A joint Chief Executive Officer of the OMB and ARB was appointed in January 1999 to implement administrative consolidation. The Boards also share two legal Counsel.

The method of service delivery for the OMB/BON is distinct from the ARB due to a different legislative framework. Therefore, options on the proposed amalgamation were developed during the period under review. At the end of 1999-2000, the Boards were awaiting direction from the Minister of Municipal Affairs and Housing and the Attorney General.

## ONTARIO MUNICIPAL BOARD CASELOAD STATISTICS

Application, Appeals or Referrals Received by Type	1997 to 1998		1998 to 1999		1999 to 2000	
	#s	%	#s	%	#s	%
1 Assessments	2,100	50%	266	12%	2	0%
2 Capital Expenditures	24	1%	12	1%	15	1%
3 Zoning By-laws	339	8%	291	13%	306	15%
4 Appeals from Council	186	4%	184	9%	188	9%
5 Minor Variances	601	14%	575	27%	595	28%
6 Consent Appeals	454	11%	358	17%	357	17%
7 Official Plans	261	6%	241	11%	227	11%
8 Plans of Subdivision	107	3%	99	5%	89	4%
9 Miscellaneous	87	2%	95	4%	115	5%
10 Land Compensation	24	1%	32	1%	31	1%
11 Consolidated Hearings	1	0%	3	0%	3	0%
12 Development Charges	5	0%	8	0%	176	8%
<b>TOTAL</b>	<b>4,189</b>	<b>100%</b>	<b>2,164</b>	<b>100%</b>	<b>2,104</b>	<b>100%*</b>

**\*Total does not add up to 100 per cent due to rounding off.**

## FINANCIAL SUMMARY

### Revenue

Using the authority in section 100 of the *Ontario Municipal Board Act*, filing fees have been set for each application, appeal or referral. Revenues collected under section 99 of this Act are reported as miscellaneous. They include, for example, fees for publications, copies of documents, maps or plans, and all certificates provided under the legislation. The fees collected by the Board are transferred to the Minister of Finance.

### Fees Collected

<b>APPLICATION, APPEAL, OR REFERRAL FEES</b>	<b>1999 - 2000</b>	<b>1998 - 1999</b>	<b>1997 - 1998</b>
Capital Expenditures	\$ 1,500.00	\$ 1,375.00	\$ 14,375.00
Planning Act Matters	264,439.25	263,397.00	212,439.00
Development Charges	39,500.00	1,125.00	-
Assessment Appeals*	505.00	26,809.00	265,465.00
Miscellaneous	3,124.00	3,171.50	4,672.00
<b>TOTAL</b>	<b>\$309,068.25</b>	<b>\$295,877.50</b>	<b>\$496,951.00</b>

#### \*Change in Legislation re Simplified Assessment Appeals Process

The *Fair Municipal Finance Act* introduced a new dispute settlement process at the local level for taxpayers who wish to dispute their property assessment or classification. The Assessment Review Board (ARB) was made the only adjudicator of any resulting assessment appeals.

As of January 1, 1998, appeals to the Ontario Municipal Board from Assessment Review Board decisions were abolished. (Except for appeals predating January 1, 1998). Therefore the OMB's assessment applications and associated revenues were virtually eliminated.

## ALLOCATION

The budget of the Ontario Municipal Board is provided within the estimates of the Ministry of Municipal Affairs and Housing on a fiscal year basis.

## ACTUAL EXPENDITURES FOR THE PAST THREE FISCAL YEARS

<b>ACCOUNT ITEM</b>	<b>1999 - 2000</b>	<b>1998 - 1999</b>	<b>1997 - 1998</b>
Salary & Wages	\$4,448,583.00	\$4,531,179.00	\$4,662,055.00
Employee Benefits	869,459.00	815,353.00	1,112,374.00
Transportation & Communications	644,862.00	648,519.00	541,837.00
Services	684,369.00	710,420.00	612,626.00
Supplies & Equipment	118,837.00	108,478.00	123,679.00
Transfer Payments	nil	nil	nil
<b>TOTAL</b>	<b>\$6,766.110.00</b>	<b>\$6,813,949.00</b>	<b>\$7,052,571.00</b>

Actual expenditures were somewhat higher in some categories because they include:

**1. ASSESSMENT CASES WORKLOAD - \$147,354 (97/98), \$374,116 (98/99) \$35,664 (99/00)**

Additional Board Members and staff were required to finalize existing and remaining assessment appeals following the change to one level of appeal, so that the OMB would be prepared for the transition to an amalgamated tribunal as approved by Cabinet.

**2. CMIS (PHASE I) - \$208,372 (97/98), \$87,051 (98/99), \$59,108 (99/00)**

The new Case Management Information System (CMIS) required additional programming (e.g. reports, form letters) and data entry of information from the old system.

**3. EMPLOYEE BENEFITS - \$1,112,374 (97/98)**

This includes significant amounts in severance payments as a result of staff restructuring following the wind up of the assessment caseload, as well as retirements of long-serving full-time Board members.

## **MEMBERS OF THE ONTARIO MUNICIPAL BOARD**

**(During the fiscal years 1998-1999 and 1999- 2000)**

### **CHAIR**

### **Date Appointed**

COLBOURNE, Douglas S.	September 3, 1968
Vice-Chair	June 1, 1977
Executive Vice-Chair	November 1, 1993
Chair	November 1, 1996

### **EXECUTIVE VICE-CHAIR**

FISH, Susan	September 26, 1994
Vice-Chair	November 1, 1996

### **VICE-CHAIRS**

EGER, Marilyn F.V.	August 6, 1991
Vice-Chair	September 8, 1994

OWEN, Robert D.M.	January 4, 1983
Vice-Chair	August 27, 1992

SANTO, Diana L.	March 10, 1980
Vice-Chair	June 6, 1991

### **MEMBERS**

BEACH, Calvin A.	March 2, 1992
BECCAREA, Robert A.	October 21, 1998
BOXMA, J. Robert	January 1, 1997
DALY, Gregory	October 21, 1998
DELFINO, Angelo*	January 3, 1989 - July 23, 1999
DRURY, Robert E.	April 29, 1999
EMO, Ronald J.	February 5, 1997
GRANGER, Donald R.	November 3, 1997
HARRON, Gary A.	December 1, 1982
HUBBARD, Marie	December 10, 1997
JACKSON, Norman C.	October 6, 1997
KATARY, Narasim M.	August 1, 1989
KRUSHELNICKI, Bruce W.	August 6, 1991
LEE, S. Wilson	January 1, 1988

**continued: MEMBERS OF THE ONTARIO MUNICIPAL BOARD**

	<b><u>Date Appointed</u></b>
MAKUCH, Richard G. M.	November 18, 1998
MCLOUGHLIN, Brian W.	January 1, 1984
MILLAR, Claudette M.*	May 15, 1989 - July 17, 1998
MILLS, James R.	May 10, 1982
O'BRIEN, James L.	January 1, 1997
PERLIN, Dennis Y.*	September 1, 1997 - February 17, 2000
ROGERS, Susan D.	September 8, 1997
ROSENBERG, Morley A.	January 3, 1983
WATTY, W.R. Franklin	August 1, 1989
WYGER, Penny L.	November 25, 1998
YAO, Ted	July 3, 1989

**\*Members who have left the OMB**

**MEMBER BIOGRAPHIES**

**Calvin A. Beach** was appointed to the Board in March 1992. He is a professional engineer with design and management experience on civil and municipal engineering projects in the United Kingdom and Canada. Prior to joining the Board, Mr. Beach was an associate partner with the IBI Group.

**Robert A. Beccarea** was appointed to the Board in October 1998. A lawyer since 1972, he is a graduate of the University of Western Ontario. He served as a City of London councillor for nine years and chaired its Planning Committee. He was with the law firm of Siskind Cromarty Ivey & Dowler in London, specializing in municipal and labour law.

**J. Robert Boxma** was appointed to the Board in January 1997. A lawyer, he was with the firm of Smith, Lyons in the City of Toronto and for many years practised in the municipal and planning fields, appearing frequently before the Board and the Environmental Assessment Board. He holds a masters degree in law from the London School of Economics and Political Science.

**Douglas S. Colbourne** received his C.A. in 1965. He articulated and practised as a chartered accountant in Toronto, and briefly managed a real estate broker's office and sold real estate. He was appointed a member of the Board in 1968, a Vice-Chair in 1977, Interim Chair in 1993 and Chair in 1996. In 1998, he was cross-appointed as Chair of the Assessment Review Board and in 1999, also cross-appointed as Chair of the Board of Negotiation.

**Gregory J. Daly** was appointed to the Board in October 1998. A planner, he graduated from Ryerson Polytechnic University and then practised in both the public and private sector, most recently as Senior Planner at the law firm Weir & Foulds in Toronto, advising the municipal and environmental law practice group.

**Robert E. Drury** was appointed to the Board on April 29, 1999. He has a broad background in agriculture and small business and was mayor of Oro-Medonte Township for nine years and Warden of the County of Simcoe. He was also a member of and chaired various municipal planning committees.

**Marilyn F. V. Eger** was appointed to the Board on August 6, 1991, and became a Vice-Chair on September 8, 1994. A planner, she was previously with the Regional Municipality of Peel and the Credit Valley Conservation Authority. She holds a masters degree in environmental studies from York University.

**Ronald J. Emo** was appointed to the Board on February 5, 1997. An Ontario land surveyor and land economist, he practiced in Collingwood for many years. He was formerly mayor of Collingwood and served on several inter-municipal committees, such as waste management and housing.

**Susan Fish** was appointed to the Board on September 26, 1994, appointed Executive Vice-Chair in 1996 and cross-appointed as Vice-Chair of the Assessment Review Board in 1998. She holds a masters in public administration and has authored a number of studies on housing, transportation, urban development, and municipal structure and finance. She has taught municipal and planning law at York University and is an adjunct professor at the University of Toronto Law School. She was executive director of the Bureau of Municipal Research, a Toronto city councillor, Minister of Citizenship and Culture and Minister of Environment. Prior to her appointment, she was a principal in a strategic planning and communications firm.

**Donald R. Granger** was appointed to the Board on November 3, 1997. He was the coordinator of the Municipal Planning and Development Program at Mohawk College. He also served terms as Deputy Mayor and Mayor in the Town of Flamborough and Regional Councillor in Hamilton-Wentworth.

**Gary A. Harron** was appointed to the Board on December 1, 1982. He is a former reeve of Amabel Township and Warden of Bruce County. A graduate of the University of Guelph, he has an extensive background in agriculture.

**Marie Hubbard** was appointed to the Board on December 10, 1997. She is a former mayor of the Town of Newcastle and was also chair of the Planning Committee, Region of Durham.

**Norman C. Jackson** was appointed to the Board on October 6, 1997. He was the city solicitor for the City of Kingston for 20 years and formerly a solicitor with the City of Ottawa. He appeared frequently before the Board on planning and municipal matters.

**Narasim M. Katary** joined the Board on August 1, 1989. He has formal training in engineering, city planning and regional economics, and was the head of long range planning with the Regional Municipality of Sudbury prior to joining the Board.

**Bruce W. Krushelnicki** was appointed to the Ontario Municipal Board on August 6, 1991. Formerly an associate professor and director of the Institute of Urban and Environmental Studies, Brock University where he taught for 12 years, Dr. Krushelnicki studied in the schools of Urban and Regional Planning at Queen's University and the University of Waterloo.

**S. Wilson Lee** joined the Board in July 1988. He served as the assistant regional solicitor with the Regional Municipality of Peel for ten years and prior to that, as an assistant regional solicitor in the Regional Municipality of Sudbury.

**Richard G. M. Makuch** joined the Board in November 1998. He was city solicitor for the City of Gloucester and was legal counsel to two major federal tribunals. He appeared frequently before the Board as well as the Federal Court of Appeal and the Ontario Courts.

**Brian W. McLoughlin** joined the Board in January 1984. At the time of his appointment, he was the assistant deputy attorney general - Courts Administration. After graduating as a chartered accountant in 1961, he practised with Touche and Company before he joined the Ministry of the Attorney General.

**James R. Mills** was appointed to the Board in May 1982. With a background in sales training and management, he operated his own insurance company for many years before joining the OMB. He was a councillor in Muskoka Lakes and he chaired numerous ratepayer groups. He was a member and vice-chair of the Toronto Committee of Adjustment for nine years.

**James L. O'Brien** was appointed to the Board in January 1997. He is a lawyer with extensive experience in the municipal and planning areas both with the Regional Municipality of Ottawa-Carleton and the City of Ottawa and also has a great deal of experience before the Board.

**Robert D. M. Owen** was appointed to the OMB in January 1983, a Vice-Chair in 1992 and was cross-appointed as a Vice-Chair of the Assessment Review Board in February 1998. Prior to his appointment to the OMB, he carried on a general law practice in Orillia and latterly in Toronto.

**Susan D. Rogers** was appointed to the Board in September 1997. She practised as a lawyer with the firm of Goodman and Carr in Toronto. Prior to that, she was a solicitor in the Law Department of the Regional Municipality of Halton and directed Halton's landfill environmental assessment process. Ms Rogers' specialty was the field of municipal, environmental and planning law and she appeared frequently before the Board.

**Morley A. Rosenberg** was appointed to the Board in 1983. He is a lawyer, and was formerly Mayor of Kitchener, Regional Councillor for the Region of Waterloo and member of the Grand River Conservation Authority.

**Diana L. Santo** was appointed to the Board in March 1980 and became a Vice-Chair in 1991. She graduated from the University of Toronto, specializing in Geography. She was employed by the Ministry of Municipal Affairs from 1966 to 1980 where she held a number of positions including director of the Subdivisions Branch and Director of the Official Plans Branch.

**W. R. Frank Watty** joined the Board in August 1989. Prior to this appointment, he was the director of planning with the Regional Municipality of Waterloo.

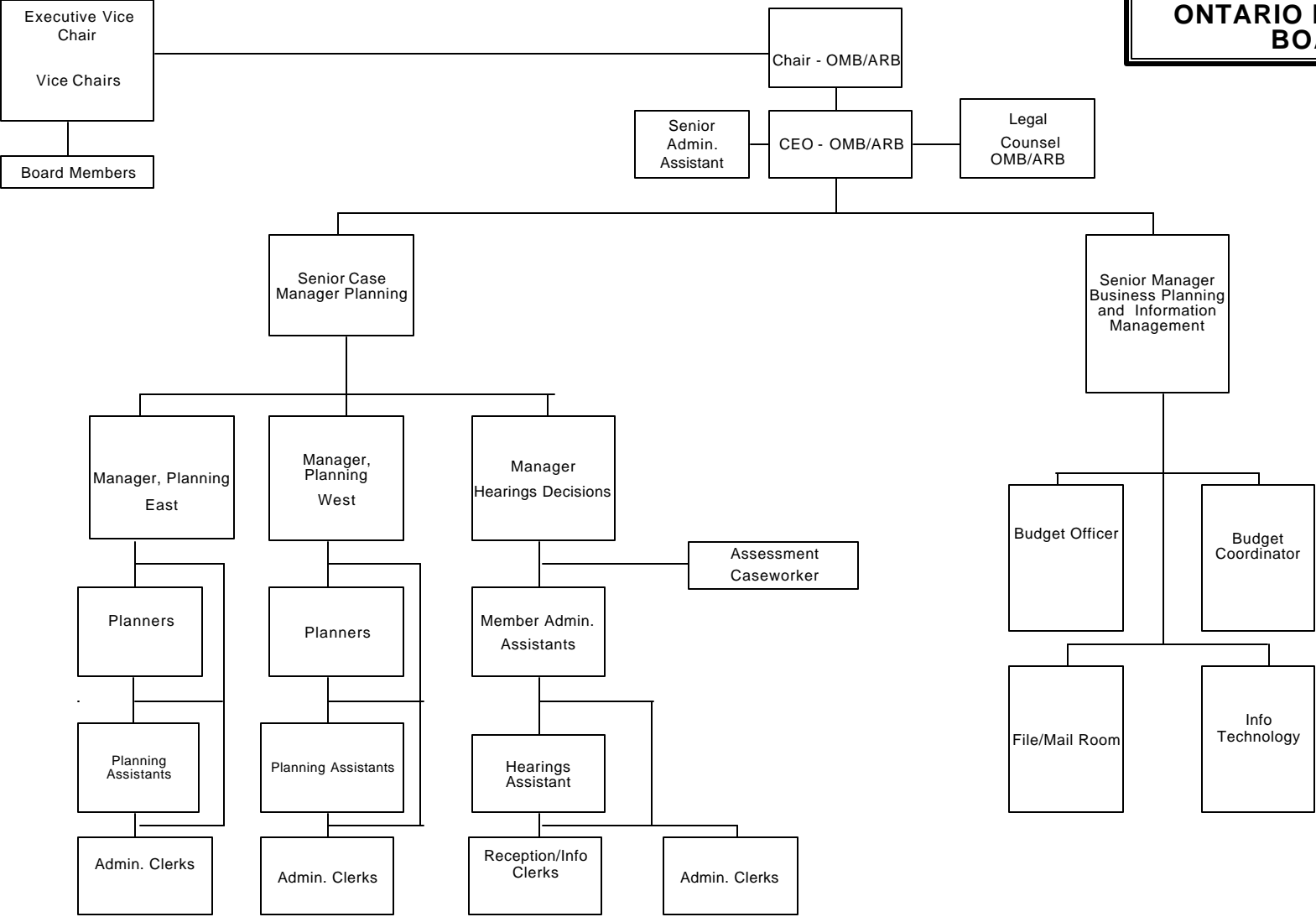
**Penny L. Wyger** was appointed to the Board in November 1998. She is a lawyer with extensive experience in municipal law who holds a Masters Degree in Public Administration. She was a director of planning and development law at the City of Scarborough and head of the legal department at the Town of Pickering. She has appeared frequently before the Board.

**Ted Yao** joined the Board in July 1989. He has held the position of solicitor with the cities of Toronto, Mississauga and Oshawa and was an urban planner with the National Capital Commission, Ottawa. Prior to his appointment, Mr. Yao conducted civil litigation before all courts in Ontario as well as appearing frequently before the Board.

#### **PART-TIME MEMBERS**

CHEESEMAN, Norval L.	to June 2, 1999
CROSSLAND, Ernest F.	to June 2, 1999
EISEN, Robert B.	to June 2, 1999
MIDDLETON, Donald W.	to April 22, 1998
WHEELER, John A.	to June 2, 1999
WILKES, Peter G.	to June 2, 1999

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