



# SOCIETY OF ONTARIO ADJUDICATORS AND REGULATORS

PRESENTS

# Balanced Justice

November 3, 2011



This program  
can be applied  
towards the 9  
Substantive Hours of  
Continuing Professional  
Development (CPD)  
required by the Law  
Society of Upper  
Canada

TORONTO, ONTARIO  
900 Bay Street, Macdonald Block, Queen's Park

SOAR'S 23<sup>rd</sup> ANNUAL CONFERENCE OF ONTARIO BOARDS & AGENCIES (COBA)

# 2011 CONFERENCE THEME: BALANCED JUSTICE

Can administrative justice be proportionately delivered? Just as there are different degrees of fairness and access, there are different approaches to dispute resolution. Is the public interest better served when tribunals deliver justice in a way that is proportionate to the dispute at hand? Or, is justice compromised when tribunals promote efficiency and manage resources? Be prepared to challenge traditional assumptions in our exciting program on “**Balanced Justice**”.

7:30-8:30 AM

## REGISTRATION & CONTINENTAL BREAKFAST

Registration located outside Ontario Room; breakfast in Huron Room.

8:45-9:00 AM

## CONFERENCE WELCOME

Conference Co-Chairs – **Jerry DeMarco**, ELTO-Environmental Review Tribunal and **Emanuela Heyninck**, Pay Equity Commission

9:00-9:15 AM

## OPENING REMARKS

**The Honourable Chris Bentley**, Attorney General (Invited)

9:15-10:30 AM

## OPENING PLENARY

You're Entitled to Your Day in 'Court', But You're Not Entitled to Somebody Else's!

**MODERATOR:** **Linda Lamoureux**, Health Professions & Health Services Appeal & Review Boards

**SPEAKERS:** **Justice Stephen Goudge**, Ontario Court of Appeal; **The Honourable Coulter A. Osborne**, Civil Justice Reform Project; **Dean Lorne Sossin**, Osgoode Hall Law School-York University

*What does proportionality mean for the administrative justice community? How does it affect the duties of the various players? What limitations should be placed on a party's right to be heard? The panel will confront these and other questions and discuss the considerations associated with achieving a balance between the time and cost associated with hearing a matter with the remedy, and the importance of the issue to the parties and the public interest.*

10:30-10:45 AM

## REFRESHMENT BREAK

10:45 AM-12:00 NOON

## CONCURRENT SESSIONS

### SESSION 1: Hot Tubbing – No Longer Just for Après Ski

**MODERATOR:** **Bob Butterworth**, ELTO-Assessment Review Board

**SPEAKERS:** **Freya Kristjanson**, Cavalluzzo Hayes Shilton McIntyre & Cornish LLP; **Gregory Levine**, Department of Geography-University of Western Ontario; **Justice Stephen Goudge**, Ontario Court of Appeal

*Hot-Tubbing is a relatively new concept in Canada that allows expert witnesses to testify and be cross-examined as a panel rather than individually. It permits panel discussion and even disagreement amongst panel members. A tradition in some tribunals and public inquiries, this growing approach to expert testimony is finding its way into more tribunals and courts. Enjoy presentations and discussion from a decision maker, a lawyer and a witness (who is also a lawyer) with varying degrees of experience and diverse views on the subject as we “Hot-Tub” together on the pros and cons of this adventure into expert testimony.*

### SESSION 2: Decision Writing: Making Your Decisions Appeal Proof

**MODERATOR:** **Mark Nakamura**, Health Professions Appeal and Review Board

**SPEAKERS:** **Justice John Laskin**, Ontario Court of Appeal; **Justice Anne Molloy**, Ontario Superior Court of Justice

*Learn to make your decisions clear, understandable, and appeal proof! Consider the implications of proportional justice on your decision writing. Hear comments, constructive criticisms, and positive suggestions straight from jurists who consider appeals from tribunal decisions. Justices Laskin and Molloy will share their knowledge, experience and expertise to give you the tools you need for decision writing today.*

10:45 AM-12:00 NOON

## CONCURRENT SESSIONS – CONT'D

### SESSION 3: Finding the Right Balance: Making Mediation Efficient and Fair

**MODERATOR:** **Heather Gibbs**, ELTO-Environmental Review Tribunal

**SPEAKERS:** **Suzanne Gilbert**, SJTO-Child & Family Services Review Board; **Leslie Macleod**, Leslie H. Macleod & Associates

*Tribunals and agencies are increasingly providing mediation in addition to traditional adjudication. The success of mediation depends upon finding the right balance of efficiency and fairness. Important questions need to be considered, such as:*

- *What does proportionality mean in the Alternate Dispute Resolution (ADR) context?*
- *What are the real needs of the parties and how can they best be met?*
- *How can mediation be tailored to a tribunal/agency's mandate?*
- *What range of outcomes can be achieved through mediation?*

*Leslie Macleod and Suzanne Gilbert will lead a discussion of these and other questions, with firsthand reference to the Child and Family Services Review Board and their mutual experience of introducing settlement facilitation to reduce hearing room time and improve client satisfaction. Participants will have an opportunity to share their experiences and wisdom in this interactive session.*

### SESSION 4: Accountability in the Public Sector

**MODERATOR:** **Linda Gehrke**, City of Toronto

**SPEAKERS:** **Sheldon Levy**, President, Ryerson University; **Lynn Morrison**, Integrity Commissioner for Ontario; **Dean Lorne Sossin**, Osgoode Hall Law School-York University

*The Broader Public Sector Accountability Act imposes new accountability and disclosure requirements on publicly funded bodies in Ontario, including hospitals, local health integrated networks, universities and colleges. How will this Act affect these bodies and the public? Will transparency and accountability result?*

12:00-1:00 PM

## BUFFET LUNCHEON AND VOLUNTEER THANK YOU PRESENTATIONS

**Gary Stanley**, SOAR President to present thank you gifts at 12:50 pm in Ontario Room.

1:00-2:15 PM

## PLENARY SESSION

### Administrative Law Blast

**MODERATOR:** **Grace Knakowski**, Law Society of Upper Canada

**SPEAKERS:** **Sara Blake**, Ministry of the Attorney General; **Professor Vanessa Gruben**, Faculty of Law-University of Ottawa; **Professor Michael Lynk**, Faculty of Law-University of Western Ontario; **Professor Gus Van Harten**, Osgoode Hall Law School-York University.

*A well-informed and experienced panel composed of counsel and professors will address the following current administrative law considerations and developments:*

- *Judicial review of reasons for decision*
- *Disclosure to administrative tribunals to determine privilege*
- *Labour law issues and the ongoing application of Dunsmuir*
- *Adjudicative mechanisms in international agreements and their impact on provincial adjudicative bodies.*

2:15-2:30 PM

## REFRESHMENT BREAK

## SESSION 5: Where Does Information Technology Fit in a World of Proportionality?

**MODERATORS:** **Elizabeth Nastasi**, SJTO-Human Rights Tribunal of Ontario and **Bob Butterworth**, ELTO-Assessment Review Board

**SPEAKERS:** **Shane Crymble**, Financial Services Commission of Ontario; **Benjamin Dolin**, Immigration Appeal Division-Immigration and Refugee Board; **Horace McPherson**, Ministry of Community Safety and Correctional Services; **Paul Muldoon**, ELTO-Environmental Review Tribunal; **Jack Walker QC**, Walker Poole Nixon LLP

*In an ever shrinking world, with budgets heading in the same direction, the agencies, boards and commissions (ABC) community seeks to provide balanced justice with the help of information technology (IT). This session, with some panelists onsite and others participating offsite, will include an examination of solutions used by some tribunals/commissions and a "distance discussion" of the pros and cons of these creative approaches. Prepare to participate in discussion and sharing of ideas about distance hearings using video and web conferencing and other technology.*

## SESSION 6: Considerations in Stakeholder Relationships and Consultation

**MODERATOR:** **Lori Coleman**, Health Boards Secretariat

**SPEAKERS:** **Katherine Laird**, Human Rights Legal Support Centre; **Laura Pettigrew**, Office of the Ombudsman of Ontario; **Gary Yee**, SJTO-Social Benefits Tribunal

*Decision making bodies are regularly challenged to establish and maintain effective stakeholder relationships. Given the requirement under the Adjudicative Tribunals Accountability, Governance and Appointments Act (ATAGAA) to develop a consultation policy, how do agencies ensure that communications with stakeholders are meaningful and genuine without affecting the independent decision making authority of the organization? When is it appropriate to consult with stakeholders, and how can your organization effectively manage the expectations of those offering competing viewpoints? Join this experienced panel as they present and discuss varying perspectives so that your organization can be better equipped to handle the good, the bad, and the ugly in stakeholder relationships and consultation!*

## SESSION 7: Statutory Interpretation: Essential(s) for Adjudicators

**MODERATOR:** **Caroline King**, SJTO-Landlord and Tenant Board

**SPEAKER:** **Professor Randal Graham**, Faculty of Law-University of Western Ontario

*Build on the basics from last year's popular workshop Statutory Interpretation 101 as award-winning Professor Randal Graham unlocks the mysteries of how to read, interpret, and apply statutes expertly. This workshop on advanced statutory interpretation is designed to provide practical tools for professionals whose job it is to parse evidence and filter it via the statutes on a daily basis. Join Randal Graham, whose expertise is widely sought by the judiciary and students of law alike, as he shares his insight, knowledge, and experience about statutory interpretation as it applies to adjudicators in the administrative justice community. Attendance at COBA 2010 - Statutory Interpretation 101 is not a prerequisite to attend this session. Do not miss this opportunity to hone your skills and share the expertise of one of the legal community's best minds.*

### IMPORTANT NOTES:

1. Written materials are not provided for conference presentations. Any papers or notes provided by speakers will be available on the SOAR website after the conference at [www.soar.on.ca](http://www.soar.on.ca). This is being done to reduce SOAR's carbon footprint and keep pace with the technological/electronic availability of documents.
2. Room locations for each session and activity will be outlined in the on-site final program found in each delegate kit at the time of registration. Registration will be located just outside the Ontario Room.

## SESSION 8: The Active Adjudicator: Counsel and Adjudicator Perspectives

**MODERATOR:** **Catherine Bickley**, Pay Equity Hearings Tribunal and SJTO-Human Rights Tribunal of Ontario

**SPEAKERS:** **Joseph Colangelo**, Sole Practice; **Mark Hart**, SJTO-Human Rights Tribunal of Ontario

*Does a proportional approach to dispute resolution benefit from adjudicators who "descend into the arena" rather than passively receiving evidence from the parties? Do concerns about neutrality inevitably result? Mark Hart, will describe how he uses non-traditional adjudicative procedures to focus and drastically shorten hearings, consistent with the HRTTO's legislative mandate to facilitate "fair, just and expeditious" resolution of human rights disputes. Joseph Colangelo will offer an inverse perspective providing commentary on the party experience with diverse adjudicative styles and suggesting advocacy-based techniques to effectively engage parties in outcomes beneficial to both clients and tribunals.*

## 3:45-4:30 PM CLOSING PLENARY Time to be Proactive – Access by Design; Privacy by Design

**MODERATOR:** **Dr. Lilian Ma**, SJTO-Landlord and Tenant Board

**SPEAKERS:** **Dr. Ann Cavoukian**, Commissioner, Information and Privacy Commission of Ontario; **Brian Beamish**, Assistant Commissioner-Access, Information and Privacy Commission of Ontario

*The Office of the Information and Privacy Commissioner of Ontario has taken a leading role in promoting a proactive approach to privacy and access to information. Commissioner Ann Cavoukian will appear via video recording and will outline the benefits of her Privacy by Design (PbD) campaign, and provide examples of PbD in action. Assistant Commissioner Brian Beamish (in person) will provide an overview of recent developments in Open Government and Open Data and discuss Access by Design (AbD), the IPC's contribution to these movements. AbD encourages a proactive approach to releasing government-held information, in order to foster a culture of accountability.*

## 4:30 PM - CLOSING REMARKS Conference Co-Chairs – **Jerry DeMarco** and **Emanuela Heyninck**

## 4:40 PM - SOAR ANNUAL GENERAL MEETING / ELECTIONS **Gary Stanley**, SOAR President

## 5:00 PM - SOAR MEDAL DINNER NETWORKING RECEPTION Wellesley Room, Sutton Place Hotel

**6:00 PM - SOAR MEDAL DINNER**  
**Stop 33** - Sutton Place Hotel. Join SOAR and the administrative justice community in honouring the 2011 SOAR Medal Winners – **James Girling**, **Justice David Stratas** and **Toby Vigod**. Enjoy an excellent opportunity to pay tribute to these incredible individuals, as well as to mix and mingle with colleagues in a lovely setting with superb cuisine!

## THANK YOU TO THE 2011 CONFERENCE PLANNING COMMITTEE VOLUNTEERS!

**JERRY DEMARCO**, ELTO-Environmental Review Tribunal (Co-Chair)  
**EMANUELA HEYNINCK**, Pay Equity Commission (Co-Chair)  
**CATHERINE BICKLEY**, Pay Equity Hearings Tribunal and SJTO-Human Rights Tribunal of Ontario  
**BOB BUTTERWORTH**, ELTO-Assessment Review Board  
**LORI COLEMAN**, Health Boards Secretariat  
**LINDA GEHRKE**, City of Toronto  
**HEATHER GIBBS**, ELTO-Environmental Review Tribunal  
**CAROLINE KING**, SJTO-Landlord and Tenant Board  
**GRACE KNAKOWSKI**, Law Society of Upper Canada  
**LINDA LAMOUREUX**, Health Professions & Health Services Appeal & Review Boards  
**DR. LILIAN MA**, SJTO-Landlord and Tenant Board  
**NANCY MAKEPEACE**, Ontario Securities Commission  
**MARK NAKAMURA**, Health Professions Appeal and Review Board  
**ELIZABETH NASTASI**, SJTO-Human Rights Tribunal of Ontario  
**GARY STANLEY**, Ontario Highway Transport Board  
**VOY STELMASZYSKI**, Ontario Labour Relations Board  
**JOSÉE TURCOTTE**, Ontario Securities Commission



# 2011 SOAR CONFERENCE PROGRAM-AT-A-GLANCE

**BALANCED JUSTICE**

**Thursday, November 3, 2011**

Ontario Room, Macdonald Block, Queens Park, 900 Bay Street (at Wellesley)  
Toronto, Ontario, Canada, Tel. 416.327.9532 (Directions/General Info)

| TIME                | EVENT   | SPEAKERS  | ROOM LOCATION |
|---------------------|---|---|---------------|
| 7:30-8:30 am        | REGISTRATION & CONTINENTAL BREAKFAST  |   |               |
| 8:45-9:00 am        | CONFERENCE WELCOME  | CONFERENCE CO-CHAIRS:<br><b>Jerry DeMarco</b> , ELTO-Environmental Review Tribunal<br><b>Emanuela Heyninck</b> , Pay Equity Commission  |               |
| 9:00-9:15 am        | OPENING REMARKS   | <b>The Honourable Chris Bentley</b> , Attorney General ( <i>Invited</i> )   |               |
| 9:15-10:30 am       | OPENING PLENARY:<br>You're Entitled to Your Day in 'Court', but You're Not Entitled to Somebody Else's!   | MODERATOR: Linda Lamoureux,<br>Health Professions & Health Services Appeal & Review Boards<br><b>Justice Stephen Goudge</b> , Ontario Court of Appeal<br><b>The Honourable Coulter A. Osborne</b> , Civil Justice Reform Project<br><b>Dean Lorne Sossin</b> , Osgoode Hall Law School-York University  |               |
| 10:30-10:45 am      | REFRESHMENT BREAK   |   |               |
| 10:45 am-12:00 noon | CONCURRENT SESSIONS:<br>1. Hot Tubbing – No Longer Just for Après Ski<br>2. Decision Writing: Making Your Decisions Appeal Proof<br>3. Finding the Right Balance: Making Mediation Efficient and Fair<br>4. Accountability in the Public Sector   | MODERATOR: Bob Butterworth, ELTO-Assessment Review Board<br><b>Freya Kristjanson</b> , Cavalluzzo Hayes Shilton McIntyre & Cornish LLP<br><b>Gregory Levine</b> , Department of Geography-University of Western Ontario<br><b>Justice Stephen Goudge</b> , Ontario Court of Appeal<br><br>MODERATOR: Mark Nakamura, Health Professions Appeal and Review Board<br><b>Justice John Laskin</b> , Ontario Court of Appeal<br><b>Justice Anne Molloy</b> , Ontario Superior Court of Justice<br><br>MODERATOR: Heather Gibbs, ELTO-Environmental Review Tribunal<br><b>Suzanne Gilbert</b> , SJTO-Child & Family Services Review Board<br><b>Leslie Macleod</b> , Leslie H. Macleod & Associates<br><br>MODERATOR: Linda Gehrke, City of Toronto<br><b>Sheldon Levy</b> , President, Ryerson University<br><b>Lynn Morrison</b> , Integrity Commissioner for Ontario<br><b>Dean Lorne Sossin</b> , Osgoode Hall Law School-York University  |               |
| 12:00-1:00 pm       | BUFFET LUNCHEON / VOLUNTEER THANK YOU PRESENTATIONS   | <b>Gary Stanley</b> , SOAR President  |               |
| 1:00-2:15 pm        | PLENARY SESSION:<br>Administrative Law Blast  | MODERATOR: Grace Knakowski, Law Society of Upper Canada<br><b>Sara Blake</b> , Ministry of the Attorney General<br><b>Professor Vanessa Gruben</b> , Faculty of Law-University of Ottawa<br><b>Professor Michael Lynk</b> , Faculty of Law-University of Western Ontario<br><b>Professor Gus Van Harten</b> , Osgoode Hall Law School-York University   |               |
| 2:15-2:30 pm        | REFRESHMENT BREAK   |   |               |
| 2:30-3:45 pm        | CONCURRENT SESSIONS:<br>5. Where Does Information Technology Fit in a World of Proportionality?<br>6. Considerations in Stakeholder Relationships and Consultation<br>7. Statutory Interpretation: Essential(s) for Adjudicators<br>8. The Active Adjudicator: Counsel and Adjudicator Perspectives | MODERATORS: Elizabeth Nastasi, SJTO-Human Rights Tribunal of Ontario and Bob Butterworth, ELTO-Assessment Review Board<br><b>Shane Crymble</b> , Financial Services Commission of Ontario<br><b>Benjamin Dolin</b> , Immigration Appeal Division-Immigration and Refugee Board<br><b>Horace McPherson</b> , Ministry of Community Safety and Correctional Services<br><b>Paul Muldoon</b> , ELTO-Environmental Review Tribunal<br><b>Jack Walker QC</b> , Walker Poole Nixon LLP.<br><br>MODERATOR: Lori Coleman, Health Boards Secretariat<br><b>Katherine Laird</b> , Human Rights Legal Support Centre<br><b>Laura Pettigrew</b> , Office of the Ombudsman of Ontario<br><b>Gary Yee</b> , SJTO-Social Benefits Tribunal<br><br>MODERATOR: Caroline King, SJTO-Landlord and Tenant Board<br><b>Professor Randal Graham</b> , Faculty of Law-University of Western Ontario<br><br>MODERATOR: Catherine Bickley, Pay Equity Hearings Tribunal and SJTO-Human Rights Tribunal of Ontario<br><b>Joseph Colangelo</b> , Sole Practice<br><b>Mark Hart</b> , SJTO-Human Rights Tribunal of Ontario |               |
| 3:45-4:30 pm        | CLOSING PLENARY:<br>Time to be Proactive -- Access by Design; Privacy by Design   | MODERATOR: Dr. Lillian Ma, SJTO-Landlord and Tenant Board<br><b>Dr. Ann Cavoukian</b> , Information and Privacy Commission of Ontario<br><b>Brian Beamish</b> , Information and Privacy Commission of Ontario   |               |
| 4:30 pm             | CLOSING REMARKS   | CONFERENCE CO-CHAIRS:<br><b>Jerry DeMarco</b> and <b>Emanuela Heyninck</b>  |               |
| 4:40 pm             | SOAR ANNUAL GENERAL MEETING AND ELECTIONS   | <b>Gary Stanley</b> , SOAR President  |               |
| 5:00 pm             | SOAR MEDAL DINNER NETWORKING RECEPTION  | Wellesley Room, Sutton Place Hotel  |               |
| 6:00 pm             | SOAR MEDAL DINNER   | Stop 33, Sutton Place Hotel   |               |

## HOTEL ACCOMMODATION

A block of guest rooms with a special group rate of \$180 per night + taxes, has been set aside for conference attendees at the Sutton Place Hotel, 955 Bay Street, Toronto, Ontario M5S 2A2, Tel: (416) 924-9221 Fax: (416)924-1778, [www.toronto.suttonplace.com](http://www.toronto.suttonplace.com). Government rates may also be available by contacting the hotel directly, however, these rates are based on availability at the time of reservation and will require government identification to be presented upon check-in.

Please contact the hotel directly if you require a reservation at 416-924-9221 or 1-866-378-8866. Please be sure to specify "Society of Ontario Adjudicators and Regulators (SOAR)" to receive the group rate. It is strongly recommended that reservations be made no later than October 14, 2011. Reservations made after this date will be provided on a space and rate availability basis only.



# 2011 SOAR CONFERENCE

Conference of Ontario Boards & Agencies (COBA)

Thursday, November 3, 2011 • Macdonald Block, Queen's Park • Toronto, Ontario



## REGISTRATION FORM

Please complete this form for each individual attending the conference and scan/email it to info@soar.on.ca, or Fax to 416-695-9977, or register on-line at www.soar.on.ca.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-mail: \_\_\_\_\_

Special Needs (eg. dietary, accessibility, etc.) please specify: \_\_\_\_\_

Lawyer  Non-Lawyer  I do not want my contact information to appear on the conference registrant list for future networking purposes amongst attendees.

| REGISTRATION FEES<br>(Please Circle)   | Early Fee<br>(on Oct. 4 or before) | Regular Fee<br>(on Oct. 5 or after) | Non-Government Fee | TOTAL COST<br>(enter amount) |
|--|------------------------------------|-------------------------------------|--------------------|------------------------------|
| Conference Only  | \$350                              | \$400                               | \$425              |                              |
| Conference & Dinner<br>Select Meal Choice: <input type="radio"/> Beef <input type="radio"/> Salmon | \$445                              | \$495                               | \$520              |                              |
| Dinner Only<br>Select Meal Choice: <input type="radio"/> Beef <input type="radio"/> Salmon         | \$110                              | \$110                               | \$110              |                              |
|  |                                    |                                     | + 13% HST          |                              |
|  |                                    |                                     | Total =            |                              |

## DISCOUNT

For every four (4) registrations received from one organization (all registration forms **MUST** be submitted simultaneously), one (1) additional complimentary registration is provided.

## SESSION SELECTION

Please indicate your attendance at **ONE** session in each of the morning and afternoon:

- 10:45 am -  1. Hot Tubbing – No Longer Just for Apres Ski  2. Decision Writing: Making Your Decisions Appeal Proof
- 12 noon  3. Finding the Right Balance: Making Mediation Efficient *and* Fair  4. Accountability in the Public Sector
- 2:30 -  5. Where Does Information Technology Fit in a World of Proportionality?  6. Considerations in Stakeholder Relationships and Consultation
- 3:45 pm  7. Statutory Interpretation: Essential(s) for Adjudicators  8. The Active Adjudicator: Counsel and Adjudicator Perspectives

## PAYMENT FORMAT

- Cheque enclosed payable to SOAR Name on credit card (please print clearly) \_\_\_\_\_
- Charge my VISA/Mastercard (only) Credit card number \_\_\_\_\_
- Cheque to follow payable to SOAR Signature \_\_\_\_\_ Exp. Date \_\_\_\_\_ / \_\_\_\_\_

### IMPORTANT INFORMATION

**HOW TO REGISTER:** Complete/return one registration form per person via one of the following methods: **1.** Register on-line at www.soar.on.ca **2.** Scan/email to: info@soar.on.ca **3.** Fax to: 416-695-9977 **4.** Mail to: Society of Ontario Adjudicators and Regulators (SOAR), 1 Eva Road, Suite 304, Etobicoke, ON M9C 4Z5

**CONFIRMATION:** You will receive an e-mail within seven business days of SOAR receiving your registration form, confirming that you are registered for the conference. Please contact us if you have not received this confirmation.

**PAYMENTS:** If paying by cheque, indicate registrant names directly on cheque and mail to SOAR at the above address.

**LOCATIONS:** All conference business sessions will be held at the Macdonald Block, 900 Bay Street, Toronto. **The SOAR Medal Dinner** will be held at Stop 33, The Sutton Place Hotel, 955 Bay Street, Toronto.

**FOR MORE INFORMATION:**  
Phone 416-695-1271 Fax 416-695-9977 E-mail info@soar.on.ca

**HOTEL ACCOMMODATION:** A block of guest rooms with a special group rate of \$180 + taxes, has been set aside for COBA conference attendees at the Sutton Place Hotel, 955 Bay Street, Toronto, Ontario M5S 2A2, www.toronto.suttonplace.com. Government rates may also be available by contacting the hotel directly. These rates are based on availability at the time of reservation and will require government identification to be presented upon check-in. Please contact the hotel directly if you require a reservation at 416-924-9221 or 1-866-378-8866 or Fax 416-924-1778. Please be sure to specify "Society of Ontario Adjudicators and Regulators (SOAR)" to receive the group rate. It is strongly recommended that reservations be made no later than October 14, 2011. Reservations made after this date will be provided on a space and rate availability basis only.

**CANCELLATIONS:** All registrations received are considered firm. Cancellations made on Oct. 4/11 or before will be refunded less a \$50.00 administration fee. No refunds for cancellations on Oct. 5/11 or after. Attendee name changes may be submitted up to and including Oct. 28/11 only.

**Register on-line at www.soar.on.ca**