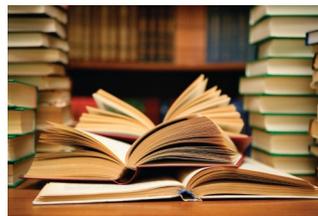


# CIAJ

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## ANNUAL REPORT 17/18

Canadian Institute for the Administration of Justice





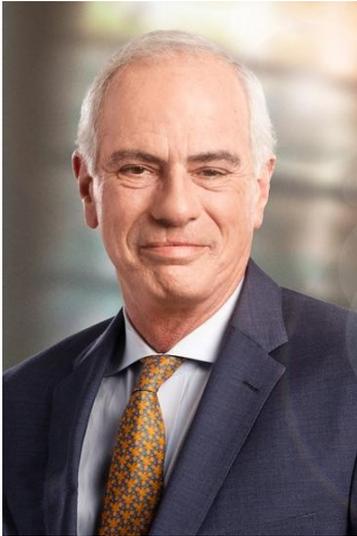
# WHO WE ARE

The Canadian Institute for the Administration of Justice (CIAJ) is a non-profit organization which promotes excellence and leadership in the administration of justice through knowledge, learning and the exchange of ideas.

Since its inception in 1974, CIAJ has kept a critical eye on our justice system and explored cutting-edge issues likely to improve the administration of justice and preserve a strong and independent judiciary. The Institute offers multidisciplinary training programs designed for all stakeholders in the justice system and provides a forum for everyone interested in the administration of justice.

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## MESSAGE FROM THE PRESIDENT

**Mr. Patrick A. Molinari, Ad. E., FRSC**  
Lavery Lawyers

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Dear CIAJ Members,

Throughout the year, CIAJ has offered an unprecedented number of training activities and programs. This success is above all the result of the flawless collaboration of our members and partners. Without your dedication and generosity, CIAJ simply could not offer such high quality activities and I would like to thank you very much for that.

We also owe our success to the tireless work of our staff, skillfully motivated and led by Christine O'Doherty, and to the essential contribution of the members of the Board of Directors and of its committees. I must acknowledge the outstanding contribution of the members of our Executive Committee, the Honourables Georgina Jackson, Colleen Suche, James O'Reilly, Catherine Pilon, and Mr. Mark Benton. Thank you for sharing your experience and ideas with CIAJ. Your contribution allows us to continue our work of improving the administration of justice, as we have for 45 years.

The challenges facing our justice system are well known to all. Accessibility and delay issues are now at the forefront of these challenges. We must innovate on all fronts in order to solve them. To this end, CIAJ has established a series of roundtables on criminal justice delays and jury representativeness. We hope that the recommendations from these roundtables, held in different provinces and regions of Canada, will inspire decision-makers to make the necessary legislative reforms.

In addition, CIAJ has expanded its service offering and provides specific training programs that meet the needs of several administrative tribunals and specialized agencies. These programs focus on best practices in decision writing. Their main objective is to make these decisions more readable and therefore make justice more accessible.

In 2019, we will update our strategic plan, with the intention of identifying the training needs of as many actors in the justice system as we can. I invite you to share your ideas, projects and concerns with us so that we can integrate them into our strategic plan for 2020-2023.

CIAJ's Annual conference is its flagship activity. Not only is it a meeting place for judges, lawyers, professors and law students, but it also brings together participants from a wide variety of fields, and has a truly multidisciplinary dimension. This year is no exception, with 45 people from several disciplines engaging in a discussion on the relationship between justice and mental health.

I look forward to seeing you at our next two annual conferences. The October 2019 conference, to be held in Quebec City, will address the issues of artificial intelligence. In October 2020, the Vancouver conference will focus on the relationship between Indigenous peoples and the administration of justice. I hope to meet you there!

## MESSAGE FROM THE EXECUTIVE DIRECTOR Ms. Christine O'Doherty, Lawyer

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Dear Members,

For almost two years now, I have had the pleasure of working at CIAJ with a team of passionate employees and volunteers who are dedicated to improving the administration of justice and its accessibility on a daily basis.

This past year has been marked by an increased number of programs offered by CIAJ and consequently, by an increased number of speakers and participants in these programs. We are especially proud to have been able to provide more customized training in decision writing, mediation, and dispute resolution skills. More and more administrative tribunals are relying on the expertise of CIAJ and its professors to update their knowledge in decision writing.

CIAJ has also initiated a series of roundtable discussions on topics that are crucial to the administration of justice. These roundtables bring together stakeholders from the legal community to discuss issues specific to their province and make recommendations to improve the administration of justice. One deals with delays in the criminal justice system and the other addresses the issue of jury representativeness. More details on this subject can be found on page 6 of this document.

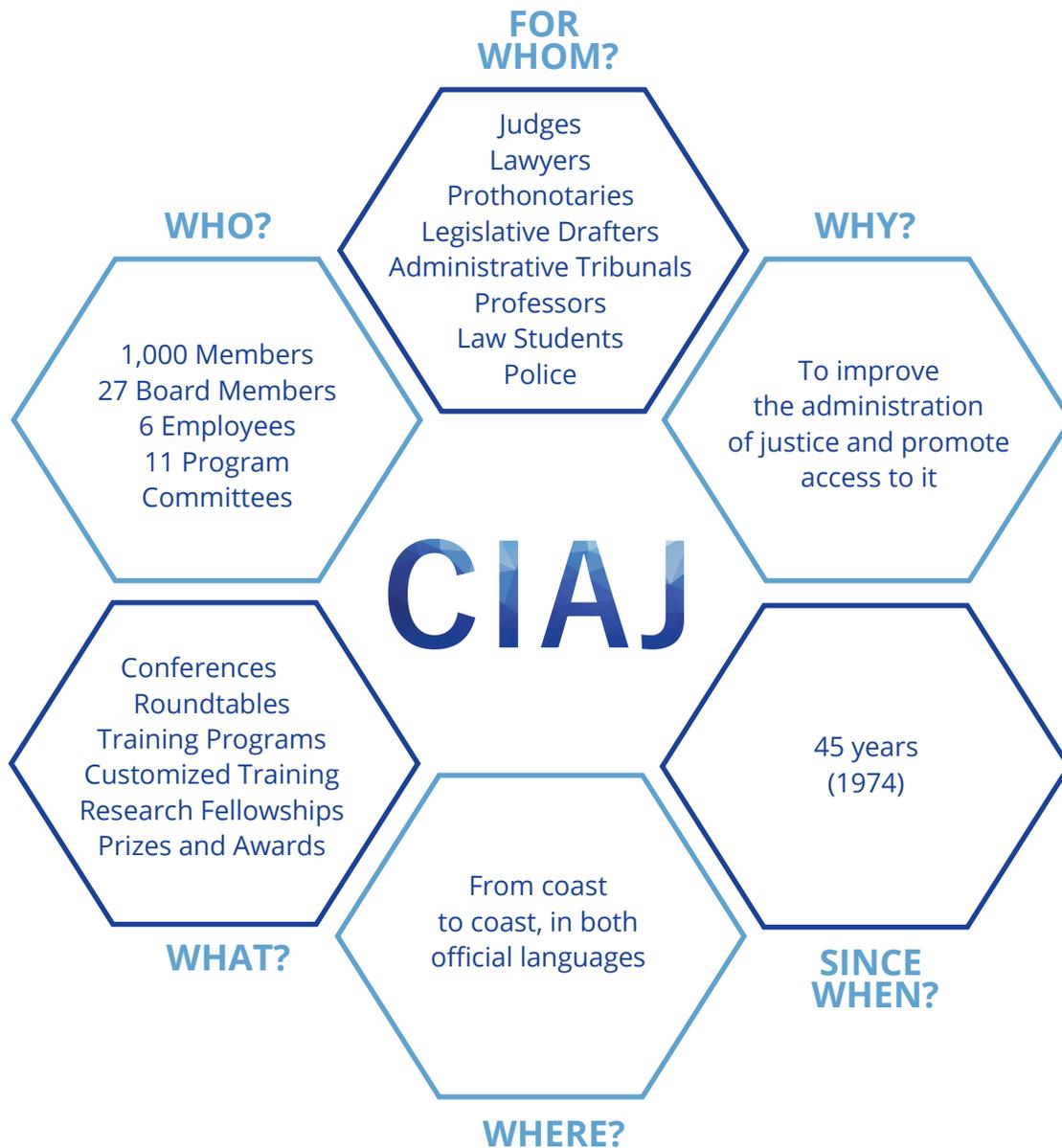
This year, with the input of the Membership and the Communications Committees, we began a reflection on CIAJ'S visibility, on the services we offer to our members, the growth of our membership and the diversification and promotion of our programs. In this context, we conducted a survey with our members and the participants in our programs.

More than 400 people responded to the survey and gave positive feedback on the quality of our training and programs. More details on this subject can be found on page 7 of this document.

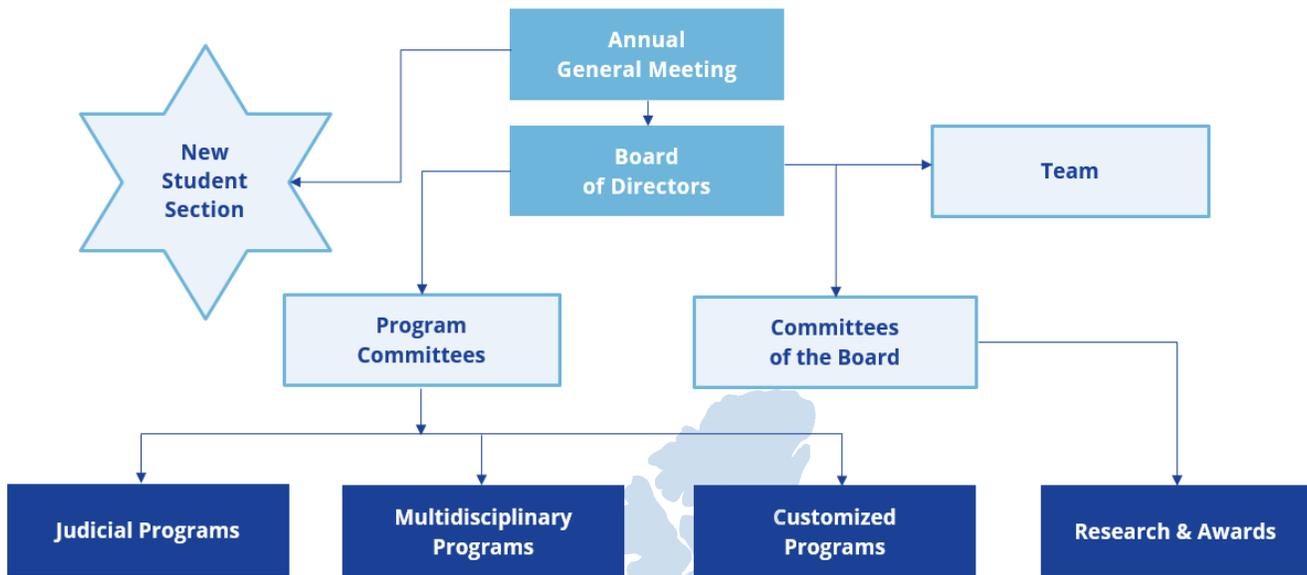
To conclude, I would like to express my deepest gratitude to the many CIAJ volunteers, with whom it is truly a pleasure to work. Our organization, which will celebrate its 45<sup>th</sup> anniversary next year, could not offer so many training activities and conferences without the immense contribution of its volunteers. Thank you.

A handwritten signature in black ink that reads "C O'Doherty".

# THE CANADIAN INSTITUTE FOR THE ADMINISTRATION OF JUSTICE



# ORGANIZATIONAL CHART



## KEY STATISTICS 2017-2018

**Over 1,000 members** from across Canada

**350 volunteer speakers** who lead in their professions

**1,829 participants** attending our programs,  
from all branches of Canada's legal community

**69 days** of current accredited training programs

**32 programs** offered in **6 cities**  
from coast to coast

# DEVELOPMENT

This past year has kept us very busy. Between the member survey, the creation of the Student Section, and the establishment of roundtables on criminal delays and on jury representativeness CIAJ further expanded its activities across Canada and among an increasingly diverse clientele. We continue to develop customized programs on decision writing for administrative judges. More and more courts want to improve their practices and are asking for our services.

With the participation of our members and various stakeholders in the legal community, we are able to continue our efforts to foster excellence and leadership in the administration of justice and help preserve a strong and independent judiciary. We are very proud of the work accomplished this year and intend to continue on the same path.

## NATIONAL INITIATIVES TO IMPROVE THE ADMINISTRATION OF JUSTICE

In addition to offering various training programs (seminars and conferences), an annual conference, and webinars, CIAJ has developed two series of roundtables on current topics discussed by the legal community across Canada.

These roundtables are a way for CIAJ to contribute directly to the improvement of the administration of justice. They bring together numerous decision-makers (judges, Crown counsel, defence counsel, representatives of organizations that provide legal services to the public) to explore the best solutions in order to improve the justice system and make it more accessible.

The first series of roundtables focuses on delays in the criminal justice system, following the Supreme Court of Canada decisions in *Jordan* and *Cody*. The first roundtable of the series was held in Vancouver in December 2017. This roundtable, entitled “At the Intersection of Criminal Delays and Professional Ethics” brought together some thirty people and resulted in a report being published on CIAJ’s website ([www-ciaj-icaj.ca](http://www-ciaj-icaj.ca)). Four more roundtables will be held in 2018 and 2019 in Alberta, Ontario, Quebec and Nova Scotia. Each meeting will be followed by the publication of a report.

Our second series of roundtables, initiated by the members of CIAJ’s Circle of Indigenous Peoples, addresses the issue of jury representation. A research on the situation of juries across Canada was conducted by CIAJ and will be posted on our website.

Six roundtables are planned on this theme, and will take place in British Columbia, Alberta, Manitoba, Ontario, Quebec and Atlantic Canada. A national symposium, scheduled in late fall 2019, will bring together participants from the provincial roundtables and persons from the legal community interested in the subject. Together, they will discuss the various recommendations coming from the provinces.

## MEMBERSHIP AND COMMUNICATIONS

Starting in 2017, the CIAJ team and the members of the Membership Committee have been reviewing membership recruitment. A new plan was adopted for 2017-2018, the main objective of which is to attract and retain an ever larger and more diversified pool of members.

In addition to the current 1,000 members, we are looking to recruit more students, provincial and territorial judges, employees of the administration of justice, members of administrative tribunals, and professors and deans of law faculties at Canadian universities. A more diverse legal community will ensure that CIAJ continues to offer relevant programs and activities that will have an impact on the administration of justice in Canada.

In this regard, we have established contact with provincial judges' associations and organized more tailor-made programs for the members of administrative tribunals. We are currently working on a campaign with professors and deans of Canadian law schools. We have created a Student Section, and a Student Executive Committee that will develop initiatives to engage law students and young lawyers in the work of CIAJ. Starting in the fall of 2018, we will publish a calendar of upcoming webinars.

By surveying our audiences and reviewing our services, we have been able to reflect on CIAJ's visibility across Canada. We plan to update our brand image, while continuing to offer quality programs adapted to the needs of our various clienteles in the legal community. While continuing our work in order to increase our membership, we will develop a new communication plan that will take into account the evolution and needs of CIAJ's clientele.

## 2018 SURVEY

A survey was conducted from April 1 to June 30, 2018. It was administered online with our members and subscribers, and on-site with the participants in the training programs. The response rate of 10% goes as follows: 406 respondents, including 83 in French and 323 in English. These figures are representative of CIAJ's membership by first language.

Respondents were positive about the quality of our training and programs. They indicated their interest in in-depth articles and interviews with personalities from the legal community. Ethics and professional conduct, writing and communication skills, and organizational skills are themes of interest to respondents, who also wanted access to shorter programs, such as webinars or programs given in their workplace.

This fall, members of CIAJ's Board of Directors and committees will review the survey results and consider various proposals to improve the visibility of our organization, increase the membership and offer programs that are even more tailored to the needs of our clients

# 2017-2018 PROGRAMS AND COMMITTEES

In 2017-2018 CIAJ hosted a total of **32 events**, in **six Canadian cities**, mobilizing **350 speakers**, for the benefit of **1,829 participants** from all areas of the legal profession. We would like to thank all of the program committee members for their work and dedication. These experts came together from coast to coast to identify the important issues in their field of expertise. They generously shared their ideas and knowledge to enrich the work of our organization.

## JUDICIARY

### Seminar for New Federally Appointed Judges – Joint program with NJI\*

The Fall 2017 program was held in Vancouver from October 21-27, with 122 participants in attendance. The Spring 2018 program was held in Gatineau from April 7-13, with 149 participants in attendance.

#### Co-Chairs

- The Hon. Justice Lauri Ann Fenlon
- The Hon. Justice Nicole Gibeau
- The Hon. Justice Michael Brown

### Mastering the Skill of Judgment Writing – Joint program with NJI\*

The program was held in Toronto from April 22-26, 2018, with 39 participants in attendance.

#### Co-Chairs

- The Hon. Justice Daniel W. Payette
- The Hon. Justice Janet M. Simmons

### Advanced Judicial Seminar on Administrative Law

The program was held in Ottawa on June 1, 2018, with 46 participants in attendance.

#### Co-Chairs

- The Hon. Justice James O'Reilly
- The Hon. Justice Georgina R. Jackson
- The Hon. Justice Harvey Groberman

### Judgment Writing Seminar

The event was held in Montreal from June 25-28, 2018. It was sold out, with 57 participants in attendance.

#### Co-Chairs

- The Hon. Justice James O'Reilly
- The Hon. Justice Daniel W. Payette

### Dealing Effectively With Judicial review – Joint program with NJI\*

The next program will take place in Vancouver from January 22-25, 2019.

#### President

- The Hon. Justice Anne Mactavish

### Dialogues on Judging: Challenges and Rewards of a Long-Serving Career – Joint program with NJI\*

The next program will take place in Toronto from November 13-15, 2019.

#### Co-Chairs

- The Hon. Justice Sheila J. Greckol
- The Hon. Justice Carl R. Thompson
- The Hon. Justice André Wery

\*The National Judicial Institute

# MULTIDISCIPLINARY PROGRAMS

## 2018 Annual Conference on Justice & Mental Health

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The 43<sup>rd</sup> Annual Conference is held in Ottawa, from October 17-19, 2018. The conference is multidisciplinary, calling upon experts in law, psychiatry and psychology. At the time of printing this Report, 150 people were registered.

### Honorary Chair

- Senator Kim Pate

### Members

- Mr. Mark Benton, Q.C.
- Deputy Commissioner Brenda Butterworth-Carr
- Professor Jennifer Chandler
- The Hon. Justice Dominique Larochelle
- Ms. Sapna Mahajan
- The Hon. Justice James O'Reilly

### Co-Chairs

- Mr. Patrick A. Molinari, Ad. E., FRSC
- The Hon. Justice James O'Reilly
  
- Mr. André A. Morin, Ad. E.
- The Hon. Justice Michelle O'Bonsawin
- The Hon. Justice P. Colleen Suche
- Professor Martine Valois
- Mr. David A. Wright
- CIAJ's Executive Director (ex officio)

## Circle of Indigenous Peoples

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The Circle had two telephone meetings this year. The members decided to set up a series of roundtables on jury representativeness in Canada. Six roundtables will be held in 2019 in British Columbia, Alberta, Ontario, Manitoba, Quebec and Atlantic Canada. These roundtables will bring together those in charge of the composition of the jury in a given province. They will be followed by a National Symposium at the end of 2019 to take stock of the situation and share best practice. Members of the Circle will be actively involved in organizing these roundtables in collaboration with local planning committees.

### Chair

- The Hon. Justice P. Colleen Suche

### Members

- Professor Aimée Craft
  - Mr. Julien David-Pelletier
  - The Hon. Justice Tracy Engelking
  - Professor Jeffery Hewit
  - Mr. Adam Letourneau
  - The Hon. Justice Lore Mirwaldt
  - The Hon. Justice Shaun Nakatsuru
- The Hon. Justice Michelle O'Bonsawin
  - The Hon. Justice James O'Reilly
  - Mr. Scott Robertson
  - The Hon. Justice Michael J. Wood
  - CIAJ's President (ex officio)
  - CIAJ's Executive Director (ex officio)

## Mediation

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A seminar to celebrate the 20<sup>th</sup> Anniversary of Judicial Mediation in Quebec is scheduled for November 22, 2018, at the Quebec Court of Appeal. This seminar will assemble members of the judiciary from Quebec, Canada and abroad. The CIAJ Mediation Committee will meet in the coming months to develop customized training for court employees involved in mediation activities.

### Chair

- Mr. David Wright

### Co-Chairs

- Master Linda S. Abrams
- The Hon. Louise Otis

# ADMINISTRATIVE LAW PROGRAMS

## National Roundtable on Administrative Law

The National Roundtable on Administrative Law entitled “Pushing the Bounds of Administrative Law to Get Closer to Justice” took place in Ottawa on June 2, 2018. 40 participants were in attendance.

### Members

- Mr. Jeff G. Cowan
- Ms. Emanuela Heyninck
- Professor Laverne A. Jacobs
- Ms. Linda P. Lamoureux
- The Hon. Justice Yves-Marie Morissette
- Professor Lorne Sossin
- The Hon. Justice David Stratas

### Co-Chairs

- Mr. Michael Gottheil
- Mr. Athanasios Hadjis
- The Hon. Justice James O’Reilly
  
- Professor Katherine E. Swinton
- Mr. Simon Turmel
- Ms. Anne M. Wallace, Q.C.
- Professor Martine Valois
- Professor Sheila Wildeman
- CIAJ’s President (ex officio)
- CIAJ’s Executive Director (ex officio)

# LEGISLATIVE DRAFTING PROGRAMS

## Conference & Webinars

The Legislative Drafting Conference took place on September 13-14, 2018, in Ottawa. The theme was: “Charting Legislative Courses in a Complex World”. 201 participants were in attendance, among which 25 students.

There were two webinars on legislative drafting offered in collaboration with the post-baccalaureate diploma program in legislative drafting at Athabasca University. The first one, “Mathematics in Legislation” (in English only) took place on November 14, 2018, with an attendance of 130. The second one, “L’intention du législateur : un construit juridique” (in French only) took place on May 23, 2018, with an attendance of 58.

### Co-Chairs

- Mr. John Mark Keyes
- Ms. Annette Boucher

### Members

- Mr. Richard Denis
- Ms. Janet Erasmus, Q.C.
- Ms. Wendy Gordon
- Ms. Laura A. Hopkins
- Professor Hoi Kong
- Ms. Jacqueline Kuehl
- Ms. Sandra Markman
  
- Mr. Eric Milligan
- Ms. Melanie Mortensen
- Mr. Peter J. Pagano, c.r.
- Ms. Isabelle Parrot
- Mr. Mark Spakowski
- CIAJ’s President (ex officio)
- CIAJ’s Executive Director (ex officio)

# CUSTOMIZED PROGRAMS

With its experience in legal training over the past 40 years, the Canadian Institute for the Administration of Justice is able to provide customized training designed to best meet the needs of its clientele. In 2017-2018, **ten customized training programs** were developed for diverse communities in the legal community.

To develop and deliver training, CIAJ draws on its extensive network of experts, including experienced judges, leading academics, lawyers and consultants from across the country. This network allows us to create and deliver quality programs. CIAJ analyses the needs of its clients and evaluates their tools in order to develop customized, bilingual and tailored training based on their experience. CIAJ is one of those exceptional national organizations that provides training programs to all players in the judicial system, which gives it a unique perspective on current issues and each one's needs.

## CUSTOMIZED TRAINING PROGRAMS IN 2017-2018

### Roundtable on Criminal Delays

- **At the Intersection of Criminal Delays and Professional Ethics** – December 2, 2017, Vancouver, BC
- **Practical Solutions Post-Jordan** – October 13, 2018, Edmonton, AB

### Decision Writing

- **Social Security Tribunal of Canada** – October 16-17, 2017, Ottawa, ON
- **Social Security Tribunal of Canada** – January 15-16, 2018, Ottawa, ON
- **Tribunal administratif du travail** – January 25 & February 16, 2018, Montreal, QC
- **Social Security Tribunal of Canada** – April 18-19 & 25-26, 2018, Ottawa, ON
- **Ontario Energy Board** – November 20-21 and December 4-5, 2017, and June 13-14, 2018, Toronto, ON
- **Tribunal administratif du Québec** – October 11-12, 2018, Montreal, QC

### Pre-Hearing Settlement Conference

- **Canadian International Trade Tribunal/Specific Claims Tribunal** – March 12-13, 2018, Ottawa, ON

### Writing Reasons

- **The Parole Board of Canada** – May 9-10, 2018, Ottawa, ON

### Administrative Law

- **Chippewas of the Thames First Nation** – April 19-20 and May 14-16, 2018, London, ON

# 2017-2018 PARTICIPATION CHART

## JUDICIAL PROGRAMS

WHEN	WHAT	WHERE	SPEAKERS & PARTICIPANTS
<b>Oct. 21-27, 2017</b>	Joint Seminar for New Federally Appointed Judges (With NJI)	Vancouver, BC	122
<b>Nov. 15-17, 2017</b>	Dialogues on Judgingn(with NJI)	Toronto, ON	29
<b>April 7-13, 2018</b>	Joint Seminar for New Federally Appointed Judges (With NJI)	Gatineau, QC	149
<b>April 22-26, 2018</b>	Mastering the Skill of Judgment Writing (With NJI)	Toronto, ON	39
<b>June 1, 2018</b>	Advanced Judicial Seminar on Administrative Law	Ottawa, ON	46
<b>June 25-28, 2018</b>	Judgment Writing Seminar	Montreal, QC	57

## MULTIDISCIPLINARY PROGRAMS

<b>Oct. 2-4, 2017</b>	42 <sup>nd</sup> Annual Conference on Cultural and Religious Diversity	Montreal, QC	157
<b>Nov. 8, 2017</b>	Paroles de juges (on self-represented Litigants, in French)	Montréal, QC	73
<b>Nov. 14, 2017</b>	Webinar on Legislative Drafting: Mathematics in Legislation	Online	130
<b>March 22, 2017</b>	Innovation Roundtable: "The Tools of Innovation" (National Action Committee)	Vancouver, BC	103
<b>April 10-11, 2018</b>	Reflecting on the Legacy of Chief Justice McLachlin (University of Ottawa)	Ottawa, ON	80
<b>April 17, 2018</b>	"Indigenous Child Apprehension as an Access to Justice Issue" (National Action Committee)	London, ON	102
<b>May 23, 2018</b>	Webinaire sur la rédaction législative (in French)	Online	58
<b>June 2, 2018</b>	National Roundtable on Administrative Law	Ottawa, ON	40
<b>June 6-7, 2018</b>	Decision Writing Seminar (With CCAT)	Ottawa, ON	25
<b>Sept. 13-14, 2018</b>	2018 Legislative Drafting Conference	Ottawa, ON	201

## CUSTOMIZED PROGRAMS

<b>Oct. 16-17, 2017</b>	Decision Writing - Social Security Tribunal of Canada	Ottawa, ON	10
<b>Nov. 20-21, 2017</b>	Decision Writing - Ontario Energy Board	Toronto, ON	10
<b>Dec. 2, 2017</b>	Roundtable on Criminal Delays	Vancouver, BC	35
<b>Dec. 4-5, 2017</b>	Decision Writing - Ontario Energy Board	Toronto, ON	13
<b>Jan. 15-16, 2018</b>	Decision Writing - Social Security Tribunal of Canada	Ottawa, ON	19
<b>Jan. 25 &amp; Feb. 16, 2018</b>	Decision Writing - Tribunal administratif du travail	Montreal, QC	55
<b>March 12-13, 2018</b>	Pre-Hearing Settlement Conference - CITT	Ottawa, ON	13
<b>April 19-20, 2018</b>	Administrative Law - Chippewas of the Thames First Nation	London, ON	14
<b>Apr. 18-19 &amp; 25-26, 2018</b>	Decision Writing - Social Security Tribunal of Canada	Ottawa, ON	71
<b>May 9-10, 2018</b>	Writing Reasons - The Parole Board of Canada	Ottawa, ON	81
<b>May 14-16, 2018</b>	Administrative Law - Chippewas of the Thames First Nation	London, ON	14
<b>May-June 2018</b>	Decision Writing - SSTC (individual coaching)	Ottawa, ON	38
<b>June 13-14, 2018</b>	Decision Writing - Ontario Energy Board	Toronto, ON	23
<b>October 11-12, 2018</b>	Decision Writing - Tribunal administratif du Québec	Montreal, QC	22
<b>69 DAYS</b>	<b>32 EVENTS</b>	<b>6 CITIES</b>	<b>1829 PARTICIPANTS</b>

# UPCOMING PROGRAMS (2018-2019)

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## **Seminar for New Federally Appointed Judges\***

Date: October 20-26, 2018 Location: Toronto, ON

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## **Customized Training on decision writing – College of Physicians and Surgeons**

Date: October 25, 2018 Location: Toronto, ON

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## ***Comment plaider votre cause : vulgariser clairement le droit***

Date: November 7, 2018 Location: Montreal, QC

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## **Customized Training on Decision Writing – Refugee Appeal Division**

Date: November 20-21, 2018 Location: Mont-Tremblant, QC

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## **Seminar on Mediation – Cour d’appel du Québec**

Date: November 22, 2018 Location: Montreal, QC

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## **Roundtables on Criminal delays (3)**

Date: 2018-2019 Location: Ontario, Quebec, Nova Scotia

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## **Roundtables on Jury Representation (6)**

Date: TBC Location: B.C., Alberta, Manitoba, Ontario, Quebec, Atlantic Canada

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## **Dealing Effectively with Judicial Review\***

Date: January 22-25, 2019 Location: Vancouver, BC

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## **Seminar for New Federally Appointed Judges\***

Date: April 6-12, 2019 Location: Gatineau, QC

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## **National Roundtable on Administrative Law**

Date: May 25, 2019 Location: Quebec, City QC

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## **Joint Seminar on Decision Writing – With CCAT**

Date : les 29 et 30 mai 2019 Lieu : Québec, QC

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## **Seminar on Judgment Writing**

Date: June 25-28, 2019 Location: Montreal, QC

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## **44<sup>th</sup> Annual Conference: Artificial Intelligence**

Date: October 16-18, 2019 Location: Quebec City, QC

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## **Seminar for New Federally Appointed Judges\***

Date: October 26-November 1, 2019 Location: Victoria, BC

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## **Dialogues on Judging: Challenges and Rewards of a Long-Serving Career\***

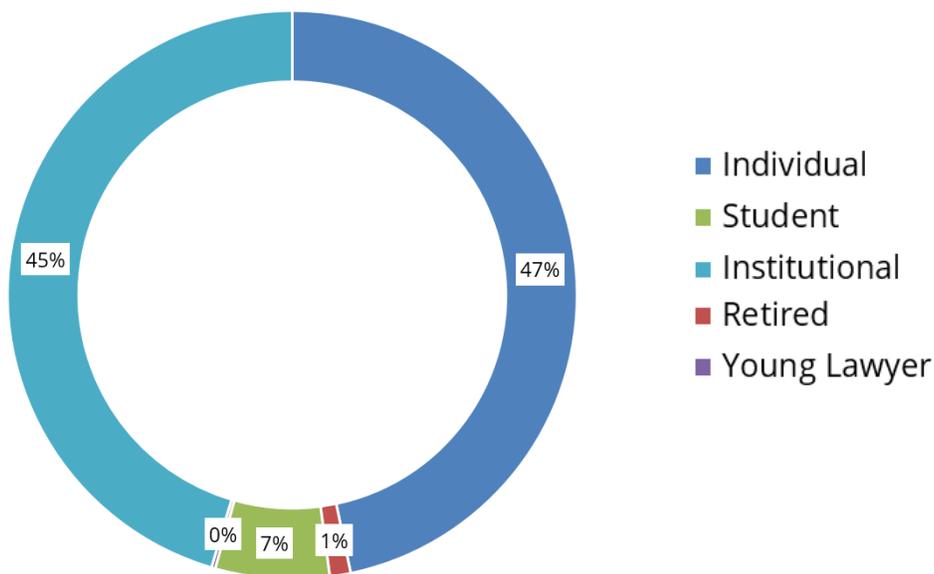
Date: November 13-15, 2019 Location: Toronto, ON

*\*Joint program with the National Judicial Institute (NJI)*

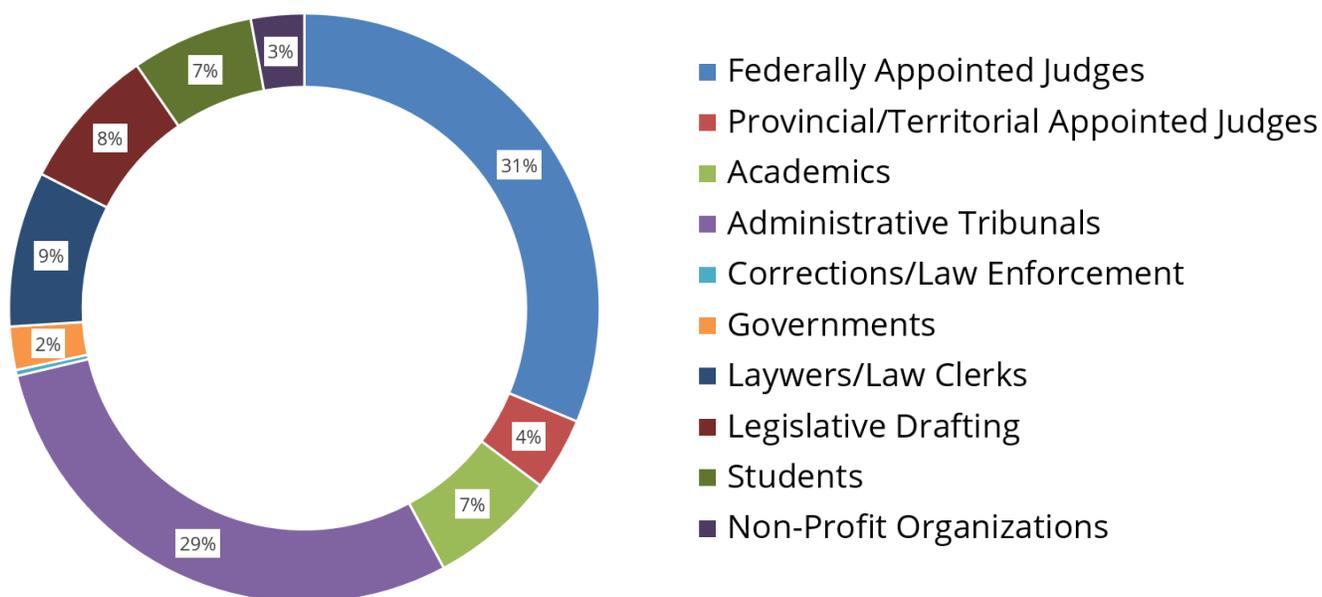
# ABOUT OUR MEMBERS

CIAJ members come from all regions of Canada, and include the judiciary, legal professionals, professors, legislative drafters, administrative tribunals members, journalists, court personnel, representatives of government agencies, staff of social and police agencies, and the public. We serve our members in both official languages.

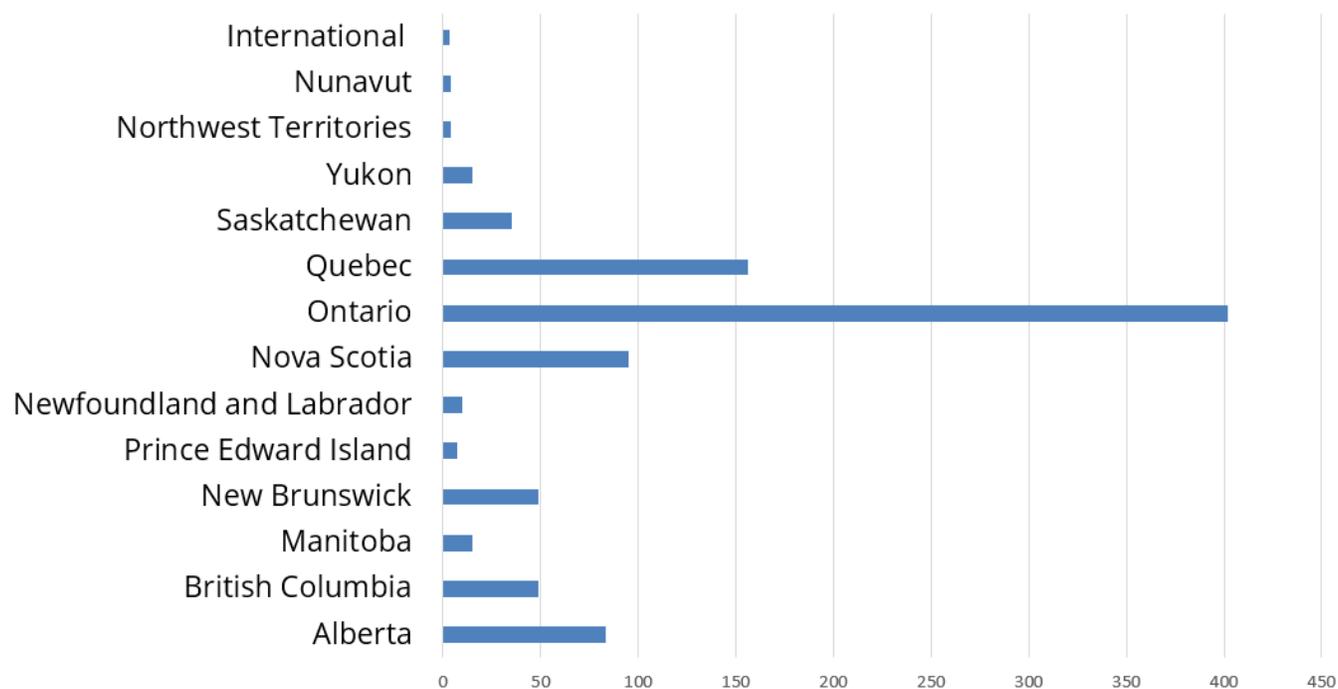
## MEMBERSHIP BY CATEGORY



## MEMBERSHIP BY PROFESSION



## MEMBERSHIP BY PROVINCE



PROVINCE	INDIVIDUAL	YOUNG LAWYER	STUDENT	RETIRED	INSTITUTIONAL (INDIVIDUALS)	TOTAL
Alberta	55	0	2	1	25	83
British Columbia	45	0	1	3	0	49
Manitoba	14	0	1	0	0	15
New Brunswick	11	0	1	0	37	49
Prince Edward Island	6	0	1	0	0	7
Newfoundland and Labrador	10	0	0	0	0	10
Nova Scotia	21	0	0	1	73	95
Ontario	128	1	6	5	262	402
Quebec	103	1	48	1	3	156
Saskatchewan	25	0	0	0	10	35
Yukon	5	0	0	0	10	15
Northwest Territories	4	0	0	0	0	4
Nunavut	3	0	0	0	1	4
International	3	0	0	0	0	3
<b>TOTAL</b>	<b>433</b>	<b>2</b>	<b>60</b>	<b>11</b>	<b>421</b>	<b>927</b>

## ABOUT OUR PARTNERS

The Canadian Institute for the administration of justice collaborates with many partners in Canada. We would like to take this opportunity to warmly thank the employees and members of these organizations for their continued support. We invite you to visit our website to learn more about our programs: [www.ciaj-icaj.ca](http://www.ciaj-icaj.ca)

**The National Judicial Institute (NJI)**, with whom we organize educational programs for federal judges in Canada.

**The Council of Canadian Administrative Tribunals (CCAT)**, our partner in organizing seminars on decision writing for administrative tribunals.

**The Mental Health Commission of Canada (MHCC)** has agreed to be part of the organizing committee for our 2018 annual conference, which theme is "Justice and Mental Health." Mental health and justice are complex intertwined issues that require efforts from every actor in the healthcare and legal systems. We need to coordinate and increase our efforts. We hope that this first opportunity to partner with the Commission will lead to many more endeavours in the future.

**The Action Group on Access to Justice (TAG)**, with whom we regularly organize seminars on topics of interest for Ontario lawyers.

### **The National Action Committee on Access to Justice**

The Action Committee on Access to Justice in Civil and Family Matters continues in its efforts to advance access to justice to all Canadians. Their national campaign, in which we actively participated, promoted the importance of access to justice.

**The ADAJ Project** is an important research consortium dedicated to the issue of Access to Law and Justice (ADAJ). The team led by Professor Pierre Noreau of the Université de Montréal brings together 42 researchers and collaborators from 9 universities and 44 partners in the justice community.

### **The Centre for Professional Development (Université de Montréal, Law Faculty)**

In collaboration with the Faculty Centre for Professional Development, we are organizing a conference for students on November 7, 2018, entitled "How to Plead your Case: Make the Law Clear." (Comment plaider votre cause : vulgariser clairement le droit)

### **CAIJ - Centre d'accès à l'information juridique**

This new partnership will create more legal content for judges, lawyers, and students. CAIJ is contributing to the success of our programs by providing content on specific issues of interest for the participants.

### **Experts from around the country**

Thank you to all the speakers, experts, professors and judges who help CIAJ delivering high quality programs throughout Canada.

# PRIZES, AWARDS AND FELLOWSHIPS

## Charles D. Gonthier Research Fellowship



Created in 2009 in honour of the late Mr. Justice Charles D. Gonthier of the Supreme Court of Canada, a former President of the Institute, the Charles D. Gonthier Research Fellowship of \$7,500 is awarded annually to an academic selected by the committee who presents the best research on CIAJ's annual conference topic that year.

The 2018 Research Fellowship was given to Associate Professor at the Université de Sherbrooke Faculty of Law and member of the Critical Legal Research Laboratory, **Ms. Véronique Fortin**.

## President's Award



CIAJ established the President's Award to highlight the exceptional contribution of one of its volunteers. The Award was presented for the first time at CIAJ's 2016 Annual Conference, in Ottawa.

The Award is given every other year, alternately with the Justice Medal.

The 2018 President's Award was given to the Chief of the Commission and Tribunals of the Alberta Human Rights Commission, **Mr. Michael Gottheil**.

## Justice Medal



At CIAJ's 10<sup>th</sup> Anniversary, in 1984, the Board of Directors established a Justice Medal Award to be given every second year as a mark of exceptional achievement to a person who, in the opinion of CIAJ, shows distinctive leadership in the administration of justice in Canada, or by his or her writings or other endeavors, makes a significant contribution to the administration of justice in Canada.

The 2017 Justice Medal was unanimously awarded to **The Honourable Thomas A. Cromwell**.

## Christine Huglo Robertson Essay Prize



This prize honours Christine Huglo Robertson, who was CIAJ's Executive Director between 1992 and 2012. Its goal is to engage law students in the work of CIAJ and to promote scholarship regarding the administration of justice.

In 2018, the CHR Essay Prize was doubled to \$1,000. It was awarded to **Ms. Chantelle van Wiltenburg**, who graduated with honours from the University of Toronto Faculty of Law in Spring 2018.

# BOARD OF DIRECTORS (2017-2018)

- Mr. Patrick A. Molinari, A.d. E., FRSC, **President**
- The Hon. Justice James O'Reilly, **First Vice-President**
- The Hon. Justice Justice P. Colleen Suche, **Second Vice-President**
- The Hon. Judge Catherine Pilon, **Secretary-Treasurer**
- The Hon. Justice Georgina R. Jackson, **Past President**

## Members

- Master Linda S. Abrams
- Mr. Mark Benton, Q.C.
- Mr. Stephen Bindman
- Deputy Commissioner Brenda Buttworth-Carr
- Professor Jennifer Chandler
- The Hon. Justice Thomas J. Crabtree
- Ms. Rime El Rhoul
- Mr. J. Glen Gardner, Q.C.
- Mr. Athanasios Hadjis
- The Hon. Justice Lois R. Hoegg
- The Hon. Justice Elizabeth Hughes
- Mr. John Mark Keyes
- The Hon. Justice Benoît Moore
- The Hon. Justice Yves-Marie Morissette
- Dean Bradford Morse
- The Hon. Justice Shaun Nakatsuru
- The Hon. Justice Mary Newbury
- The Hon. Louise Otis
- The Hon. Judge Jolène Richard
- The Hon. Justice J. C. Marc Richard
- The Hon. Justice Robert J. Sharpe
- The Hon. Justice Michael J. Wood

## COMMITTEES OF THE BOARD

### EXECUTIVE COMMITTEE

**The mandate** of the Executive Committee is to recommend for election new directors and honorary directors to the Annual General Meeting in order to fill the vacancy. The Committee reports to the Board of Directors on current CIAJ operations in addition to recommending any changes to employment conditions. The Committee sets goals for the organization in line with its mandate and ensures their implementation.

#### Members

- Mr. Patrick A. Molinari, Ad. E., FRSC, President
- The Hon. Justice James O'Reilly, 1<sup>st</sup> Vice-President
- The Hon. Justice P. Colleen Suche, 2<sup>nd</sup> Vice-President
- The Hon. Judge Catherine Pilon, Secretary-Treasurer
- The Hon. Justice Georgina R. Jackson, Past President
- Mr. Mark Benton, Chair of the Communications Committee
- CIAJ's Executive Director (ex officio)

The Executive committee held nine (9) regular meetings by telephone conference, as well as a one-day retreat in May with the Planning Education and Research Committee to discuss upcoming programs and advanced the Annual Conferences planning for 2018, 2019 and 2020. The Committee proposed new directors to fill vacancies on the Board of Directors. A recommendation to this effect was submitted to the Board for adoption at the annual general meeting on October 16, 2018. The EC presented the President Award to Mr. Michael Gottheil at a reception given at the 2018 annual conference in Ottawa.

## COMMUNICATIONS

**The mandate** of the Communications Committee is to implement the communication plan and develop tools to promote CIAJ, and liaise with other committees to ensure consistency in CIAJ's communications. **Chair:** Mr. Mark Benton

### Members

- Master Linda S. Abrams
- Mr. Stephen Bindman
- Mr. John Mark Keyes
- The Hon. Justice Denise A. Leblanc
- Mr. Denis Boucher
- Mr. Marc-Simon Duquette
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)

The communications Committee met on two (2) occasions this year, one time in person and the other time by telephone conference. We have met in January 2018 to discuss the branding of CIAJ working in parallel with the implementation of the membership plan. We have administered a survey to our members and the participants in our programs. More than 400 people answered the survey. We will continue to survey our members by initiating direct contacts with them. CIAJ has continued to be very active in social media, publishing a blog post every month on topical issues and expanding the number of collaborators. The new student section includes a Facebook page that allows students to communicate with their peers and will include a blog where students can share their ideas and visions. We have added new sections to our website and will continue to do so in order to better communicate with our members.

## FINANCE AND AUDIT

**The mandate** of the Finance and Audit Committee is to oversee the finances of the organization including risk management. It reviews the monthly and year-end financial statements and reports to the Board on CIAJ's financial management. Its members review the management of funds, financial operations and investments. The Committee reviews the Auditor's Report and makes recommendations to the Executive Committee, who in turn may recommend its adoption to the Board. Every five years, The Committee launches a tender to receive bids from independent auditors. **Chair:** The Hon. Catherine Pilon

### Members

- Mr. John Mark Keyes
- The Hon. Justice Mary Newbury
- The Hon. Justice Michael J. Wood
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)

The members of the Finance and Audit Committee held two (2) regular meetings during the year. They analyzed the audited financial statements as of June 30, 2018 and they recommend the adoption of the 2017-2018 report of the Auditors Massie Turcotte and Associates Inc. For the fiscal year 2017-2018, revenues are at **\$1,466,118** and expenditure amounts to **\$1,322,933**, creating a surplus of **\$16,644**. As of June 30, 2017, CIAJ has a fund balance of **\$496,372**.

## EDUCATION AND RESEARCH

**The mandate** of the Education and Research Planning Committee is to develop and monitor the planning of education programs and research at CIAJ. It also chooses the themes for the annual conferences and recommends legal experts according to the topics covered.

### Co-Chairs

- Mr. Patrick A. Molinari, Ad. E, FSRC
- The Hon. Justice James O'Reilly

### Members

- Master Linda S. Abrams
- Professor Jennifer Chandler
- Mr. J. Glen Gardner, Q.C.
- The Hon. Justice Lois R. Hoegg
- The Hon. Justice Yves-Marie Morissette
- Dean Bradford Morse
- The Hon. Justice Robert J. Sharpe
- The Hon. P. Colleen Suche
- Professor Martine Valois
- CIAJ's Executive Director (ex officio)

The Committee met during a one-day retreat in May 2018 and developed the themes of the annual conferences for 2019 and 2020.

## MEMBERSHIP

**The mandate** of the Membership Committee is to implement CIAJ's recruitment plan. It makes recommendations on the best strategies to attract and retain members and to communicate with them. **President:** The Hon. Justice James O'Reilly

### Members

- Mr. Stephen Bindman
- Mr. Athanasios Hadjis
- The Hon. Justice Denise A. LeBlanc
- The Hon. Justice Mary Newbury
- The Hon. Justice Michael J. Wood
- CIAJ's Executive Director (ex officio)

The Membership Committee met two (2) times this year by telephone conference to discuss the membership plan. The plan proposes to increase the number of CIAJ's members while developing new programs and audiences. This year, we have changed the timeline for the renewal of the membership. Members can become member for one year, at any time during the year. We have promoted CIAJ at every conference and programs to the various audiences. To date, our tactics have allowed the renewal of 78% of the membership.

In 2017-2018, membership fees have generated close to **\$101,881** compared to **\$115,300** in 2016-2017 and **\$68,000** in 2015. It's a bit less than expected, but we will be implementing new tactics to increase our membership in the coming months. Additional statistics on recruitment are on page 14 and 15 of this report.

## 2018 PRESIDENT'S AWARD

The work of volunteers is essential to achieve CIAJ's mission and reach its objectives. In 2016, CIAJ established the President's Award to highlight the exceptional contribution of one of its volunteers. The Award is presented at CIAJ's Annual Conference and is given every other year, alternately with the Justice Medal. CIAJ's Executive Committee may suggest names of candidates directly and/or ask members of CIAJ's Board of Directors, members of CIAJ's Committees or CIAJ's Executive Director.

## 2019 JUSTICE MEDAL

The Justice Medal is given every other year, alternately with the President's Award. The 2019 Justice Medal Search Committee will meet by conference call to discuss submissions received. The Members will recommend a candidate for the 2019 award to the Executive Committee.

## TEAM (2017-2018)

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- Ms. Christine O'Doherty, Lawyer, **Executive Director**
- Ms. Isabelle Ligot, **Communications Manager**
- Ms. Vicki Gondek, CMP, **Project Manager of Judicial Programs**
- Ms. Mary Plagakis, **Program Coordinator**
- Ms. Maria Aylward, Lawyer, **Project Coordinator** (*since May, 2018*)
- Mrs. Gaëlle Bracka, **Administrative Assistant & Membership Coordinator** (*since July, 2018*)
- Mr. Nathan Afilalo, **Student Intern** (*Summer 2018*)
- Professor Martine Valois, **Faculty Advisor**

*Ms. Émilie Brien, Lawyer, Deputy Director (until May, 2018)*

*Mrs. Donna Ventress, Membership Coordinator (until March, 2018)*

# CIAJ

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