



CIAJ

Canadian Institute for the
Administration of Justice

ANNUAL REPORT
2018 / 19

WHO WE ARE

The Canadian Institute for the Administration of Justice (CIAJ) is a non-profit, independent organization which brings together all stakeholders in the justice system and 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.

Collaborating with governments, courts, tribunals, professional associations, law schools and law firms, CIAJ sponsors and conducts specialized seminars and multidisciplinary programs. The Institute also holds national discussions on key issues and prepares comprehensive papers and reports on these topics. Its services are offered across Canada in both official languages.

TABLE OF CONTENTS

2	Who We Are
4	Message from the President
5	Message from the Executive Director
6	About Us
7	Organizational Chart & Key Statistics
8	Development, Achievements & Challenges
10	Permanent Programs & Committees
12	Customized Programs
13	National Discussions on Key Issues
14	Upcoming Permanent Programs
15	Flagship Annual Conferences
16	Prizes, Awards & Fellowships
18	About our Members
20	Participation Chart
21	Team
22	Board of Directors & Committees of the Board
23	Partners



MESSAGE FROM THE PRESIDENT

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

Dear CIAJ Members,

Over the past year, CIAJ provided an unprecedented number of training activities and programs. The successes that we've had are based first and foremost on the faithful collaboration of our members and partners. Without your availability and generosity, CIAJ would simply have been unable to provide such high-quality activities, and I want to thank you very much for that.

We also owe our successes to the tireless work of our staff, skilfully motivated and led by Christine O'Doherty, and to the vital contributions of the members of the Board of Directors and its committees. I would be remiss if I did not mention the outstanding contributions of the members of our Executive Committee, the Honourable Georgina Jackson, Colleen Suche, James O'Reilly, Catherine Pilon and Mr. Mark Benton. Thank you for sharing your experience and insights with CIAJ.

The challenges that our justice system is facing are well known to everyone. The issues of accessibility and delays are still priorities, despite the efforts to mitigate the impacts. From this perspective, CIAJ has set up a series of roundtables dealing with the delays in criminal justice and with jury representativeness. We hope the recommendations that will come out of those roundtables, held in various provinces and regions of Canada, will inspire decision-makers for the reforms needed, whether administrative or legislative.

This year, CIAJ further expanded its service offering to a number of administrative tribunals and specialized agencies. Those training sessions, designed to meet the needs specific to each one, cover best practices in decision writing. Their primary objective is to facilitate readability of those decisions and thereby make justice more accessible across the country. We also undertook and completed the updating of our strategic plan, following a number of consultations with our partners and the communities we serve. Our institutional directions for the 2020-2023 period are backed by the expertise that sets us apart and by a forward-looking assessment of how the justice system will evolve. Just as an example, we can see that advances in artificial intelligence are inevitably going to influence how the courts and tribunals operate. The same is true of the place that social media already occupy in our societies. That was the topic of our annual conference in 2019.

I look forward to seeing you at our next annual conferences. The one in October 2020 to be held in Vancouver will deal with the interactions among Indigenous peoples and the administration of justice. In October 2021, the conference will be held in Halifax and will address the subject of the right to dignity. In October 2022, in Ottawa, our discussions will be on the law of borders. I hope to have the pleasure of seeing you there!

Dear Members,

After three years at the helm of CIAJ, I still enjoy working here. The team has expanded, we've moved into better suited offices, and the volunteers across the country continue to dedicate themselves on a daily basis to improving the administration and accessibility of justice. One step at a time. One activity at a time.

I would first like to pay tribute to CIAJ's many volunteers and partners who help us deliver relevant, high-quality programs. We are very fortunate to have a network of such skilled and dedicated professionals to rely on. These players, from all backgrounds in the legal community, enable us to better understand the specific realities and issues of Canadian communities in order to deliver programs that are geared to people's needs.

This past year was again distinguished by the increase in the number of programs provided by CIAJ and, consequently, by the increase in the number of speakers and participants in those programs. We are proud to be able to provide a large number of customized training sessions in decision writing, mediation, and the conducting of hearings. Increasingly more administrative tribunals are calling upon the expertise of CIAJ and its instructors for enhancing or updating their knowledge.

The surveys that we conduct among the participants after each training session are extremely positive. The decision-writing training in particular has proved to be very helpful for the participants. That training addresses a growing need among the organizations for improving their organizational performance and, thereby, access to justice.

CIAJ wants to make a tangible contribution to improving the administration of justice and its accessibility for people for many years to come. To do so, it has to keep innovating. An overview of our most recent initiatives appears on pages 8 and 9 of this report.

The CIAJ Board of Directors conducted an evaluation of its 2016-2019 strategic plan. The results obtained are very positive. There is still work to do in terms of CIAJ's visibility and the diversification of its revenue sources. The next strategic plan will be approved at the October 2019 Board of Directors meeting and will be posted on CIAJ's website.

CIAJ will celebrate its 45th anniversary next year. We hope you'll be there!



MESSAGE FROM THE EXECUTIVE DIRECTOR

Ms. Christine O'Doherty
Lawyer

THE CANADIAN INSTITUTE FOR THE ADMINISTRATION OF JUSTICE

ABOUT US



KEY STATISTICS 2018-2019

About 1,000 members
from across Canada

350 volunteer speakers
who are leaders in their
professions

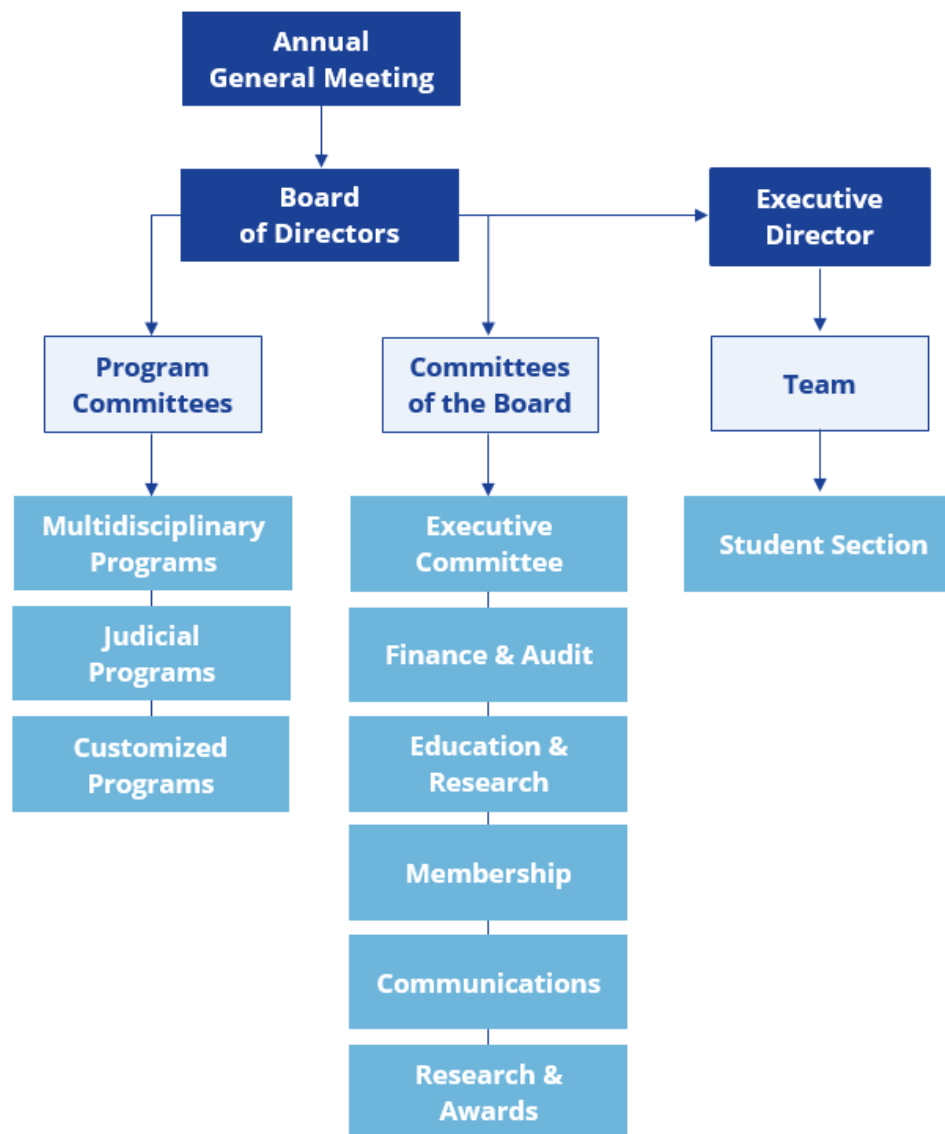
1,750 participants
attending our programs,
from all branches of
Canada's legal
community

71 days of current
accredited training
programs

33 programs
offered in 12 cities

2 series of provincial
discussions on key
issues:
Criminal Delays and Jury
Representation

ORGANIZATIONAL CHART



DEVELOPMENT, ACHIEVEMENTS & CHALLENGES



“Thanks in large part to CIAJ’s training, the SST transformed its decision writing. All of the Tribunal’s members were trained to write decisions focused on the issues and decisions are now simpler, clearer and considerably shorter. This shift was one of a series of changes that contributed to the drastic reduction in processing times for Employment Insurance appeals, from over 200 days in the fall of 2017 to just over 50 days in the spring of 2019.”

Jennifer Khurana

Vice-Chairperson
General Division, Employment Insurance Section
Social Security Tribunal of Canada /
Government of Canada

ROUNDTABLES ACROSS CANADA

In 2018-2019, we held two roundtables on criminal delays (in Alberta and Nova Scotia) and two roundtables on jury representation (in Manitoba and British Columbia). These sessions generated dynamic and sometimes challenging discussions. The roundtables have resulted in recommendations that will be implemented in the medium term. In Manitoba, for example, the discussion provided access to a wealth of data on system failures related to the *Juror’s Act*. After the roundtable, administrative changes were immediately made to the jury selection process.

In addition, the participation of court administrators has been extremely positive. Their presence has helped to identify policies that create barriers and to find solutions. Further roundtables are planned for 2019-2020.

2019 SURVEY

CIAJ conducted a new survey of its members and partners as part of its 2020-2023 strategic planning.

More than 1600 people were contacted. Among other things, our members would like CIAJ to develop more training programs targeting specific issues. Our members also hope these activities continue to exploring solutions to current problems in the justice system.

Access to justice, criminal delays and reconciliation with First Nations continue to be important issues for CIAJ members. Webinars and training programs accessible in outlying regions are also among the priorities.

FOR LAW STUDENTS

Several initiatives have been launched this year in order to involve law students in CIAJ's work. By participating in these activities, students become aware of the issues connected to the administration of justice and its accessibility.

More than 155 students from across Canada have applied for judicial internships through CIAJ. Some of them had the opportunity to shadow a judge from a Superior Court or Court of Appeal in their province for a week. CIAJ is proud to have facilitated such meaningful and educational experiences for law students.

ONLINE LIBRARY

CIAJ's website is regularly enriched with new features and contains over 1000 high quality documents: educational material provided by our instructors, webinars, videos, papers, articles and reports on a variety of topics. CIAJ's online library is accessible to everyone.

In addition, we are proud to begin a new collaboration in 2019 with CAIJ, a "legal information broker" with over 30,000 members. CAIJ will provide us with a new platform, distributing various elements from our online library to its members across Canada.

COMMUNICATIONS

CIAJ strives to continue raising awareness of its activities among Canada's legal community.

The regular use of social media attracts new customers and allows us to promote our activities to a growing number of subscribers.

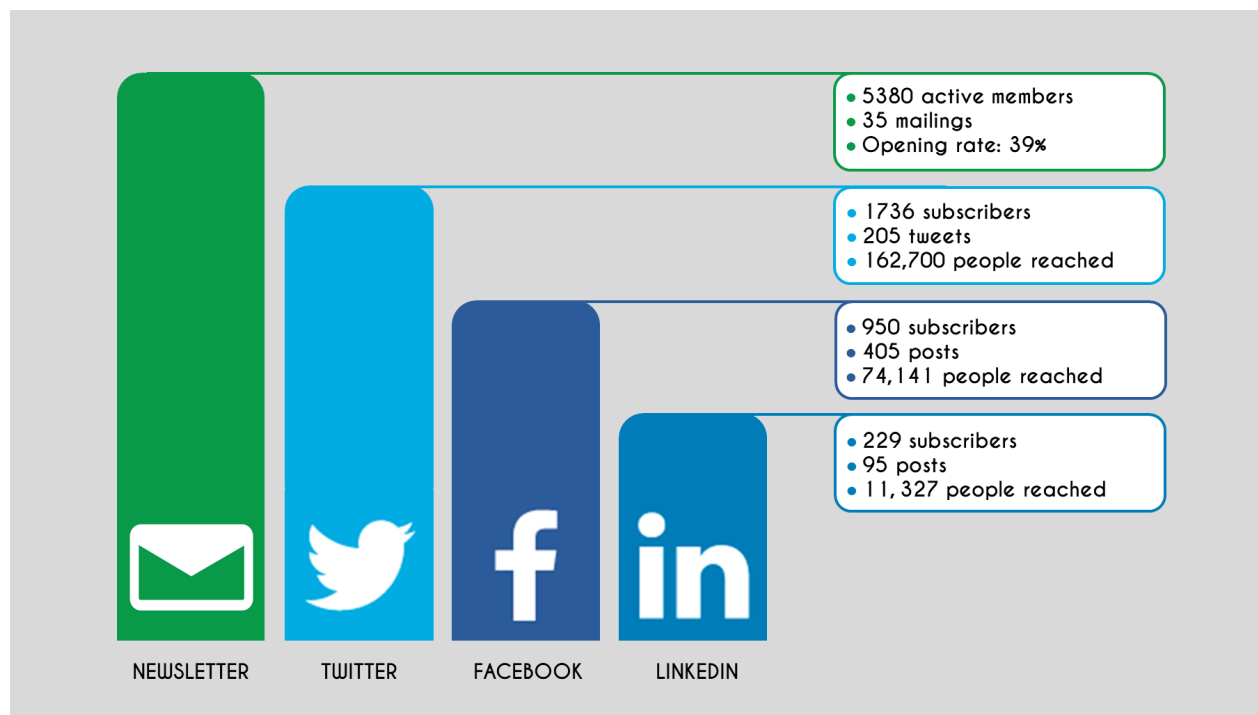
CIAJ's blog (on our website) provides a great platform for our collaborators to express expert points of view, while highlighting our activities and the issues that are important to us.

Our newsletter opening rate is increasing, reaching 39%. This is a promising statistic, considering that a 32% opening rate is commonly considered excellent.

NEW OFFICE

Since April 1, 2019, CIAJ's offices have been located at 5950 Chemin de la Côte-des-Neiges. For more than 25 years, CIAJ had its offices within the Université de Montréal Faculty of Law. We would like to thank all the Faculty's staff and various management teams for their hospitality and their contribution to CIAJ's activities of the over the years.

CIAJ's presence at the Faculty meant much more than just sharing the space. It reflected the connection between the values and missions of our two organizations, which provided CIAJ with an environment essential to maintaining its presence in Quebec and conserving its bilingual character. CIAJ keeps close links with colleagues in the Faculty whose interests converge with its many activities.



PERMANENT PROGRAMS & COMMITTEES 2018-2019



MULTIDISCIPLINARY

ANNUAL CONFERENCE

The 43rd Annual Conference focused on "Justice & Mental Health" and was held in Ottawa, from October 17-19, 2018, with 166 participants in attendance. The Mental Health Commission of Canada, Journal Technologies, Borden Ladner Gervais LLP ("BLG"), CAIJ and The Canadian Race Relations Foundation were partners of the event.

Honorary Chair

- Senator Kim Pate

Co-Chairs

- Mr. Patrick A. Molinari, Ad. E., FRSC
- The Honourable Justice James O'Reilly

Members

- Mr. Mark Benton, Q.C.
- Deputy Commissioner Brenda Butterworth-Carr
- Professor Jennifer Chandler
- The Honourable Judge Dominique Larochelle
- Ms. Sapna Mahajan
- Mr. André A. Morin, Ad. E.
- The Honourable Justice Michelle O'Bonsawin
- The Honourable Justice P. Colleen Suche
- Professor Martine Valois
- Mr. David A. Wright
- CIAJ's Executive Director (ex officio)

XXth ANNIVERSARY OF JUDICIAL MEDIATION

This seminar brought together Canadian, European and African judges to celebrate 20 years of judicial mediation in Quebec. The event was held in Montreal on November 22, 2018, with 84 participants in attendance.

Honorary Chair

- The Honourable Chief Justice Nicole Duval Hesler

Co-Chairs

- The Honourable Justice Georgina Jackson
- The Honourable Louise Otis

JUDICIARY

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

This program is offered twice a year, in collaboration with the National Judicial Institute (NJI). The Fall program was held in Toronto from October 20-26, 2018, with 127 participants in attendance.

The Spring program was held in Gatineau from April 6-12, 2019, with 133 participants in attendance.

Co-Chairs

- The Honourable Justice Michael Brown
- The Honourable Justice Lauri Ann Fenlon
- The Honourable Justice Catherine La Rosa

DEALING EFFECTIVELY WITH JUDICIAL REVIEW

This biennial program, offered jointly by CIAJ and the National Judicial Institute (NJI), was held in Vancouver from January 22-25, 2019. It was sold out, with 54 participants in attendance.

Chair

- The Honourable Justice Anne Mactavish

JUDGMENT WRITING SEMINAR

This annual program was held in Montreal from June 25-28, 2019. It was sold out, with 76 participants in attendance.

Co-Chairs

- The Honourable Justice David R. Collier
- The Honourable Justice James O'Reilly

THANK YOU TO OUR COMMITTEES!

In 2018-2019, CIAJ hosted a total of 33 events, in 12 Canadian cities, mobilizing 350 speakers, for the benefit of 1816 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 come together from coast to coast to identify the important issues in their field of expertise and generously share their ideas and knowledge to enrich the work of our organization.

LEGISLATIVE DRAFTING

CONFERENCE & WEBINARS

The Legislative Drafting Conference entitled “Charting Legislative Courses in a Complex World” took place on September 13-14, 2018, in Ottawa. There were 205 participants in attendance.

The webinar on legislative drafting entitled “A Rules-Based Approach to Measuring Prescriptivity in Canadian Regulations,” sponsored by the Post-Baccalaureate Diploma in Legislative Drafting program at Athabasca University, was offered in English on March 11, 2019 by University of Ottawa Professors Wolfgang Alschner (speaker) and John Mark Keyes (moderator), with an attendance of 121. It was also offered in French by Professor Wolfgang Alschner (speaker) and Professor Mistrale Goudreau (moderator) on March 20, 2019, with an attendance of 17.

Co-Chairs

- Ms. Annette M. Boucher
- Mr. John Mark Keyes

Members

- Mr. Michel Bédard
- Ms. Janet Erasmus, Q.C.
- Ms. Wendy Gordon
- Ms. Mistrall Goudreau
- Ms. Laura Hopkins
- Professor Hoi Kong
- Ms. Sandra Markman
- Mr. Eric Milligan
- Ms. Melanie Mortensen
- Mr. Peter J. Pagano, Q.C.
- Ms. Isabelle Parrot
- Mr. Siegfried Peters
- Mr. Mark Spakowski
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)

ADMINISTRATIVE LAW

NATIONAL ROUNDTABLE ON ADMINISTRATIVE LAW

The annual program on Administrative Law took place in Montreal on May 25, 2019. This edition entitled “Masters in Our House: Adjudicative Sovereignty versus Judicial Oversight” brought together 46 participants.

Co-Chairs

- Mr. Michael Gottheil
- Mr. Athanasios Hadjis
- The Honourable Justice James O'Reilly

Members

- Mr. Jean Buie
- Mr. Jeff G. Cowan
- Ms. Laverne Jacobs
- The Honourable Justice Yves-Marie Morissette
- The Honourable Justice Lorne Sossin
- Mr. Simon Turmel
- Professor Martine Valois
- Professor Sheila Wildeman
- Ms. Lauren Wihak
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)
- Vacancies (3)*

SEMINAR ON DECISION WRITING

This annual program, offered jointly by CIAJ and the Council of Canadian Administrative Tribunals (CCAT), was held in Montreal from May 29-30, 2019, with 17 participants in attendance.

Keynote Speaker

- The Honourable Justice David R. Collier

CUSTOMIZED PROGRAMS 2018-2019

In 2018-2019, CIAJ developed **15 customized training programs** for diverse organizations, courts and tribunals, teaching **over 500 professionals** in both official languages.

With its experience in legal training over the past 45 years, and drawing on its extensive network of experts, including experienced judges, leading academics, lawyers and consultants from across the country, CIAJ is one of those rare national organizations that provide training programs to all players in the judicial system. It's diverse clientele gives CIAJ a unique perspective on current issues, so it can address the specific needs of different legal actors in Canada.

JUDGMENT WRITING

Conseil de la magistrature du Québec
January 14-16, 2019, Montreal, QC
May 13-15, 2019, Montreal, QC

Five more training sessions will be provided in 2019-2020.

ETHICS AND PROFESSIONAL CONDUCT

Organisme d'autoréglementation du courtage immobilier du Québec (OACIQ)
April 4, 2019, Brossard, QC

DECISION WRITING & ADMINISTRATIVE LAW

The Chippewas of the Thames First Nation
January 28-30, 2019, London, ON

**Office of the Communications Security
Establishment Commissioner**
May 14-16, 2019, Ottawa, ON

DECISION WRITING

Tribunal administratif du Québec
October 11-12, 2018, Montreal, QC

College of Physicians and Surgeons of Ontario
October 25, 2018, Toronto, ON

**Immigration and Refugee Board of Canada -
Refugee Appeal Division**
November 20-21, 2018, Mont-Tremblant, QC

Ontario Energy Board
January 9-10, 2019, Toronto, ON
May 27-28, 2019, Toronto, ON

Tribunal administratif du travail
January 24, 2019, Montreal, QC

Nova Scotia Utility Review Board
March 13, 2019, Halifax, NS

Conférence des arbitres du Québec
April 6, 2019, Longueuil, QC

Alberta Human Rights Commission
May 21-22, 2019, Calgary, AB

**The Administrative Tribunals Support Service
of Canada**
June 18-19, 2019, Ottawa, ON



NATIONAL DISCUSSIONS ON KEY ISSUES

ROUNDTABLES ACROSS CANADA

In addition to offering various training programs, CIAJ has developed two series of roundtables on current topics important to the legal community and the population across Canada.

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

CRIMINAL DELAYS

The goal of these individual roundtables is to discuss the pressing issue of lengthy criminal delays in a given jurisdiction, particularly after the influential Supreme Court of Canada decision *R. v. Jordan*. Each meeting is followed by the publication of a report which is made available on our website. A national symposium may be held at the end of the process, to share ideas and perspectives from each province, with the goal of presenting concrete recommendations in a report representing a national outlook on the issue of criminal delays in Canada.

Roundtable schedule

- December 2, 2017, British Columbia (Vancouver)
- October 13, 2018, Alberta (Edmonton)
- December 1, 2018, Nova Scotia (Halifax)
- Ontario (2019, date to come)
- Quebec (2019, date to come)

JURY REPRESENTATION

This series of roundtables was initiated by the members of CIAJ's Circle of Indigenous Peoples and addresses the issue of systemic barriers to the representation of Indigenous peoples and racialized minorities on juries in Canada. A research project on the status of juries across Canada was conducted by CIAJ and is available on our website. Each meeting is followed by the publication of a report. A national symposium, scheduled in late winter 2020, will discuss the various recommendations coming from the provinces.

Roundtable schedule

- April 6, 2019, Manitoba (Winnipeg)
- June 1, 2019, British Columbia (Vancouver)
- Sept. 21, 2019, Atlantic Canada (Halifax, NS)
- November 2, 2019, Alberta (Calgary)
- Ontario (2019, date to come)
- Quebec (2019, date to come)

UPCOMING PERMANENT PROGRAMS 2019-2020

CIAJ's permanent programs are offered in both official languages with simultaneous interpretation. Most are accredited in provinces where CLE requirements for lawyers are mandatory. Programs for judges are approved under Section 41 (1) of the *Judges Act*.

These programs include CIAJ's flagship annual conferences. Every year for the past 44 years, these events have been building bridges between justice and non-justice experts, gathering different viewpoints, and contributing to solutions that enable change.

**SEMINAR FOR NEW FEDERALLY
APPOINTED JUDGES** (twice a year)
– Joint program with the National Judicial
Institute (NJI)

Fall Edition: October 26 – November 1, 2019
Location: Victoria, BC

Spring Edition: March 28 – April 3, 2020
Location: Gatineau, QC

DIALOGUES ON JUDGING:
**Challenges and Rewards of a Long-Serving
Career** (biennial) – Joint program with NJI

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

**MASTERING THE SKILL OF JUDGMENT
WRITING** (biennial) – Joint program NJI

Date: April 26–30, 2020
Location: Vancouver, BC

**ADVANCED JUDICIAL SEMINAR ON
ADMINISTRATIVE LAW** (biennial)

Date: May 28, 2020
Location: Ottawa, ON

**NATIONAL ROUNDTABLE ON
ADMINISTRATIVE LAW** (annual)

Date: May 29, 2020
Location: Ottawa, ON

JUDGMENT WRITING SEMINAR (annual)

Date: June 28 – July 2, 2020
Location: Montreal, QC

LEGISLATIVE DRAFTING CONFERENCE
(biennial)

Date: September 10–11, 2020
Location: Ottawa, ON

COLLABORATIONS

ELDER LAW (in French, new topic every
year) – In collaboration with the Université
de Montréal Faculty of Law Professional
Development Centre

Date: September 26, 2019
Location: Montreal, QC

ACTION COMMITTEE SUMMIT (annual)
– In collaboration with the Action
Committee on Access to Justice in Civil and
Family Matters

Date: April 29 – May 1, 2020
Location: Toronto, ON

FLAGSHIP ANNUAL CONFERENCES

VANCOUVER 2020 | HALIFAX 2021 | OTTAWA 2022



INDIGENOUS PEOPLES AND THE LAW

DATE: OCTOBER 21–23, 2020

LOCATION: VANCOUVER, BC

Overview:

- Indigenous justice developments over the previous five years
- The Truth and Reconciliation Commission of Canada
- Establishing and maintaining respectful relationships, repairing trust, forging true social change
- Self-governance and economic development in Indigenous communities
- Better access to justice
- Traditional indigenous laws and their application



THE RIGHT TO DIGNITY IN CANADIAN LAW

DATE: OCTOBER 20–22, 2021

LOCATION: HALIFAX, NS

Overview:

- Dignity as a fundamental human right
- Dignity as a right in the Quebec Charter
- The role of human dignity in statutory interpretation
- Law and dignity
- Legal protection and dignity
- Dignity as it relates to decision making and decision writing

A particular focus of the conference will be child protection, health law, elder law and end of life issues.



THE LAW OF BORDERS

DATE: OCTOBER 26–28, 2022

LOCATION: OTTAWA, ON

Overview:

- Immigration
- Refugees
- Extradition
- Citizenship
- Transnational litigation
- Globalization and governance
- International tribunals and arbitration
- Inter-provincial issues

PRIZES, AWARDS & FELLOWSHIPS

CIAJ has been committed to promoting sound administration of justice since its inception, in 1974.

CIAJ prides itself on supporting the legal community at all levels and does so by creating forums that engage actors in the justice system across Canada. Such actions include national discussions on key issues, advancing customized and specialized training programs, and holding conferences which identify problems and offer implementable solutions to crucial legal issues.

CIAJ's actions would not be possible without the commitment and dedication of outstanding professionals at all levels.

Each year, CIAJ is proud to recognize and support these visionaries by awarding various prizes and scholarships to encourage volunteer involvement, research and creativity.

Thank you to all those who are committed to the administration of justice in this country and who share their skills to improve the system with heart and wisdom for the benefit of society as a whole.

THE JUSTICE MEDAL

At CIAJ's tenth 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 has shown distinctive leadership in the administration of justice in Canada, or by his or her writings or other endeavours, has made a significant contribution to the administration of justice in Canada. Recipients are announced at CIAJ's Annual Conference in the fall.

Recipients

- The Hon. Thomas A. Cromwell (SCC) • 2017
- The Hon. Murray Sinclair (Manitoba) • 2015
- The Right Hon. Beverley McLachlin (SCC) • 2013
- The Hon. René Dussault (Québec) • 2011
- The Hon. Frank Iacobucci (SCC) • 2009
- The Hon. D. Schneider (Ontario) • 2007
- The Late Hon. Alan B. Gold (Québec) • 2005
- The Late Hon. Constance R. Glube (N.S.) and
- The Late Hon. Kenneth M. Lysyk (BCSC) • 2003
- The Hon. Horace Krever (Ontario) • 2001
- Professor Ed Ratushny (Ottawa) • 1999
- The Hon. Claire L'Heureux-Dubé (SCC) and
- The Hon. Sidney Linden (Ontario) • 1997
- The Hon. W. David Griffiths (Ontario) • 1995
- The Late Hon. David C. McDonald (Alberta) • 1993
- The Hon. G. Arthur Martin (Ontario) • 1991
- Dr. W.A. Bowker (Alberta) • 1989
- The Late Hon. Brian Dickson (SCC) • 1987
- The Late Hon. Jules Deschênes (Québec) • 1985



PRESIDENT'S AWARD

In 2016, CIAJ established the President's Award to highlight the exceptional contribution of one of its volunteers. 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.

MR. MICHAEL GOTTHEIL

Michael Gottheil was appointed Chief of the Commission and Tribunals of the Alberta Human Rights Commission and began his term in August 2018.

Mr. Gottheil brings many years of leadership experience in the Administrative Justice sector, having previously served as Chair of the Human Rights Tribunal of Ontario, and Executive Chair of both the Environment and Land Tribunals Ontario and the Social Justice Tribunals Ontario, which is comprised of eight tribunals. Mr. Gottheil is a firm believer in justice, as a means and an end, and has worked to foster collaboration among those in the legal community, as well as civil society more broadly.



RESEARCH FELLOWSHIP

Created in 2009 in honour of a former CIAJ President, the Charles D. Gonthier Research Fellowship of \$7,500 supports research in relation to the topic of CIAJ's Annual Conference. Each conference focuses on a specific aspect of CIAJ's themes:

- Justice as a humanistic and social value
- Justice as a public service
- Justice in a global economy and interdependent world

The 2019 Research Fellowship was given to McGill Faculty of Law Professor, Mr. Ignacio Cofone for his research on "Regulating Algorithmic Transparency in the Administration of Justice." Mr. Cofone is invited to present his findings at CIAJ's 2019 Annual Conference.

PROFESSOR IGNACIO N. COFONE

Professor Cofone teaches Privacy Law, Business Associations, and Artificial Intelligence Law. His research explores how the law should adapt to technological and social change with a focus on privacy and algorithmic decision-making. In his latest projects, he proposes how to evaluate harm in privacy class actions and how to prevent algorithmic discrimination.



ESSAY PRIZE

The Christine Huglo Robertson Essay Prize aims to engage law students in the work of CIAJ and promote scholarship regarding the administration of justice.

The 2019 Essay Prize of \$1,000 was awarded to an Université de Montréal Faculty of Law student, Mr. Xavier Dionne, for his essay entitled: "Sur les épaules de robots : l'impact de l'intelligence artificielle sur la propriété intellectuelle" (On the Shoulders of Robots: The Impact of Artificial Intelligence on Intellectual Property). Mr. Dionne was invited to present his Essay at CIAJ's 44th Annual Conference. This prize was created in honour of CIAJ's Executive Director from 1992-2012.

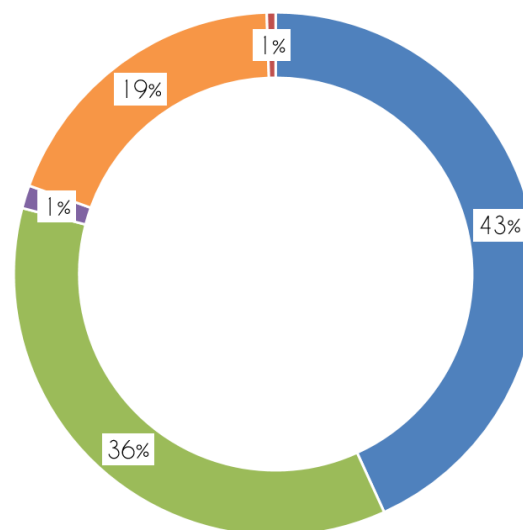
MR. XAVIER DIONNE

Mr. Xavier Dionne, a second-year law student at the Université de Montréal. He also holds a degree in economics and politics with a specialization in the former from the same university. His areas of interest include intellectual property, artificial intelligence and constitutional law. In addition to developing computer tools used worldwide, he is currently working at the Canadian Space Agency.

ABOUT OUR MEMBERS

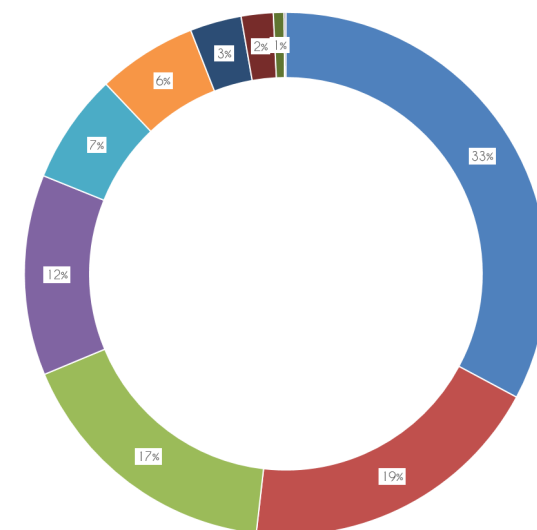
CIAJ members come from all regions of Canada, and include the judiciary, legal professionals, professors, legislative drafters, administrative tribunal members, journalists, court personnel, representatives of government agencies, staff of social and police agencies, and law students. The public is also welcome to join. We serve our members in both official languages.

MEMBERSHIP BY CATEGORY



- Individual
- Institutional
- Retired
- Student
- Young Lawyer

MEMBERSHIP BY PROFESSION



- Federally Appointed Judges
- Students
- Academics
- Laywers/Law Clerks
- Administrative Tribunals
- Legislative Drafting
- Provincial/Territorial Appointed Judges
- Governments
- Non-Profit Organizations
- Corrections/Law Enforcement

MEMBERSHIP BY PROVINCE



PROVINCE	INDIVIDUAL	YOUNG LAWYER	STUDENT	RETIRED	INSTITUTIONAL (INDIVIDUALS)	TOTAL
Ontario	118	5	60	1	190	374
Quebec	84	1	79	2	1	167
British Columbia	44	2	15	1	21	83
Alberta	56	1	8	0	12	77
Nova Scotia	16	1	3	0	51	71
New Brunswick	13	1	3	0	25	42
Saskatchewan	21	1	3	1	10	36
Manitoba	13	0	2	0	5	20
Newfoundland and Labrador	14	1	0	0	0	15
Yukon	4	0	0	0	10	14
Prince Edward Island	9	0	0	0	0	9
Nunavut	2	0	0	0	1	3
Northwest Territories	0	0	0	0	1	1
TOTAL	394	13	173	5	327	912

PARTICIPATION CHART (JULY 1, 2018—JUNE 30, 2019)			
WHEN	WHAT	WHERE	PARTICIPANTS
September 13-14, 2018	Legislative Drafting Conference	Ottawa, ON	205
October 11-12, 2018	Tribunal administratif du Québec (Decision Writing)	Montreal, QC	21
October 13, 2018	Provincial Roundtable on Criminal Delays	Edmonton, AB	39
October 17-19, 2018	43 rd Annual Conference on Justice & Mental Health	Ottawa, ON	166
October 20-26, 2018	Seminar for New Federally Appointed Judges (Joint program with NJI)	Toronto, ON	127
October 25, 2018	College of Physicians and Surgeons of Ontario (Decision Writing)	Toronto, ON	27
November 7, 2018	Vulgariser le droit, in French (with the Université de Montréal)	Montréal, QC	65
November 20-21, 2018	Immigration and Refugee Board of Canada – RAD (Decision Writing)	Toronto, ON	98
November 22, 2018	XX th Anniversary of Judicial Mediation	Montreal, QC	84
December 1, 2018	Provincial Roundtable on Criminal Delays	Halifax, NS	39
January 9-10, 2019	Ontario Energy Board (Decision Writing)	Toronto, ON	23
January 14-16, 2019	Conseil de la magistrature du Québec (Decision Writing)	Montreal, QC	19
January 22-25, 2019	Dealing Effectively with Judicial Review	Vancouver, BC	54
January 24, 2019	Tribunal administratif du travail (Decision Writing)	Montreal, QC	35
January 28-30, 2019	The Chippewas of the Thames First Nation (Decision Writing)	London, ON	12
March 11, 2019	Webinar on Legislative Drafting (in English)	Online	121
March 13, 2019	Nova Scotia Utility Review Board (Decision Writing)	Halifax, NS	23
March 20, 2019	Webinar on Legislative Drafting (in French)	Online	17
April 2, 2019	Access to Justice and Mental Health, in French (with the Université de Montréal)	Montréal, QC	27
April 4, 2019	OACIQ (Ethics and Professional Conduct)	Brossard, QC	57
April 6, 2019	Conférence des arbitres du Québec (Decision Writing)	Longueuil, QC	26
April 6, 2019	Provincial Roundtable on Jury Representation	Winnipeg, MB	38
April 6-12, 2019	Seminar for New Federally Appointed Judges (Joint program with NJI)	Gatineau, QC	133
April 10-12, 2019	Action Committee on Access to Justice in Civil and Family Matters Summit	Montreal, QC	77
May 13-15, 2019	Conseil de la magistrature du Québec (Decision Writing)	Montreal, QC	34
May 14-16, 2019	Office of the CSE Commissioner (Decision Writing & Administrative Law)	Montreal, QC	13
May 21-22, 2019	Alberta Human Rights Commission (Decision Writing)	Calgary, AB	12
May 25, 2019	National Roundtable on Administrative Law	Ottawa, ON	46
May 27-28, 2019	Ontario Energy Board (Decision Writing)	Toronto, ON	11
May 29-30, 2019	Seminar on Decision Writing (Joint program with CCAT)	Montreal, QC	17
June 1, 2019	Provincial Roundtable on Jury Representation	Vancouver, BC	48
June 18-19, 2019	The Administrative Tribunals Support Service of Canada (Decision Writing)	Ottawa, ON	26
June 25-28, 2019	Judgment Writing Seminar	Montreal, QC	76
71 DAYS	33 EVENTS	12 CITIES	1816 PARTICIPANTS

TEAM

Christine O'Doherty, Lawyer Executive Director

Christine O'Doherty is a bilingual lawyer experienced in professional, labour and commercial law. She has contributed to developing and implementing effective government relations and public affairs strategies. Ms. O'Doherty has taught at the Faculté de pharmacie de l'Université de Montréal for 14 years, where she was responsible for the implementation of the soft skills curriculum for graduate and undergraduate students. In her spare time she writes fiction.

Isabelle Ligot Communications Manager

Isabelle likes developing creative communication strategies and building bridges between people. Her work at CIAJ includes writing and translating various texts, creating brochures and designing visuals, and managing all web content. Isabelle graduated from the Conservatoire de musique du Québec à Montréal. A language lover, she also holds a certificate in translation from McGill University, where she pursues graduate studies in legal translation.

Vicki Gondek, CMP (on maternity leave) Project Manager of Judicial Programs

Vicki is a project manager of all the judicial programs at CIAJ since 2014. She earned a bachelor's degree in Sociology from Concordia University, an Event Planning Certificate from LaSalle College and as of May 2017, she became a Certified Meeting Professional (CMP). When Vicki isn't planning CIAJ events throughout Canada, she likes to cook and spend time in the great outdoors biking around Montreal.

Maria Aylward, Lawyer Project Manager—Business Development

Maria happily joined CIAJ after working as a lawyer in private practice with Gowling WLG, and originally, with an intellectual property boutique in Montreal. A proud Newfoundlander, Maria completed her B.Sc. and B.A. at Memorial University. While pursuing her J.D. at Dalhousie University, Maria was awarded the James A. MacDonald Award and the Eunice Beeson Memorial Prize for her academic success and scholarly involvement. For her articles, Maria worked as a Law Clerk at the Tax Court of Canada. Maria obtained her Civil Law degree at the University of Ottawa in 2012 and loves living in Montreal.

Lynne Robichaud Judicial Programs Coordinator

Lynne is a project coordinator of the judicial programs. In her last role as sales coordinator, she worked as a liaison between the sales team, channel partners, project designers and customer service staff to ensure a smooth execution of projects in Canada and the US. Lynne's career background also includes several years experience in software training, customer service and accounting. Having spent most of her life in New Brunswick, Ontario and travelling all over the world, she now has planted her roots in Montreal.

Mary Plagakis Program Coordinator

Mary is the coordinator for non-judicial programs, making sure that everything runs smoothly, and everyone is well taken care of. She holds a Bachelors in Sociology and a Bachelors in Child Studies from Concordia University. She enjoys solving puzzles, getting caught up on reading her pile of books. One of the things on her to do list is travel to Australia and New Zealand.

Nathan Afilalo Law Student Intern

Nathan Afilalo is a recent graduate of McGill's BCL/LLB program and is CIAJ's first articling student. He has clerked at the Montreal Municipal Court, as well as involved himself in Montreal based access to justice organizations such as The Mile End Legal Clinic, the Centre for Research-Action and Race Relations and the Concordia Student Union Legal Information Clinic. At CIAJ Nathan conducts legal research on our Nation Discussions, pens reports and helps develop CIAJ's student initiatives.

ADVISOR

Professor Martine Valois, Lawyer Faculty Advisor

Martine Valois, Ad.E. is an Associate Professor at the Université de Montréal's Faculty of Law. She is a graduate of this faculty (LL.B. and LL.D.) and Harvard University (LL.M.). Ms. Valois was Principal Drafting Advisor to the Commission of Inquiry on the nomination process of judges in Quebec (Bastarache Commission). Professor Valois is a researcher at the Centre de droit des affaires et du commerce international [Centre for Business and International Trade Law]. In 2018, she was a visiting researcher at the Max-Planck Institute for Social Anthropology in Halle, Saale, Germany. Her areas of research include judicial independence, legal theory and administrative justice. She is the author of several books related to these topics.

BOARD OF DIRECTORS (2018-2019)

EXECUTIVE

President

•Mr. Patrick A. Molinari, Ad. E., FRSC

First Vice-President

•The Honourable Justice James O'Reilly

Second Vice-President

•The Honourable Justice P. Colleen Suche

Secretary-Treasurer

•The Honourable Judge Catherine Pilon

Past President

•The Honourable Justice Georgina R. Jackson

•Mr. Mark Benton, Q.C.

MEMBERS

•Master Linda S. Abrams

•Mr. Stephen Bindman

•Deputy Commissioner Brenda Butterworth-Carr

•The Honourable Justice Thomas J. Crabtree

•The Honourable Justice Julie Dutil

•Mr. Athanasios Hadjis

•The Honourable Justice Lois R. Hoegg

•The Honourable Justice Elizabeth Hughes

•Mr. John Mark Keyes

•The Honourable Justice Lana Krogan

•The Honourable Justice Benoît Moore

•The Honourable Justice Yves-Marie Morissette

•Dean Bradford Morse

•The Honourable Justice Shaun Nakatsuru

•The Honourable Chief Judge Jolène Richard

•The Honourable Justice J. C. Marc Richard

•Professor Kent Roach

•The Honourable Justice Robert J. Sharpe

•Mr. Eric Tolppanen

•The Honourable Justice Peter M. Willcock

•The Honourable Justice Michael J. Wood

EXECUTIVE COMMITTEE

The mandate of the Executive Committee is to recommend new directors and honorary directors for election to the Annual General Meeting in order to fill vacancies. 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. 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 advance the Annual Conference planning for 2019, 2020 and 2021.

FINANCE AND AUDIT COMMITTEE

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 Honourable Judge Catherine Pilon
Members

•Mr. John Mark Keyes

•The Honourable Justice Michael J. Wood

•CIAJ's President (ex officio)

•CIAJ's Executive Director (ex officio)

The members of the Finance and Audit Committee held one regular meeting during the year. They analyzed the audited financial statements as of June 30, 2019 and they recommend the adoption of the 2018-2019 report of the Auditors Massie Turcotte and Associates Inc. For the fiscal year 2018-2019, revenues are at \$1,766,820 and expenses for seminars and conferences are at \$1,757,035, creating a slight surplus of \$9,785. When we add net administrative expenses, we have a deficit of \$44,330. As of June 30, 2019, CIAJ has a fund balance of \$409,496

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.

Chair: The Honourable Justice James O'Reilly
Members

•Mr. Stephen Bindman

•Mr. Athanasios Hadjis

•The Honourable Justice Michael J. Wood

•CIAJ's Executive

•CIAJ's Executive Director (ex officio)

•*Vacant* (2)

The Membership Committee did not meet this year but has been working alongside the Board in order to develop the upcoming strategic plan, and continued overseeing CIAJ's membership development.

EDUCATION AND RESEARCH

The mandate of the Education and Research Planning Committee is to develop and monitor the planning of educational programs and research at CIAJ. Members also choose the themes for the annual conferences and recommend legal experts according to the topics covered. The Committee worked on the 2019 and 2020 Annual Conferences and met during a one-day retreat in May 2019 in order to develop the themes for the upcoming conferences for 2021 and 2022.

Co-Chairs

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

Members

- Master Linda S. Abrams
- The Honourable Justice Lois R. Hoegg
- Dean Bradford Morse
- The Honourable Justice Yves-Marie Morissette
- The Honourable Judge Catherine Pilon
- The Honourable Justice P. Colleen Suche
- The Honourable Justice Robert J. Sharpe
- Professor Martine Valois
- CIAJ's Executive Director (ex officio)

2019 JUSTICE MEDAL

The Justice Medal is given every other year, alternately with the President's Award. The 2019 Justice Medal Search Committee met by conference call to discuss submissions received. The Members recommended candidates for the 2019 Medal to the Executive Committee.

2020 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.

COMMUNICATIONS COMMITTEE

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

Chair: Mr. Mark Benton, Q.C.

Members

- Master Linda S. Abrams
- Mr. Stephen Bindman
- Mr. Denis Boucher
- Mr. Marc-Simon Duquette
- Mr. John Mark Keyes
- The Honourable Chief Judge Jolène Richard
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)

The Communications Committee did not meet in person this year, but has been working alongside the Board in order to develop the upcoming strategic plan.

PARTNERS

CIAJ 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.

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

- The National Judicial Institute (NJI)
- The Council of Canadian Administrative Tribunals (CCAT)
- The Mental Health Commission of Canada
- The ADAJ Project

- The Action Group on Access to Justice
- The Action Committee on Access to Justice in Civil and Family Matters
- The Centre for Professional Development (Université de Montréal, Law Faculty)
- CAIJ - Centre d'accès à l'information juridique
- Experts from around the country



Canadian Institute for the Administration of Justice

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