

YOUR MULTIDISCIPLINARY AND BILINGUAL LEGAL NETWORK ACROSS CANADA

CIAJ | Canadian Institute for the Administration of Justice
Listening. Learning. Leading.

ANNUAL REPORT
2020/2021

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, and develops various customized training programs to be held in-person and online. 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.

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MESSAGE FROM THE PRESIDENT

The Honourable Justice
James W. O'Reilly
Federal Court

Dear CIAJ Members,

Next month, I will step down as President of CIAJ after two years in that role. It has been a bit of a bumpy trip. If you look at graphs of the ebbing and flowing of coronavirus cases over the past 21 months or so, it very much resembles a roller coaster. And the ride is not yet over. Similarly, at CIAJ, we have been riding those ups and downs. It has been a real challenge steering an organization like CIAJ—whose primary mandate is mainly to bring people together to improve the administration of justice—when public health guidelines have urged us to stay apart.

In terms of delivering programs, we have asked ourselves at various points: Can we deliver our usual programs, or should we cancel or postpone them? Can programs be delivered online? Will the speakers agree to deliver remarks remotely? Will participants show up? Can we accommodate people in all of Canada's time zones? Can we adapt our programs to make them more suitable for online delivery? Can we do new things—podcasts, webinars, hybrid programs? Can we reach new audiences—community members, members of boards and tribunals, students?

Finding the answers was often a difficult task. But we had the good fortune to have supportive and enthusiastic Board members, experienced and devoted officers, and most important of all, loyal and energetic staff members, most particularly, our Executive Director, Me Christine O'Doherty. Without this cast of talented contributors, CIAJ might not have survived the pandemic. But CIAJ did much more than survive. It thrived. We did cancel some programs and we postponed others, but we managed to deliver most of our core programs, in some form or another. We adapted some programs to an online format, and to our collective surprise, participants often found them just as valuable as in-person seminars, and usually more convenient to attend. We did many new kinds of programs and reached many new audiences.

CIAJ's substantial advances in the delivery of programs was not all that it achieved over the past two years. It also took the opportunity to review all of its functions and governance structures to determine whether we can improve CIAJ's future operations. We conducted a review of our human resources. We brainstormed on ways to improve CIAJ's international opportunities, reinforce its branding, expand its positioning on the legal landscape, and grow its membership. We created a Governance Committee, chaired and guided by CIAJ's First Vice-President, Justice P. Colleen Suche, to embark on a thorough review of CIAJ's governance structure—its Board of Directors, its Executive Committee, its various other committees, and its Executive Director. The Governance Committee will release its report this fall.

All of this to say that the CIAJ has emerged from the challenges of 2020-2021 a dynamic, responsive, and influential organization. We are enormously grateful to all those who assisted us in achieving this outcome. Over to the next President, Justice P. Colleen Suche, to guide CIAJ over the next two years.

To all CIAJ members, to all the participants in our training programs, to all of our speakers, and to all of you, cherished volunteers,

We did not think that we would be going through a second year of lockdowns and restrictions. Thanks to you, we have made it through once again, and I must say, in a very good way. Almost 8,000 of you participated in our trainings and webinars. Our podcast, In All Fairness, has attracted over 12,000 listeners since its launch a year ago. This is beyond our expectations. You supported us and continue to do so in every possible way. We are very grateful for that.

Did you notice the three words under our logo? Listening, Learning, Leading. These three words, our slogan in fact, are principles embedded within CIAJ's DNA. We want to pass on those same principles to the legal community. This year, CIAJ embodied this promise more than ever.

Listening

We want to listen to the various perspectives in the justice community. That is why we are passing the microphone or pen to different groups, such as Indigenous Peoples, people with disabilities, vulnerable people, and community players who are trying to transform the system to make it more inclusive, welcoming, and diligent. Our upcoming annual conferences on the right to dignity and the law of borders will allow these topics to be addressed with sensitivity. We want to provide a space where people feel confident to express anything that can be a barrier to equality and justice.

Learning

We have the privilege of working with high-quality trainers. The roughly 40 programs offered this year with their cooperation allowed us to build bridges and strengthen our relationships with audiences across Canada and in all areas of the justice system. Knowledge development in the legal community helps transform and improve it. We are proud to contribute to restoring confidence in the justice system and its various players.

Leading

Together with our partners, who are as determined as we are, we are continuing our work to develop concrete solutions to improve the justice system. CIAJ wants to continue to be an agent of change and help promote innovative practices. Although the pandemic has raised fundamental questions about the use of technology in the legal community, it must be remembered that the system, while not perfect, is operated by men and women who care about its integrity, effectiveness and inclusiveness.

I have the opportunity of working with these inspiring people every day. Those people are you.

In closing, I would like to acknowledge the outstanding work done by the volunteers on the board of directors and on all the CIAJ committees and, of course, the small team of employees who work incredibly hard to deliver quality programs and tools. You are extraordinary!

A tremendous thank you!



MESSAGE FROM THE EXECUTIVE DIRECTOR

Christine O'Doherty
Lawyer

ABOUT CIAJ



KEY STATISTICS 2020-2021

2350+ members
from across Canada

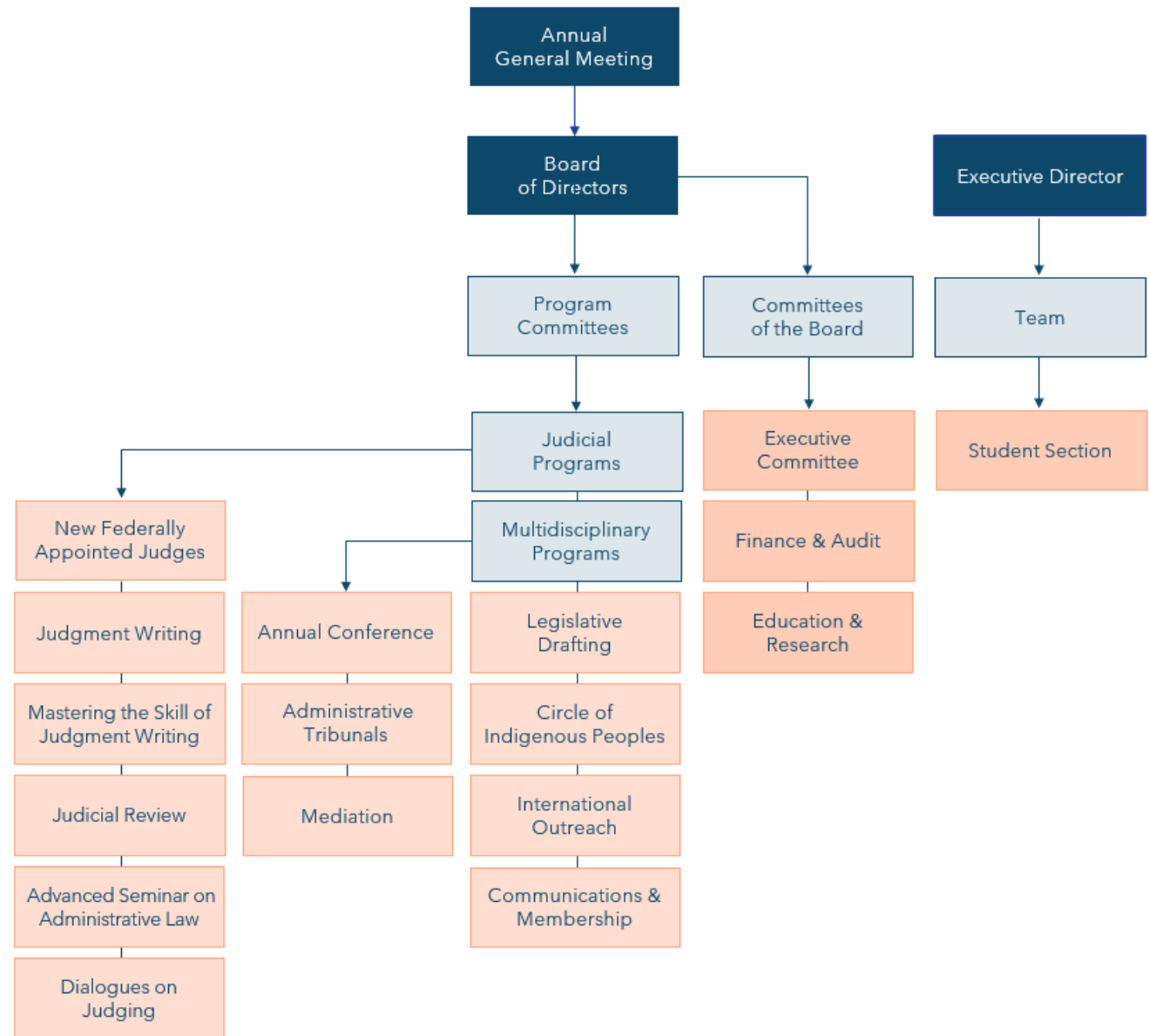
283 volunteer speakers
who are leaders in their
professions

7786 participants
attending our programs,
from all branches of
Canada's legal
community

85 days
of current accredited
training programs

40 programs
37 online
3 in person

ORGANIZATIONAL CHART



DEVELOPMENT, ACHIEVEMENTS & CHALLENGES



In 2020-2021, CIAJ programs have seen their participation rate increase by 237%. 9524 more people visited our website. Membership has grown from 1500 to 2350. 1495 new subscribers joined our newsletter. Our podcasts were downloaded over 10 thousand times in just a few months.

The pandemic has changed the way we do things. For instance, CIAJ's 45th conference on Indigenous Peoples and the Law has been postponed one year to take place both in person in Vancouver and online from November 17–19, 2021. Most programs that used to be in person are now offered online only.

Since its inception, CIAJ has undertaken a series of projects aimed at strengthening the administration of justice while addressing key issues. This past year, the focus has been on court modernization, diversity, accessibility, criminal delays, jury representation and Indigenous Peoples.

BUILDING BRIDGES WITH INDIGENOUS PEOPLES

CIAJ's activities and programs are vehicles for dialogue. One of our core projects is to build bridges and contribute to better relations with Indigenous Peoples. To achieve this, we have developed a set of activities over the years.

In 2020-2021, aside from the Annual Conference on Indigenous Peoples and the Law, CIAJ developed a series of 6 free webinars on the implementation of normative changes as requested by the *Truth and Reconciliation Commission*, as well as those of the Quebec Inquiry, in collaboration with Courthouse Libraries BC. This webinar series took place from October 14, 2020 to March 10, 2021.

These projects were designed in collaboration with Indigenous leaders, but also with CIAJ's Circle of Indigenous Peoples, a group of prominent Indigenous lawyers, judges and professors.

INDIGENOUS COURTS TRAINING

Strong with its wide experience in judicial training at all levels of the court, CIAJ has designed an eleven-day online training program to assist new judges of Indigenous courts. The seminar provides instruction on certain areas of the law, the judge's role, and responsibilities, independence and ethics, and the fundamentals of decision making and writing.

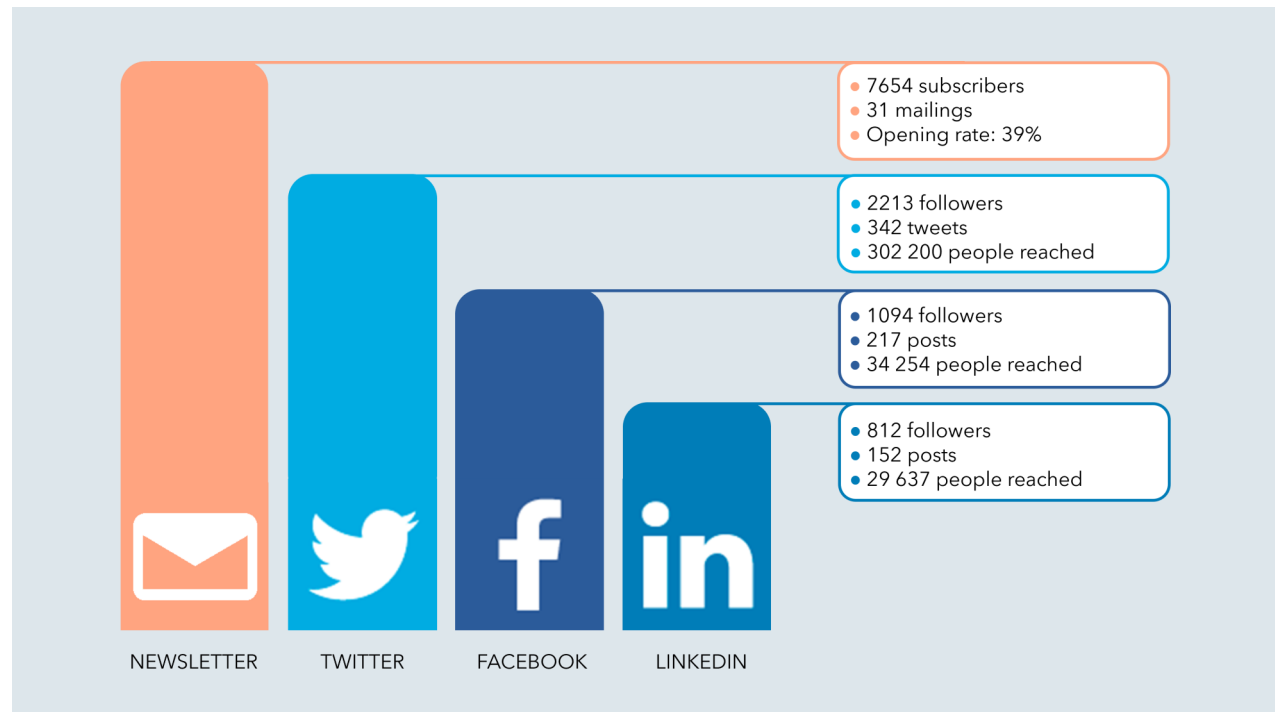
JUSTICE FORWARD

CIAJ has designed a three-part webinar series in collaboration with PwC Canada, CIAJ in order to initiate a discussion on the future of justice. The webinars aim to refine the participants' knowledge of key trends affecting the administration of justice and will help pave the way to a major roundtable, taking place in the spring of 2022. Series Schedule:

- Webinar #1, May 12, 2021: Hybrid Courts - The New Operational Normal
- Webinar #2, June 16, 2021: Redesigning Justice Administration – Pillars and Obstacles of Innovation
- Webinar #3: Fall 2021
- Roundtable: Spring 2022

"IN ALL FAIRNESS" PODCAST

In All Fairness is CIAJ's new podcast channel welcoming representatives from the legal community and exploring how we can all contribute to improving the administration of justice in Canada. Legal professionals will benefit from informed discussions on key issues, essential knowledge and insights to strengthen their practice. Started in November 2020, the podcast now counts 27 episodes and nearly 10 000 unique downloads. The main topics are: Administrative Law; Diversity; Human Rights; Indigenous Peoples; Writing Skills (including a series of 5 episodes with host Caroline Mandell) and Dignity (including a series of 8 episodes with host Roxana Jahani Aval).



PERMANENT PROGRAMS & COMMITTEES 2020-2021

MULTIDISCIPLINARY

ANNUAL CONFERENCE

The 45th on Indigenous Peoples and the Law could not take place in 2020 due to the pandemic. It was rescheduled to November 17-19, 2021, in person and online. The two following conferences, respectively on dignity and the law of borders, were rescheduled accordingly.

Honorary Chair

- The Honourable Murray Sinclair

Co-Chairs

- The Honourable Justice James W. O'Reilly
- The Honourable Justice P. Colleen Suche

Members

- The Honourable Justice Thomas J. Crabtree
- Jennifer Cox, Lawyer
- Professor Aimée Craft
- The Honourable Judge Tina Dion
- The Honourable Justice Tracy Engelking
- The Honourable Chief Judge Melissa Gillespie
- Mark Gervin, Lawyer
- Professor Jeffery Hewitt
- Adam Letourneau, Q.C.
- Professor Bradford Morse
- The Honourable Justice Michelle O'Bonsawin
- Christine O'Doherty, Lawyer
- Professor Kent Roach
- Scott Robertson, Lawyer
- The Honourable Chief Justice Michael Wood

JUDICIARY

ADVANCED JUDICIAL SEMINAR ON ADMINISTRATIVE LAW

This biennial program entitled "A Brave New World of Judicial Review?" was held online on November 26, 2020, with 15 participants in attendance.

JUDICIARY (CONTINUED)

Co-Chairs

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

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 online from October 26-30, 2020, with 59 participants in attendance.

The Spring program was held online from April 12-16, 2021, with 134 participants in attendance.

Co-Chairs

- The Honourable Justice Michael Brown
- The Honourable Justice Daniel Dumais
- The Honourable Justice Lauri Ann Fenlon

MASTERING THE SKILL OF JUDGMENT WRITING

This biennial program, offered jointly by CIAJ and the National Judicial Institute (NJI), was cancelled due to the COVID-19 pandemic. The next edition will take place in Vancouver, from April 24-28, 2022.

Chair

- The Honourable Justice Daniel W. Payette

JUDGMENT WRITING SEMINAR

This annual program was held online from June 28 to July 1, 2021, with 44 participants in attendance.

Co-Chairs

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

THANK YOU TO OUR COMMITTEES

In 2020-2021, CIAJ hosted 40 events (37 online and 3 in person) which mobilized 283 speakers, for the benefit of 7786 participants from all areas of the legal profession.

Thank you to all the planning committees and Faculty for their work and dedication, and for their unwavering support through the difficulties caused by the COVID-19 pandemic. Despite the obstacles, these experts from across Canada pursued identifying the important issues in their field of expertise and generously sharing their knowledge.

LEGISLATIVE DRAFTING

WEBINARS & CONFERENCE

There were two webinars on legislative drafting, both bilingual with simultaneous interpretation.

“Artificial Intelligence in Administrative Decision-Making” was held on May 17, 2021 and brought together 104 participants.

“Legislative Drafting in Time of Pandemic” was held on June 7, 2021 and brought together 112 participants.

The 20th edition of the biennial Legislative Drafting Conference was held online in 4 parts of 3 hours each, on September 10-18-24 and October 1, 2020, with 311 participants in attendance.

Chair

- Professor John Mark Keyes

Members

- Catherine Beaudoin
- Jean-Charles Bélanger
- Elena Bosi
- James Charlton
- Wendy Gordon
- Mistrale Goudreau
- Sandra Markman
- Siegfried Peters
- Mark Spakowski
- Scott Webber
- CIAJ’s President (ex officio)
- CIAJ’s Executive Director (ex officio)

ADMINISTRATIVE LAW

NATIONAL ROUNDTABLE

Due to the COVID-19 pandemic, this annual and bilingual program on administrative law was held online for a second year. This program entitled “All the Voices We Don’t Hear” took place on June 11, 2021 and brought together 63 participants.

CAIJ was pleased to welcome the Honourable Justice Rosalie Silberman Abella as a special guest for a brief retrospective.

The next National Roundtable on Administrative Law will take place May 27, 2022, hopefully in person in Ottawa, Ontario.

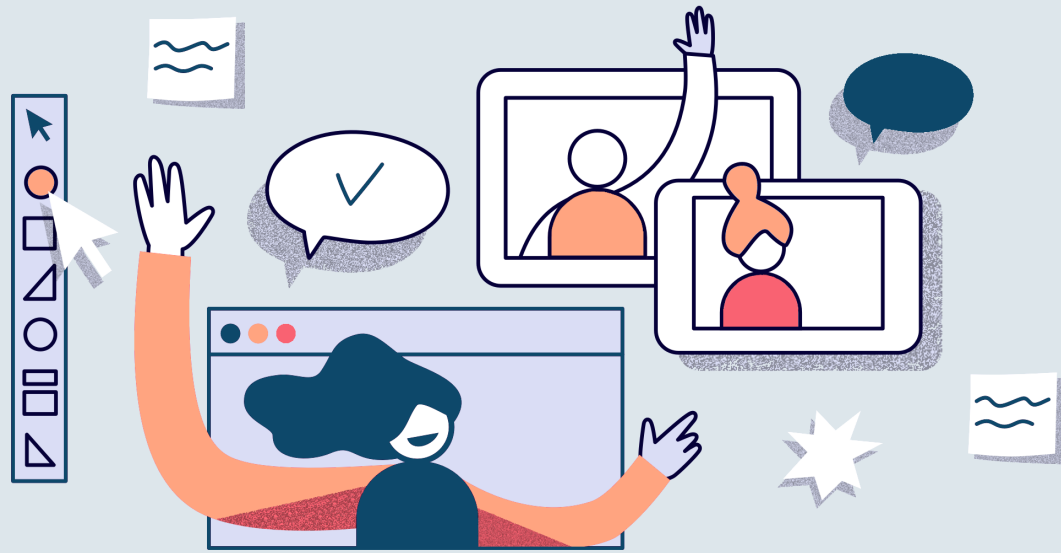
Co-Chairs

- Michael Gottheil
- Athanasios Hadjis
- The Honourable Justice James W. O’Reilly

Members

- Jean Buie
- Jeff G. Cowan
- Laverne Jacobs
- Marcel Larouche
- Caroline A. A. King
- The Honourable Justice Lorne Sossin
- Simon Turmel
- Lauren Wihak
- Professor Sheila Wildeman
- CIAJ’s Executive Director (ex officio)

CPD, ONLINE SERIES & FREE WEBINARS 2020-2021



Three new webinar series have been offered live and are now added to CIAJ's online library for continuing professional development purposes:

One free series of six webinars on Indigenous Peoples and the Law in collaboration with Courthouse Libraries BC; a second one on the future of the justice system entitled "Justice Forward" in collaboration with PwC; and a third one on various topics in collaboration with the New Brunswick Law Foundation. Two webinars were also added in the legislative drafting section.

Over 6500 participants have registered to participate in these live webinars.

LEGISLATIVE DRAFTING

THEMED WEBINAR SERIES

Webinar #1: May 17, 2021

Artificial Intelligence in Administrative Decision-Making (1.5 hour CPD)

This session considered the legal and ethical implications of the use of artificial intelligence (AI) in administrative decision-making.

Webinar #2: June 7, 2021

Legislative Drafting in Time of Pandemic (1.5 hour CPD)

This session looked at how drafting offices have responded to the challenges of drafting legislation to deal with the COVID-19 pandemic and considered how judges have responded to some of the court challenges to this legislation.

JUSTICE FORWARD

THEMED WEBINAR SERIES*

Webinar #1: May 12, 2021

Hybrid Courts - The New Operational Normal (1.5 hour CPD)

Webinar #2: June 16, 2021

Redesigning Justice Administration – Pillars and Obstacles of Innovation (1.5 hour CPD)

The impacts on the administration of justice during the pandemic are still being felt today. This series aim to leverage the learnings of the past and explore a future forward hybrid court that delivers greater access to justice. A third episode will take place in the fall of 2021, and a national roundtable will follow in the spring of 2022.

**In collaboration with PwC Canada*

INDIGENOUS PEOPLES AND THE LAW

FREE WEBINAR SERIES*

This free webinar series has been designed to initiate discussion and pave the way to a major national conference on Indigenous Peoples and the Law to be held in Vancouver on November 17-19, 2021.

Webinar #1: October 14, 2020

Overview of the Progress of the *Calls to Action* (1 hour CPD)

Webinar #2: October 21, 2020

The Next Stages of Indigenous Governance in Quebec (1.5 hour CPD)

Webinar #3: November 4, 2020

Looking at British Columbia's *Declaration on the Rights of Indigenous Peoples Act* (1.5 hour CPD)

Webinar #4: January 20, 2021

Discussing the Promises and Problems with the *Act respecting First Nations, Métis and Inuit Children, Youth and Families* (1.5 hour CPD)

Webinar #5: February 17, 2021

Investigating the *Indigenous Languages Act* (1.5 hour CPD)

Webinar #6: March 10, 2021

Court Changes after the COVID-19 Pandemic and Indigenous Cultural Relevancy (1.5 hour CPD)

* In collaboration with Courthouse Libraries BC

GLADUE, RESTORATIVE JUSTICE, BIAS

WEBINAR SERIES*

Webinar #1: February 17, 2021

Why Are Gladue Reports so Important?
(1.5 hour CPD)

Why do we use Gladue reports? How are they being used in other provinces? Who writes them? Have they changed anything since their implementation?

Webinar #2: March 17, 2021

Restorative Justice Measures in Canada
(1.5 hour CPD)

Sentencing in other provinces; mental health components; probation services; alternatives to long-term imprisonment; etc.

Webinar #3: April 14, 2021

Judgment Writing and Bias
(1.5 hour CPD)

How to write concise, clear, complete and convincing decisions; the issue-driven approach; point-first writing; bias in judgment writing; how to become aware and overcome them, etc.

* In collaboration with the New Brunswick Law Foundation



“ Thank you to the Canadian Institute for the Administration of Justice for inviting important voices from Indigenous communities across the country to reflect on our relations past, current and future. Over the years, CIAJ has been providing an essential space for representatives from Indigenous communities to share their perspectives and aspirations with legal professionals and all Canadians. I hope that together, we can improve our children's lives and build a better world. ”

The Honourable Murray Sinclair

CUSTOMIZED PROGRAMS 2020-2021

In 2020-2021, CIAJ delivered twelve customized training programs in both official languages, for diverse organizations, courts and tribunals. Due to the COVID-19 pandemic, most of them took place online.

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, in both official languages. Its 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

Cour du Québec

- October 10-11, 2020, online
- January, 11-12, 2021, online
- February 1-2, 2021, online
- March 30-31, 2021, online
- May 10-11, 2021, online

This program includes lectures, discussions, and workshops that stress the nature of good prose, point-first writing and the special requirements and special challenges of judicial writing.

DECISION WRITING

Commission de l'immigration et du statut de réfugié du Canada – SAI

- July 6–9, 2020, Montreal, QC

Conférence des arbitres du Québec

- November 6, 2020, online

Ontario Energy Board

- March 8, 2021, online

Chambre de la sécurité financière

- May 25–26, 2021, Montreal, QC

Commissioner of Canada Elections

- May 31–June 4, 2021, online

This training program provides essential tools for decision writers, new or experienced, to improve their decision writing skills.

COGNITIVE BIAS

Régie de l'énergie du Québec

- May 28, 2021, online

Bureau des présidents des conseils de discipline

- June 17, 2021, online

This program addresses the challenges associated with cognitive biases and prejudices, including how to become aware of and overcome them.

ABOUT CIAJ'S CUSTOMIZED TRAINING PROGRAMS



THE IMPACT

Here is one example of the quality and impact of CIAJ's customized training programs: the decision writing program focusing on point-first writing, overviews, issue-driven structures, and clear language has been noted in a study published in the beginning of March 2021 on the Government of Canada's website. The results are based on a sample of 189 decisions rendered in 2019 and 2020, and offer an evaluation of how easy it is to read decisions of the Social Security Tribunal:

<https://www1.canada.ca/en/sst/plainlanguagereport.html>

THE TYPES OF PROGRAMS

Administrative Tribunals and Courts

- Drafting decisions
- Conducting proceedings and evidence
- Managing an administrative tribunal or a Court

Indigenous Communities

- Basic training in administrative law
- Tools for understanding Indigenous values
- Dispute resolution skills
- Extensive training for new judges

All Players in the Administration of Justice

- Managing parties who represent themselves
- Training programs on the Canadian judicial system and the administration of justice
- Plain language communication
- Bias

THE WAY WE WORK

Our team analyzes the tribunal, court, organization or community needs and tools in order to develop customized, bilingual, tailored training based on the client's experience.

Our programs consist of a combination of theoretical presentations, discussions and workshops that promote deep learning. This approach enables us to provide customized training at the leading edge of legal education and current trends. The programs can be delivered in-person, online or both.

To develop and deliver the programs, we draw on our vast network of experts made up of experienced judges, well-known academics, lawyers and consultants from all across the country.

UPCOMING PERMANENT PROGRAMS 2021-2022

CIAJ's permanent programs, including the flagship annual conferences, 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*.

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES (biannual)

– Joint program with the National Judicial Institute (NJI)

Spring Edition: March 20–25, 2022

Location: Gatineau, QC

Fall Edition: October 16–21, 2022

Location: Charlottetown, PEI

MASTERING THE SKILL OF JUDGMENT WRITING (biennial)

– Joint program with the National Judicial Institute (NJI)

Date: April 24–28, 2022

Location: Vancouver, BC

ADVANCED JUDICIAL SEMINAR ON ADMINISTRATIVE LAW (biennial)

Date: May 26, 2022

Location: Ottawa, ON

NATIONAL ROUNDTABLE ON ADMINISTRATIVE LAW (annual)

Date: May 27, 2022

Location: Ottawa, ON

DECISION-WRITING SEMINAR (annual) – Joint program with the Council of Canadian Administrative Tribunals (CCAT)

Date: 2 days in June 2022 (dates TBC)

Location: Gatineau, QC

JUDGMENT WRITING SEMINAR (annual)

Date: June 27–30, 2022

Location: Montreal, QC

LEGISLATIVE DRAFTING CONFERENCE (biennial)

Date: September 15-16, 2022 (TBC)

Location: Ottawa, ON

SPECIAL EVENT

THE HONOURABLE ROSALIE SILBERMAN ABELLA – A LIFE OF FIRSTS

A celebration of a remarkable career and legacy, in collaboration with the uOttawa Public Law Centre, the Human Rights Research and Education Centre, and The Advocates' Society.

Date: May 12-13, 2022

Location: Both in person in Ottawa and online



FLAGSHIP ANNUAL CONFERENCES

INDIGENOUS PEOPLES AND THE LAW

DATE: NOVEMBER 17-19, 2021

LOCATION: VANCOUVER, BC & ONLINE

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

DATE: OCTOBER 26-28, 2022

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 25-27, 2023

LOCATION: OTTAWA, ON

Overview:

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

FELLOWSHIP, PRIZES & AWARDS 2020-2021

Committed to promoting sound administration of justice since 1974, CIAJ prides itself on supporting the legal community at all levels.

CIAJ's actions would not be possible without the commitment and dedication of outstanding professionals. Each year, CIAJ recognizes and supports 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.

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. This prize could not be awarded in 2020 due to the pandemic. The next award will be given at the 45th Annual Conference, in November 2021.

Last Recipient

2018: Mr. Michael Gottheil
Chief of the Commission and Tribunals of
the Alberta Human Rights Commission

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. The next Medal will be given at the 46th Annual Conference, in the fall of 2022.

Last Recipients

2019: The Justice Medal was awarded jointly to Mr. John McCamus, Professor Emeritus and former Dean of Osgoode Hall Law School, and Affiliated Scholar at Davies Ward Phillips & Vineberg LLP, and to The Honourable Patrick J. LeSage, C.M., O. Ont., Q.C., former Chief Justice of the Ontario Superior Court of Justice.





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.

The 2020-2021 Research Fellowship was given to Dalla Lana School of Public Health, University of Toronto PhD student Tenzin Butsang for her research on "Kijibashik - Turn it Around: Stories About Motherhood from Previously Incarcerated Indigenous Mothers in Ontario."

Last Recipient: Tenzin Butsang

Tenzin Butsang is interested in understanding the intersections between health inequity and the criminal justice system through community-led research. She received a Bachelor of Science from the University of British Columbia in 2017 and recently completed a Master of Public Health in Indigenous Health at the University of Toronto, where she is undertaking a PhD in Social and Behavioural Health Sciences.



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 2020-2021 Essay Prize of \$1,000 was awarded to a McGill University Faculty of Law student, Michelle Pucci, for her essay entitled: "Who sets the course in a health crisis response?" The prize was created in honour of CIAJ's Executive Director from 1992-2012.

Last Recipient: Michelle Pucci

Michelle Pucci is a BCL/JD candidate at McGill University. Before beginning law school in 2018, she was a reporter and producer for CBC Nunavut, a fellow at The Walrus, and an intern with the Montreal Gazette. She completed a BA in journalism at Concordia University.



THREE-MINUTE VIDEO CONTEST

This contest was created in 2019 in order to invite law students across Canada to share their thoughts on a key issue, and to contribute to the discussion of CIAJ's next Annual Conference.

There were two winners in 2019-2020. Their videos were presented to the 2019 Annual Conference attendees and helped define the topics of the student panel for the upcoming conference on "Indigenous Peoples and the Law."

Last Recipients:

- Montana Cardinal, Graduate Student in the Ph.D. in Law program University of Ottawa
- Allison MacDonald, JD Candidate 2022 Thompson Rivers University

REACHING OUR GOALS: TRIBUTE TO OUR INDIVIDUAL AND INSTITUTIONAL MEMBERS



CIAJ would like to warmly thank its individual and institutional members for their continued support. We are happy to report that over 850 new members joined CIAJ this year, among which 35 institutions. Thank you for participating in our programs, working together towards solutions, and helping us reach our goals.

This major community growth in 2020-2021 is partly due CIAJ's shift in hosting multidisciplinary and bilingual programs in a virtual format. This change has opened the opportunity to reach more groups of professionals across Canada and abroad.

CIAJ also developed a training program in partnership with Indigenous communities, contributing to the training of new judges for new Indigenous Courts.

Our dedicated members and community are essential for CIAJ to reach its goals: bringing together individuals and institutions involved in the administration of justice, promoting excellence through knowledge, learning and the exchange of ideas, and working together towards solutions.

GET INVOLVED

There are many ways to get involved in shaping the administration of justice. CIAJ works hard to make a difference and welcomes its members to add their voices to the effort.

Whether it be from writing a blog post, recording a podcast, speaking or volunteering at our events, donating or encouraging a friend or colleague to become a CIAJ member, all actions are welcome.

This year's increase in membership will certainly have a significant impact on upcoming programs and activities.

Please contact us if you wish to participate in the development of our activities. New projects and ideas are always welcome.

GIFT MEMBERSHIPS

With the help of our members and community, CIAJ is able to create programs that support the next generation of justice ambassadors in Canada.

In 2020-2021, through the generosity of a few members, 70 one-year memberships were paid for and donated to students and young lawyers. This is a wonderful way to contribute and grow our member community. These memberships also helped foster programs designed for students and young lawyers.

JUDICIAL INTERNSHIPS

In the summer of 2019, CIAJ launched the Judicial Internships program to place law students with judges for a week or two of hands-on legal education. The program is designed to allow students additional avenues beyond those offered at their faculties to gain practical experiences during their studies. Participating courts are given wide latitude to modify the experience to fit the needs of the student and the judges with whom they have been paired.

Applications go through a double screening process whereby CIAJ reviews the initial submissions to pass on the stronger candidates to the participating courts which themselves can accept or refuse to take on any individual student.

The first year saw 155 applicants from 9 provinces. In total CIAJ was able to have 5 students placed with judges, two in Toronto, two in Calgary and one in Fredericton.

In 2020 CIAJ received 92 applications, the strong majority of which came from Quebec, and just over a quarter from Ontario. 12 students received placements with several judges at the Superior Court in Montreal. Additionally, CIAJ placed 1 student at the Supreme Court of Newfoundland and Labrador. The restrictions imposed by the COVID-19 prevented the courts which had to agree to participate in the program in Ontario from accepting applications from the 2020 cohort.

In 2021, CIAJ received 89 applications from 6 provinces. The students were placed as follows: Ontario 5, Quebec Provincial Court 6, Quebec Superior Court 12, Alberta 1.

The feedback that we have received from students indicated extremely positive results. Students not only learnt from judges, but also from the lawyers they observed. As participation is voluntary, the judges who take on students seem to want to give them as good of an experience as they can get, and so the students get to see a variety of cases while also being able to draft legal memos and perform legal research for the judges. Moreover, students can begin building their network and open up other opportunities for themselves all while becoming more familiar with the day to day workings of the law.

THE STUDENT SECTION

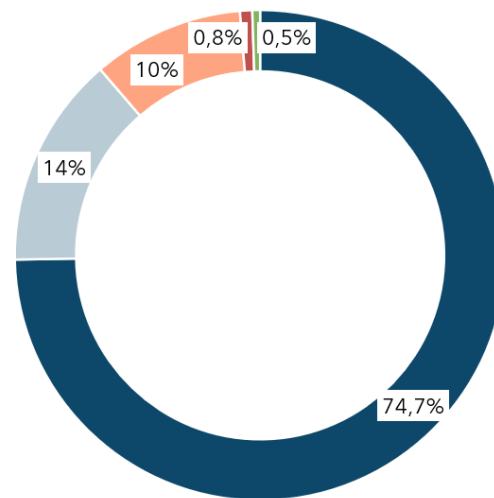
CIAJ welcomed the introduction of the first president of its Student Committee Viviane Lavergne in 2020. The addition of the president is meant to formalize the projects of the committee to better implement them. In consideration of the success of the Judicial Internship program, the focus of the Student Committee for the following year is to put into place projects that give law students more opportunities to learn the practical skills needed to practice law. With the Student Committee composed of law students from around the country.

ABOUT OUR MEMBERS

CIAJ members come from all regions of Canada, and include the judiciary, legal professionals, law professors, legislative drafters, administrative tribunal members, court personnel, representatives of government agencies, staff of social and police agencies, law students, and more.

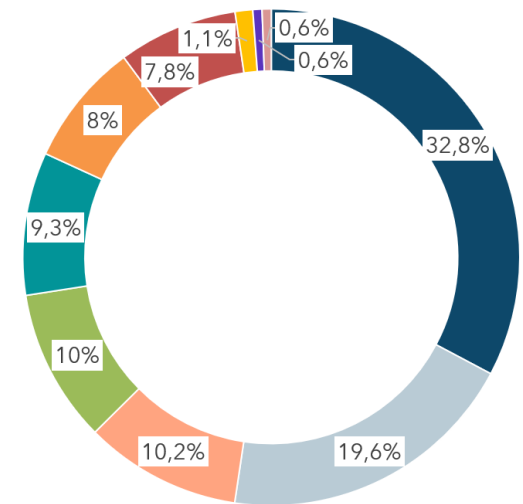
35 institutions became active members in 2020-2021. As of June 30, 2021, there were 2354 CIAJ members, which represents an increase of 56%.

MEMBERSHIP BY CATEGORY



- Institutional
- Individual
- Student
- Young Lawyer
- Retired

MEMBERSHIP BY PROFESSION



- Lawyers/Law Clerks
- Governments
- Legislative Drafting
- Students
- Federally Appointed Judges
- Administrative Tribunals
- Academics
- Provincial/Territorial Appointed Judges
- Non-Profit Organizations
- Arbitrator/Mediator



PROVINCE	INDIVIDUAL	INSTITUTIONAL (INDIVIDUALS)	RETIRED	STUDENT	YOUNG LAWYER	TOTAL
Alberta	58	18	1	9	3	89
British Columbia	41	590	5	38	2	676
Manitoba	11	28	0	1	0	40
New Brunswick	8	28	0	6	1	43
Prince Edward Island	6	0	0	5	1	12
Newfoundland and Labrador	9	0	1	6	0	16
Nova Scotia	17	49	0	9	0	75
Ontario	97	498	5	64	8	672
Quebec	56	89	0	82	3	230
Saskatchewan	18	16	0	10	1	45
Yukon	5	31	0	0	0	36
Northwest Territories	1	9	0	5	0	15
Nunavut	1	5	0	0	0	6
International	1	398	0	0	0	399
TOTAL	329	1759	12	235	19	2354

PROGRAMS LISTING & PARTICIPATION CHART (JULY 1, 2020–JUNE 30, 2021)

WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
July 6–9, 2020	Commission de l'immigration et du statut de réfugié du Canada - SAI (La rédaction des décisions)	French	Montreal, QC	9	2
September 10, 18, 24 & October 1, 2020	Legislative Drafting Conference (20th Anniversary): Making Laws in a Post-Modern World: Are You Ready?	Bilingual	Online	311	24
September 12, 2020	Conférence des arbitres du Québec (La rédaction des décisions)	French	Online	26	2
October 10–11, 2020	Cour du Québec (La rédaction des jugements)	French	Online	25	5
October 14, 2020	Free Webinar Series on "Indigenous Peoples and the Law" Webinar #1: Overview of the Progress of the Calls to Action	Bilingual	Online	745	4
October 21, 2020	Free Webinar Series on "Indigenous Peoples and the Law" Webinar #2: The Next Stages of Indigenous Governance in Quebec	Bilingual	Online	639	3
October 26–30, 2020	Seminar for New Federally Appointed Judges (Joint program with NJI)	Bilingual	Online	59	31
November 2 & 12, 2020	Social Security Tribunal of Canada (Decision Writing)	French	Online	4	2
November 3 & 24, 2020	Social Security Tribunal of Canada (Decision Writing)	English	Online	10	2
November 4, 2020	Free Webinar Series on "Indigenous Peoples and the Law" Webinar #3: <i>BC's Declaration on the Rights of Indigenous Peoples Act</i>	Bilingual	Online	1042	3
November 6, 2020	Conférence des arbitres du Québec (La rédaction des décisions)	French	Online	26	2
November 10-11, 2020	Cour du Québec (La rédaction des jugements)	French	Online	25	5
November 26, 2020	Advanced Judicial Seminar on Administrative Law (2020 Edition): A Brave New World of Judicial Review?	Bilingual	Online	15	13
November 26, 2020	Chippewas of the Thames First Nation (Governance)	English	Ottawa, ON	15	1
January 11–12, 2021	Cour du Québec (La rédaction des jugements)	French	Online	25	5
January 20, 2021	Free Webinar Series on "Indigenous Peoples and the Law" Webinar #4: <i>The Act respecting First Nations, Métis and Inuit Children, Youth and Families</i>	Bilingual	Online	1149	5
January 27, 2020 & February 3, 5, 10, 17, 19 and 24, 2021	7-part webinar series: Dealing Effectively with Judicial Review (Joint program with NJI)	Bilingual	Online	55	10
February 1–2, 2021	Cour du Québec (La rédaction des jugements)	French	Online	25	5
February 11 & 18, 2021	IRB – Immigration Appeal Division (Decision writing)	Bilingual	Online	38	2
February 17, 2021	Free Webinar Series on "Indigenous Peoples and the Law" Webinar #5: Investigating the <i>Indigenous Languages Act</i>	Bilingual	Online	1074	4

PROGRAMS LISTING & PARTICIPATION CHART (JULY 1, 2020–JUNE 30, 2021)

WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
February 17, 2021	Webinar: Why Are Gladue Reports so Important?	Bilingual	Online	138	5
March 8, 2021	Ontario Energy Board (Decision Writing)	English	Online	10	3
March 10, 2021	Free Webinar Series on "Indigenous Peoples and the Law" Webinar # 6: Court Changes after the COVID-19 Pandemic and Indigenous Cultural Relevancy	Bilingual	Online	1163	4
March 17, 2021	Webinar: Restorative Justice Measures in Canada	Bilingual	Online	190	3
March 25 to May 20, 2021 (9 weeks)	Akwesasne Court - Training for the new judges of Akwesasne	English	Online	15	22
March 30–31, 2021	Cour du Québec (La rédaction des jugements)	French	Online	25	5
April 14, 2021	Webinar: Judgment Writing and Bias	Bilingual	Online	143	3
April 12–16, 2021	Seminar for New Federally Appointed Judges (Joint program with NJI)	Bilingual	Online	134	34
May 10–11, 2021	Cour du Québec (La rédaction des jugements)	French	Online	25	5
May 12, 2021	Webinar: Justice Forward – A Series on Modernization: Hybrid Courts – The New Operational Normal	Bilingual	Online	108	4
May 17, 2021	Webinar: Legislative Drafting Artificial Intelligence in Administrative Decision-Making	Bilingual	Online	104	4
May 25–26, 2021	Chambre de la sécurité financière (La rédaction des décisions)	French	Montreal, QC	8	4
May 28, 2021	Régie de l'énergie du Québec (Biais et préjugés)	French	Online	12	2
May 31–June 4, 2021	Commissioner of Canada Elections (Decision Writing)	Bilingual	Online	9	3
June 7, 2021	Webinar: Legislative Drafting in Time of Pandemic	Bilingual	Online	112	4
June 9–10, 2021	Decision Writing Seminar - Joint program with CCAT (2021 Edition)	Bilingual	Online	54	8
June 11, 2021	National Roundtable on Administrative Law (2021 Edition): All the Voices We Don't Hear	Bilingual	Online	63	16
June 16, 2021	Webinar: Justice Forward – A Series on Modernization: Redesigning Justice Administration – Pillars and Obstacles of Innovation	Bilingual	Online	98	5
June 17, 2021	Bureau des présidents des conseils de discipline (Biais et préjugés)	French	Online	14	2
June 28–July 1, 2021	Judgment Writing Seminar (2021 Edition)	Bilingual	Online	44	17
85 DAYS	40 EVENTS	23 BIL 13 FR/ 4 EN	3 IN PERSON 37 ONLINE	7786 PARTICIPANTS	283 SPEAKERS

BOARD OF DIRECTORS (2020-2021)

EXECUTIVE

President

- The Honourable Justice James W. O'Reilly

First Vice-President

- The Honourable Justice P. Colleen Suche

Second Vice-President

- The Honourable CJ Michael J. Wood

Secretary-Treasurer

- The Honourable ACJ Scott Hughes
- Mark Benton, Q.C.

Past President

- Patrick A. Molinari, Ad. E., FRSC

MEMBERS

- Associate Justice Linda S. Abrams
- Stephen Bindman
- The Honourable Justice Thomas J. Crabtree
- The Honourable Justice Julie Dutil
- Athanasios Hadjis
- The Honourable Justice Lana Krogan
- Viviane Lavergne, student member
- Adam Letourneau O., Q.C.
- Professor Bradford Morse
- The Honourable Justice Michelle O'Bonsawin
- The Honourable Justice J. C. Marc Richard
- Professor Kent Roach
- Mr. Mark Spakowski
- The Honourable Judge Eric J. Tolppanen
- The Honourable Justice Peter M. Willcock
- CIAJ's Executive Director (ex officio)

The Board had three virtual meetings this year: in September and October 2020, and in April 2021.

COMMITTEES OF THE BOARD

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 one online conference in May with the Planning Education and Research Committee to discuss upcoming programs and advance the Annual Conference planning for upcoming years.

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 Honourable Senior ACJ Scott Hughes

Members

- Adam O. Letourneau, Q.C.
- Professor Bradford Morse
- The Honourable Chief Justice Michael J. Wood
- CIAJ's President and Executive Director (ex officio)

The members of the Finance and Audit Committee held one (1) regular meeting during the year. They analyzed the audited financial statements as of June 30, 2021 and they recommend the adoption of the 2020-2021 report of the Auditors Massie Turcotte and Associates Inc. For the fiscal year 2020-2021, revenues are at \$1,614,024 and expenses for seminars and conferences are at \$1,259,064 creating a surplus of \$354,962. As of June 30, 2020, CIAJ has a fund balance of \$672,247.

Education and Research

The mandate of the Education and Research Planning Committee is to develop and monitor the planning of educational programs and research. Members choose the themes for the annual conferences and recommend legal experts according to the topics covered.

Chair

- The Honourable Justice James W. O'Reilly

Members

- Associate Justice Linda S. Abrams
- Stephen Bindman
- Miray Granovsky
- The Honourable Justice Lana Krogan
- Patrick A. Molinari, Ad. E, FRSC
- Professor Bradford Morse
- The Honourable Justice Michelle O'Bonsawin
- The Honourable Justice P. Colleen Suche
- The Honourable Judge Eric J. Tolppanen
- Professor Martine Valois
- CIAJ's Executive Director (ex officio)

The committee held two (2) meetings.

OTHER COMMITTEES

Communications and membership

The mandate of the Communication and Membership Committee is to implement CIAJ's recruitment and communication plans and develop tools to promote CIAJ. It makes recommendations on the best strategies to attract and retain members and to communicate with them.

Chair: Mr. Mark Benton, Q.C.

Members

- Associate Justice Linda S. Abrams
- Stephen Bindman
- The Honourable Justice Julie Dutil
- Athanasios Hadjis
- The Honourable Justice Peter M. Willcock
- The Honourable CJ Michael J. Wood
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)
- CIAJ's Communication Manager (ex officio)
- CIAJ's Membership Manager (ex officio)

This year, the Communication and Membership Committee held two (2) meetings.

International Outreach

This new committee explores opportunities to develop international programs.

Members

- Mr. Mark Benton, Q.C.
- The Honourable Justice Lana Krogan
- The Honourable Justice Julie Dutil
- The Honourable Justice James W. O'Reilly
- The Honourable Justice P. Colleen Suche
- CIAJ's Executive Director (ex officio)

The International Outreach Committee has had two (2) meetings this year.

Circle of Indigenous peoples

Chair: The Honourable Justice P. Colleen Suche

Members

- Professor Aimée Craft
- Jennifer Cox
- The Honourable Justice Tracy Engelking
- Professor Jeffrey Hewitt
- Adam O. Letourneau, Q.C.
- Scott Robertson
- The Honourable Justice Michelle O'Bonsawin
- The Honourable Justice James W. O'Reilly
- Patrick A. Molinari, Ad. E, FRSC
- The Honourable Chief Justice Michael J. Wood

THANK YOU TO OUR PARTNERS

In 2020-2021, CIAJ collaborated with various partners. Thanks to their contribution, CIAJ is able to deliver high quality programs throughout Canada. We would like to take this opportunity to warmly thank the employees and members of these organizations for their continued support.

- The Action Committee on Access to Justice in Civil and Family Matters
- The Action Group on Access to Justice
- The ADAJ Project
- The Council of Canadian Administrative Tribunals (CCAT)
- The National Judicial Institute (NJI)
- The New Brunswick Law Foundation
- Courthouse Libraries BC
- PwC Canada

And all the experts from around the country!

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 for a number of major organizations. 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.

Nathan Afilalo, Lawyer Legal Research

Nathan is a graduate of McGill's BCL/LLB program and was CIAJ's first articling student. Trained in both Civil and Common Law, he has been called to the Ontario Bar in 2020 and is now preparing for the Quebec Bar exam. He has clerked at the Montreal Municipal Court, as well as involved himself in Montreal-based access to justice organizations. At CIAJ Nathan conducts legal research on our national discussions on key issues, pens reports and helps develop CIAJ initiatives.

Robin Duffie Project Manager of Judicial Programs

With almost 10 years of event planning in different industries, Robin uses her trademark skills of problem solving, creativity, and flexibility to produce successful corporate events and meetings. She excels at logistics and operations, and her attention to detail means that events and meetings go smoothly from concept to completion. Good at wearing multiple hats, always maintaining an upbeat, can-do attitude, Robin is adept at responding quickly to changing circumstances, including being an early adopter of virtual events.

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.

Isabelle Ligot Communications Manager

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

Mary Plagakis Project Manager of Multidisciplinary Programs

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.

Thank you to our team collaborators: Andrew Letourneau and Gillian Kirkland (AV), Barthelemy Formery and the Encore team (online events), Brian Bickford, UNLS (SI), Carmen Figueroa Sotelo (SI), Pauline Crigny (communications), Raphael Delahaye (podcast edition)



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