

# YOUR MULTIDISCIPLINARY AND BILINGUAL LEGAL NETWORK ACROSS CANADA

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

ANNUAL REPORT  
2021/2022

## WHO WE ARE

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The Canadian Institute for the Administration of Justice (CIAJ) is a non-profit, independent organization which brings together all stakeholders in the justice system. It 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  
P. Colleen Suche  
Manitoba Court of King's Bench

For the third year CIAJ had to navigate, innovate, and react in a Covid-affected environment to deliver programs. But we've managed to do it. With considerable success.

The year began with our annual conference on Indigenous People and the Law, which brought together Indigenous leaders, academics and community representatives to speak about the progress, challenges, and evolving issues in achieving self-determination and meaningful reconciliation with Canada.

The conference was enormously successful and has resulted in several new programs and collaborations for CIAJ, among which a roundtable on Indigenous courts, planned for late fall of 2023, and a series of podcasts on CIAJ's *In All Fairness* series.

The conference also made two things clear: first is that despite logistical, technical and time zone challenges, a hybrid model can deliver high quality user-friendly programming. Second, is the importance to people of being able to gather. For those who were in Vancouver, the mood in the room was somewhat like emerging into the sun after a long winter storm. But this feeling was short-lived, as a real storm unfortunately hit the province, disrupting the lives of many people.

Then, the omicron variant emerged just weeks later. It wasn't until May that in-person programs returned. And there could be no better way to celebrate this, than to co-host the Honourable Rosalie Abella dinner. An intense and wonderfully varied program brought speakers from around the world—mostly by video—and across Canada to recognize and honour a beloved and respected jurist. Programming has continued with a mixture of in-person, hybrid, and online formats. Some activities shut down by Covid such as international outreach are now possible to pursue.

One of CIAJ's core activities is delivering customized decision writing courses for the judiciary, administrative tribunals and decision makers and recently, indigenous courts. Under the leadership of Justice James W. O'Reilly, work is underway to expand this series. Writing Reasons in Sexual Assault cases is on offer for the judiciary in November; another program focussing on children's testimony is planned for 2023. Our work with a wide variety of tribunals is also ever increasing.

In terms of the Board's activities, work on a Strategic Plan for 2024-2027 has started and will be presented to the Board next year. We will welcome several new directors at our annual meeting in October as we also say farewell to Justice Michelle O'Bonsawin, who embarks on her new role as a member of the Supreme Court of Canada, and Athanasios Hadjis, recently appointed as a member of the Canadian Human Rights Tribunal. Thank you both for your contribution and we hope you will continue to collaborate with CIAJ.

CIAJ's growing success results from the hard work and true dedication of many people. Few organizations can turn on a dime, as the expression goes, but this is one of CIAJ's core strengths. Credit for it all goes first and foremost to our small but talented staff led by Christine O'Doherty. They are a creative, flexible and resourceful team, and on your behalf, I offer a huge thanks to them. Meeting the standard they set is an army of volunteers—directors, committee members, annual program faculty and the many presenters who share their knowledge and expertise. No wonder CIAJ is thriving.

It's an amazing community. So glad you are a part of it. So am I.

To all of you, dear members, volunteers, participants and speakers,

This third pandemic year has led us to be ever more flexible and creative in delivering relevant education programs. As we all know, there is a lot of online education to choose from. So, thank you for your continued trust and support.

This year, two major conferences kept us busy: one on Indigenous Peoples and the law and the other to mark the retirement of the Honourable Rosalie Abella. These events were held in person and were very successful thanks to the participation of outstanding speakers.

This success is also due in large part to your involvement. Many of you have joined us for these educational events and activities, both in person and online. We are extremely grateful for this.

In this word last year, I noted how CIAJ is seeking to embody its slogan: Listening, Learning, Leading.

In an ever complex world, where we need to be sensitive to the realities lived by the most vulnerable populations, it is important to listen to and include these many perspectives into our training programs. The views of Indigenous peoples, of people living with disabilities, LGBTQ+ groups and other vulnerable populations must be considered in the design of our programs. Our upcoming annual conferences on Dignity and Law of Borders will address these timely and sensitive issues.

There is still much to be done, but there are many initiatives that give hope. CIAJ supports the work of the National Action Committee on Civil and Family Matters and is involved in a Canadian initiative to reform the family justice system. We continue to be an agent of change on the path to reconciliation with Indigenous peoples. We participate in a few research projects on the digitization of the justice system, jury representation, and self-represented litigants. There is no shortage of work.

We know that the system is not perfect. The severe lack of access to legal services for certain populations is sometimes discouraging. But I assure you that the people with whom I work every day, the volunteers on the CIAJ Board and committees, the many instructors with whom we are fortunate to work, our partners, the law students who are just beginning to become engaged in their profession, are all committed to maintaining the integrity, efficiency, and inclusivity of the justice system.

I would also like to acknowledge the exceptional work of my small staff team, who work very hard to deliver quality programs and tools. You are extraordinary!

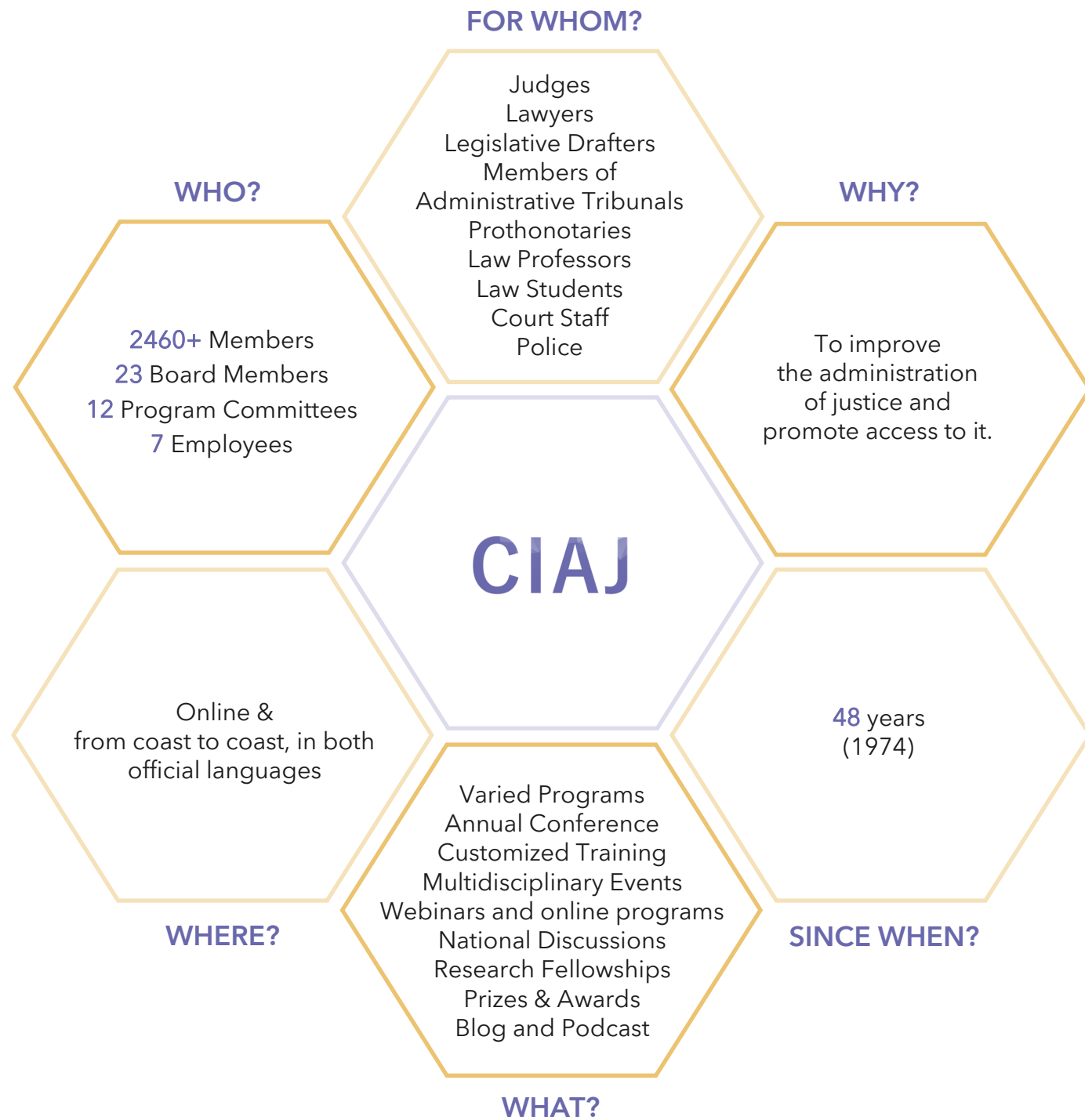
A big thank you!



## MESSAGE FROM THE EXECUTIVE DIRECTOR

Christine O'Doherty  
Lawyer

## ABOUT CIAJ



## KEY STATISTICS 2021-2022

**2460+ members**  
from across Canada

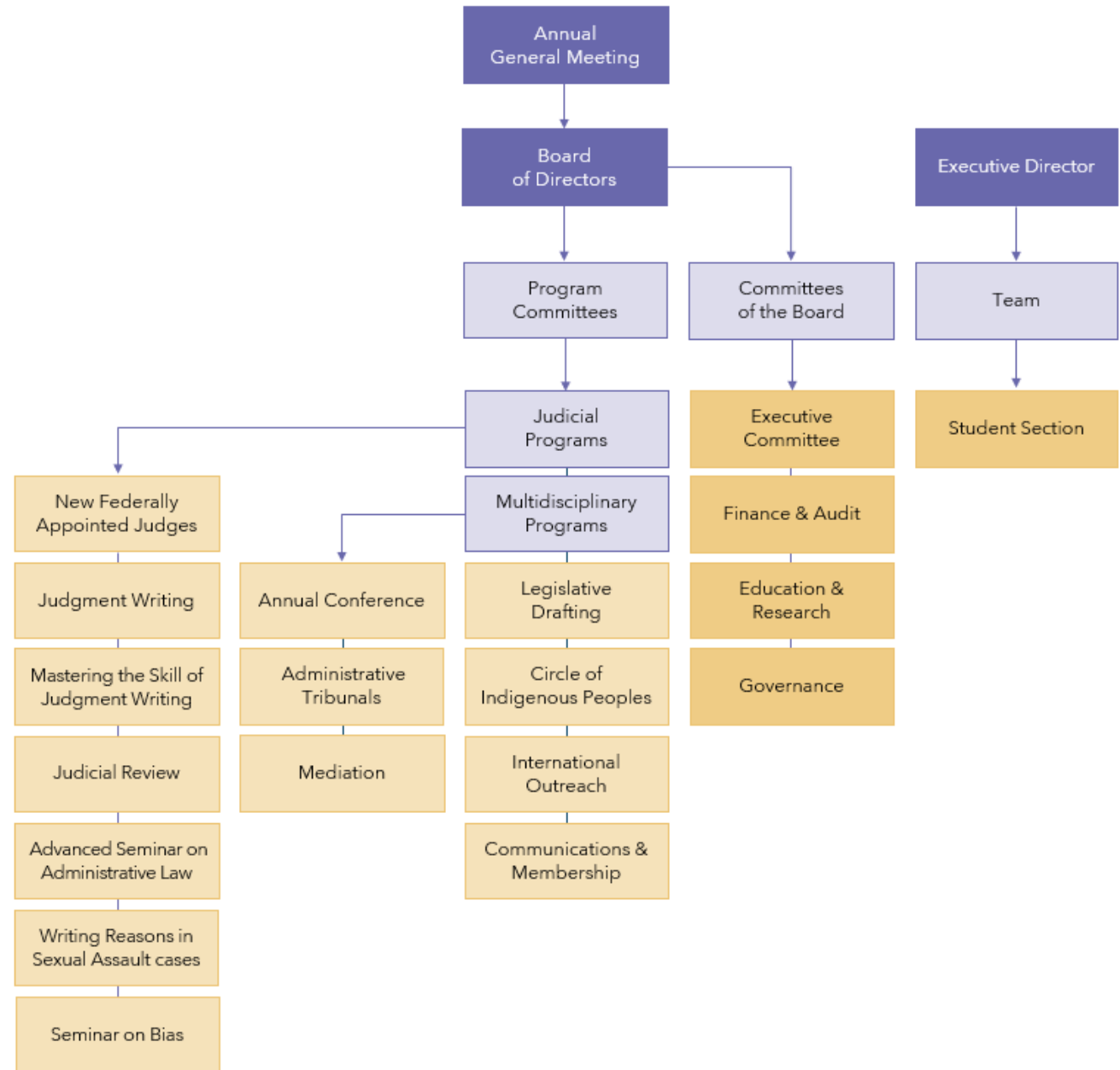
**286 volunteer speakers**  
who are leaders in their  
professions

**1596 participants**  
attending our programs,  
from all branches of  
Canada's legal  
community

**60 days**  
of current accredited  
training programs

**32 programs**  
24 online  
6 in person  
2 hybrid

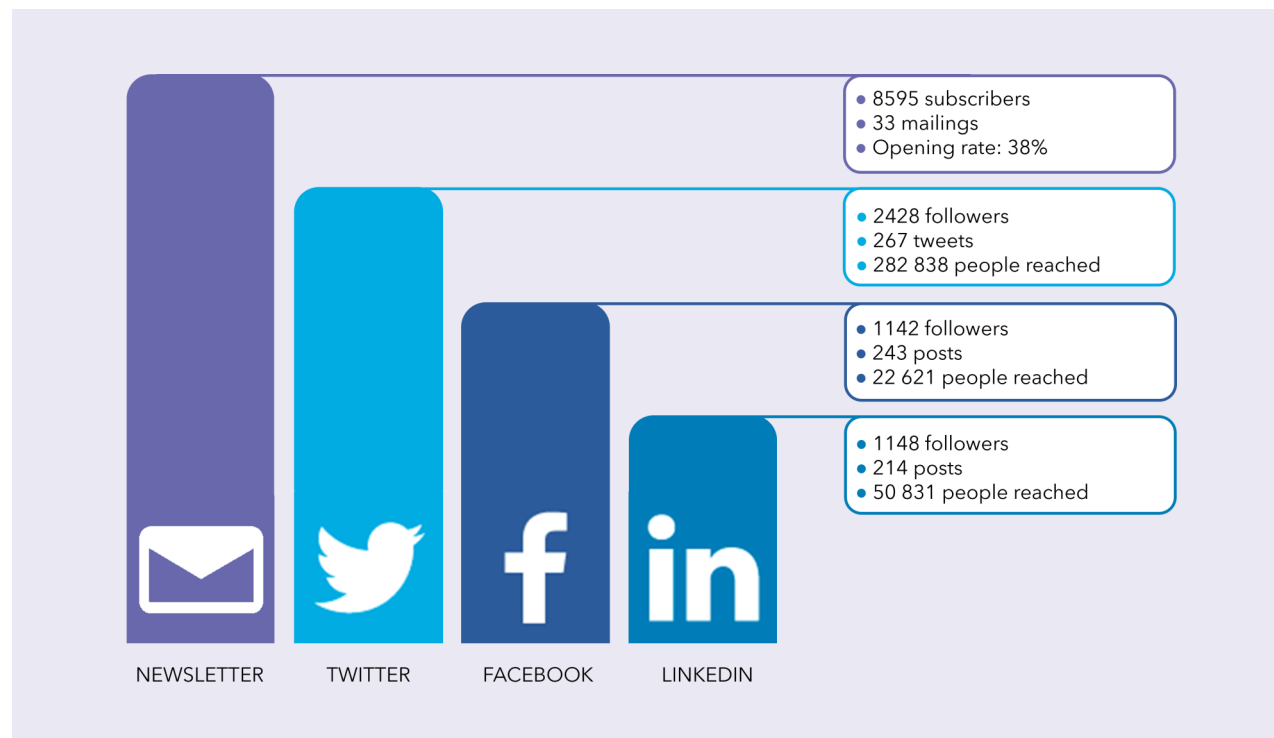
## ORGANIZATIONAL CHART





## HIGHLIGHTS OF THE YEAR

In 2021-2022, 500 law professionals attended CIAJ's flagship annual conference on Indigenous Peoples and the Law, which had been postponed in 2020 because of the pandemic. Over 250 more were present for another major national event honouring the career and legacy of the Honourable Rosalie Abella. Episodes from our podcast "In All Fairness" were downloaded over 25,000 times in a year and a half.



## CONFERENCE ON INDIGENOUS PEOPLES AND THE LAW

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.

CIAJ's conference on Indigenous Peoples and the Law was postponed one year because of the pandemic. It took place in Vancouver and online from November 17-19, 2021.

Over the course of the three days, eight panels composed of Indigenous elders, judges, lawyers, academics as well as non-Indigenous legal professionals discussed issues ranging from Indigenous self-governance and legal orders to child welfare and the experiences of Indigenous students in law school. Collectively between in-person and virtual attendance, close to 500 people were able to participate.



## "ASSERTING SELF-GOVERNANCE" A REPORT FROM THE CONFERENCE

A report compiling the highlights of invaluable analysis, comments and recommendations that emerged from the conference was released on National Indigenous Peoples Day, in June 2022. This report is available on CIAJ's website, in both official languages. Throughout the various topics discussed, a fundamental issue arose: Indigenous self-government. Not a panel passed without its mention. Self-determination was the narrative either from which discussion began or culminated to. The report reproduces the aspects of Indigenous self-government that were highlighted and recurred throughout the conference. Three general areas were covered: the *United Nations Declaration on the Rights of Indigenous Peoples* as a legal instrument, the legal narratives of Indigenous self-government, and Indigenous laws and the inherent right to self-government. Report: <https://ciaj-icaj.ca/en/reports-and-recommendations/>



## THE HONOURABLE MURRAY SINCLAIR HONORARY CHAIR

The conference welcomed some thirty speakers, most of which were representatives of Indigenous Peoples across Canada and key players in the justice system.

The program was chaired by The Honourable Robert J. Bauman, Chief Justice of British Columbia and of the Court of Appeal of Yukon. Here is some words from The Honorary Chair, The Honourable Murray Sinclair:

*"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 ROSALIE SILBERMAN ABELLA: A LIFE OF FIRSTS

This two-day conference was organized jointly by the uOttawa Public Law Centre, the Canadian Institute for the Administration of Justice, the Human Rights Research and Education Centre, and The Advocates' Society. The event took place on May 12 and 13, 2022, and brought together about 250 law professionals and friends of Justice Abella.

The program was set up to mark the retirement of the Honourable Justice Rosalie Silberman Abella from the Supreme Court of Canada (on July 1, 2021), and to highlight her influence on law and society. The event brought together some 65 speakers from Canada and abroad. Over 250 participants attended the event, in person or online.

The conference kicked off on Wednesday, May 11, 2022 with a welcome reception and art exhibit at the National Gallery of Canada. All participants and friends of Justice Abella were invited to admire 9 carefully selected works, with special comments explaining

their links with Justice Abella's background and personality.

Renowned lawyer Guy Pratte (Partner at BLG) was the Master of Ceremonies for a memorable banquet taking place on Thursday, May 12, 2022. Among the many homages that were delivered on this occasion, there was a very moving musical tribute from the Royal Conservatory of Music, featuring violinist Evan Pyne and pianist Ellen Annor-Adjei.

During the two-day conference, numerous sessions and presentations highlighted the outstanding legacy of Justice Rosalie Silberman Abella's remarkable career.

The event came to an end on Friday, May 13, 2022 with a lively fireside chat between Rosalie Abella and well-known journalist and author Paul Wells.

### Videos of the event

The event was filmed by CIAJ and also by CPAC (the Cable Public Affairs Channel).

These videos are now public and can be watched on this page:

<https://www.cpac.ca/search?type=all&order=desc&key=Abella&page=1>





## PODCAST IN ALL FAIRNESS

**Over 25 000 downloads!**

In a year and a half, CIAJ's Podcast "In All Fairness" has reached 25,000 downloads.

In All Fairness is a Canadian Institute for the Administration of Justice 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 benefit from informed discussions on key issues, essential knowledge and insights to strengthen their practice.

If you have an expertise or new ideas and would like to share knowledge through CIAJ's podcast or blog, please write to us.

To date, 60 episodes were released. Some of them are part of a series on specific topics, among which: Administrative Law, Brain Skills, Covid-19, Dignity, Diversity, Family Law, Human Rights, Indigenous Peoples, and Writing Skills. Here are two examples particularly appreciated by our listeners:



## WITH HOST CAROLINE MANDELL

### Special Series on Writing Skills

Episode 1:  
Welcome to Judgment Writing School

Episode 2:  
Who's Afraid of Plain Language?

Episode 3:  
Easy Reading Is Damn Hard Writing

Episode 4:  
Rethinking Reasons (and Everything Else)

Episode 5:  
New Judges on the Block

### Special Series on Brain Skills

Episode 41:  
How Do Our Brains Process Information?

Episode 42:  
How Do Our Brains Get Things Done?

Episode 43:  
How Do Our Brains Decide What to Pay Attention To?



## WITH HOST ROXANA JAHANI AVAL

### Special Series on Dignity

Episode 9:  
Definition and Constitution

Episode 10  
Jurisprudence and End-of-Life Ethics

Episode 11:  
The Impact of Systemic Discrimination

Episode 28:  
Dignity and Medical Assistance in Dying (MAiD)

Episode 29:  
Changes in MAiD Legislation From Bill C-14 to Bill C-7

Episode 30:  
Dignity and Mental Illness

Episode 31:  
Interrelations: Dignity, Mental Illness and MAiD

Episode 32:  
MAiD Legislation and Cognitive Conditions

## PERMANENT PROGRAMS & COMMITTEES 2021-2022

### MULTIDISCIPLINARY

#### ANNUAL CONFERENCE

CIAJ's 46th Annual Conference, entitled "The Right to Dignity in Canadian Law," will discuss dignity as a fundamental human right. The conference will cover the many facets of the concept of dignity, from moral and philosophical notions to its uses as a legal norm.

Honorary Chair

- The Right Honourable Richard Wagner, P.C.

Co-Chairs

- The Honourable Justice P. Colleen Suche
- The Honourable Justice Julie Dutil

Members

- Roxana Jahani Aval
- Professor Jocelyn Downie
- Miray Granovsky
- Professor Martine Lagacé
- Professor Cheryl Milne
- Ann Soden, Ad. E.
- Professor Martine Valois, Ad. E.
- Christine O'Doherty

### JUDICIARY

#### ADVANCED JUDICIAL SEMINAR ON ADMINISTRATIVE LAW

This biennial program entitled "Getting Down to Brass Tacks: Working With Vavilov" was held online on June 3, 2022, with 20 participants in attendance.

Co-Chairs

- The Honourable Chief Justice Tracey DeWare
- The Honourable Justice Harvey Groberman
- The Honourable Justice Georgina R. Jackson
- The Honourable Justice James W. O'Reilly
- The Honourable Justice Christine Pallotta

### 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 on October 24-29, 2021, with 103 participants in attendance.

The Spring program was held online on March 21-25, 2022, with 82 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 held in Vancouver, BC on April 24-28, 2022, with 40 participants in attendance.

The next edition will take place in Toronto, on April 21-25, 2024.

Co-Chairs

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

### JUDGMENT WRITING SEMINAR

This annual program was held in Montreal on June 27-30, 2022, with 62 participants in attendance.

Co-Chairs

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

# THANK YOU TO OUR COMMITTEES

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In 2021-2022, CIAJ hosted 32 events (24 online, 6 in person and 2 hybrid) which mobilized 286 speakers, for the benefit of 1596 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 this third pandemic year. 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

In 2021, the Legislative Drafting Committee has been working on the programs of the 2022 Legislative Drafting Conference, which took place in Ottawa and Online on September 8-9, 2022.

Two webinars were also planned: the first one will take place in November 16, 2022 and the next one during winter.

#### Chair

- John Mark Keyes

#### Members

- Pam Anderson
- Elena Bosi
- Nathalie Caron
- Charlie Feldman
- Melanie Samson
- Alexandra Schorah
- Mark Spakowski
- Lerissa Thaver
- Scott Webber
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)

## SPECIAL WEBINAR

### THE HONOUR OF THE CROWN

Date: September 14, 2022

Location: Online

#### Speakers

- Jason Madden
- Candice Telfer

## ADMINISTRATIVE LAW

### NATIONAL ROUNDTABLE

This year's National Roundtable on Administrative Law was held online. This program entitled "Promoting Mental Health in the Justice System for Both Professionals and Users" took place on May 27, 2022 and brought together 45 participants.

The next National Roundtable on Administrative Law will take place on June 9, 2023, in person in Ottawa and Online

#### Co-Chairs

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

#### Members

- Professor Philip Bryden
- Jean Buie
- Jeff G. Cowan
- Marcel Larouche
- Louis Legault
- Lauren Wihak
- Professor Sheila Wildeman
- CIAJ's Executive Director (ex officio)
- CIAJ's Academic Advisor (ex officio)

## CUSTOMIZED PROGRAMS 2021-2022

In 2021-2022, CIAJ delivered twenty-two customized training programs in both official languages, for diverse organizations, courts and tribunals.

With its experience in legal training over the past 48 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. 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

#### Cour du Québec

- October 18-19, 2021, online
- October 21, 2021, online
- January 20, 2021, online
- April 19-21, 2022, Orford, QC
- May 19, 2022, online

#### New Brunswick Provincial Court

- November 25-26, 2021, online

#### Ontario Deputy Judges Association

- March 9, 2022, 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

#### College of Physicians and Surgeons of Alberta

- August 16, 2021, online
- September 8, 2021, online

#### Immigration Appeal Division

- September 9, 2021, online
- September 16, 2021, online

#### Chambre de la sécurité financière

- September 28, 2021, Montreal, QC

#### Ontario Energy Board

- October 5-6, 2021, online
- November 2-3, 2021, online

#### Alberta Human Rights Commission

- February 24-25, 2022, online

#### Tribunal Administratif du logement

- June 7, 2022, Montreal, QC

#### Canadian Transportation Agency

- June 21-22, 2022, 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

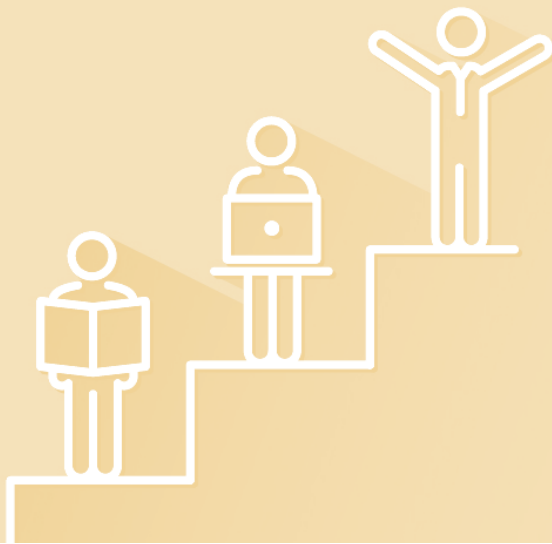
- September 30, 2021, online
- October 12, 2021, online
- October 20, 2021, online
- October 27, 2021, online

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

### TEAM WORK

#### Régie de l'énergie du Québec

- May 31, 2022, Montreal, QC



# Listening. Learning. Leading.

## 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/plainlanguage.html>

## THE TYPES OF PROGRAMS

### Indigenous Communities

- Extensive training for new judges of Indigenous courts
- Training in administrative law
- Tools for understanding Indigenous values
- Dispute resolution skills
- Legislative Drafting

### Administrative Tribunals

- Drafting decisions
- Conducting proceedings and evidence
- Managing an administrative tribunal
- Bias and prejudices
- Team work and communication
- Various Courts

### Various Courts

- Writing reasons (specialized seminars)
- Managing parties who represent themselves
- Plain language communication
- Bias and prejudices
- Writing Reasons in Sexual Assault Cases (new)

## 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.

In 2021-2022, CIAJ worked jointly with 11 courts and tribunals across the country, providing customized training to over 500 of their members.

## UPCOMING PERMANENT PROGRAMS 2022-2023

CAJ'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)

Fall Edition: October 16–21, 2022  
Location: Charlottetown, PEI

Spring Edition: April 16–21, 2023  
Location: Quebec City, QC

### MASTERING THE SKILL OF JUDGMENT WRITING (biennial)

- Joint program with the National Judicial Institute (NJI)

Date: May 12–16, 2024  
Location: Toronto, ON

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

2024: June 7, 2024  
Location: Ottawa, ON

2026: June 5, 2026  
Location: Ottawa, ON

### NATIONAL ROUNDTABLE ON ADMINISTRATIVE LAW (annual)

Date: June 9, 2023  
Location: Ottawa, ON, & Online

### DECISION-WRITING SEMINAR (annual)

- Joint program with the Council of Canadian Administrative Tribunals (CCAT)

Date: June 1–2, 2023  
Location: Online

### JUDGMENT WRITING SEMINAR (annual)

Date: June 26–29, 2023  
Location: Montreal, QC

### SEMINAR IN ADMINISTRATIVE LAW: DEALING EFFECTIVELY WITH JUDICIAL REVIEW

(biannual)

- Joint program with the National Judicial Institute (NJI)

2023: January 31 – February 3, 2023  
Location: Montreal, QC

2025: January 28–31, 2025  
Location: Location TBC

## NEW PROGRAMS

### WRITING REASONS IN SEXUAL ASSAULT CASES

Date: November 25, 2022  
Location: Online

### SEMINAR ON UNCONSCIOUS AND COGNITIVE BIAS

Date: February 10, 2023  
Location: Online



## 46<sup>th</sup> ANNUAL CONFERENCE THE RIGHT TO DIGNITY IN CANADIAN LAW

**DATE:** OCTOBER 26-28, 2022  
**LOCATION:** HALIFAX, NS & ONLINE

### Overview:

CIAJ's 46<sup>th</sup> Annual Conference, entitled "The Right to Dignity in Canadian Law," will discuss dignity as a fundamental human right. The conference will cover the many facets of the concept of dignity, from moral and philosophical notions to its uses as a legal norm. Discussion of the topic will be grounded in eminently pertinent issues such as the role of dignity in gender identity and reproductive rights, as well as medical assistance in dying, elder care, disability, and equality rights. The role of dignity will also be discussed in the context of the Canadian criminal justice and carceral systems, particularly with regards to Indigenous Peoples, restorative justice, the *United Nations Declaration on the Rights of Indigenous Peoples*, and reconciliation.



## 47<sup>th</sup> ANNUAL CONFERENCE THE LAW OF BORDERS

**DATE:** OCTOBER 25-27, 2023  
**LOCATION:** OTTAWA, ON

### Overview:

While we live in an era of increasing globalization and global challenges, we still rely primarily on the laws of individual states to regulate legal disputes, and to recognize legal rights and obligations within national borders. This reality requires the legal world to grapple with how laws should be interpreted and applied to domestic issues that have an international dimension. The Conference will address a number of areas where this dynamic arises, including:

- Immigration
- Extradition
- Labour
- Family



## 48<sup>th</sup> ANNUAL CONFERENCE THE FAMILIES AND THE LAW

**DATE:** OCTOBER 9-11, 2024  
**LOCATION:** WINNIPEG, MB

### Overview:

CIAJ's 48<sup>th</sup> annual conference will discuss the justice system as it affects families in Canada. The conference will consider the wide ambit of concerns regarding the system's ability to aid families in resolving their disputes. Are there enough resources available? Are the courts and tribunals the best forum for families and children? Are we ready for a culture shift or paradigm shift? There is no doubt that improving the situation for families in difficult and sometimes heartbreaking situations is paramount. All members of the legal community are invited to join forces to explore these issues and offer some solutions.

## FELLOWSHIP, PRIZES & AWARDS

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.

### 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 Medal was not awarded in 2021 due to the pandemic. The next Medal will be given at the 46<sup>th</sup> Annual Conference, on October 26-28, 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.

### 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 47<sup>th</sup> Annual Conference, in 2023.

#### 2021 Recipient

**2021:** Mark Benton, QC  
Retired Lawyer, former CEO of Legal Aid BC





## 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 2022 Research Fellowship was given to Faculty of Law, Université de Sherbrooke PhD student Lauren Cavallier for her research on "La dignité autochtone au sein du système de santé québécois."

### **2022 Recipient: Lauren Cavallier**

Lauren Cavallier is a doctoral student at the Université de Sherbrooke Faculty of Law. She received her graduate diploma from the same Faculty with a thesis entitled "Entre rencontre juridique et acculturation préjudiciable : le rôle des interactions juridiques entre les systèmes autochtones et européens dans le processus de reconnaissance du droit des sociétés autochtones, 1663-1851" (Between Legal Encounter and Harmful Acculturation: The Role of Legal Interactions between Indigenous and European Systems in the Process of Recognizing the Law of Indigenous Societies, 1663-1851). Her current research project focuses on Indigenous Governance in Canada, and more precisely on the different possible interfaces between Indigenous and Canadian governance. The purpose of this project is to shed light on the effectiveness and efficiency of processes affiliated with Indigenous governance.

## 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 2022 Essay Prize of \$1,000 was awarded to a recent graduate of the McGill Faculty of Law, Larissa Parker, for her essay entitled: "Not in Anyone's Backyard: Exploring Environmental Inequality under Section 15 of the *Charter* and Flexibility after *Fraser v. Canada*" The prize was created in honour of CIAJ's Executive Director from 1992-2012.

### **2022 Recipient: Larissa Parker**

Larissa Parker (BCL/JD–Bachelor of Civil Law and Juris Doctor) is a recent graduate of the McGill Faculty of Law. She is passionate about environmental questions in the fields of administrative and constitutional law and is an outspoken advocate on issues relating to climate change and environmental inequality. Over the next few years, Larissa will be clerking for the Chief Justice of the Federal Court (2022-2023) and the Honourable Justice Gleason at the Federal Court of Appeal (2023-2024). She holds an MSc from the University of Oxford and a BA from the University of Toronto.



## REACHING OUR GOALS: TRIBUTE TO OUR INDIVIDUAL AND INSTITUTIONAL MEMBERS

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CIAJ would like to warmly thank its individual and institutional members for their continued support. We are happy to report that CIAJ now has over 2460 members, among which 33 institutions. Thank you for participating in our programs, working together towards solutions, and helping us reach our goals.

## 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.

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 2021-2022, through the generosity of a few members, 208 one-year memberships were paid by members or 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.

## THE STUDENT SECTION

CIAJ's Student Section is a gathering place for law students across Canada. It provides students with various tools and projects.

In addition to building bridges between students across the country, the Section is an exclusive learning platform, offering numerous opportunities for students to network and collaborate with key players in the Canadian legal arena. 218 law students have joined CIAJ over the past year.

This summer, CIAJ was fortunate to welcome three law students (Troy Glover, Sarah Rowe & Kelsey Leik) who had the opportunity to work on a number of topics and projects including: the 2022 Annual Conference on Dignity, the upcoming First Nations Justice Symposium, and future CIAJ podcasts.

## 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.

Since the creation of the Judicial Internship Program in 2019, CIAJ has received a total of 410 applications from across the country. These numbers show that law students take great interest in the program. They are eager to benefit from CIAJ's network, learn new

skills and gain experience by observing the work of judges in courts and tribunals. Some of them have shared their internship experience in blog posts that can be found in the "blog" section on CIAJ's website.

In 2022, CIAJ received a total of 74 applications. 26 students were placed this year: 10 at the Ontario Superior Court of Justice, 6 at the Superior Court of Quebec, 10 at the Provincial court of Quebec.

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.

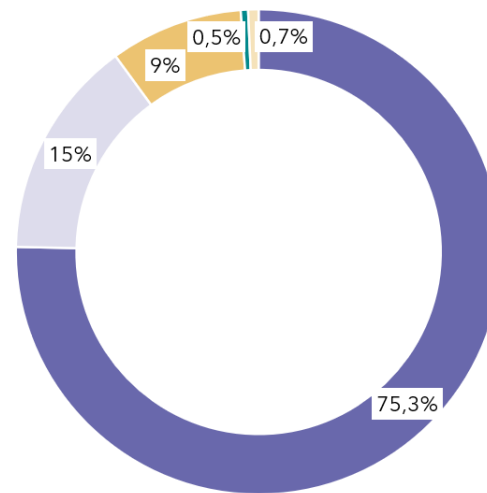


## ABOUT OUR MEMBERS

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.

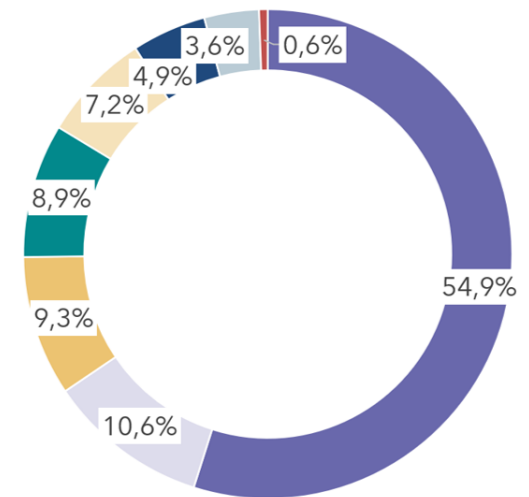
33 institutions became active members in 2021-2022. As of June 30, 2022, there were 2461 CIAJ members, which represents an increase of 4,5%, compared to 2020-2021.

### MEMBERSHIP BY CATEGORY



- Institutional
- Individual
- Student
- Young Lawyer
- Retired

### MEMBERSHIP BY PROFESSION



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



PROVINCE	INDIVIDUAL	INSTITUTIONAL (INDIVIDUALS)	RETIRED	STUDENT	YOUNG LAWYER	TOTAL
Alberta	50	35	2	14	1	102
British Columbia	47	602	6	32	1	688
Manitoba	22	5	0	5	2	34
New Brunswick	11	51	0	6	0	68
Prince Edward Island	6	2	0	6	1	15
Newfoundland and Labrador	11	0	1	2	0	14
Nova Scotia	14	118	0	6	1	139
Ontario	105	307	7	88	3	510
Quebec	64	274	1	48	1	388
Saskatchewan	22	17	0	11	2	52
Yukon	5	26	0	0	0	31
Northwest Territories	1	0	0	0	0	1
Nunavut	2	0	0	0	0	2
International	0	417	0	0	0	417
TOTAL	360	1854	17	218	12	2461

## PROGRAMS LISTING & PARTICIPATION CHART (JULY 1, 2021–JUNE 30, 2022)

WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
August 16, 2021	College of Physicians and Surgeons of Alberta (Decision Writing)	English	Online	16	3
September 8, 2021	College of Physicians and Surgeons of Alberta (Decision Writing)	English	Online	16	3
September 9, 2021	Immigration Appeal Division (Decision Writing)	English	Online	35	5
September 16, 2021	Immigration Appeal Division (Decision Writing)	English	Online	35	5
September 28, 2021	Chambre de la sécurité financière (rédaction des décisions)	French	Montreal, QC	8	3
September 30, 2021	Régie de l'énergie du Québec (les biais)	French	Online	15	2
October 5-6, 2021	Ontario Energy Board (Decision Writing)	English	Online	20	3
October 12, 2021	Régie de l'énergie du Québec (les biais)	French	Online	15	2
October 18-19, 2021	Cour du Québec (rédaction des jugements)	French	Online	25	6
October 20, 2021	Régie de l'énergie du Québec (les biais)	French	Online	15	2
October 21, 2021	Cour du Québec (consolidation des apprentissages)	French	Online	24	3
October 24-29, 2021	Seminar for New Federally Appointed Judges - Joint program with the NJI	Bilingual	Online	71	32
October 27, 2021	Régie de l'énergie du Québec (les biais)	French	Online	15	2
November 2-3, 2021	Ontario Energy Board (Decision Writing)	English	Online	20	3
November 17-19, 2021	2021 Annual Conference on Indigenous Peoples and the Law	Bilingual	In Vancouver, BC & Online	448	42
November 25-26, 2021	New Brunswick Provincial Court (Judgment Writing)	Bilingual	Online	20	3
November 30, 2021	Justice Forward – A Series on Modernization I Webinar #3 – Transforming the Justice System: Exploring a Trauma-Informed Approach	Bilingual	Online	51	4
January 20, 2022	Cour du Québec (consolidation des apprentissages)	French	Online	12	3
February 24-25, 2022	Alberta Human Rights Commission (Decision Writing)	English	Online	16	3
March 9, 2022	Ontario Deputy Judges Association (Judgment Writing)	English	Online	125	1
March 21-25, 2022	Seminar for New Federally Appointed Judges - Joint program with the NJI	Bilingual	Online	52	30
April 19-21, 2022	Cour du Québec (rédaction des jugements)	French	Orford, QC	11	5
April 24-28, 2022	Mastering the Skill of Judgment Writing (2022 Edition) - Joint program with the NJI	Bilingual	Vancouver, BC	26	14

## PROGRAMS LISTING & PARTICIPATION CHART (JULY 1, 2021–JUNE 30, 2022)

WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
May 12-13, 2022	Conference: The Honourable Rosalie Silberman Abella - A Life of Firsts	Bilingual	Ottawa, ON & Online	190	59
May 19, 2022	Cour du Québec (consolidation des apprentissages)	French	Online	15	3
May 27, 2022	National Roundtable on Administrative Law: Promoting Mental Health in the Justice System for Both Professionals and Users	Bilingual	Online	39	6
May 31, 2022	Régie de l'énergie du Québec (le travail d'équipe)	French	Montreal, QC	75	2
June 3, 2022	Advanced Judicial Seminar on Administrative Law: Getting Down to Brass Tacks: Working With Vavilov	Bilingual	Online	10	10
June 7, 2022	Tribunal administratif du logement (rédaction des décisions)	French	Montreal, QC	75	1
June 9-10, 2022	Decision Writing Seminar (2022 Edition) - Joint program with CCAT	Bilingual	Online	45	5
June 21-22, 2022	Canadian Transportation Agency (Decision writing)	Bilingual	Online	12	3
June 27-30, 2022	Judgment Writing Seminar (2022 Edition)	Bilingual	Montreal, QC	44	18
<b><u>60</u> DAYS</b>	<b><u>32</u> EVENTS</b>	<b><u>12</u> BIL <u>12</u> FR / <u>8</u> EN</b>	<b><u>24</u> ONLINE <u>6</u> IN PERSON <u>2</u> HYBRID</b>	<b><u>1596</u> PARTICIPANTS</b>	<b><u>286</u> SPEAKERS</b>

## BOARD OF DIRECTORS (2021-2022)

### EXECUTIVE

#### President

- The Hon. Justice P. Colleen Suche

#### First Vice-President

- The Hon. Justice Julie Dutil

#### Second Vice-President

- Associate Justice Linda S. Abrams

#### Secretary-Treasurer

- The Hon. ACJ Scott Hughes

#### Past President

- The Hon. Justice James W. O'Reilly

### MEMBERS

- Mark Benton, Q.C. (Observer)
- Stephen Bindman
- Jennifer Cox, Q.C.
- Miray Granovsky
- Athanasios Hadjis
- The Hon. Justice Ritu Khullar
- The Hon. Justice Lana Krogan
- Adam O. Letourneau, Q.C.
- Megan Longley, Q.C.
- Professor Bradford Morse
- The Hon. Justice Michelle O'Bonsawin
- The Hon. Chief Justice J. C. Marc Richard
- Professor Kent Roach, CM, FRSC
- Mark Spakowski
- The Hon. Judge Eric J. Tolppanen
- Professor Martine Valois
- The Hon. Justice Peter M. Willcock
- CIAJ's Executive Director (ex officio)

*The Board had two meetings this year.*

## COMMITTEES OF THE BOARD

### Executive Committee

The Executive Committee is the decision-making authority as delegated by the Board and is composed exclusively of Board members. It recommends selection committee for justice medal award and ensures proper risk management practices. The Committee reviews Executive Director performance, makes recommendations regarding Executive Director compensation and fundraising strategies. The Committee holds nine (9) meetings per year.

#### Chair

- The Honourable Justice P. Colleen Suche

#### Members

- Associate Justice Linda S. Abrams
- Mark Benton, QC
- The Honourable Justice Julie Dutil
- The Honourable ACJ Scott Hughes
- The Honourable Justice James W. O'Reilly
- CIAJ's Executive Director (ex officio)

### Finance and Audit

The mandate of the Finance and Audit Committee is to

monitor financial situation, presents annual budget for Board approval and direct the work of the external auditor. It makes recommendations to the Board and to the AGM regarding the choice of auditors, financial investments and fundraising strategies. Every 5 years, reviews bids submitted for auditing services and makes a recommendation. This year, the Committee held three (3) meetings.

#### Chair:

- The Honourable ACJ Scott Hughes

#### Members

- Adam O. Letourneau, Q.C.
- Megan Longley, Q.C.
- Professor Bradford Morse
- CIAJ's President and Executive Director (ex officio)

### Education and Research

The mandate of the Education and Research Planning Committee is to review emerging areas for CIAJ to plan legal education and make recommendations regarding education and research. It recommends expertise in the fields of law covered in education programs, makes recommendations on annual conference themes going forward on an ongoing basis to identify relevant topics. The committee also establishes selection criteria for various research &

education, identifies research priorities and determines appropriate processes to conduct research projects. This committee meets once (1) a year.

#### Chair

- The Honourable Justice P. Colleen Suche

#### Members

- Associate Justice Linda S. Abrams
- Stephen Bindman
- Jennifer Cox, Q.C.
- The Honourable Justice Julie Dutil
- The Honourable ACJ Scott Hughes
- The Honourable Justice Lana Krogan
- Professor Bradford Morse
- The Honourable Justice James W. O'Reilly
- Professor Kent Roach
- Professor Martine Valois
- CIAJ's Executive Director (ex officio)

### Governance Committee

This new committee acts as nominating committee for Directors and Officers or any other positions. It leads succession planning for Board, committees and officer positions. The Governance Committee periodically reviews bylaws, Board policies, committee terms of reference and other governance documents

as requested by the Executive Committee to bring a resolution to the Board with a view of continuous improvement and compliance with desired governance practices. It ensures proper ongoing governance education for the Board, reviews the mandate and effectiveness of the Board and Committees, and makes recommendations to the Board, as appropriate. This year, the Committee held six (6) meetings to review CIAJ's governance practices and to revise its by-laws.

Chair:

- The Honourable Justice Peter Willcock

Members

- Associate Justice Linda S. Abrams
- Stephen Bindman
- The Honourable Justice Julie Dutil,
- The Honourable Justice P. Colleen Suche
- CIAJ's Executive Director (ex officio)

## OTHER COMMITTEES

### Communications and membership

The mandate of the Communication and Membership Committee is to advise the Executive Director and advises on internal and external communication and membership strategies. It promotes CIAJ among the communities it serves and recommends communication and membership plans to the Board. This year, the Committee held two (2) meetings.

Chair:

- The Honourable Judge Eric J. Tolppanen

Members

- Associate Justice Linda S. Abrams
- Stephen Bindman
- Athanasios Hadjis
- Megan Longley, Q.C.

- Professor Bradford Morse
- Professor Martine Valois
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)
- CIAJ's Communication Manager (ex officio)
- CIAJ's Membership Coordinator (ex officio)

### International Outreach

The International Outreach Committee Advises the Executive Director. It advises on international legal projects opportunities, explores how CIAJ could become involved on training projects abroad and recommends partnerships with international organizations. This year, the International Outreach Committee held two (2) meetings.

Chair:

- The Honourable Justice Julie Dutil

Members

- Mark Benton, Q.C.
- Miray Granovsky
- The Honourable Justice Lana Krogan
- Zulie Sachedina
- The Honourable Justice Peter M. Willcock
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)

### Circle of Indigenous Peoples

The mandate of the Circle of Indigenous Peoples is to advise the Executive Director, plan programs related to indigenous issues and advise CIAJ on topics and expertise necessary to ensure Indigenous issues are included in other CIAJ programs when relevant. It is composed of Board members and other volunteers, particularly those from Indigenous communities. This year, the Circle of Indigenous Peoples held two (2) meetings.

Chair:

- The Honourable Justice Michelle O'Bonsawin

Members

- Jennifer Cox, Q.C.
- The Honourable Justice Tracy Engelking
- Adam O. Letourneau, Q.C.
- Professor Bradford Morse
- Scott Robertson
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)

## CALL FOR APPLICATIONS

CIAJ is inviting you to join its Board of directors, program committees or student committee.

CIAJ works hard with experts from across the country to make a difference. Add your voice to the effort and get involved in shaping the administration of justice.

## TEAM (2021-2022)

### 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 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.

### Pauline Crigny Communications

Pauline is a French recent graduate who works for CIAJ from France. She obtained a Bachelor's degree in Economic and Social Administration, specialized in Human Resources from the IAE School of Management (Nancy, France) and a Master's degree in European and International Studies, specialized in International Public Relations (communication) from the Centre Européen Universitaire (Nancy, France). In her free time, Pauline enjoys listening to music, cooking, watching TV series and reading.

## THANK YOU TO OUR PARTNERS

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

And all the experts across the country!





Canadian Institute for the Administration of Justice

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