



ANNUAL REPORT



2023-2024



50 Years: Planting the Seeds of Justice

In 2023–2024, CIAJ proudly celebrates its 50th anniversary. For half a century, we have been committed to strengthening the Canadian legal system by providing quality training, promoting research and creating spaces for constructive dialogue.



© Canadian Institute for the Administration of Justice | 50th Anniversary Gala, June 26, 2024, at the Hotel Vogue, Montréal.

From left to right: The Honourable Chief Justice Marc Richard, The Honourable Justice Andromache Karakatsanis, The Honourable Chief Justice Michael Wood, The Honourable Justice Julie Dutil, The Honourable Associate Chief Justice Jean-François Michaud, The Right Honourable Chief Justice Richard Wagner, Denis Ricard, The Honourable Justice P. Colleen Suche.

This jubilee marks an important turning point, an opportunity to reflect on the many achievements that have shaped our institution, and to renew our commitment to pursuing our mission with passion and determination for decades to come.

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Message from the President

**The Honourable
Justice Julie Dutil,
Quebec Court of
Appeal**



The year 2024 marks a significant milestone for CIAJ: its 50th anniversary. Since its founding at Osgoode Hall Law School at York University in Toronto in 1974, CIAJ has been committed to promoting excellence in the administration of justice in Canada. Several generations of legal professionals have contributed to its mission.

We celebrated this anniversary during a gala held in Montreal on June 26, with the Right Honourable Richard Wagner, Chief Justice of the Supreme Court of Canada, as the Honorary Chair. It was a wonderful opportunity to express our gratitude to CIAJ's many collaborators, whose efforts over the years have played a key role in its growth. The evening also highlighted the dynamism and dedication of Executive Director Christine O'Doherty

and CIAJ team, who went above and beyond to organize this memorable event. The gala was a great success!

Over the past year, CIAJ has successfully delivered numerous programs to the Canadian legal community. In addition to the annual conference, held in October, CIAJ offers judgment writing, decision writing for administrative tribunals and legislative drafting programs, as well as other programs on administrative law, for newly appointed judges, and on cognitive bias and prejudice. CIAJ also provides customized training programs.

Looking ahead, CIAJ continues to expand its offerings. In November 2024, the second edition of the symposium dedicated to Indigenous justice will be held on the lands of the Tsuut'ina Nation in Alberta, under the theme: *Indigenous Justice System – A Knowledge Sharing Symposium*. From February 3 to 5, 2025, in Toronto, CIAJ will host, for the first time, a conference on *addiction, mental health, and the law*. Furthermore, a major conference entitled "Democracy, Rule of Law, and Independence" will be held in Ottawa in September 2025, bringing together legal professionals from across the country. These are must-attend events!

CIAJ counts numerous collaborators, including the board members with whom I have the pleasure of working closely. Some have left in recent months or will be leaving the Board this year. I would like to sincerely thank them for their invaluable contributions:

- Kent Roach, Professor of Law, University of Toronto
- Adam O. Letourneau, K.C., Founder and Managing Partner, Letourneau LLP, Lethbridge
- The Honourable Associate Chief Justice Eric J. Tolppanen, Provincial Court of Alberta
- The Honourable Justice Angela Casely, Provincial Court of Nova Scotia
- The Honourable Justice Lana Krogan, Court of King's Bench for Saskatchewan

I begin my second year as President of CIAJ with great enthusiasm. It is both a pleasure and an honour to work with the dynamic, skilled, and dedicated CIAJ team in promoting excellence in the administration of justice. I thank them for their outstanding work, expertly led by Executive Director Christine O'Doherty.

I look forward to meeting you at one of the many training sessions organized by CIAJ!

Julie Dutil, Judge

Message from the General Manager

Christine O’Doherty,
Lawyer



**Dear CIAJ members,
To all those who take part in our training courses,
To all our speakers,
To you, our volunteers,**

I’d like to thank you sincerely for your unfailing support of CIAJ. More and more of you are supporting our projects. During 2023–2024, CIAJ enthusiastically pursued several activities – training, conferences, podcasts, webinars – to meet the diverse and growing interests of our legal community.

This year marks CIAJ’s 50th anniversary. The gala on June 26 was a wonderful opportunity to celebrate the

vitality of our organization, to thank our many contributors and partners, and to discuss future projects. I would like to express my gratitude to all those who showed their support and friendship.

CIAJ is an independent, non-profit organization of individuals and institutions dedicated to the administration of justice across Canada. Its multidisciplinary work touches on a wide range of justice sectors. With the collaboration of members of the legal community, law faculties, professional associations, government and the public, CIAJ organizes and conducts specialized conferences and seminars, offers leading-edge training (including customized training) and prepares reference materials.

We have almost entirely resumed our in-person activities. However, the rate of inflation in the post-pandemic years has put pressure on our finances. We have always been very careful to maintain reasonable expenditure while offering quality programs at the best possible price for all our participants. We will continue to do so. Over the next few years, we will be launching a few fundraising initiatives to support our education programs and improve access to justice.

CIAJ has also adopted its 2024–2027 strategic plan. The Board of Directors aims to increase membership, strengthen our reputation and enhance CIAJ’s visibility. We will consolidate our recent gains in educational programs and financial stability. In addition, we will rely on an expanded team to develop an agile and professional organization.

Activities

The past year has been rich in varied activities. We launched new conferences on topical issues such as addiction, mental health and the law, as well as democracy, the rule of law and independence. The Aboriginal Justice Symposium will be held for the second time in November 2024 in Calgary, on the lands of the Tsuut’ina Nation, with the aim of establishing an annual rendezvous and long-term partnership with the Nation’s representatives.

For our annual conference in 2025, we’ll meet in Vancouver to discuss the environment and law. In addition, we’ll be holding a conference on artificial intelligence.

Finally, I would like to pay tribute to the exceptional work of my team of employees, who support me in all these projects and brilliantly embody the CIAJ’s ambitions. You are doing a remarkable job.

A huge thank you to you all!

Christine O’Doherty

ABOUT CIAJ

CIAJ-ICAJ – ANNUAL REPORT 2023–2024

The Canadian Institute for the Administration of Justice (CIAJ) is an independent, non-profit organization linking individuals and institutions involved in the administration of justice across Canada.

Since its inception in 1974, CIAJ has kept a critical eye on our justice system and explored current issues likely to improve the administration of justice and preserve a strong, independent judiciary.

Working with governments, courts, commissions, professional associations, law schools and law firms, CIAJ sponsors and organizes multidisciplinary conferences, specialized seminars, customized training, national discussions on major issues, and prepares comprehensive papers and reports. Our services are offered in both official languages.

Our mission

1

Promote legal excellence by providing training, conferences and educational resources for legal professionals.

2

Foster collaboration by bringing together judges, lawyers, academics, legislators and other players in the legal and judicial systems.

3

Support legal innovation by conducting research, publishing reports and proposing solutions to improve access to justice and its administration.

DECADES OF EXCELLENCE

CIAJ IN 2024

CIAJ marks **50 years** of leadership in the advancement of the administration of justice in Canada. Since 1974, the Canadian Institute for the Administration of Justice has brought together legal professionals through its annual events, webinars, and publications, reaching a diverse and influential audience.

OUR MISSION

Improve the administration of Canadian justice and making it more accessible and equitable for all.

CIAJ promotes excellence through knowledge sharing, learning, and the exchange of ideas, by offering the Canadian legal community cutting-edge training and research programs in both official languages.

CIAJ KEY FIGURES



+2 600
Members



25
Board members



7 Team members

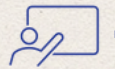


16 Program committees

PROGRAMS



+2 000 Program participants in judicial and non judicial activities and conferences



+300
Speakers and experts



+30
Programs

A wide variety of programs: annual conference, customized training, online programs, seminars, national discussions, workshops, webinars...

AUDIENCE

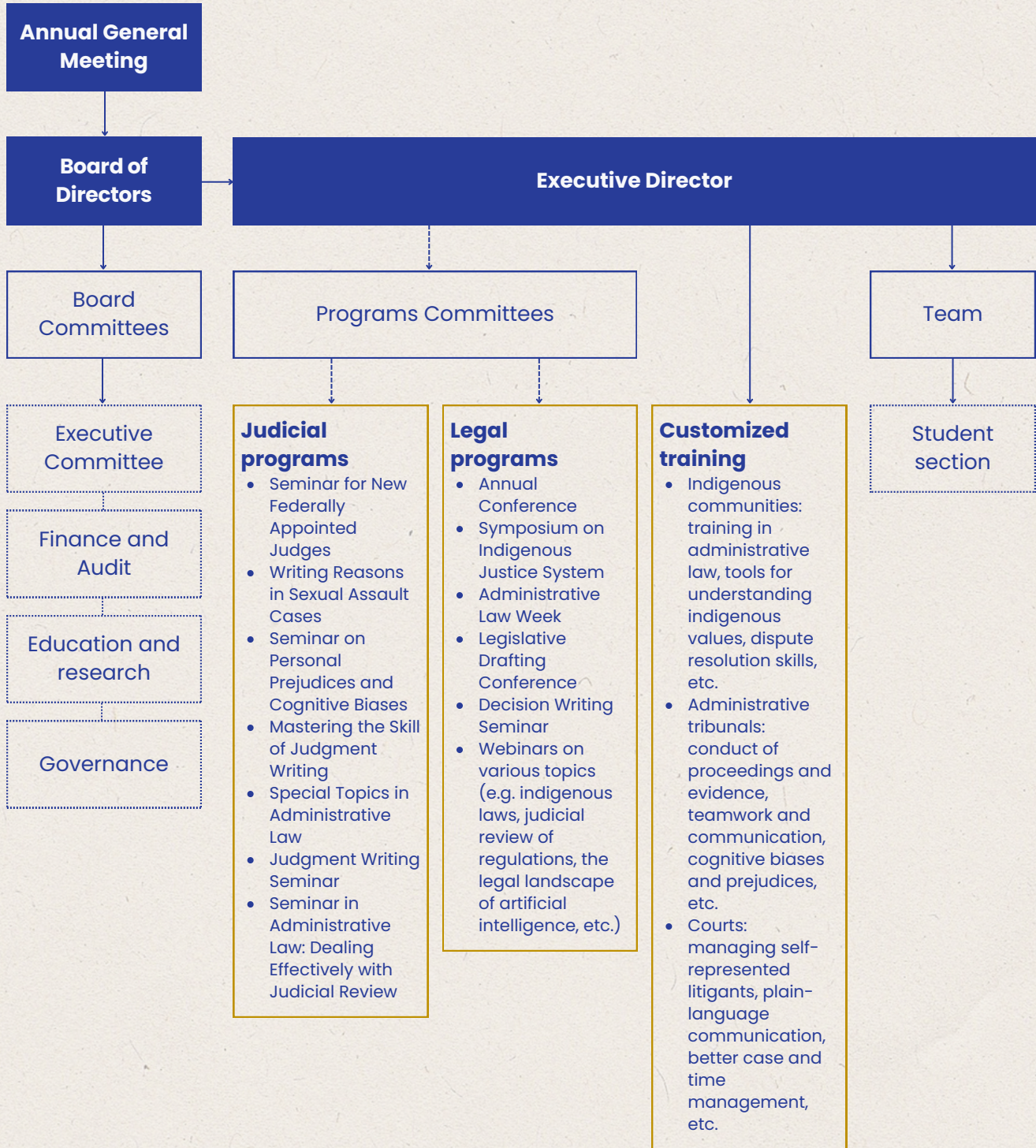
Law Students
Judges Members of
Police forces administrative tribunals
Legislative Drafters
Prothonotaries, clerks Lawyers Judicial staff
Law Professors

ACROSS CANADA



The Canadian Institute for the Administration of Justice is a multidisciplinary and bilingual legal network across Canada.

Organizational Chart



Highlights of the year

The year 2023-2024 has been marked by significant milestones and achievements for CIAJ. As we celebrate our 50th anniversary, we have not only honoured our rich heritage, but also continued to innovate and adapt to the changing needs of the Canadian legal system. From our blog posts to the recognition of our podcasts with the prestigious Clawbies Award, this year has reflected our ongoing commitment to excellence and evolution.

"In all fairness" podcast


Our "In All Fairness" podcast channel won the **2023 Clawbies Award**, a recognition of the impact of our work in the legal field. Since its creation, this platform has given a voice to various players in the legal community, offering enlightening reflections and valuable advice to improve the administration of justice in Canada. With **51,327 downloads** to June 30, 2024, and **90 episodes** published, "In All Fairness" continues to enrich the practice of legal professionals and contribute to an essential dialogue on key issues facing the legal system.

IN ALL FAIRNESS

IN ALL FAIRNESS



A podcast channel to explore possible contributions to improving the administration of justice in Canada.



42 854
Downloads



#CLAWBIES 2023
Best podcast award



Blog posts

In 2023-2024, our blog continued to grow, with a total of **123** posts published, 82 of them bilingual, 19 in English and **22** in French. During the year, 10 new posts were added in both official languages, reaching over **2,000** reads. Among these publications, the article on concise decision writing, written by our contributor Emily Crocco, attracted particular attention, with over 700 reads.

BLOG



+120

Articles to contribute to a more efficient justice system through expert analysis.

Web Site

In 2023–2024, CIAJ website recorded a sharp increase in activity, with a total of 75,981 visits, representing 48,903 unique users.

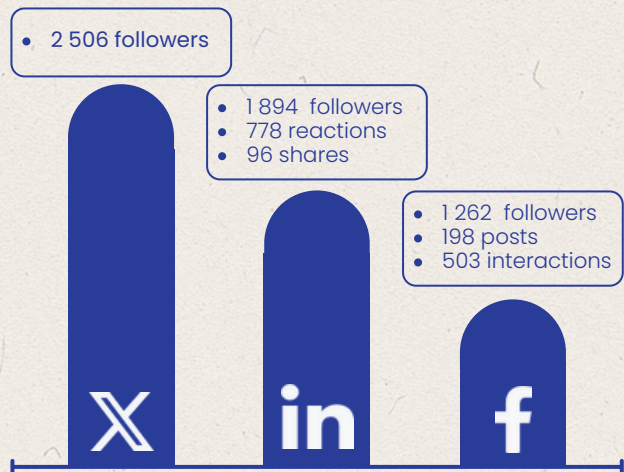
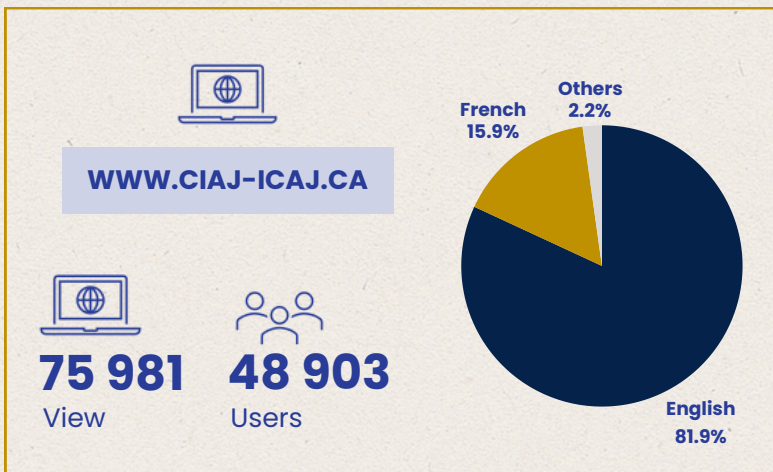
The majority of these users are from Canada (75%), reflecting our growing national reach. The site is consulted mainly in English.

In terms of support, the majority of visits come from desktop computers.

Social media

During 2023–2024, our presence on social networks continued to grow, strengthening our ability to engage and inform the legal community.

Our platforms recorded a notable increase in engagement, whether in terms of the number of subscribers, shares or interactions. These figures testify to the sustained interest in our content and the growing impact of our online initiatives.



NEWSLETTER



10 580 subscribers



40 newsletters sent



65% Average opening rate

Newsletters

The year 2023–2024 saw a significant increase in the engagement of our CIAJ newsletter subscribers.

Our communications have maintained a strong link with the legal community, offering regular updates on CIAJ events, publications and flagship initiatives.

Annual conference on The Law of Borders



CIAJ's 47th annual conference in 2023 addressed critical themes in border law, inviting participants to rethink the very notion of "border", including national borders, by integrating indigenous perspectives.

This multidisciplinary gathering explored the vulnerabilities faced by migrants and refugees, focusing in particular on the protection of individuals and families in a global context marked by climate change.

In addition, discussions focused on economic borders, migrant work, teleworking and studying abroad, with the aim of building a more equitable and inclusive world.

The program brought together many legal professionals and academics whose work revolves around the issue of borders, both nationally and internationally.



© Supreme Court of Canada Collection



© Canadian Institute for the Administration of Justice

The Honorary President of the conference was the Honourable Mahmud Jamal, Justice of the Supreme Court of Canada, and the keynote speaker was Her Excellency Yuliya Kovaliv, Ukrainian Ambassador to Canada.

Conference report

A report compiling the highlights of the conference is available on CIAJ website, in both official languages. The report examines the importance of borders in Canada and around the world, the vulnerability of those who must cross them, and their impact on many divergent groups in Canada and abroad.

→ <https://ciaj-icaj.ca/fr/rapports-et-recommandations/>

CIAJ 50th Anniversary Gala: Half a century in the service of justice

On June 26, 2024, CIAJ celebrated a milestone in its history: its 50th anniversary. This memorable evening brought together members, partners and volunteers in the spirit of **"Planting the Seeds of Justice"**, a reminder of the importance of our mission within the Canadian legal system.

One of the evening's highlights was an inspiring speech by the Right Honourable Richard Wagner, Chief Justice of Canada, who highlighted the need to maintain the excellence of our justice system, and the ongoing commitment to achieve it.

”

[1] We must continue to sharpen our skills, familiarize ourselves with emerging issues and share best practices. We owe it to ourselves and to our colleagues, but most importantly, we owe it to the people we serve.

**— The Right Honourable Richard Wagner,
P.C., Chief Justice of Canada.**



The event was also an opportunity to extend warm thanks to all those who have contributed to CIAJ's success over the past five decades: members, volunteers, partners and teams. Their dedication has kept our organization true to its mission.

Looking to the future, CIAJ will continue its commitment to quality programs, continuing to sow justice through events on family law, aboriginal justice, artificial intelligence, cognitive biases and much more.

JANUARY 25, 2024

SEMINAR: PERSONAL PREJUDICES AND COGNITIVE BIASES

Online | 66 participants



- **Co-Chairs:** The Honourable Peter Lauwers (ON), The Honourable James W. O'Reilly, The Honourable Daniel W. Payette (QC)

APRIL 7–12, 2024

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

– Joint program with the NJI

Montreal | 128 participants

- **Co-Chairs:** The Honourable Michael F. Brown (ON), The Honourable Daniel Dumais (QC), The Honourable Palbinder Kaur Shergill (BC)

MAY 12–16, 2024

MASTERING THE SKILL OF JUDGMENT WRITING

– Joint program with the NJI

Toronto | 41 participants



- **Co-Chairs:** The Honourable Peter M.S. Bryson (NS), The Honourable Marie-Josée Hogue (QC)

MAY 23, 2024

WEBINAR: JUDICIAL REVIEW OF REGULATIONS – VAVILOV OR VIRES?

Online | 160 participants

- **Speaker:** John Mark Keyes
- **Moderator:** Jaimie Graham

MAY 30, 2024

SPECIAL TOPICS IN ADMINISTRATIVE LAW

Ottawa | 21 participants



- **Planning Committee:** The Honourable James W. O'Reilly – co-chair, The Honourable Harvey Groberman (BC) – co-chair, The Honourable Georgina R. Jackson (SK) – co-chair, The Honourable Karen Horsman (BC), The Honourable Denise Leblanc (NB), The Honourable Christine Pallotta

JUNE 21, 2023

LUNCH AND LEARN: UNDER THE HOOD – HOW AI WORKS, IS BEING USED, AND CURRENT AI LAW AND POLICY

Online | 81 participants



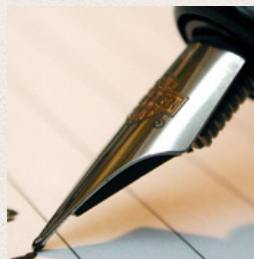
- **Speakers:** Abdi Aidid, Mario D. Bellissimo, Mannu Chowdhury, Toundjer Erman
- **Moderator:** The Honourable Alan S. Diner

JUNE 24–27, 2024

JUDGMENT WRITING SEMINAR

Montreal | 76 participants

- **Co-Chairs:** The Honourable Breese Davies (ON), The Honourable Marie-Josée Hogue (QC)



Programs 2023–2024

OCTOBER 25–27 2023

ANNUAL CONFERENCE: THE LAW OF BORDERS

Ottawa & Online | 236 participants



- **Honorary Chair:** The Honourable Mahmud Jamal
- **Co-Chairs:** The Honourable P. Colleen Suche (MB), The Honourable Julie Dutil (QC)
- **Planning committee:** Naivi Chikoc Barreda, The Honourable Justice Peter H. Edelmann (BC), The Honourable Justice James W. O'Reilly, Mélanie Raymond, Alicia Seifert, The Honourable Jeanne E. Watchuk (BC), Christine O'Doherty, Nathan Afilalo

OCTOBER 29 – NOVEMBER 3, 2023

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

– Joint program with the NJI

Vancouver | 121 participants

- **Co-chairs:** The Honourable Michael F. Brown (ON), The Honourable Daniel Dumais (QC), The Honourable Palbinder Kaur Shergill (BC)

NOVEMBER 9, 2023

WEBINAR: THE POWER OF LANGUAGES AND STORIES IN DRAFTING INDIGENOUS LAWS

Online | 145 participants

- **Speakers:** Naiomi W. Metallic, Sarah Morales, Maggie Wenté
- **Moderator:** Jaimie Graham

NOVEMBER 16, 2023



A DIALOGUE ON SELF-REPRESENTATION – Free Program, co-organized with the NSRLP

Online | 186 participants

- **President:** Jennifer Leitch

NOVEMBER 21–22, 2023

SYMPOSIUM: INDIGENOUS COURTS

Ottawa | 267 participants



- **Guests of honour:** The Honourable Murray Sinclair, The Honourable Leonard Marchand Chief Justice of B.C., Kory Wilson
- **Planning committee:** The Honourable Marion Buller, Jennifer Cox, The Honourable Joanne Durant (AB), The Honourable Tracy Engelking (ON), Adam Letourneau, Bradford Morse, Scott Robertson, The Honourable Colleen Suche (MB), The Honourable Margaret Wiebe (MB), Christine O'Doherty, Nathan Afilalo

NOVEMBER 23, 2023

WRITING REASONS IN SEXUAL ASSAULT CASES

Online | 31 participants



- **Keynote speaker:** The Honourable Justice Andromache Karakatsanis
- **Planning committee:** The honourable Susanne Boucher (ON), Breese Davies (ON), Michele H. Hollins (AB), James W. O'Reilly and P. Colleen Suche (MB)

National Week of Administrative Law

The second edition of the National Week of Administrative Law was a resounding success, bringing together legal professionals from across Canada, both in person and online. Organized jointly by CIAJ and the Council of Canadian Administrative Tribunals (CCAT), the week's activities

included training program offered a series of enriching activities. Participants were able to deepen their knowledge of current topics in administrative law, exchange ideas at the national round table, and explore the growing impact of artificial intelligence in the legal field.

JUNE 3–4, 2024

DECISION WRITING SEMINAR – JOINT PROGRAM WITH THE COUNCIL OF CANADIAN ADMINISTRATIVE TRIBUNALS

Online | 81 participants

- **Keynote speaker:** The Honourable Justice John Norris

JUNE 7, 2024

WEBINAR: NAVIGATING THE LEGAL LANDSCAPE OF ARTIFICIAL INTELLIGENCE – UNDERSTANDING THE PRESENT AND ANTICIPATING THE FUTURE

Online | 92 participants

- **Panelists:** The Honourable Alan S. Diner, Professor Amy F. Salzyn
- **Moderator:** Ashley Shaffer

JUNE 6, 2024

NATIONAL ROUNDTABLE ON ADMINISTRATIVE LAW: LAW, POLICY AND THE PUBLIC INTEREST

Ottawa | 67 participants

- **Co-Chairs:** Michael Gottheil, Athanasios Hadjis

NATIONAL
ADMINISTRATIVE
LAW
WEEK

Customized training 2023–2024

Meeting the unique needs of the legal community

CIAJ stands out for its ability to offer customized training tailored to the specific needs of each organization and legal professional. As one of the few national institutions to offer a complete range of legal training courses, we design tailor-made programs that respond directly to current industry challenges while reflecting participants' priorities.

Our training courses offer recognized expertise, with instructors at the cutting edge of legal developments. Whether you're looking for training in family law, aboriginal courts or drafting practices, each content is carefully tailored to be

relevant and directly applicable to the participants' context. In addition to this thematic flexibility, our training courses are offered online or face-to-face, depending on participants' preferences.

We place great emphasis on hands-on learning, combining theory and interactive workshops, to ensure that the knowledge acquired can be put to immediate use in daily practice. From public institutions to courts and legal firms, our programs are aimed at all players in the justice system.

CIAJ covers a variety of topics, from aboriginal justice and legal technology to personal development and decision writing. Each program is designed through a structured process, including an initial needs assessment, tailor-made program design, and post-training follow-up to evaluate results.



”

The best training I've ever attended.

This course transformed how I approach writing judgments.

— Participant testimonials

List of programs and training courses 2023–2024 (FROM JULY 1, 2023 TO JUNE 30, 2024)

| WHEN | WHAT | LANGUAGE | WHERE | PARTICIPANTS | SPEAKERS |
|-------------------------------|--|-----------|------------------|--------------|----------|
| August 7–10, 2023 | Decision Writing Seminar with Akwesasne | English | Online | 10 | 4 |
| August 28–29, 2023 | New Brunswick Summit on Access to Justice and Digital Tools | Bilingual | Fredericton | 52 | 6 |
| September 14, 2023 | Canadian Border Services Agency – decision writing | Bilingual | Online | 75 | 6 |
| October 3, 2023 | Veteran Appeal and Review Tribunal | English | Toronto | 25 | 2 |
| October 12, 2023 | Federal Public Sector Labour Relations and Employment Board – Decision writing | French | Ottawa | 25 | 2 |
| October 25–27, 2023 | Annual Conference: The Law of Borders | Bilingual | Ottawa | 200 | 36 |
| October 29 – November 3, 2023 | Seminar for New Federally Appointed Judges | Bilingual | Vancouver | 80 | 41 |
| November 1–3, 2023 | National Action Committee Summit | Bilingual | Ottawa | 45 | 5 |
| November 9, 2023 | Webinar The Power of Languages and Stories in Drafting Indigenous Laws | English | Online | 142 | 3 |
| November 13–15, 2023 | <i>Conseil de la magistrature du Québec</i> – Judgments writing I | French | Venise-en-Québec | 28 | 6 |
| November 16, 2023 | Free Program: A Dialogue on Self-Representation | Bilingual | Online | 175 | 11 |
| November 21–22, 2023 | Symposium on Indigenous Courts | Bilingual | Ottawa | 252 | 15 |
| November 23, 2023 | Writing Reasons in Sexual Assault Cases | Bilingual | Online | 22 | 9 |
| November 27–28, 2023 | College of Physicians and Surgeons of Alberta – Decision writing | English | Online | 20 | 4 |
| January 25, 2024 | Seminar on Personal Prejudices and Cognitive Biases | Bilingual | Online | 57 | 9 |
| February 16, 2024 | <i>Cour municipale du Québec</i> | French | Québec City | 40 | 2 |
| March 18–19, 2024 | New Brunswick Ombudman – <i>Plan langage</i> | Bilingual | Online | 13 | 3 |
| April 7–12, 2024 | Seminar for New Federally Appointed Judges | Bilingual | Montreal | 81 | 47 |
| April 22–24, 2024 | <i>Conseil de la magistrature du Québec</i> – Judgments writing II | French | Venise-en-Québec | 24 | 6 |

CIAJ-ICAJ – ANNUAL REPORT 2023–2024

| WHEN | WHAT | LANGUAGE | WHERE | PARTICIPANTS | SPEAKERS |
|-------------------------|--|----------------------------------|---|---------------------------|---------------------|
| May 9, 2024 | Military Greivance External Committee – Bias | Bilingual | Online | 25 | 3 |
| May 12–16, 2024 | Mastering the Skill of Judgment Writing | Bilingual | Toronto | 28 | 13 |
| May 22, 2024 | Webinar Judicial Review of Regulations: Vavilov or Vires? | French | Online | 24 | 1 |
| May 23, 2024 | Webinar Judicial Review of Regulations: Vavilov or Vires? | English | Online | 134 | 1 |
| May 21–23, 2024 | <i>Conseil de la magistrature du Québec</i> – Social phenomena | French | Orford | 25 | 8 |
| May 27–28, 2024 | <i>Régie de l'énergie du Québec</i> – Decision writing | French | Montréal | 60 | 4 |
| May 30, 2024 | Special Topics in Administrative Law | Bilingual | Ottawa | 7 | 14 |
| June 3–4, 2024 | Decision Writing Seminar | Bilingual | Online | 72 | 9 |
| June 6, 2024 | National Roundtable on Administrative Law: “Law, Policy and the Public interest” | Bilingual | Ottawa/ Online | 59 | 8 |
| June 7, 2024 | Webinar Navigating the legal landscape of Artificial Intelligence: understanding the present and anticipating the future | English | Online | 90 | 2 |
| June 12, 2024 | <i>Chambre de la sécurité financière du Québec</i> – Decision writing | French | Montreal | 8 | 2 |
| June 21, 2024 | Lunch and Learn Under the Hood: How AI Works, Is Being Used, and Current AI Law and Policy | English | Online | 77 | 4 |
| June 24–27, 2024 | Judgment Writing Seminar | Bilingual | Montreal | 57 | 19 |
| 65 TRAINING DAYS | 32 PROGRAMS | 17 BIL. 8 FR 7 EN | 14 ONLINE 18 IN PERSON OR HYBRID | 2 032 PARTICIPANTS | 305 SPEAKERS |

Upcoming programs

2024–2026

For the judiciary



SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

- Joint program with the NJI

2024 Fall Program: October 20–25, 2024 | Toronto

2025 Spring Program: April 6–11, 2025 | Gatineau

2025 Fall Program: October 19–24, 2025 | Calgary

2026 Spring Program: April 12–17, 2026 | Montreal

2026 Fall Program: October 18–23, 2026 | Halifax

Co-Chairs: The Honourable Michael F. Brown (ON), The Honourable Daniel Dumais (QC), The Honourable Palbinder Kaur Shergill (BC)



DECEMBER 5, 2024

WRITING REASONS IN SEXUAL ASSAULT CASES

Location: Online

- **Keynote Speaker:** The Honourable Andromache Karakatsanis
- **Planning Committee:** The Honourable Susanne Boucher (ON), Breese Davies (ON), Michele H. Hollins (AB), James W. O'Reilly and P. Colleen Suche (MB)

Note: open to administrative tribunals members.



JANUARY 28–30, 2025

SEMINAR IN ADMINISTRATIVE LAW: DEALING EFFECTIVELY WITH JUDICIAL REVIEW

- Joint program with the NJI

Location: Vancouver

- **Co-Chairs:** The Honourable Lise G. Favreau (ON), The Honourable Mary J.L. Gleason



FEBRUARY 27, 2025

SEMINAR ON PERSONAL PREJUDICES AND COGNITIVE BIASES

Location: Online

- **Planning Committee:** The Honourable Peter Lauwers (ON), James W. O'Reilly, Daniel W. Payette (QC)

Note: open to administrative tribunals members.

For the judiciary (continued)



MAY 29-30, 2025 (DATES TO BE CONFIRMED)

DECISION WRITING SEMINAR

- Joint program with the Council of Canadian Administrative Tribunals

Location: Online



JUDGMENT WRITING SEMINAR

2025 Edition: June 30 – July 3, 2025 | Montreal

2026 Edition: June 29 – July 2, 2026 | Montreal

- **Co-Chairs:** The Honourable Breese Davies (ON), The Honourable Marie-Josée Hogue (QC)



APRIL 19-23, 2026

MASTERING THE SKILL OF JUDGMENT WRITING

- Joint program with the NJI

Location: Montreal

- **Co-Chairs:** The Honourable Peter M.S. Bryson (NS), The Honourable Marie-Josée Hogue (QC)



JUNE 11, 2026

SPECIAL TOPICS IN ADMINISTRATIVE LAW

Location: Ottawa

- **Planning Committee:** The Honourable Karen Horsman (BC), The Honourable Denise Leblanc (NB), The Honourable Christine Pallotta

For the legal community



NOVEMBER 4-6, 2024

INDIGENOUS JUSTICE SYSTEM – A KNOWLEDGE SHARING SYMPOSIUM

Location: Calgary (On Tsuut'ina Nation land)

Honorary Chair: The Honourable Marion Buller

Further to its 45th Annual Conference on Indigenous Peoples and the Law in 2021 and its 1st Symposium on Indigenous Courts held in 2023, CIAJ continues to explore the current state and future of self-governance strategy for Indigenous Peoples in Canada. With this 2nd symposium organized in partnership with the Tsuut'ina Nation and other Indigenous communities on their lands adjacent to Calgary, CIAJ wishes to provide space for dialogue and knowledge sharing among actors of the legal system on how Indigenous communities design their own legal institutions and how they interact with the existing legal system to better create a justice system reflective of Indigenous culture and values.

For the legal community (continued)



NOVEMBER 13, 2024

WEBINAR ON DEMOCRACY

Democracy at a Crossroads: Can We Still Save It?

Location: Online

- **Panelists:** The Honourable Irwin Cotler, David Shribman
- **Moderator:** Miray Granovsky



NOVEMBER 26, 2024

WEBINAR ON LEGISLATIVE DRAFTING

The (Dis)Connect between Legislative Drafting and Statutory Interpretation: Perspectives from Three Branches of Government

Location: Online

- **Panelists:** Gabriela Dedelli, The Honourable Gareth Morley (BC), Christina Wasyliw
- **Moderator:** Jaimie Graham

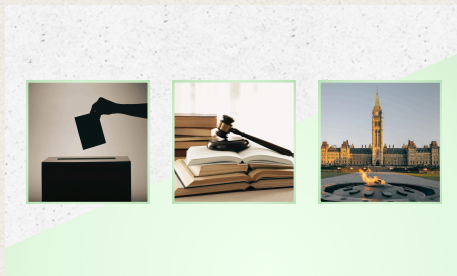


FEBRUARY 3–5, 2025

CONFERENCE ON ADDICTION, MENTAL HEALTH AND THE LAW

Location: Toronto (only in person)

- **Keynote Speaker:** Guy Felicella
- **Co-Chairs:** The Honourable Richard D. Schneider (ON), The Honourable P. Colleen Suche (MB)



SEPTEMBER 23–24, 2025

CONFERENCE: DEMOCRACY, THE RULE OF LAW, AND INDEPENDENCE

Location: Ottawa (only in person)



OCTOBER 29–31, 2025

2025 ANNUAL CONFERENCE: ENVIRONMENT AND THE LAW

Location: Vancouver

CIAJ's 49th Annual Conference on Environment and the Law will critically examine the intersection of environmental crises, legal implications, and human rights. Vital to the discussion will be the issues of climate change refugees, immigration, land rights, and Indigenous people. The conference's inclusive and multidisciplinary approach provides a platform for amplifying the voices of individuals and groups most affected and marginalized by environmental issues. This conference will foster dialogue aimed at understanding and addressing these issues, encouraging participants to contribute to crafting forward-thinking solutions. Together, we will explore the means to shape a legal environment that respects human rights, acknowledges the reality of environmental crises, and work toward a more sustainable and equitable future.

Awards, scholarships and distinctions

President's Award

CIAJ created the President's Award in 2016 to recognize the outstanding contribution of one of its volunteers. Awarded every two years, alternating with the Medal of Justice, this award highlights outstanding commitment and dedication to the Institute's mission. The next recipient will be honoured at the 49th Annual Conference in 2025.



Last Recipient: 2023
The Honourable James W. O'Reilly, Federal Court Judge and CIAJ Past President in 2021.

Research grants

Established in 2009 in honour of the late Justice Charles D. Gonthier, former CIAJ President, the **\$9,000** Fellowship supports work related to the theme of CIAJ's annual conference.

2024 Recipient : To be confirmed

Since its foundation in 1974, CIAJ has been committed to encouraging excellence in the administration of justice and supporting the legal community in every way possible. Each year, the Institute awards a number of prizes and scholarships to recognize and support outstanding contributions to the legal profession.

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.



Last Recipient: 2024
The Medal of Justice was awarded to Ruth Sullivan in recognition of her contributions to legal knowledge, legal education and practice, particularly in the drafting and interpretation of legislation.

Essay Prize

The Christine Huglo–Robertson Dissertation Prize encourages the participation of law students in CIAJ's work and promotes legal research.



2024 Recipient : Marina Bredin
In 2024, this prize, accompanied by a \$1,000 bursary, was awarded to Marina Bredin for her essay entitled "Best Interests of the Parent? Moving Beyond Controversy & Refocusing on

the Children in Parental Alienation". Marina is a JD candidate at the University of Ottawa Faculty of Law. She holds a Bachelor of Arts & Science from McMaster University. She is passionate about a wide range of legal fields including family law, health law, corporate law, and business and human rights. Following her graduation in spring 2025, she will be working in New York City.

Thank you to our entire community!

Thank you to our committee members

In 2023-2024, ICAJ has organized 32 events, including 14 online and 18 in person or in hybrid mode.

Together, these programs represent 65 days of cutting-edge training. These programs brought together 395 speakers and attracted 2,022 participants from diverse legal backgrounds.

Our sincere thanks to the members of our organizing committees for their generous contributions and ongoing support.

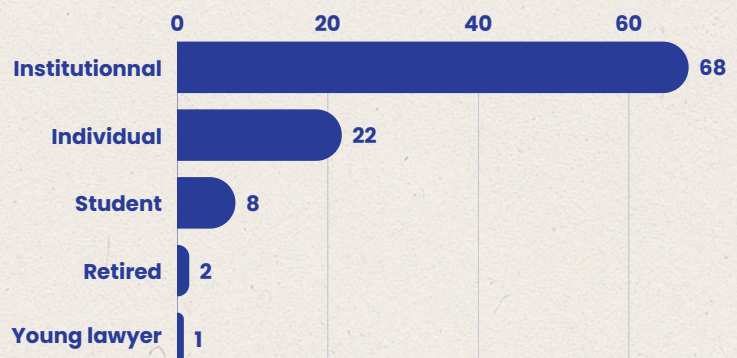
Across Canada, these experts are committed to identifying issues in their respective fields and sharing their expertise, thereby enriching our entire legal community.

Thanks to our 2,600 individual and corporate members

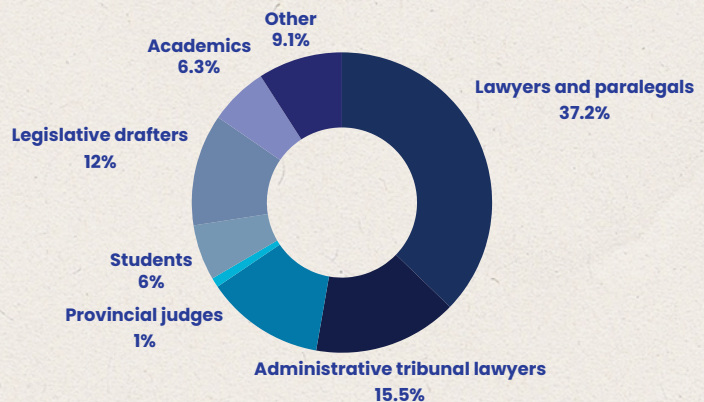
Today, CIAJ brings together more than 2 500 members, including more than 1 890 institutions, from all across Canada. 35 organizations became members during the 2023-2024 period. As of June 30, 2024, CIAJ had more than 420 individual members.

Thank you for taking part in our programs, working with us to find solutions and help us achieve our goals.

MEMBERS BY CATEGORY (%)



MEMBERS BY PROFESSION



| PROVINCE | INDIVIDUAL | INSTITUTIONAL | RETIRED | STUDENT | YOUNG LAWYER |
|---------------------------|------------|---------------|-----------|------------|--------------|
| Alberta | 61 | 127 | 3 | 7 | 2 |
| British Columbia | 52 | 38 | 6 | 12 | 1 |
| Manitoba | 24 | 103 | 1 | 39 | 1 |
| New Brunswick | 15 | 122 | 1 | 4 | 1 |
| Prince Edward Island | 8 | 2 | 0 | 1 | 1 |
| Newfoundland and Labrador | 11 | 0 | 1 | 1 | 0 |
| Nova Scotia | 15 | 139 | 1 | 9 | 1 |
| Ontario | 134 | 757 | 14 | 31 | 6 |
| Quebec | 65 | 156 | 3 | 44 | 4 |
| Saskatchewan | 27 | 13 | 0 | 2 | 0 |
| Yukon | 4 | 29 | 1 | 0 | 0 |
| Northwest Territories | 3 | 7 | 0 | 1 | 0 |
| Nunavut | 5 | 0 | 0 | 0 | 0 |
| International | 3 | 399 | 0 | 0 | 0 |
| TOTAL | 427 | 1892 | 31 | 151 | 17 |

Get Involved

There are many ways to help improve the administration of justice. CIAJ invites you to get actively involved.

Whether by writing for our blog, participating in our podcast, speaking at our events, supporting CIAJ financially, or encouraging a friend or colleague to join our community, every gesture counts.

Don't hesitate to contact us with your innovative ideas and projects – they're always welcome!

Student Section

CIAJ's Student Section brings together students from across Canada, offering valuable tools and opportunities to participate in various projects. It serves as a learning platform,

promotes networking and enables enriching encounters with key players in the Canadian legal community. CIAJ currently has 151 student members.

Last summer, we had the pleasure of welcoming Colin Coon and Qurat Ul Ain.

Encouraging the Next Generation

Thanks to its members, CIAJ continues to support the next generation of ambassadors for justice in Canada.

In 2023–2024, 17 students and young lawyers benefited from a one-year membership offered by generous members or by CIAJ. What a great way to contribute to the enrichment of our community! These contributions have also strengthened several existing programs aimed at the next generation of lawyers.

CIAJ Actors:

Board, Committees and Team

2023–2024

Board of Directors

2023–2024

EXECUTIVE COMMITTEE

- **President:** The Honourable Justice Julie Dutil, Court of Appeal of Quebec (Quebec)
- **First Vice-President:** The Honourable Justice Peter M. Willcock, British Columbia Court of Appeal (Vancouver)
- **Second Vice-President:** Adam O. Letourneau, K.C., Founder and Managing Partner, Letourneau LLP (Lethbridge, AB)
- **Secretary:** Megan Longley, K.C., Executive Director, Dalhousie Legal Aid Service, Schulich School of Law, Dalhousie University (Halifax)
- **Treasurer:** The Honourable Judge Scott Hughes, Court of Québec (Montreal)
- **Past President:** The Honourable Justice P. Colleen Suche, Court of King's Bench of Manitoba (Winnipeg)

MEMBERS:

- Brian A. Blumenthal
- The Honourable Susanne Boucher
- Mélanie Chartier
- Jennifer Cox, K.C.
- Keiran Gibbs
- Jaimie Graham

- Miray Granovsky
- The Honourable Veronica L. Jackson
- The Honourable Lana Krogan
- Doug LePard, O.O.M., M.A.
- Janet McIntyre
- Hong Nguyen
- Mark Spakowski
- The Honourable Eric J. Tolppanen
- Nazrina H. Umarji
- Martine Valois
- Brenda Young
- CIAJ Executive Director: Christine O'Doherty (ex-officio member)

There were two board meetings this year.

Committees of the Board

EXECUTIVE COMMITTEE

The Executive Committee has decision-making authority as delegated by the Board, and is composed exclusively of Board members. It recommends the selection committee for the Justice Medal, and ensures that risk management practices are appropriate. It reviews the Executive Director's performance and makes recommendations concerning her compensation and fundraising strategies. The committee meets nine times a year.

President:

- The Honourable Justice Julie Dutil, president

Members:

- The Honourable Judge Scott Hughes
- Adam O. Letourneau, K.C.
- Megan Longley, K.C.
- The Honourable Justice P. Colleen Suche
- The Honourable Justice Peter M. Willcock
- CIAJ Executive Director: Christine O’Doherty (ex-officio member)

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee monitors the financial situation, presents the annual budget for Board approval, and directs the work of the external auditors. It makes recommendations to the Board and AGM on audit selection, financial investments and fundraising strategies. Every 5 years, it reviews the bids submitted for auditing services and makes a recommendation. This year, the Committee met three times.

President:

- The Honourable Judge Scott Hughes

Membres:

- Brian A. Blumenthal
- Megan Longley, K.C.
- Professor Bradford Morse
- CIAJ Director: The Honourable Julie Dutil (ex-officio member)
- CIAJ Executive Director: Christine O’Doherty (ex-officio member)

EDUCATION AND RESEARCH PLANNING COMMITTEE

The Education and Research Planning Committee examines emerging areas for CIAJ’s legal education planning and makes recommendations. It recommends expertise

in the areas of law covered by education programs, and makes recommendations on education and research and on future annual conference themes on an ongoing basis to identify relevant topics. It also establishes selection criteria for various research and education projects, identifies research priorities and determines the appropriate processes for carrying out research projects. The committee meets once a year.

President:

- The Honourable Justice P. Colleen Suche

Membres:

- The Honourable Susanne Boucher
- Mélanie Chartier
- The Honourable Julie Dutil
- The Honourable Veronica Jackson
- The Honourable Lana Krogan
- Professor Bradford Morse
- Jennifer Cox, K.C.
- Professor Martine Valois
- CIAJ Executive Director: Christine O’Doherty (ex-officio member)

GOVERNANCE COMMITTEE

This committee acts as the nominating committee for members of the Board of Directors and Executive Committee, or for any other position. It leads succession planning for Board, committee and officer positions. The Governance Committee periodically reviews by-laws, Board policies, committee mandates and other management documents, at the request of the Executive Committee, in order to present a solution to the Board for continuous improvement and compliance with desired management practices. It provides ongoing management training for the Board, reviews the mandate and effectiveness of the Board and its

committees, and makes recommendations to the Board where necessary. This year, the Committee met four times to review CIAJ's governance practices and by-laws.

President:

- Miray Granovsky

Members:

- Stephen Bindman
- The Honourable Julie Dutil
- Adam O. Letourneau, K.C.
- The Honourable Peter M. Willcock
- CIAJ Executive Director: Christine O'Doherty (ex-officio member)

COMMUNICATIONS AND MEMBERSHIP COMMITTEE

The Communications and Membership Committee advises the Executive Director on internal and external communications and membership strategies. It promotes CIAJ to the communities it serves and recommends communications and membership plans to the Board of Directors. This year, the committee met three times. The committee was responsible for organizing CIAJ's 50th anniversary activities, with Hong Nugyen in charge.

President:

- The Honourable Judge Eric Tolppanen

Members:

- Stephen Bindman
- Megan Longley, K.C.
- Athanasios Hadjis
- CIAJ Executive Director: Christine O'Doherty (ex-officio member)
- CIAJ Communication Manager: Isabelle Ligot (ex-officio member)

INTERNATIONAL OUTREACH COMMITTEE

The International Outreach Committee advises the Executive Director. It advises on opportunities for international legal projects, examines how CIAJ might become involved in training projects abroad, and recommends partnerships with international organizations. This year, the committee met three times.

President:

- Mark Benton, K.C.

Members:

- Miray Granovsky
- The Honourable Lana Krogan
- Janet McIntyre
- Zulie Sachedina
- The Honourable Peter Willcock
- Hong Nugyen
- CIAJ Director: The Honourable Julie Dutil (ex-officio member)
- CIAJ Executive Director: Christine O'Doherty (ex-officio member)

CIRCLE OF INDIGENOUS PEOPLES

The Circle of indigenous Peoples advises the Executive Director, plans programs related to indigenous issues, and advises CIAJ on the topics and expertise needed to ensure that indigenous issues are included in other CIAJ programs where appropriate. It is made up of members of the Board of Directors and other volunteers, particularly from indigenous communities. This year, the committee met twice. The committee is responsible for planning the Indigenous Justice Symposium.

President:

- Adam O. Letourneau, K.C.

Members:

- Jennifer Cox, K.C.
- The Honourable Tracy Engelking

- Scott Robertson
- Professor Bradford Morse
- CIAJ Director: The Honourable Julie Dutil (ex-officio member)
- CIAJ Executive Director: Christine O’Doherty (ex-officio member)

OTHER COMMITTEES

- Annual Conference Planning Committee
- Mediation Committee
- Joint Program – Mastering the Skill of Judgment Writing
- Joint Program – Dealing Effectively with Judicial Review: Seminar in Administrative Law
- Joint Seminar – New Federally Appointed Judges (Spring and Fall)
- Judgment Writing Seminar
- Legislative Drafting Committee
- Administrative Tribunals Committee
- Administrative Law Program for Judges Only Committee

CIAJ invites you to contribute to its impact!

We’re looking for experts from diverse backgrounds to join our board of directors, program committees or student committee. By collaborating with experts from across the country, we work together to drive change.

Team (2023–2024)

CURRENTLY WORKING

Christine O’Doherty, Executive Director

Christine O’Doherty has been CIAJ’s Executive Director since 2017. 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.

Lise Bujold, Assistant Director

Lise Bujold has enjoyed a long career in association management. She excelled in various management roles, including events, communications and continuing education. She has also supported CEOs as their right-hand person and contributed to the development of strategic and operational plans within Canadian associations. A Certified Association Executive (CAE), Lise is fluently bilingual. She is appreciated for being agile and multidisciplinary. Meaningful friendships, her dogs and the cultural scene contribute to her happiness.

Vicki Gondek, 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.

Mary Plagakis, Project Manager of Multidisciplinary Programs

Mary is the project manager of CIAJ's multidisciplinary programs. As such, she makes 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 Assistant

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. In the future, she would like to move to Canada.

David Lazzam, Articling Student

David recently graduated from the University of Ottawa Common Law program, having previously obtained a master's degree in Political Studies from Queen's University. While in law school, he conducted legal research pertaining to law reform for groups such as the Ottawa-Ecojustice Environmental Law Clinic and the Canadian Association of Refugee Lawyers, and served as the Canadian Bureau Chief of the international legal news site JURIST. In his spare time, David enjoys finding new music, listening to podcasts, and watching his soccer team lose.

Marion Essig, Communication Manager

Marion has a dual background in communication and project management. At CIAJ, she contributes to strategic planning and the creation of diverse content while optimizing communication tools. She holds a Master's degree in Strategic and Digital Communication Management. Outside of work, she is involved in theatrical and improvisational projects, and enjoys spending quality time with friends.



IN POSITION ON JULY 1, 2023

Isabelle Ligot, Communication Manager

Her work at CIAJ included strategic planning, writing and translating various texts, designing brochures and visuals, as well as managing all web and social media content. Isabelle is a graduate of the Conservatoire de musique du Québec à Montréal. A lover of languages, she also holds a certificate in translation and a graduate certificate in legal translation from McGill University.

Nathan Afilalo, Lawyer

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. He has clerked at the Montreal Municipal Court, as well as involved himself in Montreal-based access to justice organizations such as The Mile End Legal Clinic and the Centre for Research-Action and Race Relations. Nathan was a lawyer at CIAJ from 2018 to 2024, where he conducted legal research on our national discussions on key issues, wrote reports and helped develop CIAJ initiatives. He is now a lawyer for the Grand Council of the Crees (Eeyou Istchee) / Cree Nation Government.

Thank You to All Our Partners!

We would like to express our deepest gratitude to our partners, whose support is essential to the realization of our mission.

Thanks to your commitment, we continue to promote excellence and innovation in the justice system. We are proud to count you among our valued allies, and to share our vision of a more just and equitable future for all.

Athabasca University

The National Judicial Institute (NJI)

The Council of Canadian Administrative Tribunals (CCAT)

The Action Committee on Access to Justice in Civil and Family Matters

The University of New Brunswick Legal Innovation Laboratory

The New Brunswick Law Foundation

The Alberta Law Foundation

The Saskatchewan Law Foundation

The Nova Scotia Law Foundation

And all the experts across the country!

**EVERYTHING'S CHANGING ALL THE TIME.
BE A PART OF THAT CHANGE.**

Become a CIAJ partner and help transform the justice system in Canada. Your support helps promote key initiatives, participate in national discussions, and shape the future of justice. Together, we can make a difference.

Join us!

**Develop yourself,
shape a better world
and make a difference.**

Become a CIAJ member and benefit from cutting-edge training and research programs, connect with key players in the system and help improve the Canadian justice system. As a member, you'll also benefit from exclusive advantages such as discounts on every in-person program, free webinars and the accumulation of continuing education (CPE) hours.



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