



CIAJ | ICAJ

Listening • Learning • Leading

Écouter • Apprendre • Inspirer

Canadian Institute for the Administration of Justice

Institut canadien d'administration de la justice



ANNUAL REPORT

2024-2025

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Message from the President

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



A Collective Commitment to Justice and Democracy

Dear Members, Partners and Friends of the Canadian
Institute for the Administration of Justice,

As my term as CIAJ President comes to an end, I feel deep gratitude and immense pride in all that we have accomplished together. True to its mission, CIAJ continues to be a unique forum for dialogue, reflection and education—bringing together people from every corner of the legal and judicial community.

At CIAJ, we create spaces for thoughtful conversation, grounded in respect, intellectual curiosity and a genuine desire to better understand the complex issues shaping our societies. In an increasingly polarized world, this spirit of openness and attentive listening is invaluable. It makes our Institute a true catalyst for change.

**I wish to express my sincere appreciation to everyone
whose work and commitment keep CIAJ vibrant.**

To our small but dedicated team, who work every day with professionalism, creativity and passion—thank you. Your efforts bring the Institute to life and make possible the outstanding quality of our activities across the country.

I also want to thank the many volunteers who so generously give their time and expertise, the members of the Board of Directors and committees, as well as those who chair our programs and guide our initiatives. Thanks to you, CIAJ remains dynamic, engaged and deeply human. Your dedication is the heart of our organization.

In recent years, we have undertaken many meaningful and inspiring projects that reaffirm the essential role of the CIAJ in continuing legal education and professional development within the justice system. Through conferences, seminars and innovative programs, we have continued to support judges, lawyers, academics and others in their pursuit of learning and excellence.

I am particularly excited about the new online training programs to be launched soon.

Among them, a course on sexual violence represents a major step forward. It will provide judges and legal professionals with valuable tools to better understand and respond to these complex and sensitive realities faced by litigants.

We are also developing an advanced writing course for appellate judges—a project that perfectly reflects CIAJ’s mission to promote excellence in the administration of justice through thoughtful reflection, precision and clarity in the expression of law.

Looking ahead, we are preparing several major conferences on maritime law, artificial intelligence and its impact on justice, and—most notably—on democracy, the rule of law and judicial independence.

This last conference will offer an important opportunity for dialogue and reflection, reminding us how democracy, the rule of law and judicial independence are deeply interconnected and vital to the survival of our institutions.

At a time when public trust in the justice system is under strain, these conversations take on special meaning. The CIAJ plays a crucial role in strengthening that trust. By bringing together judges, lawyers, scholars and students, we help make our institutions more transparent and accessible, while deepening the public’s understanding of law as a living instrument—one that serves people and the common good.

I am confident that these initiatives will have a lasting impact—not only advancing knowledge, but also transforming practice and perspective. Education, discussion and collaboration remain the most powerful ways to make the law evolve and align it more closely with contemporary realities.

Although my term as President is ending, I will remain closely involved in the Institute’s projects. CIAJ is a community of ideas and action, and I look forward to continuing to contribute to its growth.

I extend my heartfelt thanks to my colleagues on the Board of Directors and Executive Committee, to the Executive Director, and to all those whose dedication, generosity and collective wisdom have made this mandate both stimulating and rewarding. Together, we are building a strong, relevant Institute—resolutely focused on the future.

Thank you all for your trust, your energy and your continued support.

With deepest appreciation,

The Honourable Julie Dutil

Judge

President

Canadian Institute for the Administration of Justice

Message From the Executive Director

Christine O'Doherty,
Lawyer



Uniting to Preserve Our Democracies

—

Dear members, partners and friends of the Canadian Institute for the Administration of Justice,

As this year comes to a close, we are invited to reflect more than ever on the value of what we so often take for granted: our democratic institutions, the rule of law, respect for fundamental rights, and public confidence in our justice systems. These pillars of our societies are never permanently secured. They require attention, vigilance and ongoing commitment.

Over the years, CIAJ has made it its mission to provide an informed, neutral and inclusive forum for conversation among all those involved in the administration of justice. That mission has taken on renewed meaning today. In a world where polarization deepens, misinformation spreads faster than truth, and institutions are sometimes subject to snap judgments or harsh criticism, we have a collective duty to rebuild bridges of dialogue—to explain better, to communicate complexity rather than reduce it to oversimplified narratives.

What we take for granted can erode quickly. Public trust—so hard to build—can be lost in an instant. This is why we must remain vigilant, not out of fear, but out of awareness of the fragility of our democratic balance.

Throughout the past year, CIAJ has carried out its work with this vigilance in mind, tackling head-on the major issues that shape our societies and influence the administration of justice. Our conferences, seminars and training programs have addressed themes at the heart of contemporary concerns: **environment and democracy, justice and artificial intelligence, access to justice and inclusion.** These issues are not abstract. They are deeply human, as they touch on how we live together, make decisions together, and protect what unites us.

The environment, for instance, is not only a matter of public policy or law—it is a matter of intergenerational justice. How can our institutions adapt to address climate challenges while upholding democratic principles and fundamental rights?

This year's conference on *Environment and the Law* underscores the urgency of reconciling action and deliberation, efficiency and legitimacy. It reminds us that economic development is not an obstacle to ecological transition. By engaging in discussion, explanation and active listening, we can build lasting consensus around fair and shared solutions.

CIAJ has also continued its reflection on the impact of technology—particularly artificial intelligence—on the work of legal professionals, courts and citizens. How can we preserve transparency and accountability in a world increasingly influenced by algorithmic decision-making? How can we ensure that efficiency never comes at the expense of fairness? These questions, which we continue to explore with experts from many fields, highlight the importance of sustained dialogue between law, science and ethics.

We have, to some extent, lost our ability to engage in thoughtful conversation without falling into polarization. Democracy depends on a delicate and productive tension—between freedom and responsibility, between criticism and respect, between innovation and prudence.

We must, and indeed should, think critically. A critical eye is healthy, necessary and vital to the proper functioning of our institutions. But systematic disparagement and the erosion of respect toward institutions and the people who serve them lead us down a dangerous path. They breed disillusionment, undermine trust, and weaken the rule of law.

Each of us—judges, lawyers, academics, public servants, students, engaged citizens—has a role to play as a guardian of this balance. By explaining decisions more clearly, by helping demystify institutions and their roles, by encouraging dialogue and mutual understanding, we strengthen the fabric of democracy. These are often small gestures, but their impact is profound.

I firmly believe that justice is, above all, a collective endeavour. It is not confined to courtrooms—it is built every day, in our conversations, our choices, our actions and the values we pass on.

For this reason, I wish to extend my heartfelt thanks to all those within CIAJ who embody this commitment: our Board of Directors, our members, volunteers, institutional and financial partners, as well as the many speakers and participants who contribute to our activities. Your trust, expertise and passion make CIAJ a unique place—a place where justice can be explored differently, with openness and respect.

Our strength lies in our diversity. The richness of our exchanges comes from the plurality of perspectives, experiences and legal traditions we bring together. In a country like Canada, where legal and linguistic duality lies at the heart of our identity, that diversity is not only a fact—it is a treasure to be nurtured and celebrated.

As we look to the year ahead, I invite us to continue this work of building and safeguarding. Uniting means recognizing that each of us, in our own way, contributes to preserving the foundations of our shared life. Democracy belongs to no one—but it depends on all of us.

As challenges multiply and the world changes rapidly, let us keep in mind our shared responsibility: to protect, through our words and actions, public trust in justice. Let us be builders of understanding, conveyors of meaning, and defenders of nuance.

Only together can we not just preserve our democracies, but help them grow stronger.

With gratitude and commitment,

Christine O'Doherty

Executive Director

Canadian Institute for the Administration of Justice

Who We Are

Imagine a space where concrete solutions emerge to address the complex challenges of our Canadian justice system. This is what the Canadian Institute for the Administration of Justice (CIAJ) is all about.

Founded in 1974, CIAJ's mission is to promote excellence in justice through knowledge, learning and the exchange of ideas.

CIAJ acts as a conduit for change. As a **non-profit and independent organization**, we bring together individuals and institutions from diverse expertise—judges, lawyers, legislative drafters, Indigenous elders, academics, policy-makers, as well as social workers, law enforcement officers, engaged citizens, etc.—to improve the administration of justice across Canada.

Our multidisciplinary approach enables us to **break down silos and mobilize diverse perspectives** across a wide range of sectors, tackling fundamental issues in depth (family law, indigenous justice, criminal law, mental health, etc.). Together, we develop concrete solutions tailored to the real needs of Canadians.

We are much more than event organizers: we are a **driving force for change**. At CIAJ, we build bridges where none existed before, ensuring that the justice system reflects the complexity, diversity, and aspirations of our society.

Our Approach



LISTENING

—
Creating spaces for dialogue to break down silos and build a more just and inclusive justice system.



LEARNING

—
Encourage research, critical thinking and recognition of significant contributions.



LEADING

—
Providing practical tools to shape the future of justice.



DECADES OF EXCELLENCE

CIAJ IN 2025

CIAJ marks more than 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

To promote excellence in justice through knowledge, learning and the exchange of ideas.

COMMUNITY

JUDGES, LAWYERS,
LEGISLATIVE DRAFTERS,
INDIGENOUS ELDERS,
ACADEMICS,
POLICYMAKERS, SOCIAL
WORKERS, LAW
ENFORCEMENT...

Join us and our
members in
shaping the
future of justice.

+2 500



+13 000
Subscribers



Members

PROGRAMS



+2 000

Program participants in judicial and non
judicial activities and conferences



+300

Speakers and
experts



+30

Programs, in person and online
CONFERENCES, SYMPOSIUM, ROUNDTABLES,
SUMMITS, SPECIALIZED SEMINARS,
WEBINARS, CUSTOMIZED TRAINING COURSES...

INDEPENDENT & PAN-CANADIAN



CIAJ is a multidisciplinary, independent,
pan-Canadian, not-for-profit network
across Canada.

IN ALL FAIRNESS

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



57 833

Downloads of
our podcasts.



**#CLAWBIES
2023**

Best Podcast
Award

BLOG



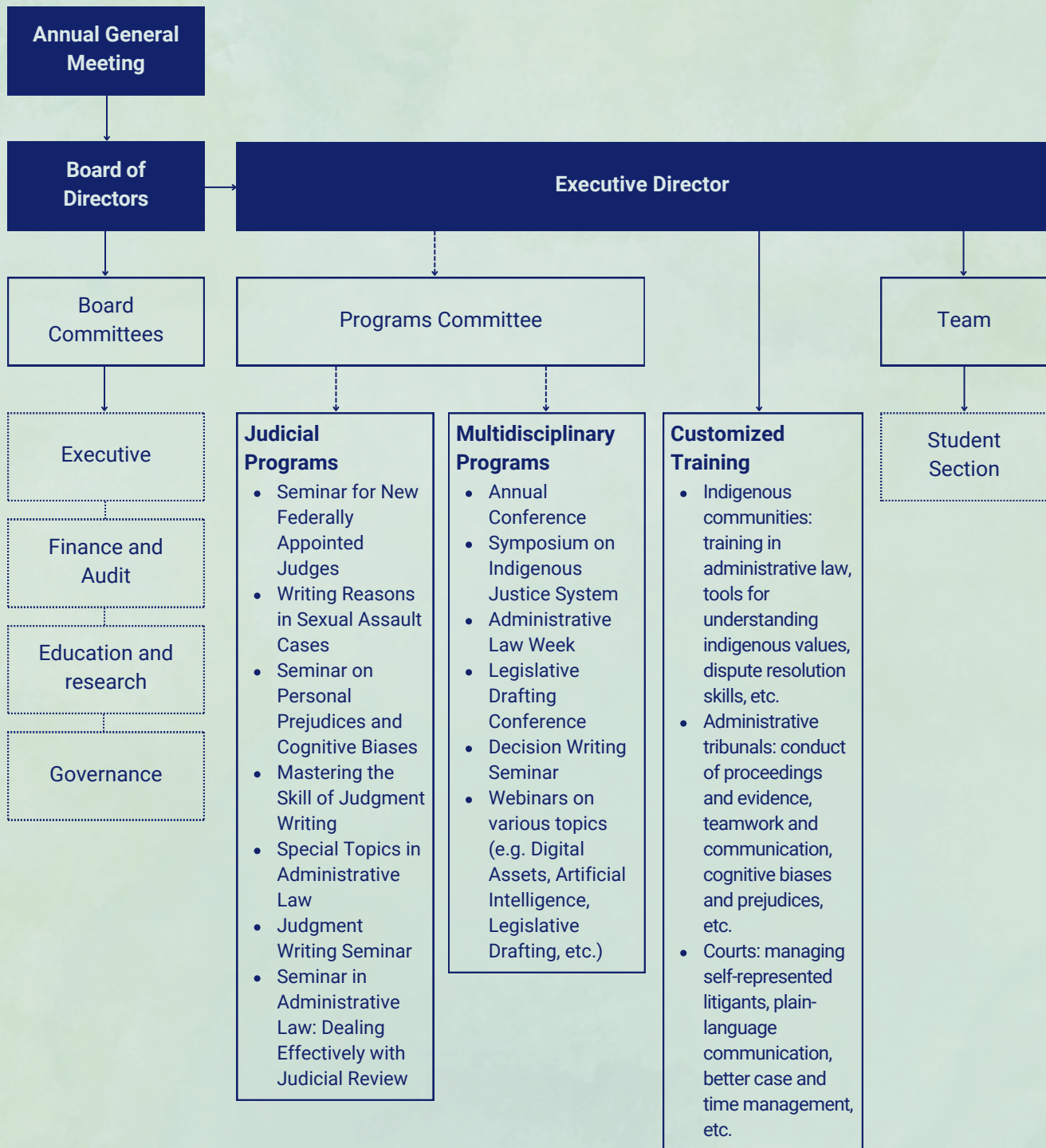
+140

Blog posts and
expert analysis
to contribute
to a more
efficient justice
system.



WWW.CIAJ-ICAJ.CA

Organizational Chart



A Few Highlights of the Year

The 2024–2025 year was one of both continuity and renewal for CIAJ. Building on the momentum of our 50th anniversary, we strengthened our role as a national hub for legal dialogue while exploring new ways to learn, innovate, and inspire. Through our training programs, conferences, and research projects, we pursued our mission to help build a justice system that is more inclusive, accessible, and representative of Canadian society.

Once again, our community—judges, lawyers, academics, policymakers, and partners—demonstrated the richness of the interdisciplinary dialogue that defines and strengthens CIAJ.



CIAJ Blog

In 2024–2025, the CIAJ Blog continued to share relevant and thought-provoking content with the legal community.

Since its creation, 143 articles have been published:

- 20 articles available in English only
- 23 articles available in French only
- 100 bilingual articles translated into the other language

Over the past year, the Blog received **2,777 views**. The most-read articles were:

- In English: *Ontario's New Drug Policy: Impacts on Safe Consumption Sites and Public Health*, by our contributor James Hendry
- In French: *Reflections on the Challenges of Consent and Decision-Making for Gender-Diverse Children and Families*



Podcast Channel "In All Fairness"

CIAJ podcast channel continues to generate strong interest. Between July 1, 2024, and June 30, 2025, the episodes recorded **over 11,000 downloads**, in accordance with IAB standards. During this period, **18 new episodes** were released, from Episode 88 to Episode 105.

Since its launch, the channel has produced **110 episodes—78 in English and 32 in French**—exploring diverse issues related to justice, society, and the role of the courts.

This year, CIAJ also developed several thematic series, including:

- **Dans l'angle mort** and **Sous le feu**, hosted by the Honourable Simon Ruel, Justice of the Quebec Court of Appeal, which address systemic issues and contemporary challenges faced by the judiciary.
- **Left Out in the Cold** and **The Toxic Drug Crisis**, produced by Sarah Rowe, Lawyer and Legal Counsel at CIAJ, which explore pressing social issues.

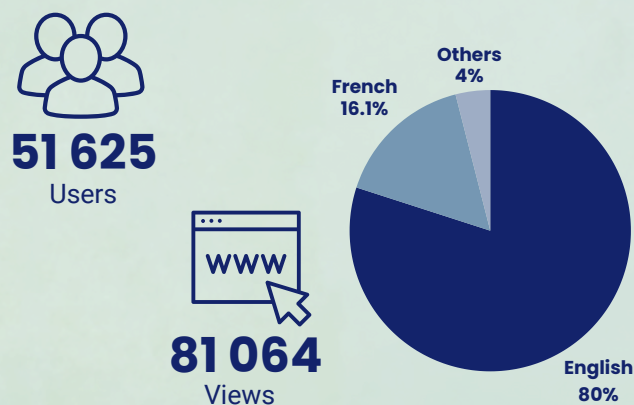
These series and episodes reflect the CIAJ's mission to foster reflection and dialogue on justice in Canada—in both official languages.

Website

In 2024–2025, CIAJ’s website continued to experience steady growth, recording **81,064 visits**, an increase of 5,083 compared to the previous year, and reaching **51,625 unique users** (up by 2,722).

The majority of visitors came from Canada (**70%**) and the United States (12%), reflecting both a strong national presence and a growing international reach.

The site is primarily viewed in English, with **73% of visits coming from desktop computers**, although mobile usage continues to increase, now accounting for nearly 26% of total visits.



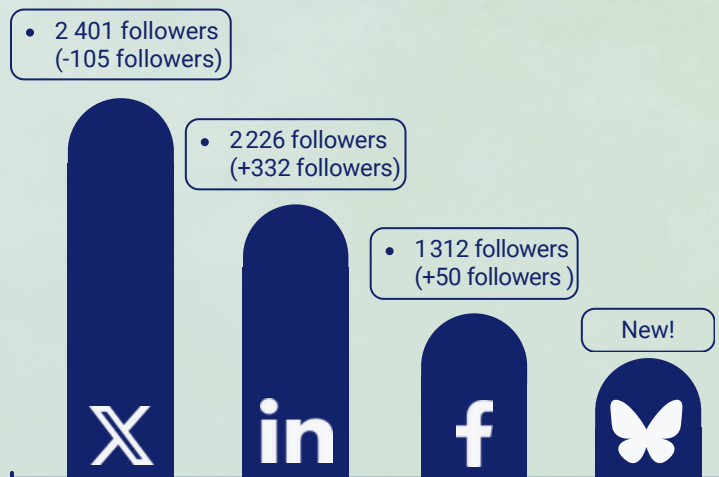
Social Media

CIAJ’s presence on social media continues to grow, helping to promote its events, publications, and podcasts to a wider audience.

On LinkedIn, the community now includes 2,226 followers, an increase of 323 over the past year. Posts generated over 49,000 impressions, 546 reactions, and 61 shares.

On Facebook, the page reached 1,312 followers (+75 in one year), with a reach of 6.7K and 342 interactions during the period.

On X (formerly Twitter), CIAJ has 2,401 followers, while its new presence on **Bluesky** already counts 22 followers.



Newsletters

CIAJ’s newsletter remains a key tool for sharing our initiatives, events, and resources with the legal community across Canada.

Between July 1, 2024, and June 30, 2025, a total of **135 newsletters** were distributed—81 in English and 54 in French—helping to maintain ongoing engagement with our members and partners.

Since the mailing list was created, more than **955,000 messages** have been sent, generating over **423,000 opens**, a clear sign of continued interest in our content and activities.

The newsletter continues to embody CIAJ’s mission: to promote the exchange of ideas, strengthen the legal community, and foster dialogue on the issues shaping justice in Canada.



A look back at the 48th annual conference of CIAJ: Families and the Law

CIAJ held its 48th Annual Conference, *Families and the Law*, from October 9 to 11, 2024, at the Delta Hotels Winnipeg (MB) and online in hybrid format. Chaired by The Honourable Chief Justice Marianne Rivoalen, Court of Appeal for Manitoba, and under the honorary presidency of The Honourable Justice Michelle O'Bonsawin, Supreme Court of Canada, the event brought together a wide range of participants from the judiciary, the legal profession, academia and the community sector. Together, they reflected on the social and legal transformations that are reshaping the concept of family in Canada.

THEMES AND ISSUES

The program explored a wide range of questions, including:

- The ability of the justice system to meet the needs of families and children, and whether courts remain the most appropriate forum.
- The influence of socioeconomic factors, public policy, and access to resources on family law.
- Challenges relating to child protection, Indigenous justice, and high-conflict families, with an emphasis on interdisciplinary and innovative approaches.

PARTICIPATION AND FORMAT

Bilingual (with simultaneous interpretation) and designed for all actors in the justice system, the event enabled participants to fully engage in meaningful discussions.

The hybrid format provided flexibility and helped extend CIAJ's reach across Canada and beyond.



IMPACT AND CONTINUITY

More than a moment for exchange, the conference embodied **CIAJ's commitment to listen, learn and inspire.**

Through its discussions, workshops and panels, it built bridges across disciplines, institutions and perspectives, fostering the co-creation of solutions for a more inclusive and responsive family justice system.

**The Honourable
Michelle O'Bonsawin**



© Supreme Court of Canada
Collection

**The Honourable
Marianne Rivoalen**



© Minister of Justice and the
Attorney General of Canada

This 2024–2025 edition marks an important milestone in CIAJ's mission: advancing family law, deepening reflection on legal practices, and mobilizing a pan-Canadian network of dedicated professionals.

2024–2025 Programs

September 2024



SEPTEMBER 16–18, 2024

LEGISLATIVE DRAFTING CONFERENCE

Ottawa (ON)
& Online
304 participants

- **Guest of Honor:** The Honourable David W. Stratas
- **Co-Chairs:** Charlie Feldman, Lerissa Thaver
- **Planning Committee:** Pam Anderson, Elena Bosi, Mina Connelly, Bhreagh Dabbs, John Mark Keyes, Luc Gagné, Jaimie Graham, Ian Rennie, Jean-Félix Robitaille, Alexandra Schorah, Mark Spakowski, Scott Webber

October 2024



OCTOBER 9–11, 2024

48TH ANNUAL CONFERENCE FAMILIES AND THE LAW

Winnipeg (MB) & Online
79 participants

- **Honorary Chair:** The Honourable Michelle O'Bonsawin
- **Chair:** The Honourable Marianne Rivoalen
- **Co-Chairs:** The Honourable Julie Dutil, The Honourable P. Colleen Suche
- **Planning Committee:** The Honourable Julie Audet, Jennifer Cox, K.C., Patricia M. Hebert, K.C., The Honourable Lana Krogan, Robert Leckey, The Honourable Connie Petersen, The Honourable Robert Proulx, Rollie Thompson, K.C., Maggie Wente, The Honourable James R. Williams, Christine O'Doherty, Mary Plagakis, Lise Bujold, David Lazzam



OCTOBER 20–25, 2024

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

— Joint program with the NJI

Toronto (ON)
94 participants

- **Co-Chairs:** The Honourable Michael F. Brown, The Honourable Daniel Dumais, The Honourable Palbinder Kaur Shergill

November 2024



NOVEMBER 4-6, 2024

INDIGENOUS JUSTICE SYSTEM – A KNOWLEDGE SHARING SYMPOSIUM

Calgary (AB) & Online
203 participants

- **Honorary Chair:** The Honourable Marion Buller
- **Masters of Ceremony:** The Honourable Derek Redman, Clarissa Pearce, K.C.,
- **Planning Committee:** Jennifer Cox, K.C., The Honourable Joanne Durant, The Honourable Julie Dutil, Koren Lightning, K.C., Bradford W. Morse, Scott Robertson, The Honourable Margaret Wiebe, Christine O'Doherty



NOVEMBER 13, 2024

WEBINAR | DEMOCRACY AT A CROSSROADS: CAN WE STILL SAVE IT?

Online
73 participants

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



NOVEMBER 26, 2024

WEBINAR | THE (DIS)CONNECT BETWEEN LEGISLATIVE DRAFTING AND STATUTORY INTERPRETATION: PERSPECTIVES FROM THREE BRANCHES OF GOVERNMENT

Online
180 participants

- **Panelists:** Gabriela Dedelli, The Honourable Gareth Morley, Christina Wasyliv
- **Moderator:** Jaimie Graham

December 2024



DECEMBER 5, 2024

WRITING REASONS IN SEXUAL ASSAULT CASES

Online
56 participants

- **Keynote Speaker:** The Honourable Andromache Karakatsanis
- **Co-Chairs:** The Honourable Susanne Boucher, The Honourable P. Colleen Suche

January 2025



JANUARY 28-30, 2025

SEMINAR IN ADMINISTRATIVE LAW: DEALING EFFECTIVELY WITH JUDICIAL REVIEW

— Joint program with the NJI
Vancouver (BC)
53 participants

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

February 2025



FEBRUARY 3–5, 2025

CONFERENCE ON ADDICTION, MENTAL HEALTH AND THE LAW

Toronto (ON) & Online
127 participants

- **Keynote Speaker:** Guy Felicella
- **Co-Chairs:** The Honourable Richard D. Schneider, The Honourable P. Colleen Suche
- **Planning Committee:** The Honourable Veronica L. Jackson, The Honourable Mélanie Hébert, Doug LePard, O.O.M., Megan Longley, K.C., The Honourable Julie Dutil, The Honourable Brian Puddington, Dr. Demetra Fr. Sorvatzioti, Nazrina Umarji, Christine O'Doherty, Lise Bujold, David Lazzam



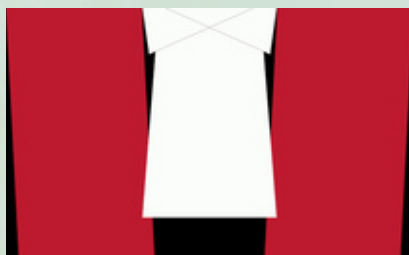
FEBRUARY 27, 2025

SEMINAR ON PERSONAL PREJUDICES AND COGNITIVE BIASES

Online
59 participants

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

September 2025



APRIL 6–11, 2025

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

— Joint program with the NJI
Gatineau (QC)
108 participants

- **Co-Chairs:** The Honourable Daniel Dumais, The Honourable Rita Maxwell, The Honourable Palbinder Kaur Shergill

National Administrative Law Week

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



JUNE 2-3, 2025

DECISION WRITING SEMINAR

— Joint program with the CCAT

Online

40 participants

- **Keynote Speaker:** The Honourable John Norris
- **Speakers & facilitators:** Christine Moisan, Caroline Mandell, Virginia McRae, Craig Patterson

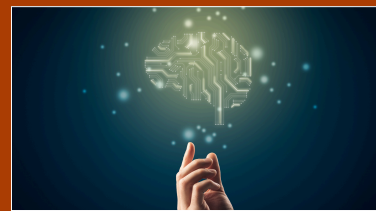


JUNE 5, 2025

CIAJ ROUNDTABLE: ARTIFICIAL INTELLIGENCE AND ADMINISTRATIVE LAW – ISSUES AND PERSPECTIVES FOR ADMINISTRATIVE TRIBUNALS

Ottawa (ON) & Online
54 participants

- **Co-Chair:** Michael Gottheil
- **Speakers:** Martin Felsky, Milé Komlen, Erik Bornmann, James G. Kosa, Daniel J. Escott



JUNE 6, 2025

WEBINAR | ARTIFICIAL INTELLIGENCE AND ACCESS TO JUSTICE: A MIRACLE SOLUTION?

Online

58 participants

- **Speakers:** Erik Bornmann, James G. Kosa, Jennifer Leitch
- **Moderator:** Christine O'Doherty

June 2025



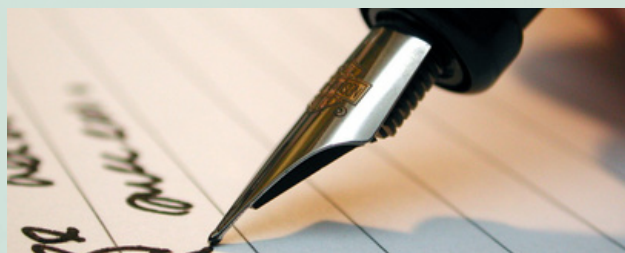
JUNE 17, 2025

WEBINAR | RETHINKING JUDICIAL REVIEW OF REGULATION-MAKING POWERS: AUER AND TRANSALTA

Online

118 participants

- **Speaker:** John Mark Keyes
- **Moderator:** Elena Bosi



JUNE 30 - JULY 3, 2025

JUDGMENT WRITING SEMINAR

Montreal (QC)

62 participants

- **Co-Chairs:** The Honourable Breese Davies, The Honourable Marie-Josée Hogue

Customized Training 2024–2025

In 2024–2025, CIAJ delivered seventeen customized training programs for twelve organizations (including courts, tribunals, and government bodies), reaching over 600 participants in both official languages.

The following organizations took part in one or more tailored training programs with CIAJ over the past year:

- Refugee Appeal Division of the Immigration Review and Appeal Board
- Lawyers from the Alberta Court of Appeal
- Barreau du Québec
- Military Greivance External Review Committee
- Tribunal administratif du Québec
- Nova Scotia Summit
- Canadian Human Rights Tribunal
- Conseil de la magistrature du Québec
- Régie de l'énergie du Québec
- Agence des services frontaliers du Canada
- Justice of the Peace Edmonton
- Yukon Department of Services

Training adapted to the realities of the legal community

CIAJ responds to the specific needs of professionals and organizations across the legal sector through its customized training programs. As a national institution serving all actors within the justice system, CIAJ is uniquely positioned to design targeted programs that address contemporary issues and reflect the realities of each audience.

Our instructors—recognized experts in their respective fields—develop practical, relevant content that integrates directly into participants' daily practice. Whether focusing on Indigenous justice, legal writing, or emerging technology issues, each program is designed to meet real-world challenges. This flexibility also extends to delivery methods, with courses available online or in person according to organizational preferences.

Our pedagogical approach emphasizes hands-on learning, combining theory with practical exercises to ensure that participants acquire skills they can immediately apply in their professional environments.

From public institutions to courts and private legal organizations, CIAJ's programs serve the full spectrum of justice system actors. They cover diverse topics ranging from Indigenous justice to legal technology, professional development, and decision writing. Each training program follows a rigorous process that includes needs assessment, the design of a bilingual curriculum with our pan-Canadian network of experts, and a comprehensive evaluation of outcomes.

”

The best training I've ever attended.

Very practical. Concrete. Excellent team of trainers.

One of the best courses I've taken in my life, and probably the most useful.

This course transformed how I approach writing judgments.

— TESTIMONIALS FROM PARTICIPANTS

2024–2025 List of Programs and Trainings

(FROM JULY 1, 2024, TO JUNE 30, 2025)

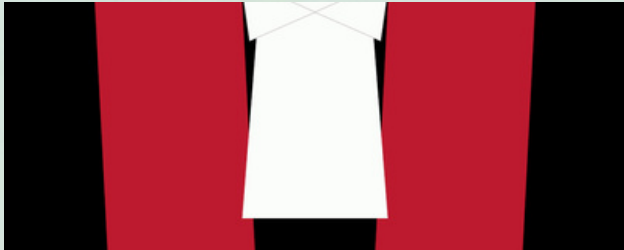
WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
July 4, 2024	Régie de l'énergie du Québec	French	Montreal	50	4
September 16-18, 2024	Legislative Drafting Conference	Bilingual	Ottawa/ Online	304	32
September 18-19, 2024	Justices of the Peace of Edmonton	English	Edmonton	10	1
September 25, 2024 October 2, 2024	Yukon Department of Community Services Employment Standards and Residential Tenancies	English	Online	10	4
October 9-11, 2024	48th Annual Conference: Families and the Law	Bilingual	Winnipeg/ Online	79	29
October 16, 2024	Immigration and Refugee Board of Canada - Refugee Appeal Division	English	Online	25	2
October 20-25, 2024	Seminar for New Federally Appointed Judges	Bilingual	Toronto	94	38
October 22, 2024	Alberta Court of Appeal's Legal Counsels	English	Edmonton	10	1
October 28-30, 2024	Conseil de la magistrature du Québec - Rédaction	French	Estrie	25	8
November 4-6, 2024	Indigenous Justice System – A Knowledge Sharing Symposium	English	Calgary/ Online	203	20
November 13, 2024	Webinar – Democracy at a Crossroads: Can We Still Save It?	Bilingual	Online	73	4
November 26, 2024	Webinar – The (Dis)Connect between Legislative Drafting and Statutory Interpretation: Perspectives from Three Branches of Government	Bilingual	Online	180	3
December 5, 2024	Writing Reasons in Sexual Assault Cases	Bilingual	Online	56	10
January 20-22, 2025	Conseil de la magistrature du Québec - Phénomènes sociaux	French	Venise-en-Québec	25	6
January 28-30, 2025	Seminar in Administrative Law: Dealing Effectively with Judicial Review	Bilingual	Vancouver	53	14
February 3-5, 2025	Conference on Addiction, Mental Health and the Law	English	Toronto/ Online	127	32

WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
February 14, 2025	Barreau du Québec	French	Montreal	17	1
February 18-19, 2025	Canadian Human Rights Tribunal	English	Ottawa	15	2
February 24-26, 2025	Conseil de la magistrature du Québec - Rédaction	French	Estrie	25	8
February 27, 2025	Seminar on Personal Prejudices and Cognitive Biases	Bilingual	Online	59	9
March 17-19, 2025	Conseil de la magistrature du Québec - Phénomènes sociaux	French	Orford	30	7
March 21, 2025	Military Grievances External Review Committee	Bilingual	Online	10	3
March 24-27, 2025	Canada Border Services Agency	Bilingual	Online	200	10
March 31-April 2, 2025	Conseil de la magistrature du Québec - Rédaction	French	Venise-en-Québec	25	6
April 6-11, 2025	Seminar for New Federally Appointed Judges	Bilingual	Gatineau	108	37
April 24-25, 2025	Nova Scotia Summit	English	Halifax	65	10
April 25, 2025	Tribunal administratif du Québec	French	Montreal	80	1
May 15-16, 2025	Tribunal administratif du Québec	French	Montreal	6	3
June 2-3, 2025	National Administrative Law Week Decision Writing Seminar	Bilingual	Online	40	6
June 5, 2025	National Administrative Law Week CIAJ Roundtable - Artificial Intelligence and Administrative Law – Issues and Perspectives for Administrative Tribunals	Bilingual	Ottawa/Online	54	9
June 6, 2025	National Administrative Law Week Webinar - Artificial Intelligence and Access to Justice: A Miracle Solution?	Bilingual	Ottawa/Online	58	3
June 17, 2025	Webinar - Rethinking Judicial Review of Regulation-making Powers: Auer and TransAlta	Bilingual	Online	118	1
June 30 - July 3, 2025	Judgment Writing Seminar	Bilingual	Montreal	62	21
74 DAYS OF TRAINING	33 PROGRAMS	16 BIL 9 FR 8 EN	6 HYBRID 10 VIRTUAL 17 IN- PERSON	2 296 PARTICIPANTS	345 SPEAKERS

Upcoming Programs

2025-2027

Judicial Programs



SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

- Joint program with the NJI

2026 Edition:

April 12-17, 2026 | Montreal (QC)

October 18-23, 2026 | Charlottetown (PE)

2027 Edition:

April 4-9, 2027 | Gatineau (QC)

October 24-29, 2027 | Toronto (ON)

Co-Chairs: The Honourable Daniel Dumais, The Honourable Rita Maxwell, The Honourable Palbinder Kaur Shergill



JUDGMENT WRITING SEMINAR

2026 Edition: June 29 - July 2, 2026 | Montreal (QC)

2028 Edition: June 28 - July 1, 2027 | Montreal (QC)

Co-Chairs: The Honourable Breese Davies, The Honourable Marie-Josée Hogue

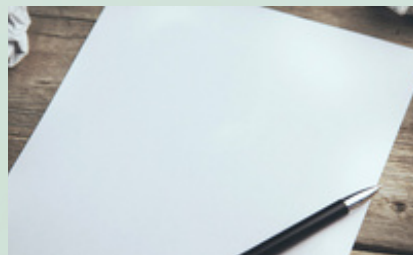


NOVEMBER 27, 2025

DIGITAL ASSETS ENTERING OUR COURTS: BUILDING A FRAMEWORK WITH THE EXPERTS (FOR JUDGES ONLY)

Online

- **Speakers:** Benjamin Bathgate, Michael Fawcett



DECEMBER 4, 2025

WRITING REASONS IN SEXUAL ASSAULT CASES

Online

- **Keynote Speaker:** The Honourable Andromache Karakatsanis
- **Co-Chairs:** The Honourable Susanne Boucher, The Honourable P. Colleen Suche



MARCH 5, 2026

PERSONAL PREJUDICES AND COGNITIVE BIASES

Online

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

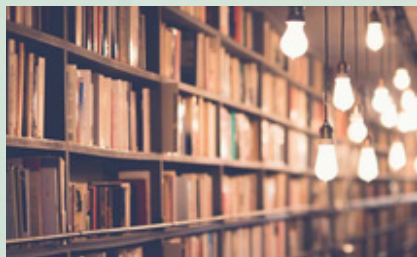


APRIL 19–23, 2026

MASTERING THE SKILL OF JUDGMENT WRITING

– Joint program with the NJI
In Montreal (QC)

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



JUNE 11, 2026

SPECIAL TOPICS IN ADMINISTRATIVE LAW

In Ottawa (ON)

- **Co-Chairs:** The Honourable Karen Horsman, The Honourable Denise Leblanc, The Honourable Christine Pallotta



JANUARY 19–21, 2027

SEMINAR IN ADMINISTRATIVE LAW: DEALING EFFECTIVELY WITH JUDICIAL REVIEW

In Montreal (QC)

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

Multidisciplinary Programs



NOVEMBER 18–20, 2025

CONFERENCE ON DEMOCRACY, THE RULE OF LAW, AND INDEPENDENCE

In Ottawa (ON) & Online

- **Honorary Chair:** The Right Honourable Richard Wagner, P.C., Chief Justice of Canada
- **Keynote speaker:** Jason Stanley
- **Co-Chairs:** The Honourable Peter Willcock, The Honourable Julie Dutil
- **Planning Committee:** The Honourable Clayton J. Conlan, The Honourable Thomas J. Crabtree, Yves Faguy, Keiran Gibbs, Stephanie N. Lockhart, Parand Meysami, Brian Peebles, The Honourable J.C. Marc Richard, The Honourable Karan M. Shaner, The Honourable P. Colleen Suche, Martine Valois, Christine O'Doherty, Vicki Gondek



MARCH 30–31, 2026

ARTIFICIAL INTELLIGENCE AND THE LAW

In Toronto (ON)

- **Planning Committee:** The Honourable Peter Willcock, Karen Eltis, Daniel Escot, Hong Nguyen, The Honourable Peter Lauwers, James Kosa, The Honourable Clément Samson, The Honourable Alan Diner, Christiane Saad, Len Polsky Christine O'Doherty, Lise Bujold, Sara-Ann Savoy, Alyssa Egiziano



SEPTEMBER 9–11, 2026

LEGISLATIVE DRAFTING CONFERENCE

In Ottawa (ON) & Online

Information coming soon.



OCTOBER 27–28, 2026

50TH ANNUAL CONFERENCE

RESTORATIVE JUSTICE

In Ottawa (ON) & Online

Information coming soon.



“

CIAJ is a leader in continuing education, in the exchange of ideas, and in innovation within Canada’s legal community.

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

Awards, Fellowships, & Distinctions

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.

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.



Recipient 2025

The Honourable Justice Georgina Jackson of the Saskatchewan Court of Appeal. She served as CIAJ's President from 2015 to 2017.

Research Fellowship

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.



Recipient 2025

Pascale Cornut St-Pierre, Vice-Dean, Research, Associate Professor of University of Ottawa, Civil Law Section, and member of the Multidisciplinary Observatory on the Future of Private Law. Her research project is entitled: [Sustainable Finance in Canada: A Regulatory Roadmap](#)

Justice Medal

On its tenth anniversary in 1984, CIAJ created the Medal of Justice. Awarded every two years, this distinction recognises the outstanding achievements of an individual who has played a significant role in the administration of justice in Canada.



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

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".

The next Christine Huglo-Robertson Essay Prize will be awarded at the conference on **Artificial Intelligence and the Law**, to be held on March 30 and 31, 2026, in Toronto, ON.

For more information: <https://ciaj-icaj.ca/fr/prix-et-distinctions/prix-dissertation-chr/>

Thank you to our entire community!

Thank you to our committee members

In 2024–2025, CIAJ organized 33 events, including 10 online, 17 in person, and 6 hybrid. Altogether, these programs represented 74 days of advanced legal education.

They brought together 345 speakers and attracted 2,296 participants from across the legal community.

We extend our heartfelt thanks to the members of our organizing committees for their generous contributions and ongoing support.

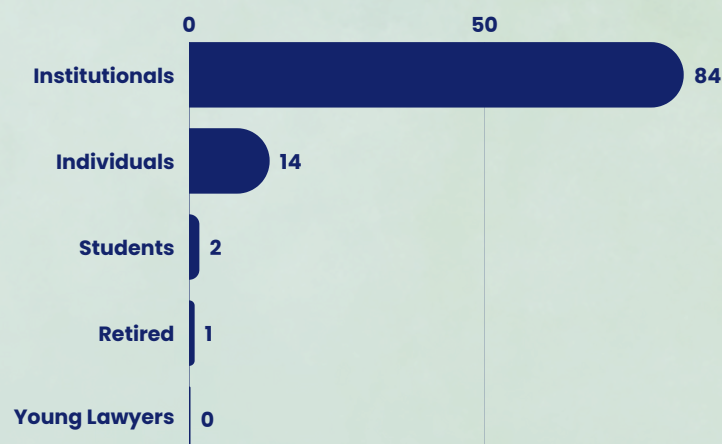
Across Canada, these dedicated experts help identify key issues in their respective fields and share their knowledge, enriching the entire legal community.

Thank you to our 2,575 individual and institutional members

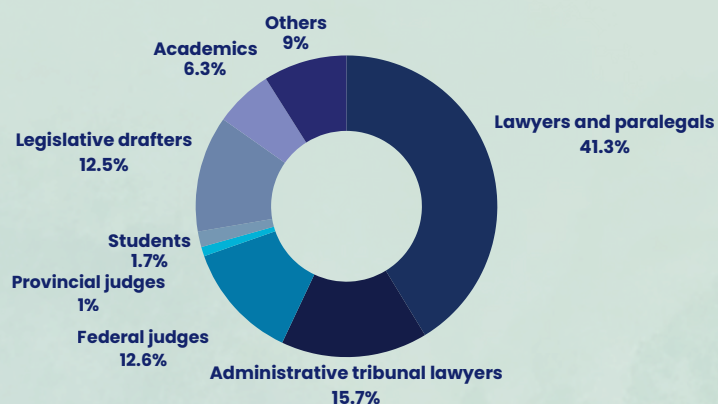
Today, CIAJ has nearly 2,600 members, including more than 39 institutions, from all regions of Canada. Six organisations became members during the 2024-2025 period.

Thank you for participating in our programs, working with us to find solutions and contributing to the achievement of our goals.

MEMBERS BY CATEGORY (%)



MEMBERS BY PROFESSION



PROVINCE	INDIVIDUAL	INSTITUTIONAL	RETIRED	STUDENTS	YOUNG LAWYERS
Alberta	54	114	2	2	2
British Columbia	39	57	4	8	0
Manitoba	21	57	2	1	0
New Brunswick	15	43	0	4	0
Prince Edward Island	4	14	0	0	0
Newfoundland and Labrador	14	0	0	0	0
Nova Scotia	7	175	0	5	0
Ontario	99	1093	11	13	1
Quebec	67	162	4	8	1
Saskatchewan	21	0	0	1	0
Yukon	3	43	0	0	0
Northwest Territories	6	14	0	0	0
Nunavut	0	0	0	1	0
International	0	383	0	0	0
TOTAL	350	2155	23	43	4

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!

The 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.

Last summer, we had the pleasure of welcoming three students: Alyssa Egiziano, Ariane Savard and Anthony Giroux.

Encouraging the Next Generation

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

In 2024-2025, 42 students and young lawyers benefited from membership or participation 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

2024-2025

Board of Directors 2024-2025

EXECUTIVE COMMITTEE

- **President:** The Honourable Justice Julie Dutil, Court of Appeal of Quebec (Quebec, QC)
- **Vice-President:** The Honourable Justice Peter M. Willcock, British Columbia Court of Appeal (Vancouver, BC)
- **Secretary:** Megan Longley, K.C., Executive Director, Dalhousie Legal Aid Service, Schulich School of Law, Dalhousie University (Halifax, NS)
- **Treasurer:** The Honourable Judge Scott Hughes, Court of Québec (Montreal, QC)
- **Past President:** The Honourable Justice P. Colleen Suche, Court of King's Bench of Manitoba (Winnipeg, MB)
- **Member :** Miray Granovsky, Deputy Judge, Small Claims Court; General Counsel, Atlantic Coated Papers (Whitby, ON)
- **Ex-officio member:** Christine O'Doherty, Lawyer, CIAJ's Executive Director (Montreal, QC)

MEMBERS :

- Brian A. Blumenthal (Toronto, ON)
- The Honourable Susanne Boucher (Toronto, ON)
- Mélanie Chartier (Vancouver, BC)
- Jennifer Cox, c.r. (Indian Brook, NS)
- Keiran Gibbs (Montreal, QC)
- Jaimie Graham (Calgary, AB.)
- The Honourable Veronica L. Jackson (Victoria, BC)
- Amélie Lavictoire (Ottawa, ON)
- Doug LePard, O.O.M., M.A. (New Westminster, BC)
- Janet McIntyre (Ottawa, ON)
- Hong Nguyen (Ottawa, ON)

- Ngai Pindell (Vancouver, BC)
- The Honourable Karan Shaner (Edmonton, AB)
- Mark Spakowski (Toronto, ON)
- Nazrina H. Umarji (Edmonton, AB)
- Martine Valois (Montréal, QC)
- Brenda Young (Muncey, ON)

There have been 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 Julie Dutil

Members:

- The Honourable Peter M. Willcock
- Megan Longley, c.r.
- The Honourable Scott Hughes
- The Honourable P. Colleen Suche
- Miray Granovsky

Ex-officio member:

- Christine O'Doherty

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.

Chair:

- The Honourable Judge Scott Hughes (Montreal, QC)

Members:

- Brian A. Blumenthal (Toronto, ON)
- Megan Longley, c.r. (Halifax, NS)
- Albert Yehuda (Montreal, QC)

Ex-officio member:

- The Honourable Justice Julie Dutil, CIAJ's President (Quebec, QC)
- Christine O'Doherty, Lawyer, CIAJ's Executive Director (Montreal, QC)

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.

Chair:

- The Honourable Justice Julie Dutil (Quebec, QC)

Members:

- The Honourable Susanne Boucher (Toronto, ON)
- Mélanie Chartier (Vancouver, BC)
- Jennifer Cox, c.r. (Indian Brook, NS)
- Arghavan Gerami (Ottawa, ON)
- Jaimie Graham (Calgary, AB)
- The Honourable Justice Georgina Jackson (Regina, SK)

- The Honourable Veronica L. Jackson (Victoria, BC)
- The Honourable Justice Lana Krogan (Regina, SK)
- Bradford W. Morse (Kamloops, BC)
- Dean Ngai Pindell (Vancouver, BC)
- The Honourable Justice P. Colleen Suche (Winnipeg, MB)
- Martine Valois (Montreal, QC)

Ex-officio member:

- Christine O'Doherty, Lawyer, CIAJ's Executive Director (Montreal, QC)

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 two times.

Chair:

- Miray Granovsky (Whitby, ON)

Members:

- Stephen Bindman (Ottawa, ON)
- The Honourable Julie Dutil (Quebec, QC)
- Jaimie Graham (Calgary, AB)
- The Honourable Veronica L. Jackson (Victoria, BC)
- The Honourable Peter M. Willcock (Vancouver, BC)

Ex-officio member:

- Christine O'Doherty, Lawyer, CIAJ's Executive Director (Montreal, QC)

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 two times.

Chair:

- Hong Nguyen (Ottawa, ON)

Members:

- Stephen Bindman (Ottawa, ON)
- Megan Longley, c.r. (Halifax, NS),
- Athanasios Hadjis (Ottawa, ON)
- L'honorable Karan Shaner (Edmonton, AB)
- Nazrina H. Umarji (Edmonton, AB)

Ex-officio member:

- Christine O'Doherty, Lawyer, CIAJ's Executive Director (Montreal, QC)
- Marion Essig, CIAJ's Communication Manager (Montreal, QC)
- Mihail Matache, CIAJ Membership Services Coordinator (Montréal, Qc)

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. This year, the committee is being restructured and has not met.

Chair:

- To be confirmed

Members:

- Jennifer Cox, c.r. (Indian Brook, NS.)
- The Honourable Tracy Engelking (Ottawa, ON)
- Scott Robertson (Rama, ON)
- Bradford W. Morse (Kamloops, BC)

Ex-officio member:

- The Honourable Justice Julie Dutil, CIAJ's President (Quebec, QC)
- Christine O'Doherty, Lawyer, CIAJ's Executive Director (Montreal, QC)

Other committees

- Annual Conference Planning Committee
- ADR – Alternative Dispute Resolution 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 are seeking 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 (2024–2025)

CHRISTINE O'DOHERTY **Lawyer & Executive Director**

Christine O'Doherty has been Executive Director of the Canadian Institute for the Administration of Justice (CIAJ) since 2017 and has been a member of the Quebec Bar since 1994. A bilingual lawyer (French and English), she has strong expertise in Indigenous law and administrative law. An experienced manager and effective communicator, she has also played a key role throughout her career in the development and implementation of public and government relations strategies for various high-profile organizations.

A certified trainer and adult education specialist, Ms. O'Doherty has over 8.5 years of experience in continuing legal education at CIAJ. She designs and facilitates specialized workshops, including on judgment and decision writing, tailored to the Canadian judiciary and other legal professionals. She has also contributed to the development of customized programs for courts, aimed at improving writing quality, decision-making effectiveness, and access to justice.

Before joining CIAJ, Ms. O'Doherty taught for 14 years at the Faculty of Pharmacy at the Université de Montréal, where she was responsible for the cross-disciplinary skills program for undergraduate and graduate students. This experience allowed her to build strong expertise in instructional design and the delivery of key competencies.

At CIAJ, she oversees the development and implementation of innovative training programs for the judiciary and the Canadian legal community, incorporating participatory and practice-oriented approaches. Her initiatives focus particularly on contemporary issues related to access to justice and improvements in judicial administration.

Alongside her professional responsibilities, Ms. O'Doherty devotes part of her free time to writing novels.

LISE BUJOLD **Assistant Executive 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.

SARA-ANN SAVOY **Event Planner**

Sara-Ann Savoy is CIAJ's Events and Conferences Coordinator. With over ten years of experience in event planning, she has worked in a variety of settings – corporate, agency, and arts & culture – across the country. She holds a certificate in Public Relations from McGill University and studied Sociology at Concordia University and is known for her thoroughness, versatility, and attention to detail. A music and photography enthusiast, she blends structure and artistic flair in all her work.

MIHAIL MATACHE
Membership Services Coordinator

Trained in marketing and information technology, passionate about artificial intelligence and robotics, Mihai enjoys analyzing data and loves tinkering with automated solutions to save time – and, incidentally, achieve results more quickly. Driven by Kaizen and 5S methodologies, he excels at turning complexity into simplicity while making every process a little more efficient. When he's not optimizing workflows, he enjoys gaining perspective... literally, by admiring breathtaking views from the mountain tops.

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.

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.

SARAH ROWE
Legal Counsel

Sarah is a graduate of University of Ottawa's Common Law program, having previously obtained a Bachelor of Arts from Memorial University of Newfoundland and Labrador. She articulated at Legal Aid NL and is a member of the Law Society of Newfoundland and Labrador. Throughout law school, Sarah worked as a student intern at CIAJ. In her new position as legal counsel, Sarah is responsible for assisting with the development and management of CIAJ projects, including the research and analysis of legislation, court decisions, and government policies. In this role, she also engages with law students and law faculties to ensure relevancy and legal accuracy of CIAJ's educational programs. In her free time, Sarah enjoys volunteering, playing guitar, and supporting local theatre.

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.

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 New Brunswick Law Foundation
The Alberta Law Foundation
The Saskatchewan Law Foundation
The Nova Scotia Law Foundation
Access to Justice & Law Reform Institute of Nova Scotia

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.**

Together, we have the power to influence policy, improve access to justice and build a more equitable system. Join us today to be part of this essential change.

Joining CIAJ means becoming part of a community committed to improving the justice system in Canada.

As a member, you benefit from various financial advantages, resources and networking opportunities with a wide variety of experts.



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CIAJ

Canadian Institute
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of Justice