

Minutes of CSCJA Board Meeting
Saturday, November 16, 2024 - Fairmont The Queen Elizabeth Montreal, QC

In attendance:

Conlan, C.

McMurtry, J. (by video)

Granosik, L.

O'Brien, K.

Lynch, M.

Chappel, D.

Cotnam, G.

Duncan, J.

Kroft, D. (by video)

Farrar, D.

Key, N. (by video)

Lafleur, D.

McKelvey, M.

Pless, A.

Quigg, K. (by video until 11:30 am)

Shaner, K. (by video)

Sheahan, Cillian

Tholl, J. (by video)

Branch, W. (by video for Compensation agenda item)

Lockhart, S. (Executive Director)

Heather MacGregor, Vice President, McMillan

Vantage (Guest, attended for her presentation only)

1. 9:02 am Call to Order - Clayton Conlan, President

Clayton Conlan welcomed everyone in person and online, including three new directors attending their first board meeting:

- David Kroft, Manitoba
- Geneviève Cotnam, Quebec
- Alexander Pless, Quebec

A slight adjustment was made to the agenda to allow Kathleen Quigg to present first.

2. Public Education and Access to Justice Committee Report - Kathleen Quigg

The committee aims to enhance the CSCJA's social media presence, targeting educators, students and new Canadians, on issues of access to justice and education of the public on the role of judges, the justice system and judicial independence.

Focus will be on repurposing existing materials and cautious engagement with platforms such as LinkedIn and potentially Instagram.

- **Motion:** Kathleen Quigg asked the Board to approve a budget of \$17,000 to retain Lynne Yryku, a media consultant, to:
 - Create social media profiles on two platforms;
 - Develop templates and content calendars, mostly repurposing existing content;
 - Outreach to educators, students, and newcomers about the role of judges in Canada.
- **Budget:** \$17,000 for the first year.
- **Discussion:**
 - Nature of content and social engagement: Kathleen Quigg explained that the focus would be on repurposing existing content like videos and teaching aids from the "Try Judging" program. She emphasized a conservative approach to social media engagement, focusing on information dissemination rather than active interaction.
 - The importance was stressed around avoiding content overlap with initiatives by other organizations, like the CBA Judges Section and Quebec Law Day.

- Concerns about long-term costs were addressed, with the understanding that costs in subsequent years would likely decrease.
- The committee confirmed that content would be carefully monitored.
- **Outcome:**
 - The motion was seconded by Lukasz Granosik and passed unanimously.
- **Additional Notes:**
 - Law Day will proceed in April.
 - Committee volunteers from Quebec will prepare a next newsletter on Access to Justice initiatives in that Province.

3. Approval of Minutes - April 2024 - Clayton Conlan

- **Motion:** Deborah Chappel moved to approve the minutes from the Spring 2024 meeting.
- **Outcome:** The motion was seconded by Michael McKelvey and passed unanimously.

4. Committee Composition Updates - Clayton Conlan

- **Motion:** Clayton Conlan moved to approve the updated committee composition lists, attached as **Appendix A** to these minutes, with one change – the addition of Marie-Claude Lalande (QC) - to the Membership Committee.
- **Outcome:** The motion was seconded by Jennifer Duncan and passed unanimously.

5. President's Report - Clayton Conlan

The President provided a verbal report. He expressed gratitude to board members and staff for their contributions. He then provided an overview of his activities since he became President.

- **Meeting with Chief Justice Wagner:** Attended by Clayton Conlan, Vice-President, Janet McMurtry, Chief Justice Wagner, Chief Justice Savard (Quebec), and Chief Justice Joyal (Manitoba).

Topics discussed:

- The President advised that his priorities for the year were compensation and judicial health and wellness.
- CSCJA Court Resourcing survey: Encouraged using survey results in negotiations with governments.
- CJC health and wellness survey: Confirmed that the CJC will proceed with its survey.
- CJC social media guidelines: Discussed the association's input on the guidelines.
- CJC AI guidelines.
- Complaints to CJC: Raised concerns about the increasing trend of complaints alleging bias or discrimination.
- IAJ / ANAO 2025: Canada will host the mid-year meeting of the International Association of Judges (IAJ) ANAO regional group.
- President's expenses: Discussed precedent and consistency regarding the covering expenses related to attending court meetings across Canada.
- PR initiative: Clarified the purpose of the initiative to engage Vantage Communications as a resource for addressing members and media on matters affecting members, not an aggressive, public marketing campaign.
- **Professor Paul Daly's Opinion:** The legal opinion on the constitutional obligation of the provincial courts to adequately fund the resources for federally appointed judges has been provided to the CJC as further support for their negotiations with the provinces.

- **National Working Group on Security for Judges:**

Members: Clayton Conlan (Chair), Chief Justice Paul Crampton (Federal Court), Chief Justice Tracey Clements (PEI), Michèle Monast (former Association President).

Focus: Security at the workplace and home, online threats, and harassment.

Three stages of work:

- Information gathering (completed).
- Information summarizing (target completion: end of 2024).
- Action plan (commencement: early 2025).

Objectives of the final report:

- Identify security threats.
- Outline steps judges can take to protect themselves.
- Develop a security protocol for judges to follow when faced with threats.
- Enhance information sharing between courts and law enforcement.
- Advocate for increased security measures for judges.

- **CJC Health and Wellness Project:** Clayton Conlan was interviewed for the CJC's health and wellness study, as was Deborah Chappel of the Board. They shared that it was very thorough. This is the first stage of qualitative research by the University of Sherbrooke who have been engaged to conduct this research. A written survey to all judges is next.

- **Upcoming Conferences:**

- "Judging in the Digital Age" (Halifax, June 25-27, 2025) This is a joint NJI and CSCJA conference, planned by our Technology Committee. The CSCJA AGM will be held during the conference.
- "Democracy, The Rule of Law, and Independence" (organized by CIAJ) Nov 18-19, 2025

- **Allowances:** (this part of the report was given by Mona Lynch) following discussions with the Commissioner, Mona Lynch provided an update on the status and incidental allowance guidelines for travel, noting increases for breakfast, lunch, and hotel accommodations in larger cities. Concerns were raised about the lack of progress on covering expenses for robes, attire, and parking.

6. *QuadComm / Compensation Committee – Ward Branch (by video)*

- Overview of the Quadrennial Commission Process

Hearing Schedule: Set for February 20-21, 2025, with arguments due December 20, 2024.

Delays: Caused by slow government appointments, a conflict-of-interest challenge, and delays in the order-in-council process.

Timeline: Final decisions expected by late 2025 or early 2026, with any raises applied retroactively.

- **Objective:** Discuss the salary increase request for the upcoming Quadrennial Commission review.
- **Data Points:** Past Commissioners have compared salary to:
- Self-employed lawyers: At a proper age and income level (75th percentile, 80g bottom end cutoff, limited to usual age range)
- DM3 Deputy Ministers plus the midpoint of the available range for bonuses
- Prevailing Economic Conditions

The committee has performed an analysis of income for self-employed lawyers and lawyers who practice through their own corporations as well as the actual bonuses received by DM3s.

When looking at the more senior segment of self-employed lawyers, the income within the law corps and the average of the ACTUAL bonuses paid to DMs, the data supports a request for an increase.

- **Discussion:**
 - Consensus emerged for a more principled approach based on collected data but a formal recommendation from the Compensation Committee was requested before a final decision can be made on the salary increase request.
 - It was confirmed that the proposed increase would be in addition to the expected increase in April.
- **Outcomes:**
 - The Compensation Committee will:
 - Review the draft argument from counsel.
 - Convene another meeting to finalize a specific salary increase recommendation.
 - A special board meeting will be scheduled before December 20 to review the committee's recommendation.
- Ward Branch advised that the IAI increase for 2025 is currently projected to be about 4%.

7. Presentation: Strategic Communications & Report of Findings and Recommendations - Heather MacGregor, Vice President, McMillan Vantage

- **Purpose:** Heather MacGregor presented findings from stakeholder interviews and recommended potential areas of focus for the Association's communications strategy.
- **Key Findings:**
 - Importance of presenting a unified message, particularly regarding compensation and resources during the Quadrennial Commission process.
 - Support for the Association taking a more vocal role on public-facing issues.
 - Need to educate the public on the role of the judiciary and issues faced by judges.
 - Suggested methods: social media, updated website, collaboration with Chief Justices.
 - Importance of carefully crafting messaging and considering risk tolerance.
 - Potential for enhancing member communications, website upgrades, and public opinion polling.
 - Support for indirectly engaging with elected officials and public servants to convey the judiciary's perspective.
- **Recommendations – two separate projects:**
 - Focus on media and member engagement in response to the Quadrennial Commission.
 - Develop a strategy for communicating about the need for increased funding for resources.
- **Proposed Services:**
 - Development of a communications strategy and action plan.
 - Message development and spokesperson training.
 - Ongoing strategic counsel and media monitoring support.
- **Discussion (Ms. MacGregor left the meeting before the Board discussed her presentation):**
 - Concern expressed regarding the timing of the Quadrennial Commission brief filing (December 20) and its potential impact.
 - Clarification requested about the relationship between McMillan Vantage and McMillan LLP regarding information confidentiality. Shared branding and referrals but no shared data or client information.
 - Confirmation that the proposed initiatives would be treated as separate projects, with potential for overlap in due diligence.
- **Outcomes:**
 - The President was not seeking a motion but wanted to get feedback from the board.

- General support for continuing to work with McMillan Vantage to develop a communications strategy.
- Agreement to proceed with the development of a strategy, excluding the monthly monitoring component for the time being.

8. Independence Committee - John Little (by video)

In addition to filing a written report, John Little provided an oral report and sought clarification regarding the committee's mandate concerning Professor Daly's report and the survey results.

Following discussion, there was consensus that Vantage's work over the winter, and the CJC's health and wellness survey, may lead to further initiatives for the Independence Committee.

Clayton Conlan advocated for presenting the resource issue as relevant to judicial independence and urging consideration by either the Quadrennial Commission or provincial governments.

9. Judicial Conduct Review Committee - Jennifer Duncan

Jennifer Duncan provided an oral report.

- **Updates:**
 - Discussion held with Chief Justice Joyal of the Court of King's Bench of Manitoba and Chair of the CJC Judicial Conduct Committee, regarding the committee's recent activities.
 - CJC is taking steps to address the increasing number of complaints alleging discrimination, including:
 - Enforcing a requirement for complaints to be complete, clear, and specific.
 - Amending the complaint form to mandate detailed descriptions.
 - Allowing reviewing members to dismiss prima facie unfounded or frivolous complaints without requiring a response from the judge.
 - Updates on the ongoing judicial conduct matter concerning individual judges.
- **Discussion:**
 - Inquiry about the funding available for legal counsel to respond to complaints at the initial stage. Jennifer Duncan had not received any reports of members utilizing this funding.
 - Concern raised about the lack of clarity regarding the standard of review for re-opening a complaint in the new judicial conduct process.
- **Action Item:** Jennifer Duncan will follow up with Chief Justice Joyal to inquire about the standard of review for re-opening complaints in the new judicial conduct process.

10. Technology Committee – William Goodridge

- A written report was submitted by the new Chair, Bill Goodridge. No further discussion occurred.

11. International Relations Committee – Clayton Conlan

- Clayton Conlan provided an overview of the IAJ mid-year conference in Cape Town, South Africa, highlighting Canada's prominent role and the substantive legal topics discussed.
- Written reports from Lynne Leitch and Graeme Mew regarding the Commonwealth Magistrates' and Judges' Association were included in the meeting materials.

12. Governance Committee - Kate O'Brien

- **Policy Development:**
 - **Motion:** Kate O'Brien moved to approve the "Duties and Role of Board Members" document, attached as **Appendix B**.
 - **Outcome:** The motion was seconded by Geneviève Cotnam and passed unanimously.

- **Board Self-Evaluation:**
 - An anonymous online evaluation form and a self-evaluation PDF will be circulated to board members.
 - Board members were encouraged to complete the evaluation within the next week.
- **Selection Procedure for Board of Directors and Council Members:**
 - Kate O'Brien reminded members about the 2022 bylaw change requiring each region to develop its own selection procedure.
 - She offered assistance to regions seeking guidance.
- **Board Meeting Minutes:**
 - Draft minutes will be circulated to board of directors shortly after the meeting to assist with updating regional members.

Corporate Insurance Needs – Stephanie Lockhart

- **Background:** The Association has historically not had any general liability or Directors and Officers insurance. Quotes were obtained and a legal opinion sought from our Counsel at IMK as to the risks and limits that should be considered. The report was included in the meeting materials.
- **Proposal:** Obtain insurance coverage, including:
 - Directors and Officers insurance.
 - General liability insurance including Errors and Omissions
 - Cyber risk insurance.
- **Budget:** Approximately \$6,500 per year.
- **Motion:** Kate O'Brien moved to approve obtaining the proposed insurance coverage.
- **Outcome:** The motion was seconded by Mona Lynch and passed unanimously.
- **Action Item:** Clarification will be sought regarding the potential for and examples of errors and omissions claims.

13. Membership Services & Wellness Committee

A written report and materials from the committee were included in the meeting package.

- **Discussion:**
 - Clayton Conlan raised concerns about the discontinuation of the Judicom/Judicloud email service for retired members.
 - Proposed solutions:
 - Offer technical support to retired members for migrating email services.
 - Provide an online forum for retired members to communicate.
 - Explore the possibility of maintaining Judicom addresses as aliases.
- **Action Items:**
 - The Membership Services and Wellness Committee and the Retired Judges sub-committee will address the email service discontinuation.
 - Clarification will be sought from FJA regarding the feasibility of maintaining Judicom addresses as aliases.

14. Treasurer's Report

- Lukasz Granosik presented the financial report and draft budget for 2025.
- **2025 Proposed Budget Key Highlights:**

Revenues:

- **Membership Dues:** High retention rate (over 95%) generates revenue, with active members paying \$600 and retired members paying \$50.
- **Investment Income:** Conservatively estimated at \$60,000.
- **Successful Collection:** Retention is aided by directors contacting members who have not paid dues.

Expenses:

- **Quadrennial Commission (QuadComm):** Net expenses estimated at \$84,000 annually after partial reimbursements (approx. 60% of eligible expenses).
- **Conduct Review Reserve:** \$10,000 allocated for potential conduct matters.
- **Public Education & Strategic Communications:** \$22,000 includes \$17,000 for strategic planning initiatives by Vantage.
- **Retired Judges Initiatives:** \$10,000 reserved for potential support, such as a new forum platform.
- **Communications and Web Projects:** \$10,000 for newsletters, forums, and membership communications.
- **Board and AGM Meetings:** \$10,000 for an extra strategic planning day in Toronto; \$40,000 for the Halifax annual meeting.
- **Insurance:** \$6,500 for new policies, including general liability, cyber, and directors' insurance.
- **Staffing and Benefits:** Includes salaries and benefits for staff.
- **Office Savings:** Virtual office initiative eliminated traditional office rental costs.
- **Directory Costs:** Paper directories reduced to \$17,000 due to an opt-out option for members.
- **Translation and Professional Fees:** \$5,000 allocated for translating newsletters and other materials; professional legal opinions also included.
- **Motion:** Lukasz Granosik moved to approve the 2025 budget, attached as **Appendix C**.
- **Outcome:** The motion was seconded by Alexander Pless and passed unanimously.

15. Other Business

- Clayton Conlan acknowledged Deborah Chappel's contributions to the board and wished her well in her retirement.

16. Adjournment

- Clayton Conlan moved to adjourn the meeting at approximately 2:30 pm.

Approved by the Directors on: _____

Signed:



President

Hon. Clayton Conlan

Secretary

Hon. Katherine O'Brien

APPENDIX A – NOV. 2024 BOARD MEETING MINUTES

New committee members in red

COMPENSATION COMMITTEE / COMITÉ SUR LA RÉMUNÉRATION

Chair/Président:	Hon. Justice Ward Branch, BC
Vice-chair/Vice-prés.	Hon. juge Dominique Lafleur, TC
Members/Membres:	Hon. Justice Brian Abrams, ON
	Hon. Justice Thomas E. Cyr, NB
	Hon. Justice James Edmond, MB
	Hon. Justice Alphonsus Faour, NL
	Hon. Justice Bruce Fitzpatrick, ON
	Hon. juge Suzanne Gagné, QC
	Hon. juge Lukasz Granosik, QC
	Hon. Justice Daryl Labach, SK
	Hon. juge Louis Lacoursière, QC
	Hon. juge Roger Lafrenière, FC
	Hon. Justice Mona Lynch, NS
	Hon. Justice Graham Mew, ON
	Hon. Justice John Mitchell, PE
	Hon. juge Michèle Monast, QC
	Hon. Justice Scott Norton, NS
	Hon. Justice Russell Raikes, ON
	Hon. Justice Karan Shaner (North)
	Hon. Justice Palbinder Shergill, BC

GOVERNANCE COMMITTEE / COMITÉ SUR LA GOUVERNANCE

Chair/Présidente:	Hon. Justice Katherine O'Brien, NL
Vice-chair/Vice-prés.:	Hon. Justice Joel Groves, BC
Members/ Membres:	Hon. Justice Ranjan Agarwal, ON
	Hon. Justice Clayton Conlan, ON
	Hon. Justice Denise Leblanc, NB
	Hon. Justice Janet McMurtry, SK
	Hon. Justice Pierre Muise, NS
	Hon. Justice Karan Shaner (North)

INDEPENDENCE OF THE JUDICIARY COMMITTEE / COMITÉ SUR L'INDÉPENDANCE

Chair/Président: Hon. Justice John Little, AB
Members/Membres: Hon. Justice Charles Chang, ON
Hon. Justice Deborah Chappell, ON
Hon. Justice David Farrar, NS
Hon. Juge Lukasz Granosik, QC
Hon. Justice David Kroft, MB
Hon. Justice LeeAnne MacLeod-Archer, NS
Hon. Justice Heather MacNaughton, BC
Hon. Juge Michèle Monast, QC
Hon. Juge Alexander Pless, QC
Hon. Justice Cillian D. Sheahan, NL
Hon. Justice Robert Smith, ON
Hon. Justice Sandra Wilkinson, BC

INTERNATIONAL JUDICIAL RELATIONS COMMITTEE / COMITÉ SUR LES RELATIONS JUDICAIRES INTERNATIONALES

Chair/Président: Hon. Juge Denis Jacques, QC
Members/Membres: Hon. Justice Clayton Conlan, ON
Hon. Justice Thomas E. Cyr, NB
Hon. Juge Julie Dutil, QC
Hon. Justice William Goodridge, NL
Hon. Justice Lynne Leitch, ON –

JUDICIAL CONDUCT REVIEW COMMITTEE / COMITÉ D'EXAMEN DE LA CONDUITE DE LA MAGISTRATURE

Chair/Présidente: Hon. Justice Jennifer Duncan, BC
Members/Membres: Hon. Justice John Bodurtha, NS
Hon. Justice Michelle Crighton, AB
Hon. Juge Jean-François Émond, QC
Hon. Justice David Farrar, NS
Hon. Justice David Kroft, MB
Hon. Justice Mona Lynch, NS
Hon. Justice Gillian Marriott, AB
Hon. Justice Michael McKelvey, ON
Hon. Justice Robert Smith, ON
Hon. Justice Bernard Tremblay, QC

MEMBERSHIP SERVICES & WELLNESS COMMITTEE / COMITÉ DES SERVICES AUX MEMBRES ET DU BIEN-ETRE

Co-Chairs/Co-présidents: Hon. Justice Pierre Muise, NS
Hon. Justice Julie Thorburn, ON

Members/Membres: Hon. Justice Deborah Chappel, ON
Hon. Justice Clayton Conlan, ON
Hon. Justice Michelle Crighton, AB
Hon. Justice James Edmond, MB
Hon. Justice Thomas Heeney, ON
Hon. Justice David Labrenz, AB
Hon. Justice Michael McKelvey, ON
Hon. Justice Janet McMurtry, SK
Hon. Justice John Mitchell, PE
Hon. Justice Kim Nixon, AB
Hon. Justice Cillian D. Sheahan, NL
Hon. Justice Jerome Tholl, SK
Hon. Marie-Claude Lalande, QC

PUBLIC EDUCATION & ACCESS TO JUSTICE COMMITTEE / COMITÉ D'ÉDUCATION PUBLIQUE SUR L'ACCES À LA JUSTICE

Chair/Présidente: Hon. Justice Kathleen Quigg, NB

Members/Membres: Hon. Justice Ranjan Agarwal, ON
Hon. Justice Erika Chozik, ON
Hon. Justice David Farrar, NS
Hon. Juge Lukasz Granosik, QC
Hon. Justice Nancy Key, PE
Hon. Justice David Kroft, MB
Hon. Justice Gillian Marriott, AB
Hon. Justice Janet McMurtry, SK
Hon. Justice Neena Sharma, BC
Hon. Juge Bernard Synnott, QC

TECHNOLOGY COMMITTEE / COMITÉ DE LA TECHNOLOGIE

Chair/Président: Hon. Justice William Goodridge, NL

Vice-chair, Vice-pres. Hon. Justice Herbert Rempel, MB

Members/Membres: **Hon. Justice Geneviève Cotnam, QC**
Hon. Justice Michelle Crighton, AB
Hon. Justice Alan Diner, FCC
Hon. Justice Michael McKelvey, ON
Hon. Justice Katherine O'Brien, NL

Duties and Role of Board Members of the Canadian Superior Courts Judges Association

The Board is responsible for managing or supervising the management of the activities and affairs of the CSCJA in accordance with the *Canada Not-for-profit Corporations Act* and the CSCJA's By-laws

How are Board Members chosen?

CSCJA Members from each region choose their regional Board Member(s) in accordance with democratic procedures adopted by the CSCJA Members from that region.

A Board Member who does not hold an Executive Office, is also a member of Council.

A Board Member holds office for a three-year term and may hold office for a maximum of three terms. A Board Member must remain a CSCJA Member.

What is expected of a Board Member?

Board Members should:

- Understand and uphold the vision and mission of the CSCJA.
- Be familiar with the Board Policy Manual, which includes the Board's by-laws, policies, and strategic plan.
- Be confident that the CSCJA is complying with legal, legislative and regulatory requirements.
- Uphold the duty of loyalty to the CSCJA by acting honestly and in good faith in the best interests of the organization and upholding decisions made by the Board as a whole.
- Oversee the finances of the CSCJA by ensuring optimal resource allocation, understanding and reviewing audited statements, and implementing audit recommendations.
- Oversee and implement risk management for the CSCJA, including by ensuring that insurance needs are met.
- Oversee the employment and contractual engagement of the Executive Director, with attention to legislated employment standards, performance assessment, salary and benefits, and personal and professional development.
- Attend all Board Meetings. Board Members should read the meeting materials circulated in advance and actively participate in discussions and decision making.
- Proactively bring regional issues to the attention of the Board or Executive and, if

- appropriate, propose solutions.
- Follow Board policies and participate in Board efforts to ensure that they are regularly reviewed and updated as appropriate.
 - Together with other Board Members, delegate and oversee the work of CSCJA Committees and their adherence to mandates and terms of reference. The Committees should work efficiently and not duplicate efforts.
 - Join at least one CSCJA Committee or Sub-Committee.
 - Promote the CSCJA and encourage judges within their region to become Members.
 - Disseminate information about the activities and objectives of the CSCJA to Members and prospective Members within their region.
 - When requested by the Board or Executive, collect and provide information or feedback from Members in their region.
 - Communicate with regional Council Member(s) about the activities of the Board and help ensure that they stay current about CSCJA activities and share ideas relevant to the CSCJA's work and its Members' concerns. Board Members are encouraged to ask regional Council Members to assist them with disseminating information to and collecting information from the Members in their region.
 - Attend the CSCJA's Annual General Meeting.
 - Participate in Board self-evaluations.



REVENUES AND SUMMARY

Revenues - 9100	2023 audited	2024 Actuals as of SEPT	2025 Projected Revenue	NOTES
Membership Dues	\$ 631,150	\$ 614,800	\$ 598,500	970 reg @ \$600 + 330 retired @ \$50
Investment income	\$ 71,265	\$ 109,500	\$ 60,000	
Donations				
Judges Day				
Funding (Education Committee)				
Reimbursement Funding (Quad)			\$ -	60% of expenses (AVG reimbursement 65-67%) *see notes 1-4 below
Directory Sponsorship	\$ 5,000	\$ 5,000	\$ 5,000	
Total	\$ 707,415	\$ 729,300	\$ 663,500	

EXPENSES		2024 Actuals as of SEPT Expenses	2025 Projected Expenses	NOTES
Committee				
Quadrennial (Prof. Fees)	\$ 35,045	\$ 113,032	\$ 84,000	1/4 of total net costs for cycle
Compensation (General)				
Conduct Review (Prof. Fees)			\$ 10,000	
Conduct Review (General)				
Public Education and A2J		\$ 4,571	\$ 22,000	Law day + social media campaign
Independence	\$ 20,223	\$ 25,179	\$ 23,000	Strategic comms
Member Services (ret, Ins)			\$ 10,000	New initiatives
Int'l Judicial Relations	\$ 2,614		\$ 10,000	IAJ
Counselling Program			\$ -	
Communications/web projects			\$ 10,000	news and forums
Technology Committee			\$ -	
Governance Committee			\$ -	
Board of Directors (Spring)	\$ 27,884	\$ 20,949	\$ 40,000	incl SI - extra day for strat planning
Annual Meeting	\$ 41,542	\$ 20,758	\$ 45,000	incl pres dinner
Board of Directors (Fall)	\$ 40,394	\$ 2,862	\$ 40,000	incl SI
Members of Council				
Web maintenance	\$ 7,708	\$ 595	\$ 5,000	hosting and domain fees
CMJA Conference	\$ 1,285		\$ 7,500	
President Expense	\$ 19,192	\$ 16,813	\$ 30,000	
Executive Committee			\$ -	
Access to Justice			\$ -	
Total	\$ 195,887	\$ 204,759	\$ 336,500	

Administration

Administration Expense	\$ 14,652	\$ 23,236	\$ 10,500	gen admin, storage and insurance
Audit Fee	\$ 11,300	\$ 11,187	\$ 11,500	
Association Memberships (Database, s	\$ 3,717	\$ 2,815	\$ 5,000	database fees
Credit card and bank charges	\$ 16,244	\$ 10,950	\$ 20,000	85% paid by card
Administation Fees (BSG & other)	\$ 29,820	\$ 25,000	\$ 35,000	bookkeeper, accountant
Contract Service		\$ 650	\$ -	
Staffing and benefits	\$ 131,118	\$ 113,606	\$ 170,000	ED + support - includes pension + benefits
General Office Expense	\$ 4,197	\$ 6,041	\$ 6,000	
Miscellaneous	\$ 1,000		\$ 2,000	
Postage, Courier, Telephone	\$ 10,304	\$ 8,950	\$ 10,000	incl directory postage
Printing & Stationary (incl Directory)	\$ 22,583	\$ 13,065	\$ 17,000	directory
Professional Fees - Legal		\$ 17,250	\$ 35,000	
Rental Expense	\$ 17,571	\$ -	\$ -	new virtual office
Translation	\$ 7,805	\$ 3,220	\$ 5,000	
Travel & ground transportation/parking	\$ 2,115		\$ -	
Total	\$ 272,426	\$ 235,970	\$ 327,000	

OVERALL REVENUE	\$ 707,415	\$ 729,300	\$ 663,500
OVERALL EXPENSES	\$ 468,313	\$ 440,729	\$ 663,500
OVERALL TOTAL	\$ 239,102	\$ 288,571	\$ -

Notes:

1. Restricted Funds not included in the operating budget.

2. 2011 Quadrer \$ 729,376.00 **Approximatley \$81,000 cannot be claimed
Reimbursement: \$ 486,250.00 67%
*Total Cost: \$ 243,126.00

Therefore the total cost is : \$729,376 - \$486,250 = \$243,126 + \$81,000 = \$324,126

3. 2016 Quad C \$ 667,583.00 *Approx amount cannot claim: \$11,532*
Reimbursements \$ 452,743.00 68%
TOTAL COSTS: \$ 214,840.00

4. 2020/21 Qua \$ 986,053.00
Reimbursements \$ 657,368.00
TOTAL COSTS: \$ 328,685.00