

Canadian Criminal Justice Association

President's Annual Report 2025-2026

AGM September 8, 2026

This past year, the Canadian Criminal Justice Association (CCJA) embraced a period of thoughtful reflection, engagement, and action. The volunteer Board of Directors met seven times, including two multi-day, in-person meetings in June and October 2025.

Work this year focused on strengthening Board governance, improving relationships between the CCJA and its affiliates, securing additional funding to support the CCJA's mission, addressing human resource needs, and increasing the association's public profile.

In November 2025, written correspondence was shared with all CCJA members and affiliate presidents to keep them informed of the work underway across the association. To further strengthen our community presence, I also attended the Office of the Correctional Investigator's Ed McIsaac Award Ceremony in December 2025 to promote the CCJA and its mandate.

Human Resources

Following two unexpected Board vacancies during the fiscal year, the Board of Directors held a vote in October 2025 to fill select vacant Executive Committee positions. I subsequently assumed the role of President and have continued to work alongside dedicated Board members who are committed to strengthening the CCJA's work and contributing to more humane, equitable, and effective social, health, and criminal justice systems across Canada.

This reporting period also included concrete steps to support the long-term sustainability of the CCJA's daily operations. Toward the end of the fiscal year, the Board determined that March 31, 2027, would mark the conclusion of Executive Director Irving Kulik's long-standing tenure. On behalf of the Board of Directors, I wish to acknowledge Irving's significant contributions and stewardship of the association throughout his time as Executive Director, and to extend our sincere, best wishes to him.

In preparation for the Executive Director transition, the Board of Directors developed and approved a new organizational structure for the association, as well as drafted and approved a job description and employment contract for the Executive Director position.

CCJA Board Governance

Together, the CCJA's volunteer Board of Directors and Executive Director worked diligently to implement the strategic planning outcomes identified in summer 2024. This included reviewing the existing Board governance structure and approving a more inclusive configuration for the Board; updating Executive position titles and responsibilities; identifying required amendments to the CCJA bylaws and Director Manual; establishing annual key performance indicators and measures; and implementing standardized agenda and minute templates for Board meetings.

To gather member input on the CCJA's future direction, the Board of Directors developed, administered, and analyzed results from a membership survey. Following this analysis, the Board reviewed existing standing and ad-hoc committees to identify current and future needs.

The Board reaffirmed and established the following committees to better support the association in achieving its mission:

- Event Planning and Networking Committee
- Finance Committee

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- Governance and Bylaw Ad-hoc Committee
- Policy Review Committee

At the same time, the Board formally removed references to non-operational committees and created a standardized Terms of Reference template to promote consistency and transparency. Each committee's Terms of Reference will soon be publicly available on the CCJA website.

The Board of Directors also worked with the Executive Director to develop and implement an operational plan for the 2025–2026 fiscal year, focused on four key areas:

1. Transitioning the Justice Report from print to digital
2. Conducting an assessment on the current and future viability of the physical CCJA office space in Ottawa
3. Increasing the CCJA's communications and marketing efforts
4. Improving the relationship between the CCJA and its affiliates

Work with Affiliates

With input and support from the Executive Director, the CCJA Board of Directors developed and analyzed results from an affiliate survey designed to identify opportunities to strengthen support and collaboration between the CCJA and its affiliates. In response to feedback from affiliate presidents, the Board drafted and approved a new standardized affiliate agreement, resulting in the continued annual financial contributions from the CCJA to provincial affiliates engaged in work that advances the mission and values of the national association.

Public Education

The CCJA website now includes additional information about the current Board of Directors. To increase transparency and modernize our online presence, photographs and biographies of each current director have been added to the website.

With the support of our summer student and part-time staff, the CCJA also increased its public profile by creating and sharing a total of 81 social media posts highlighting the association, recognizing days of significance related to justice, and raising awareness of timely social, health, and criminal justice issues. By leveraging Instagram, Facebook, and LinkedIn, we generated approximately 30,000 post views and impressions.

Publications remain a vital part of the CCJA's education and knowledge-sharing mandate. The *Canadian Journal of Criminology and Criminal Justice*, now in its 68th year, continues to serve as a premier scholarly journal in the field. The *Justice Report*, under the editorship of Nancy Wright, celebrated its 41st year and successfully transitioned from print to a digital-only publication, helping the association reduce operational costs while allowing for more timely and flexible content delivery. The *CCJA News & Policy Update*, curated weekly by Howard Bebbington and staff, continues to provide members with timely information on legal and justice matters, as well as upcoming educational activities of interest.

The Policy Review Committee, chaired by Dr. Myles McLellan, continued its important work during this reporting period. In October 2025, the committee submitted a policy proposal titled *Bail Reform: Proposals to Amend the Criminal Code of Canada*. In March 2026, the committee submitted two policy

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briefs: *CCJA Brief on Bill S-205, An Act to amend the Corrections and Conditional Release Act*, and *CCJA Brief on Ontario Bill 75, Keeping Criminals Behind Bars Act, 2025*.

While the organization continued to pursue opportunities to host its next Congress, the Board of Directors decided in June 2026 to postpone the gathering to ensure that the 40th Congress fully reflects the Board's vision for large-scale, in-person public education events. Notwithstanding this decision, and in keeping with our commitment to public education, the CCJA is supporting the Faculty of Law at Université Laval, the Centre for Applied and Interdisciplinary Research on Intimate, Family and Structural Violence (RAIV), and the Violence–Justice (Vi-J) research team in October 2026 with their fifth Biennial Conference on Criminal Law, *Rethinking and Defining Violence in the Criminal Justice System*. At the same time, we are working with Correctional Service Canada to plan a joint conference focused on older people in conflict with the law.

Partnerships, Grants, and Funding

The CCJA has maintained financial stability under the leadership of long-time Executive Director Irving Kulik. As a Board, we remain focused on growth and sustainability. Our sustaining grant from Public Safety Canada continues to be a primary funding source, and we are grateful for this ongoing support.

This year, the CCJA also entered into an agreement with the Mental Health Commission of Canada to receive funding in fiscal year 2026–2027 to support the release of its report, *Finding New Pathways: An Action Plan for Criminal Justice and Mental Health in Canada*. We look forward to this new collaboration and hope to continue strengthening our relationship with the Commission.

On the Horizon

Looking ahead, our priorities include recruiting and onboarding a new Executive Director, planning a successful 40th Congress, developing a five-year strategic plan for the association, expanding the CCJA's reach, and pursuing new partnerships and funding opportunities.

With the continued support of our members and our dedicated Board of Directors, I am confident that the CCJA will continue to play a meaningful role in advancing humane, equitable, and effective criminal justice systems throughout Canada.

Sincerely,

Andrea Monteiro
President
Canadian Criminal Justice Association