



Council of Canadian Administrative Tribunals
Conseil des tribunaux administratifs canadiens

Strategic planning 2020



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Background

CCAT last undertook a comprehensive strategic planning session in October 2015 that set out its direction and vision, including key deliverables, over a two to five year horizon.

The CCAT Executive Committee (EC) recently met over a two-day period in April and May to review where CCAT is today and map out where it could be over the next three-year period.

Prior to the EC strategic planning sessions, the CCAT Chair circulated a framework document that was used as the basis for discussion. The framework addressed the following key points:

- Where is CCAT now?
- Where do we want to go?
- How do we get there?

As part of this exercise, the EC reviewed CCAT's current mission statement and vision, its membership, its current value proposition, as well as its methods of communication and relative success at retaining members. In analysing both the internal and external factors impacting CCAT's ability to reach its objectives, we looked at what we do well, and what differentiates us from competitors. The EC also looked at where CCAT needs to improve with a view to strengthening its internal operations and focusing our efforts on those activities that add the most value for our members. Finally, we conducted an environmental scan, looking at the external factors that impact our work and that are opportunities for growth or development, as well as those factors that are possible obstacles to our mission and strategic objectives.

What is apparent is that CCAT is largely associated with its annual national symposium which has been a success for CCAT on many fronts. Beyond the quality of the event and speakers, the Symposium is a boost to membership numbers and revenue each year. It also brings together members from across Canada to connect and network at the only national and bilingual event for administrative justice of its kind.

In light of the COVID-19 health crisis and the uncertainty that the future brings with respect to in-person gatherings, particularly large ones involving cross-country travel, the EC felt this



was an opportune time to review CCAT's activities and work and to see what else it can do and be for its Members going forward.

Process

The EC sent a draft of the proposed Strategic plan to the Board for their review prior to the Board meeting in June 2020. Directors had the opportunity to provide written comments. At the Board meeting, some Directors expressed interest in discussing the draft plan and in making comments to be shared with the rest of the group. Four Directors made comments which were shared with the full Board. Two Directors participated in the scheduled meeting in July 2020. The plan incorporates specific comments and concrete proposals for changes proposed by the Directors who sent in comments.

The attached includes a revised Vision Statement (where CCAT wants to be in the future) and Mission Statement (what CCAT wants to do now), as well as three Strategic Goals for CCAT to focus on in the coming years.

Below each of the three Strategic Goals we have identified a few objectives or measurable steps that CCAT could take to achieve these goals. We have also listed a preliminary outline of proposed activities or tactics that CCAT could adopt in pursuing the objectives associated with the strategy.



Where is CCAT now?

i. Membership Demographics

BY MEMBERSHIP CATEGORY		
Corporate (3)		
ATSSC	95	
City of Calgary	17	
Tribunal administratif du travail (TAT)	150	
Subtotal		262
Group (6)		
Alberta Energy Regulator	18	
Canada Transportation Agency	24	
Government of Alberta	29	
Immigration and Refugee Board of Canada	17	
Law Society of New Brunswick	10	
Veterans Review Board	12	
Subtotal		101
Individuals		123
Total CCAT Members		486

INDIVIDUAL MEMBERS BY PROVINCE	
British Columbia	15
Alberta	11
Saskatchewan	4
Manitoba	9
Ontario	45
Quebec	10
New Brunswick	15
Nova Scotia	9
Prince Edward Island	3
Newfoundland & Labrador	1
Nunavut	1
Total Members	123

Individual Member Renewal 2020	
Renewed	123
Lapsed	93

Where is CCAT now?



262 Corporate members

101 Group Members

123 Individual members

= **486 total Members**

Overall, CCAT is heavily reliant on a few large corporate memberships.

Individual membership numbers remain very low, particularly as a proportion of the number of adjudicators and regulators across Canada.

The retention numbers and timing of renewals also suggests that memberships are renewed largely to procure the discounted rate for the symposium, currently CCAT's main event.



CCAT's existing Vision and Mission Statements are listed on CCAT's current website.

CCAT's current Vision Statement is as follows:

The Council of Canadian Administrative Tribunals is a national organization dedicated to promoting excellence in administrative justice.

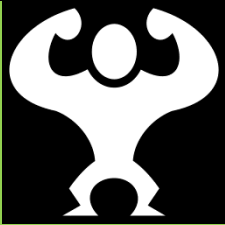
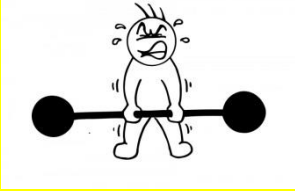


CCAT's Current Mission Statement is as follows:

The Council of Canadian Administrative Tribunals provides a forum and acts as a catalyst for discussion, education, research, and policy development in the field of administrative justice.

As mentioned above, the EC conducted an analysis of both CCAT's internal strengths and weaknesses, and external opportunities and threats that can and will have an impact on CCAT's work. These are set out in the chart below.



ii. SWOT Analysis and Discussion

	Helpful to achieving objectives	Harmful to achieving objectives
Internal	 <p>STRENGTHS</p> <ul style="list-style-type: none"> • National in scope / multi-jurisdictional • Bilingual • Positive reputation/brand • Symposium • Depth of experience and knowledge among members • Neutral – non-political (not beholden to any particular structure) • Diversity - not aimed at a particular segment/group (adjudicators but also counsel, administrators, staff) • Collaborative – good at partnering with other organizations • Solid financial position 	 <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Communication (website, social media) • Recruitment – new/younger adjudicators • Little data to guide target recruitment and planning of activities • Too dispersed in focus • Not ‘top of mind’ in the administrative justice community • Roles not clearly defined – Board expectations, committees • Committees- large and difficult to keep engaged • Burnout – small number of people doing the lion’s share of the work • Little measurement or evaluation of initiatives • Succession planning for CCAT leadership • Record-keeping
External	 <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Large untapped market for individual and institutional members • Online training • More assertive “voice” – “Voice of Tribunals” on public policy issues • Expanded networking opportunities • Merger with other organizations • Possible local/Regional focus • New funding opportunities • New opportunities to provide resources to members, “value-add” of CCAT 	 <p>THREATS</p> <ul style="list-style-type: none"> • Travel restrictions • Tenures • Budgets • Overlap with competitors in provinces/territories • Culture and uncertainty post-COVID-19 • Relevance



1. Where do we want to be?

The following key points were raised:

CCAT must focus on its **value to members** and on activities that have the most impact, particularly given that it is a volunteer-based organization where CCAT Board members and volunteers have many competing priorities and often high turnover within tribunals and agencies.

CCAT should continue to **build awareness** of its value proposition, that is, what it can offer members. CCAT also wants to be the recognized **voice of the administrative justice community** in Canada and known for its ability to **bring together diverse communities** in our field across the country. To that end, CCAT should focus on **doing a few things** exceptionally **well**, namely training, speaking out on issues of importance to the administrative justice community (as for example the intervention in *Vavilov*), and networking. In these pursuits, **CCAT must fill gaps** rather than competing with other membership-based organisations such as SOAR, BCCAT or CJAQ. **CCAT can complement** what non-national organisations cannot offer and in some cases, **collaborate** or work together to deliver a service to its members and to the administrative justice community as it has done and continues to do with CJAQ, BCCAT and CIAJ.

How do we get there?

The EC proposes the following revised CCAT Vision and Mission Statements:

Vision Statement

CCAT connects and supports the administrative justice community in delivering fair, accessible and efficient justice across Canada.

Mission Statement

CCAT provides a forum for education and networking and serves as the national voice for the administrative justice community.



The EC proposes the following Strategic Goals in pursuit of its Mission and Vision:

Strategic Goals

1. Provide high-quality, in-person and online training for a national audience in the administrative justice community.
2. Facilitate interaction and sharing among members of the administrative justice community.
3. Raise awareness and speak out on important administrative justice issues.

Achieving CCAT's Strategic Goals

Discussion focused on defining each of the strategic goals and developing action plans, including specific objectives, activities, and benchmarks to measure the effectiveness of the plan, over the next 2-3 years.

Strategic Goal #1: Provide high-quality, in-person and online training for a national audience in the administrative justice community.

Objectives:

- Provide affordable, accessible, relevant, high-quality training (online and in-person) on a national level that is not provided to the administrative justice community elsewhere.
- Make innovative use of technological tools to offer virtual training and webinars on topical and relevant issues.

Activities:

- Develop surveys for courses around standards of affordability, accessibility and whether the offering fills a gap (what's missing?); track feedback. (NOTE: Accessibility could be defined as cost, geographic, accessible to persons with disabilities).
- Proactive survey to assess gaps in training needs to send to broader mailing list and membership base
- Monitor, track and report on survey results to update and improve online courses as needed
- Update existing virtual course offerings
- Develop French version of decision-writing and online adjudication courses



- Develop webinar and other online training series on topics of interest to the admin law community, including virtual networking opportunities (consider paid versus free)
- Post a clear, complete training schedule on the CCAT website.
- Make selected Symposium material publicly available on the CCAT website. (NOTE: All material would be made available to Symposium delegates for a period of time prior to release to the general public.)
- Develop a communications plan to promote training
- Post recordings of selected Symposium sessions.
- Send monthly marketing email promoting upcoming courses and webinars

Measuring Outcomes:

- Number of participants registered for training programs, Symposium and virtual training.
- Number of memberships and number of memberships renewed (as training tied to membership)
- Number of evaluations completed by participants.
- Qualitative feedback provided by participants.

Strategic Goal #2: Facilitate interaction and sharing among members of the administrative justice community.

Objectives:

- Expand and sustain CCAT's reach to a more diverse membership that is representative of jurisdictions across Canada and the scope of tribunals' areas of work
- Facilitate engagement and communications among tribunals and members.
- Act as a national information-sharing facilitator by providing opportunities for members to connect by various means (virtual/in-person/online training initiatives, website, social media channels, newsletters/publications and social events).
- Act as a clearing-house of information/material/best practices for the administrative justice community in Canada.

Activities:

- Review existing membership lists and lists of all Tribunals, agencies or boards to feed into membership and outreach efforts and membership marketing campaign and make recommendations on gaps and areas of opportunity



- Offer online and in-person training, including spontaneous responsive webinars to address specific issues (e.g., another “trilogy”, Admin Law Update, Tribunals’ virtual experiences, lessons learned when Tribunals issue major decisions).
- Introduce a “brown bag” webinar series.
- Update the CCAT website as a tool to better engage members and increase CCAT reach, e.g., a private member-only “chat room” on the website.
- Create a data base of expert speakers in administrative justice across Canada
- Organize “5 à 7” events or networking opportunities virtually
- Enhance postings to the CCAT Job Board
- Develop curated inventory of tribunal policy instruments of broad interest to the administrative justice community to supporting sharing of best practices (examples: codes of conduct, member complaint and appraisal processes, application of the open court principle, policies on reasons review, scope of deliberative secrecy)

Measuring Outcomes:

- Increased membership
- Improved retention rate
- More representative membership (more tribunals, more balanced regional/linguistic representation)
- Number of delegates registering for CCAT training offerings.
- Number of members engaging with each other through the various CCAT communications tools and social events (followers to CCAT’s social media channels, website analytics and “chat room” engagement).

Strategic Goal #3: Raise awareness and speak out on important administrative justice issues.

Objectives

- Carry out and support research and policy development on issues having an impact on administrative justice, tribunals, tribunal appointees, its members, and the public;
- Propose initiatives and make representations on matters of legislative and policy reforms having an impact on administrative justice, tribunals, tribunal appointees and staff, and the public;
- Work with CCAT members, organizations, task forces and governments to develop and promote administrative justice.
- Increase awareness of CCAT as the voice of the administrative justice community in Canada.



Activities:

- Develop a communications plan, including the website, e-mail, social media channels as tools to raise awareness of CCAT as the voice of the administrative justice community in Canada.
- Develop policy statements, op-ed pieces on key matters/issues within the domain of administrative justice.
- Interventions before the Courts, Standing Committees, Senate Committees, COVID-19 Task Force as the voice of the administrative justice community in Canada on matters of importance.

Measuring Outcomes:

- Invitations extended to CCAT to participate in legislative/regulatory/organisational review or Court proceedings.
- Increased CCAT presence (number of publications, participation in initiatives)
- An increase in member recruitment and retention.