

SOAR'S 37TH ANNUAL CONFERENCE

Food for Thought: Administrative Justice on the Menu



Thursday November 13, 2025
9:00 AM - 4:30 PM EST

Chelsea Hotel
33 Gerrard Street West, Toronto
416-623-7454
www.soar.on.ca
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Society of Ontario Adjudicators and Regulators

NOVEMBER 13, 2025

SOAR'S 37TH ANNUAL CONFERENCE

Food for Thought:

ADMINISTRATIVE
JUSTICE ON THE MENU

WELCOME 9:00AM - 9:15AM

Mountbatten Salon

Welcome and Land Acknowledgment from the 2025 SOAR CONFERENCE CO-CHAIRS

ERIC BRUCE Deputy Registrar/Director, Registration & Professional Conduct, College of Dental Hygienists Ontario

GENEVIEVE PLUMMER Manager, Hearings, Ontario College of Pharmacists



OPENING PLENARY 9:15AM - 10:45AM

Mountbatten Salon

Breakfast is Served: Who's Buying?

Let us whet your appetite with something spicy and provocative. A sampling of integrity-related appetizers to stir your moral compass and get your digestive juices flowing. Hear from a panel of ethics experts and governance leaders who will explore the ingredients for honesty to one's boss, one's institution, and one's own gut. Dig into the realities of accountability, candour, whistleblowing and authenticity. An interactive conference opener to set the table for a smorgasbord of adjudicative and regulatory menu items.

Eligible for 1 hour and 15 minutes of Professionalism Hours with the Law Society of Ontario

SPEAKER | PAUL MULDOON Integrity Commissioner, Office of the Integrity Commissioner

SPEAKER | SUZANNE CRAIG Integrity Commissioner, City of Vaughan

SPEAKER | DAN ABRAHAMS Vice President, Policy & Governance & Chief Legal Officer, Professional Engineers Ontario

MODERATOR | GRACE KNAKOWSKI Corporate Secretary & Vice President, Governance & Tribunal Secretariat, Ontario Securities Commission



MORNING BREAK 10:45AM - 11:05AM



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MORNING CONCURRENT WORKSHOPS 11:05AM - 12:20PM



WORKSHOP 1

Room Name

Admin Law Blast 2025 - Courtly Cuisine

Feast on the insights from a dynamic and digestible discussion of recent rulings from appellate courts. Our panel of seasoned legal minds will offer their take on a buffet of hearty judicial dishes, analyzing their legal reasoning and what lessons they offer. Our review of recent administrative gastronomy is sure to satisfy the most discerning legal palate!

SPEAKER | MANNU CHOWDURY Lawyer, Paliere Roland LLP

SPEAKER | THE HONOURABLE JUSTICE ANGUS GRANT Federal Court of Canada

MODERATOR | GENEVIEVE PLUMMER Manager, Hearings, Ontario College of Pharmacists

WORKSHOP 2

Room Name

The Secret Sauce to Feeling Good and Creating Positivity

In this age of uncertainty and distraction, discover the recipe for feeling good, staying focused and maintaining an open, curious and positive attentional state. Like a top chef, learn to sift through constant e-mails, texts, social media, global issues, and the “shoulds” of work pressures and family obligations to distill the nectar of joy, vitality and energy. This session will introduce the “Feel Good” attentional technique as an opportunity to feel good in your body and learn how to notice and create positivity in your life. You will learn to sense and create subtle positive states and experience increased gratitude and wellbeing. The session will simmer with issues of professional responsibility, ethics, practice management and equality, diversity and inclusion and serve up the importance of maintaining an open, curious and positive attentional state when interacting with staff, colleagues, clients, lawyers and decision-makers.

Eligible for 1 hour and 15 minutes of Professionalism Hours with the Law Society of Ontario

SPEAKER | PAULA VITAL BCL LLB Mindfulness Coach and Yoga Therapist

MODERATOR | CAROLYN GORA Director, Professional Conduct, College of Nurses Ontario



LUNCH (ACTUAL) 12:20PM - 1:20PM



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AFTERNOON CONCURRENT WORKSHOPS 1:20PM - 2:35PM



WORKSHOP 3

Room Name

Tribunal Law Blast 2025 - Tribunal Tasting Menu

Sample the new pairing to our popular Admin Law Blast for a delectable second course of case law, exploring recent trends and tastes in tribunal fare. Our panelists will present a varied menu of cases from across the tribunal culinary world, infusing their discussion with savoury insights and piquantly practical takeaways for the adjudicative gourmand.



SPEAKER | AHMAD MOZAFFARI Lawyer, Steinecke, Maciura, Leblanc

SPEAKER | DAVID WRIGHT Chair Ontario Physicians and Surgeons Discipline Tribunal

SPEAKER | MATTHEW PEACHEY Counsel, Tribunals Ontario

MODERATOR | ERIC BRUCE Deputy Registrar/Director, Registration & Professional Conduct, College of Dental Hygienists Ontario

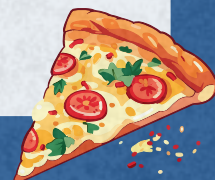
WORKSHOP 4

Room Name

A Seat at The Table: An Access to Justice Index for Self Presented Parties

Access to justice (A2J) for self-represented parties who appear before tribunals requires a lot of core ingredients to meet their distinct needs. Tribunals should consider the impact on self-represented parties when setting their table, from designing user-friendly systems to explaining the hearing process to releasing the decision. An effective way to do this is by engaging in on-going self-assessment of how Tribunals are serving the needs of those who represent themselves. SOAR has developed an A2J Self-Represented Parties Index as a utensil for tribunals to use in evaluating their processes to better serve A2J for self-represented parties. This workshop will present the index and explore its uses for ensuring that self represented parties will always have a seat at the table.

Eligible for 1 hour and 15 minutes of Professionalism Hours with the Law Society of Ontario



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WORKSHOP 4 CONTINUED

A Seat at The Table: An Access to Justice Index for Self Presented Parties

SPEAKER | BRIAN COOK Member, Condominium Authority Tribunal

SPEAKER | KATHARINE EVANS Counsel, Compliance and Strategic Initiatives, Chair's Office, Workplace Safety and Insurance Appeals Tribunal

SPEAKER | LORISSA SCIARRA Director of Strategic Development and Delivery, Tribunals Ontario

MODERATOR | MAUREEN CARTER-WHITNEY Adjudicator



WORKSHOP 5

Room Name

Weighing the Ingredients: Balancing Fairness and Procedural Justice for Trauma-Informed Adjudication

This workshop explores how trauma-informed principles intersect with administrative law to enhance procedural fairness, improve participant engagement, promote substantive equality, and uphold the integrity of adjudicative processes.

Considering key administrative law principles — such as natural justice, procedural fairness, reasonableness, and impartiality — this session will examine:

- How trauma affects memory, behavior, and participation in hearings or proceedings.
- Strategies for integrating trauma informed approaches into hearings and decision-making.
- Approaches to avoiding re-traumatization participants.
- Methods for fostering meaningful participation while maintaining neutrality and fairness.

This workshop is ideal for adjudicators, administrative decision-makers, tribunal members, support staff and policymakers interested in learning about actionable ways to strengthen the accessibility, effectiveness, and humanity of administrative adjudication.

Eligible for 1 hour and 15 minutes of Professionalism Hours with the Law Society of Ontario

SPEAKER | EDEN DALES B.A., M.S.W., R.S.W. Practice Director, Eden Dales Social Work & Psychotherapy

GILLIAN HNATIW Principal, Gillian Hnatiw & Co

SPEAKER | KAREN HEATH Lawyer, Steinecke Maciura LeBlanc

MODERATOR | ANSHUMALA JUJAL Canadian Human Rights Commission



AFTERNOON BREAK 2:35PM - 2:55PM



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CLOSING PLENARY 2:55PM - 4:30PM

Mountbatten Salon

Just Desserts: Baking AI into Administrative Justice

Artificial intelligence (AI) is the latest ingredient to reshape the work of administrative tribunals and regulatory bodies. From streamlining internal processes like case management and legal research to supporting decision-makers and assisting self-represented litigants during hearings, AI is already influencing many aspects of the adjudicative process. At the same time, could these "artificial flavours" lead to potential administrative indigestion? Institutions must grapple with key concerns such as transparency, accountability, and bias in AI systems when setting their menu of options.

This panel will explore the evolving role of AI in administrative justice, examining both its potential benefits and the challenges it presents. It will discuss how tribunals and regulatory bodies can balance their diet by responsibly integrating AI tools while maintaining fairness, public confidence, and trust in the decision-making process.

Eligible for 1 hour and 35 minutes of Professionalism Hours with the Law Society of Ontario

SPEAKER | ALISON CAZALET Senior Manager, Tribunal Affairs, Tribunals Ontario

SPEAKER | RYAN FIGUEIRA Lawyer, Tribunal Counsel Office, Workplace Safety and Insurance Appeals Tribunal

SPEAKER | JENNIFER LEITCH Executive Director, National Self-Represented Litigant Project, Associate Director, Ethics, Society & Law Program, Trinity College, University of Toronto

SPEAKER | IAN R. MACKENZIE Trainer, Writer, Mediator and Retired Adjudicator

MODERATOR | REBECCA WOODROW General Counsel, Workplace Safety and Insurance Appeals Tribunal

NETWORKING RECEPTION 4:35PM - 6:30PM



UNIVERSITY OF TORONTO
FACULTY OF MUSIC



Live music provided by the University of Toronto, Faculty of Music

Faculty of Music students and alumni are available for in-person or virtual performances at events inside and outside the University of Toronto community. For more information, please contact: Jehanbakhsh (John) Jasavala at: music.booking@utoronto.ca