



Courts Administration
Service

Service administratif des
tribunaux judiciaires

Canada

A large, detailed bronze statue of Lady Justice, blindfolded and holding a scale of justice in her right hand and a sword in her left. The statue is set against a background of a sunset or sunrise over a body of water.

Courts Administration Service

Supporting the Delivery of Justice
for all Canadians

2015–16 Annual Report



Message from the Chief Administrator

I am pleased to present the 2015–16 Annual Report of the Courts Administration Service (CAS), highlighting the achievements of our organization for the year ended March 31, 2016.

Fiscal year 2015–16 was marked by our continuous efforts to deliver quality services to the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada, while making important strides in a number of priority areas. In particular, funding earmarked in Budget 2015 for the physical and information technology (IT) security of the federal courts and registry offices allowed the organization to make concrete and essential advances on these two fronts. These enhancements will ensure security measures respond to the distinct needs and challenges of the courts.

The progress made on our security and IT priorities in 2015–16 is the culmination of efforts undertaken during my first mandate, and I feel confident that our organization has laid the groundwork upon which CAS will continue to build in order to provide the highest quality of judicial, registry and corporate services to the courts. Going forward, we will maintain our focus on strengthening the courts overall security thereby laying the foundation to enable the move toward an integrated and secure electronic Courts and Registry Management System. Efforts will also be exerted to continue to foster an engaging workplace for our employees who, year after year, deliver high standards of service with professionalism and dedication.

As we look ahead, we can be proud of the accomplishments of the past year, and I am grateful for the invaluable contribution of our employees, as well as for the continued support of the Chief Justices and members of the courts.

Daniel Gosselin, FCPA, FCA
Chief Administrator

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PART I Overview

Raison d'être

The Courts Administration Service (CAS) was established in 2003 with the coming into force of the *Courts Administration Service Act*, S.C. 2002, c. 8 (the Act). The role of CAS is to provide effective and efficient judicial, registry and corporate services to four superior courts of record – the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The Act enhances judicial independence by placing administrative services at arm's length from the Government of Canada and enhances accountability for the use of public money.

Responsibilities

CAS recognizes the independence of the courts in the conduct of their own affairs and aims to provide each court with quality and efficient administrative and registry services. Pursuant to section 2 of the Act, CAS is mandated to:

- facilitate coordination and cooperation among the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court and the Tax Court of Canada for the purpose of ensuring the effective and efficient provision of administrative services;
- enhance judicial independence by placing administrative services at arm's length from the Government of Canada and by affirming the roles of chief justices and judges in the management of the courts; and
- enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary.

Judicial Independence

Judicial independence is a cornerstone of the Canadian judicial system. Under the Constitution, the judiciary is separate from and independent of the executive and legislative branches of the Government of Canada. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on fact and law. It has three components: security of tenure, financial security and administrative independence.

Our Mission

Provide timely and accurate judicial, registry and corporate services to the four superior courts and to their clients in the most innovative and effective manner, while promoting a healthy workplace and encouraging employees' ongoing contribution to service delivery excellence.

Our Values

Transparency – We aim to provide timely and unfettered access to clear and accurate information.

Respect – We recognize that our employees are entitled to work in a harassment-free environment where everyone can freely express their opinions without fear of recrimination or reprisal.

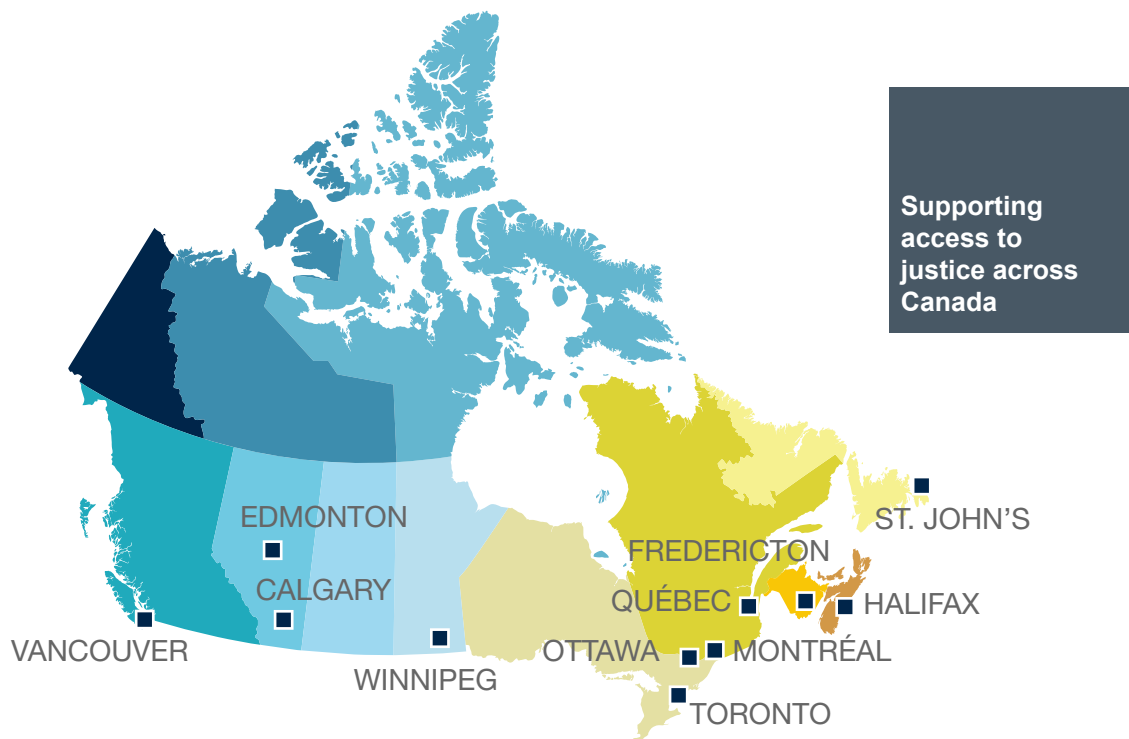
Innovation – We encourage a work environment that fosters creativity and new ideas to improve our business practices and the quality of our services.

Wellness – We advocate attitudes and activities in the workplace which generate a sense of spirit and belonging, that have a potential to improve overall physical and mental health, and that facilitate, encourage and promote fun and a balanced work and personal life.

Excellence – We strive to be exemplary in everything we do.

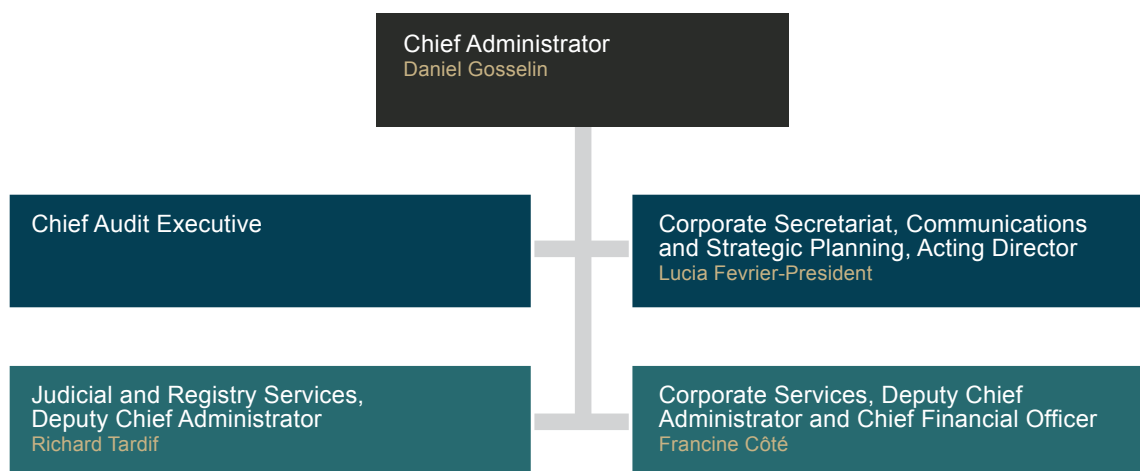
Service Delivery Across Canada

The four courts served by CAS are itinerant courts that sit and hear cases across Canada. In 2015–16, court and registry services were offered in every province and territory through a network of twelve permanent offices and agreements with federal tribunals and eight provincial and territorial courts. The two locations in Ottawa are headquarters to the four courts. The main regional offices are in Vancouver, Toronto and Montréal, and local offices are in Calgary, Edmonton, Winnipeg, Québec City, Halifax, Fredericton and St. John's. The construction of the Newfoundland facility was completed this year. In 2015–16, 620 employees provided services to the courts.



PART II Organizational Structure and Governance

The organizational structure is designed to best support CAS in delivering on its mandate and enhance leadership and coordination at all levels. The senior management team includes the Chief Administrator and two Deputy Chief Administrators.



Role of the Chief Administrator

The Chief Administrator of CAS is the Chief Executive Officer of the organization and is accountable to Parliament through the Minister of Justice.

Subsections 7(2) and 7(3) of the *Courts Administration Service Act* specify that the Chief Administrator has all the powers necessary for:

- providing effective and efficient management and administration of court services, including court facilities, libraries, corporate services and staffing; and
- structuring registry operations and preparing budgets, in consultation with the Chief Justices of the four courts, for the requirements of those courts and the related needs of CAS.

Section 8 of the *Act* provides that the Chief Justices are responsible for the judicial functions of their courts; this includes the power to determine the sittings of the court, assign judges to sittings, determine the sitting schedules and places of sittings for judges and determine the total annual, monthly and weekly workload of judges. Moreover, officers, clerks and employees of CAS act at the direction of the respective Chief Justices in matters that are assigned by law to the judiciary.

Subsections 7(4) and 9(1) of the **Act** place two specific restrictions on the powers of the Chief Administrator:

- the powers of the Chief Administrator do not extend to any matter assigned by law to the judiciary; and
- a Chief Justice may issue binding directions in writing to the Chief Administrator with respect to any matter within the Chief Administrator's authority.

These sections were designed to ensure the institutional independence of the four federal courts from the other branches of the government, the executive and the legislative, while providing appropriate accountability for the funding provided by Parliament for the operation of the courts.

Judicial and Registry Services

The Judicial Services program provides legal services and judicial administrative support to assist members of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada in the discharge of their judicial functions. These services are provided by legal counsels, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants, under the direction of the four Chief Justices.

Registry Services are delivered under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The registries process legal documents, provide information to litigants on court procedures, maintain court records, participate in court hearings, support and assist in the enforcement of court orders, and work closely with the Offices of the four Chief Justices to ensure that matters are heard and decisions are rendered in a timely manner. Registry Services are offered in every province and territory through a network of permanent offices and agreements with provincial and territorial partners.

Corporate Services

The Corporate Services Branch supports a range of corporate operations and functions by managing activities and resources which apply across the organization. The Branch also provides key operational services which assist the four courts and their respective registries in carrying out their activities. The services offered by the Branch are: Finance, Contracting, Materiel Management, Human Resources, Information Management and Information Technology (IM/IT), Security, Facilities and Administrative Services, Investment and Project Management.

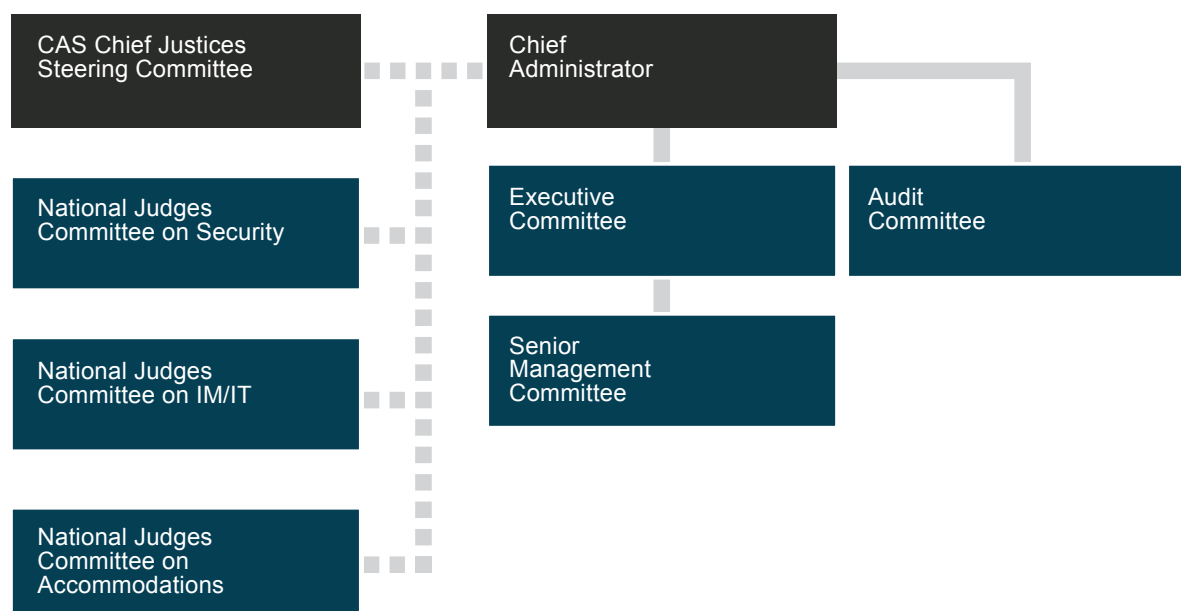
Role of the Chief Audit Executive (Internal Audit function)

The Chief Audit Executive manages the Internal Audit (IA) function of CAS. He reports to the Chief Administrator (CA). In compliance with Government of Canada Standards and International Internal Audit Standards, the IA is a professional, independent from line management, objective assurance and advisory activity designed to add value and improve CAS's operations. It supports CAS in achieving its business objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of CAS

management control framework, governance and risk management systems and related practices. The Internal audit function achieves this value through the provision of reasonable assurance to the CA, the Audit Committee and senior management. Specifically, IA conducts assurance engagements on various aspects of governance, risk management and control, and follows-up on progresses made with respect to Management Action Plans developed to address audit recommendations made by IA and external assurance providers including the Office of the Auditor General or the Office of the Comptroller General.

Senior Committees

CAS's governance is facilitated by a number of committees which help determine the requirements of each court and make informed decisions on key issues.



CAS Chief Justices Steering Committee

The CAS Chief Justices Steering Committee assists the Chief Administrator with respect to CAS's priorities, risks, budget allocations and other significant matters affecting the conduct of the courts. It is supported by three National Judges Committees (Security, Information Management/Information Technology [IM/IT] and Accommodations) and its membership includes representatives of each of the courts and CAS.

The mandate of the CAS Chief Justices Steering Committee is to provide a forum to discuss decisions that affect the governance of CAS, and questions which pertain to CAS's relations with federal partners, in order to preserve judicial independence in keeping with the purposes of the *Courts Administration Service Act* (s. 2) and the respective roles and responsibilities of the Chief Justices and Chief Administrator as provided for under the Act. The Chief Administrator chairs the Committee.

National Judges Advisory Committees

Three subject matter Judges Advisory Committees on Security, IM/IT and Accommodations facilitate judicial involvement and collaboration on decisions pertaining to their respective areas. Sitting on each committee are judicial representatives from the courts, supported by functional members from CAS. The committees submit their recommendations to the CAS Chief Justices Steering Committee for consideration and endorsement. The Chief Administrator chairs all three committees.

Executive Committee

The Executive Committee is the organization's most senior decision-making body. Its mandate is to support the Chief Administrator in making informed and responsible decisions pertaining to the management and administration of the organization and to the services it provides to the four courts. The Executive Committee serves as a forum for establishing the strategic direction on a wide range of issues, identifying corporate needs and considering the potential outcome of decisions on the priorities and resources of the organization and the four courts.

Senior Management Committee

The Senior Management Committee plays an essential role in all planning activities and also assists the decision-making process by reviewing operational and policy issues and making recommendations to the Executive Committee. It is also responsible for the implementation of final decisions taken by the Executive Committee. Membership comprises the executive cadre of the organization.

Audit Committee

The Audit Committee provides the Chief Administrator with advice and recommendations regarding the sufficiency, quality and results of assurance on the adequacy and functioning of CAS's risk management, control and governance frameworks and processes, including accountability and auditing systems. Its membership includes the Chief Administrator, who chairs the Committee, and two external members: Ms. Leslie Sandra Holland, Q.C., and Mr. James D. Wright, CPA, CA.

PART III The Courts We Serve

The four superior courts of record served by CAS were established by the Parliament of Canada pursuant to its authority under section 101 of the *Constitution Act, 1867* “for the better administration of the Laws of Canada”. The services provided permit individuals, companies, organizations and the federal and provincial governments to submit disputes and other matters to the courts, and enable the courts to hear and resolve the cases before them fairly, expeditiously and as efficiently as possible.

Federal Court of Appeal

The Federal Court of Appeal is a national, bilingual, bijural, superior court of record, which has jurisdiction to hear appeals of judgments and orders, whether final or interlocutory, of the Federal Court and the Tax Court of Canada. It may also review decisions of certain federal tribunals pursuant to section 28 of the *Federal Courts Act* and hear appeals under other acts of Parliament. Further information on the Federal Court of Appeal can be found at: www.fca-caf.gc.ca.

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Federal Court of Appeal.

Federal Court of Appeal	2015–16	2014–15	2013–14	2012–13	2011–12
Proceedings Instituted or Filed	527	621	496	595	471
Court Judgments, Orders and Directions Processed by the Registry	1,845	1,792	1,600	1,554	1,588
Files prepared for hearing and heard in Court	301	253	289	278	334
Days in Court	208	176	185	187	226
Recorded Entries	24,353	24,474	21,053	20,622	20,566
Total Dispositions	615	474	541	490	511

Active Proceedings as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Appeals from Federal Court (Final Judgment)	198	197	169	122	137
Appeals from Federal Court (Interlocutory Judgment)	49	72	64	58	46
Appeals from Tax Court of Canada	96	179	95	86	96
Applications for Judicial Review	87	69	47	182	65
Others	33	38	38	19	16
Total	463	555	413	467	360
Status as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Not perfected	252	327	267	251	234
Perfected	57	48	44	23	28
Consolidated	37	70	32	119	20
Reserved	32	29	28	15	24
Scheduled for hearing	66	56	21	43	36
Stayed	19	25	21	16	18
Total	463	555	413	467	360

Federal Court

The Federal Court is a national, bilingual, bijural, superior court of record, which hears and decides legal disputes arising in the federal domain. Its jurisdiction derives primarily from the *Federal Courts Act*, though over 100 other federal statutes also confer jurisdiction on the Court. It has original, but not exclusive jurisdiction over proceedings by and against the Crown (including Aboriginal law claims), and proceedings involving admiralty and intellectual property law. It has exclusive jurisdiction to hear certain national security proceedings and applications for judicial review of the decisions of federal commissions, tribunals and boards. Further information on the Federal Court can be found at: www.fct-cf.gc.ca.

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Federal Court.

Federal Court	2015–16	2014–15	2013–14	2012–13	2011–12
Proceedings Instituted or Filed	31,577	35,731	37,275	38,441	31,527
General Proceedings and Immigration	7,555	9,722	10,153	13,940	12,379
<i>Income Tax Act</i> certificates	14,692	14,816	14,846	13,277	10,737
<i>Excise Tax Act</i> certificates	9,069	10,792	11,956	10,795	7,789
Other instruments and certificates	261	401	320	429	622
Court Judgments, Orders and Directions Processed by the Registry	18,723	20,561	20,864	23,387	22,184
Files prepared for hearing and heard in Court	4,086	4,223	4,065	5,493	4,385
Days in Court	3,037	3,109	3,057	3,042	2,961
Recorded Entries	243,664	259,077	261,071	287,878	254,147
Total Dispositions – General Proceedings and Immigration	8,275	9,030	11,460	11,610	10,555
Active Proceedings as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Aboriginal	223	210	216	232	240
Other appeals provided for by law	270	199	196	156	142
Admiralty	196	205	196	233	234
Intellectual property	485	485	543	532	548
Immigration	3,433	5,657	5,251	6,835	4,705
Crown	665	669	456	341	291
Judicial Review	869	840	859	783	747
Patented Medicines Regulations	24	55	67	88	74
Total	6,165	8,320	7,784	9,200	6,981

Status as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Not perfected	3,508	3,663	3,703	6,477	4,650
Perfected	399	632	1,323	1,490	759
Consolidated	717	776	197	64	37
Reserved	160	204	160	208	207
Scheduled for hearing	446	911	594	641	636
Stayed	935	2,134	1,807	320	692
Total	6,165	8,320	7,784	9,200	6,981

Court Martial Appeal Court of Canada

The Court Martial Appeal Court of Canada is a national, bilingual, superior court of records, which hears appeals of court martial decisions. Courts martial are military courts established under the *National Defence Act*, which hear cases under the *Code of Service Discipline*. Further information on the Court Martial Appeal Court of Canada can be found at: www.cmac-cacm.ca.

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Court Martial Appeal Court of Canada.

Court Martial Appeal Court of Canada	2015–16	2014–15	2013–14	2012–13	2011–12
Proceedings Instituted or Filed	3	10	11	9	6
Court Judgments, Orders and Directions Processed by the Registry	19	36	53	27	24
Files prepared for hearing and heard in Court	3	3	14	3	8
Days in Court	3	3	13	3	8
Recorded Entries	350	453	535	282	260
Total Dispositions	2	10	9	5	5

Active Proceedings as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Application for review of a decision	0	0	0	0	0
Notice of Appeal	12	8	10	8	5
Application for review of an undertaking	0	0	0	0	0
Notice of motion commencing an appeal	0	0	0	0	0
Total	12	8	10	8	5
Status as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Not perfected	0	5	5	5	2
Perfected	0	1	0	1	1
Consolidated	0	0	0	0	0
Reserved	1	2	5	0	2
Scheduled for hearing	11	0	0	2	0
Stayed	0	0	0	0	0
Total	12	8	10	8	5
Status as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Complaint Against a Military Judge ¹	1	0	0	0	0

¹ Pursuant to subsection 165.31(1) of the *National Defence Act*, the Chief Justice of the Court Martial Appeal Court of Canada has the power to appoint three judges of his Court to serve as members of the Military Judges Inquiry Committee. This committee has jurisdiction to commence an inquiry in relation to a complaint filed against a military judge of a court martial.

Tax Court of Canada

The Tax Court of Canada is a national, bilingual, superior court of records, which has exclusive original jurisdiction to hear appeals and references pursuant to fourteen acts of Parliament. Most of the appeals filed with the Court are on matters arising under: *Income Tax Act*, Part IX of the *Excise Tax Act* (GST/HST), Part IV of the *Employment Insurance Act*, and Part I of the Canada Pension Plan. The constitution of the Tax Court of Canada is established by section 4 of the *Tax Court of Canada Act*. Further information on the Tax Court of Canada can be found at: www.tcc-cci.gc.ca.

The table below provides an overview of the workload of the Judicial and Registry Services Branch in support of the Tax Court of Canada.

Tax Court of Canada	2015–16	2014–15	2013–14	2012–13	2011–12
Proceedings Instituted or Filed	5,892	5,455	5,316	5,381	4,750
Court Judgments, Orders and Directions Processed by the Registry	12,618	12,751	12,031	9,544	9,637
Files prepared for hearing and heard in Court	914	1,128	1,059	914	984
Days in Court*	2,026	1,738	1,835	1,800	1,908
Recorded Entries	177,380	170,241	177,342	147,884	147,484
Total Dispositions	4,985	5,219	5,634	4,406	4,859
Active Proceedings as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Goods and Services Tax	1,417	1,248	1,086	1,390	1,299
Income Tax	7,722	6,804	6,410	6,335	5,482
Employment Insurance and Canada Pension Plan	293	462	484	470	224
Others	42	19	4	25	157
Total	9,474	8,533	7,984	8,220	7,162

Status as of March 31	2015–16	2014–15	2013–14	2012–13	2011–12
Not perfected	1,207	1,485	1,134	1,417	1,432
Perfected	2,119	1,535	1,425	1,897	1,450
Reserved	132	125	134	110	95
Awaiting timetable	114	84	154	267	150
Scheduled for hearing	1,295	1,770	1,466	1,074	1,150
Specially Managed Cases	2,557	1,490	2,214	1,747	1,454
Awaiting another decision	2,050	2,044	1,457	1,708	1,431
Total	9,474	8,533	7,984	8,220	7,162

* For the Tax Court of Canada, "Days in Court" is defined as the number of court sitting days scheduled.



PART IV The Year in Brief

Priorities

Security

Strengthen security for members of the courts, court users and employees

The security of the federal courts, as well as the safety of their members, CAS employees, litigants and the public, remained a high priority in 2015–16. In a context marked by the ongoing threats on the national and international scene, the evolving court security requirements and the increasing demands on its resources, CAS worked closely with the four courts through the CAS Chief Justices Steering Committee, the National Judges Committee on Security and the National Judges Committee on IM/IT to enhance the physical and IT security essential to the exercise of judicial activities. In doing so, CAS positioned itself to further advance in providing the security measures that meet the current and future needs of the four courts, employees and the public.

In 2015–16, CAS continued to reinforce the conditions necessary to sustain and further enhance the level of security and protection afforded to the members of the courts, court users, its employees and assets. The CAS national security program, which incorporated the results of the TRA conducted in 2013–14, continued to promote a systematic and consistent approach to prevention, detection, mitigation, response and recovery, and served as a roadmap for the organization in 2015–16. It also facilitated improved communication and coordination in the identification and response to threats or security incidents.

Emphasis was placed on building the organization's resource capacity to better serve the physical security needs of the courts and CAS, enhance security controls and response capability, harmonize security service delivery standards across Canada, and introduce more effective and efficient security technologies. Efforts were also applied to protect the organization's systems and information of business value against cyber threats, electronic intrusions, corruption and destruction.

Efforts exerted to address program integrity issues resulted in the identification of \$19 million over five years in Budget 2015 to invest in physical and IT security measures for the federal courts and registry offices across the country. To enhance the security of the operations and facilities, security requirements for the courts and CAS were further defined taking into consideration the evolving needs of the courts. Particular attention was given to developing a standardized approach to effectively manage security risks, further safeguarding sensitive court data, as well as clarifying and refining the requirements for the courts screening program and security equipment.

Through ongoing collaboration with the law enforcement community, central agencies and other portfolio and strategic partners, CAS ensured its effective and intelligence-led responses to emerging threats to prevent, mitigate, and recover from security incidents in a systematic and consistent way. CAS also continued the review of its emergency plans including its Security Risk Assessments, Business Continuity Plan, Fire Evacuation Plan, Security Escalation Plan and Information Management Plan to minimize or mitigate interruption of essential services in the event of an emergency or crisis.

Information Management and Information Technology (IM/IT)

Provide a robust, reliable and secure IM/IT infrastructure and modernize judicial support systems

A stable and efficient IT environment is essential to the conduct of court operations, the management of court documents, and the provision of judicial and registry services to the courts and their users. The systems which support the judicial process — including the electronic filing, electronic scanning and digital audio recording (DARS) — are highly dependent on the IT infrastructure that supports them. Although improvements have been made to CAS's existing technological systems, efforts to support the transition to electronic courts continued to be impacted by the significant limitations of judicial support legacy systems and their incompatibility with current technology, and further impacted by the limited financial resources.

In 2015–16, CAS continued to implement its IT roadmap and took remedial action to ensure ongoing operations, to address rust-out and to deal with gaps in infrastructure including deterioration or obsolescence of hardware and software critical to meeting operational requirements that may pose a risk to maintaining minimal service delivery standards. Efforts were also employed to stabilize the network platform and increase its capacity.

Working closely with members of the courts, CAS conducted needs assessments, identified alternate solutions to address gaps in some of the core legacy systems and took appropriate measures to augment IT security. System efficiency issues were also addressed to better serve the needs of the courts and litigants.

Focus was placed on attracting and engaging high potential IT talent with strong capabilities and leadership capacity, and on addressing projected gaps in specific skills that may pose a threat to the achievement of CAS's current and future priorities and long-term business goals. This strategy placed CAS in a better position to more effectively address the recommendations of the various IT assessments previously commissioned, and to make advancements on other planned initiatives.

An efficient digital court environment necessitates significant investments. In 2015–16, CAS maintained its application for program integrity funding in support of initiatives that fall outside the scope of the physical and IT security funding approved in Budget 2015. Budget 2016 provided \$7.9 million over five years for investments in IT infrastructure upgrades to safeguard the efficiency of the federal court system. This additional funding will expedite addressing rust-out, help address the recommendations of previous assessments of the IT environment, help improve IT performance and security, and better support current systems. It will also enable the timely renewal of IT assets while building the necessary foundation to support the transition to increased use of electronic court services.

CAS must continue to seek additional funding for investments in a modern Courts and Registry Management System (CRMS) to render it capable of supporting electronic document management and the provision of integrated e-services, at the request of the Chief Justices and the legal community. The enhancement of CRMS is key to the delivery of CAS's core mandate and to efficiently and effectively support the four federal courts and their users.

Human Resources Management

Support the needs of employees

In order to maintain service levels, CAS must continually adapt to the evolving requirements of the four courts it serves while addressing the impact of workload pressures and the challenges within its operating environment. To help maintain the strength of its core business and ensure the availability of adequate human resources to support programs and service delivery to the courts, CAS strives to attract and maintain a highly qualified and productive workforce. The organization is also committed to fostering a positive work environment that is conducive to high performance.

CAS has identified a critical need to develop a pool of talent to staff positions that are vital to the organization's evolving and ongoing operations, and long-term goals. Key positions were identified and have been used to initiate the development and implementation of a succession plan to address projected gaps in skills needed to support core business objectives.

To continue to promote an environment conducive to high performance and support organizational priorities and business objectives, CAS invested in employee training and development. Various webinars and WebEx sessions were made available to employees across Canada to help them develop and maintain key competencies and to facilitate innovative solutions and enhancements to the services provided by CAS. The organization also continued to support the Government of Canada's Blueprint 2020 commitment to learning through the Canada School of Public Service (CSPS) and identified candidates for the new CSPS development programs for managers, aspiring directors and supervisors. In addition, a survey on learning and development opportunities was conducted to help highlight areas for improvement and develop an action plan.

In 2015–16, to help maintain a healthy workplace, emphasis was placed on promoting mental health awareness through dissemination of information including training sessions and presentations. CAS also continued to promote an open and constructive dialogue between management and employees. In order to keep employees engaged and obtain a clear picture of their concerns, consultation sessions were held with employees and focus groups, and a survey of all employees was conducted. In 2016–17, the results of this exercise will inform the development of an action plan to address the concerns raised.

Finally, emphasis was placed on the implementation of the Government of Canada Directive on Performance Management. Through meaningful dialogue, including follow-up discussions between management and employees, performance management exercises were conducted with employees across the organization.

Highlights

Judicial Services

The Judicial Services program is critical to the provision of key services to members of the courts. The program provides support essential to the proper functioning of the judicial system. In 2015–16, the Deputy Chief Administrator of Judicial and Registry Services, along with the Executive Directors and General Counsel, and Senior Legal Counsel continued to address a number of important strategic and management issues in support of CAS's mandated responsibility of safeguarding the independence of the courts. Critical issues addressed during this cycle included matters relating to Shared Services Canada, proposed amendments to the *Access to Information Act*, and the interpretation and application of the *Official Languages Act*. Judicial Services also provided legal advice to the four Chief Justices and other members of the courts, as well as logistical and substantive support to the respective Rules and Bar Liaison Committees maintained by the courts. These include statutory Rules Committees; general as well as specialized practice liaison committees with the Canadian Bar Association, and other bar associations; and regional bar liaison committees and liaison activities.

In 2015–16, the number of court decisions requiring translation continued to increase in volume and exerted a corresponding pressure on insufficient resources. In response, CAS undertook a thorough review of its translation service model to find innovative ways to identify savings, deliver this service, harness the potential of available technology, increase efficiency and better facilitate the timely posting of court decisions. Furthermore, efforts were made to deploy additional resources to meet this priority and translation technology was also tested. However, considerable investments are still required to increase translation capacity to the desired level.

Building on plans to improve access to justice to self-represented litigants (SRLs) and making resources available in a timely and cost-effective manner, Judicial Services took steps to improve access to the courts practice directions and provided, where possible, easy-to-follow steps for filing proceedings and navigating SRLs through the hearing stage process.

Judicial Services continued to assist with the review of the Federal Courts Rules to pave the way for electronic service and future possibilities for increased use of technology to better support the needs of the courts and eliminate impediment to the eventual migration from paper records to electronic records and electronic processing. It should be noted, however, that a significant infusion of funds is required in order to accommodate a full range of electronic services beyond those available at this time.

Finally, CAS launched its newest version of the library e catalogue; this improved version is designed to better meet the information and research requirements of members of the courts and employees.

Registry Services

In 2015–16, the registries of the federal courts continued to maintain service levels despite being pushed to operate beyond capacity and with ongoing increases in workload. These increases stem from a number of factors including the rise in the number of self-represented litigants (who typically require more assistance than litigants represented by lawyers), legislative amendments, as well as the length, the greater complexity and the nature of hearings. The Registry Services strived, within the limits of its resources, to address the impact of workload pressures while continuing to ensure the smooth and efficient operations of the four federal courts.

The re-engineering of operational training remained a top priority for the registries. Efforts were devoted to delivering essential training and ensuring that employees had the up-to-date knowledge of the rules and processes required to enhance service delivery levels. Work was also done to streamline, modernize and improve the quality of operational training nationwide. While focus was placed on training related to the release of the second generation of the Digital Audio Recording System (DARS II), attention was also given to other high priority training requirements. Operational training for Registry Officers and Judicial Assistants was also predicated on the distinct requirements of each court and calibrated to take into consideration their individual and unique characteristics.

Sustained pressure on the federal courts from legal profession and litigants to facilitate the delivery of services within an electronic environment continued to impact the work of the registries and the courts. To continue to take steps to remove obstacles to e-services, and to pave the way for future possibilities for increased use of technology to better support court requirements, CAS maintained its effort to seek additional funding for investments in the Courts and Registry Management System and the IT infrastructure required to render it capable of supporting electronic document management and the provision of integrated e-services.

Finally, the implementation of DARS II will set the stage for the installation of DARS III, a network version. Efforts exerted to meet this objective included extensive planning and consultation with the courts in 2015–16.

Corporate Services

In 2015–16, in order to ensure ongoing operations and mitigate technological risks to the extent possible, CAS focused its IM/IT plans on addressing the high priority issues identified by the IT Architecture and Computing Environment Assessment. In particular, progress was made to improve network performance and resolve deficiencies, based on available funding. Efforts were also deployed to secure funding for planned IT activities. Budget 2016 provided \$7.9 million over five years to invest in IT infrastructure upgrades to safeguard the efficiency of the federal court system. This funding will allow CAS to implement a five-year IT infrastructure management plan to address rust-out, implement necessary upgrades and address gaps in the IT infrastructure that supports the courts.

Budget 2015 allocated \$19 million over five years, starting in 2015–16, to enhance physical and IT security at the federal courts and registry offices. Important progress was made to strengthen security measures that protect the courts, their users, information and assets. CAS also continued to maintain its relationships with the law enforcement community to help mitigate security risks and support CAS's ability to meet its objectives. By implementing new processes, realigning service delivery and reviewing its plans, CAS also strengthened its capacity to prevent, mitigate, and recover from security incidents in a systematic and consistent way.

CAS worked with Public Service and Procurement Canada (PSPC) on the planned relocation of its Québec office and efforts were spent to secure funding for this initiative. Budget 2016 announced up to \$2.6 million over two years for the relocation, thereby ensuring continued federal courts presence in Québec City.

During the period covered by this report, CAS supported the government-wide back office modernization project and assisted with the migration of all pay and human resources systems to Phoenix and My GCHR. CAS also continued to work towards ensuring the proper alignment of information management with modern principles, practices and standards. Work continued to identify a document management system which will act as a central repository to create, store and manage information resources of business value.

PART V Financial Statements Highlights

The highlights presented in this section are drawn from CAS' financial statements and are prepared on an accrual basis. These financial statements have been prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards.

Courts Administration Service

Condensed Statement of Operations (unaudited)

For the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015–16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	96,294,348	101,941,788	98,149,017	5,647,440	3,792,771
Total revenues	4,919	2,875	0	(2,044)	2,875
Net cost of operations before government funding and transfers	96,289,429	101,938,913	98,149,017	5,649,484	3,789,896

1 The 2015–16 planned results are those reported in the [Future-Oriented Statement of Operations](#) included in the 2015–16 Report on Plans and Priorities.

Expenses: CAS's total expenses were \$101,941,788 in 2015-16 (\$98,149,017 in 2014–15). The largest components of the increase of \$3,792,771 (4%) were increases in professional and special services, as well as accommodations.

- **Salaries and employee benefits:** Salaries and employee benefits expense was \$53,678,562 in 2015–16 (\$53,908,615 in 2014–15). The \$230,053 (-0.4%) variance is due to decreases of \$313,395 in the provision for severance benefits and \$218,397 in employer contributions to employee benefit plans. These decreases were partly offset by increases of \$244,121 in salaries and wages and \$57,618 in employer contribution to the health and dental insurance plans (related party transaction). More than half (51%) of CAS's total expenses in 2015–16 consisted of salaries and employee benefits.
- **Operating:** Operating expenses totalled \$48,263,226 (\$44,240,402 in 2014–15). The \$4,022,824 (9%) variance is mainly attributable to increases of \$1,908,892 in professional and special services, \$1,428,256 in accommodations, \$325,509 in machinery and equipment, \$235,807 in materials and supplies, and \$151,698 in information. These increases were partly offset by a decrease of \$381,656 in the amortization of tangible capital assets. Other smaller variances resulted in a net increase of \$354,318.

Revenues: The majority of CAS's revenues are earned on behalf of Government. Such revenues are non-respendable, meaning that they cannot be used by CAS, and are deposited directly into the Consolidated Revenue Fund. CAS earns a small amount of respendable revenue from the sale of Crown assets. CAS's gross revenues were \$2,979,168 in 2015–16 (\$2,597,088 in 2014–15) and net revenues were \$2,875 in 2015–16 (nil in 2014–15).

Courts Administration Service

Condensed Statement of Financial Position (unaudited) For the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	17,487,777	17,571,084	(83,307)
Total net financial assets	11,812,008	12,362,300	(550,292)
Departmental net debt	5,675,769	5,208,784	466,985
Total non-financial assets	10,527,383	7,756,582	2,770,801
Departmental net financial position	4,851,614	2,547,798	2,303,816

Liabilities:

CAS's net liabilities as at March 31, 2016 were \$17,487,777 (\$17,571,084 as at March 31, 2015). The decrease of \$83,307 (-0.5%) is the result of the following:

- **Accounts payable and accrued liabilities (33% of total liabilities):** Increase of \$624,451 mainly due to a \$619,065 increase in accrued liabilities related to salaries and wages.
- **Vacation pay and compensatory leave (11% of total liabilities):** Increase of \$103,569 mainly due to a \$97,276 increase in vacation pay.
- **Deposit accounts (40% of total liabilities):** Decrease of \$857,610. Because they reflect many separate decisions of the courts, deposits cannot be projected and the balance in the deposit accounts can vary significantly from year to year.
- **Employee future benefits (16% of total liabilities):** Increase of \$46,283 due to an increase in the number of employees included in the severance pay calculation.

Assets: The composition of CAS's financial and non-financial assets is the following:

Financial assets:

- Due from the Consolidated Revenue Fund (48% of gross assets)
- Accounts receivable and employee advances (7% of gross assets)

Non-financial assets:

- Tangible capital assets (44% of gross assets)
- Prepaid expenses (1% of gross assets)

Net financial assets: This is comprised of financial assets net of accounts receivable held on behalf of Government. Accounts receivable held on behalf of Government consist primarily of accounts receivable from other governmental organizations. The decrease of \$550,292 is mainly due to a decrease in the amount due from the Consolidated Revenue Fund, which represents the net amount of cash that CAS is entitled to withdraw from the Consolidated Revenue Fund without generating additional charges against its authorities.

Non-financial assets: The increase of \$2,770,801 is mainly due to tangible capital assets, as well as a smaller increase in prepaid expenses.

Departmental net debt: This provides a measure of the future authorities required to pay for past transactions and events.

Departmental net financial position: This represents the net resources (financial and non-financial) that will be used to provide future services to the courts and thereby to benefit Canadians.

Further Financial Information

The Financial Statements and Financial Statement Discussion and Analysis are available on-line at: <http://www.cas-satj.gc.ca/en/publications/dpr.shtml>.




APPENDIX I Acronyms

CAS	Courts Administration Service
DARS	Digital Audio Recording System
IM/IT	Information Management and Information Technology
GST/HST	Goods and Services Tax/Harmonized Sales Tax

APPENDIX II

Glossary



Term	Definition
Appeal from Federal Court (Final Judgment)	A proceeding instituted in the Federal Court of Appeal challenging a final judgment of the Federal Court.
Appeal from Federal Court (Interlocutory Judgment)	A proceeding instituted in the Federal Court of Appeal challenging an interlocutory judgment of the Federal Court.
Application for judicial review	A proceeding instituted challenging the decision of a federal board, commission or tribunal (section 28).
Application for review of a decision	A proceeding instituted to review a decision of a military judge.
Application for review of an undertaking	A proceeding instituted to review the conditions of an undertaking.
Bijural	Applies to Canada's two systems of law: the common law and the civil law.
Consolidated	When different cases that have the same parties or have certain elements in common are heard together.
Days in Court	Each court sitting day where a registrar attends in person or by teleconference.
Decisions	Proceedings concluded by way of judgment, discontinuance or other documents.
Directions	Instructions by the Court, written or oral.
Files prepared for hearing and heard in Court	Number of appeals, hearings, judicial reviews, motions, teleconferences and meetings heard by the court.

Term	Definition
Judgments	Decisions of the court.
Not Perfected	When the parties have not yet done everything required of them, according to the rules or orders of the court, in order for the case to be ready to be scheduled for a hearing.
Notice of Appeal	A proceeding instituted to appeal a decision of the Court Martial Appeal Court of Canada (verdict and sentence).
Notice of motion commencing an appeal	A proceeding instituted for release of detention pending a decision on the appeal.
Orders	Decision rendered by the courts.
Perfected	When the parties have complied with the rules or orders of the Court, in order for the case to be ready to be scheduled for a hearing or disposed of by the Court.
Proceedings Instituted or Filed	A matter or cause before the Court which includes appeals, actions, applications, applications for leave and for judicial review and where provided for by federal statutes, administrative proceedings such as the ones instituted by the filing of certificates, decisions or orders of federal boards, commissions or other tribunals in the registry of the federal courts for the purpose of enforcement.
Prothonotaries	They are appointed under the <i>Federal Courts Act</i> (s. 12). They are full judicial officers and exercise many of the powers and functions of Federal Court judges. Their authority includes mediation, case management, practice motions (including those that may result in a final disposition of the case, regardless of the amount in issue), as well as trials of actions in which up to \$50,000 is claimed (see Rules 50, 382, and 383 to 387 of the Federal Courts Rules).
Recorded Entries	Entry and identification of a document in the Courts and Registry Management System.
Reserved	Proceedings set aside or Decision that is not rendered immediately after a case has been heard or argued.
Scheduled for hearing	Proceedings in which a hearing on the merits has been scheduled.
Specially Managed Cases	A proceeding that has been assigned to a specific judge.
Stayed	When a case is placed “on hold”. For example, where another related decision is to be made before the case can be continued.



APPENDIX III Contact Us

National Capital Region

Courtrooms and Registry Operations of the Federal Court of Appeal (FCA), Federal Court (FC) and Court Martial Appeal Court of Canada (CMAC)

Thomas D'Arcy McGee Building
90 Sparks Street
Ottawa, Ontario
K1A 0H9

Telephone

FCA/CMAC: 613-996-6795
FC: 613-992-4238

Fax

FCA/CMAC: 613-952-7226
FC (Non-Immigration): 613-952-3653
FC (Immigration): 613-947-2141
TTY: 613-995-4640

Toll free numbers

FCA: 1-800-565-0541
FC: 1-800-663-2096
CMAC: 1-800-665-3329

Registry and courtrooms of the Tax Court of Canada

Centennial Towers
200 Kent Street
Ottawa, Ontario
K1A 0M1

Telephone: 613-992-0901

Fax: 613-957-9034

TTY: 613-943-0946

Toll free number TCC: 1-800-927-5499

Information on **regional and local offices** can be found on CAS's website at:

http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/locations_eng