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PROUDLY SERVING THE FEDERAL COURTS FOR 15 YEARS

2018-19
**ANNUAL
REPORT**



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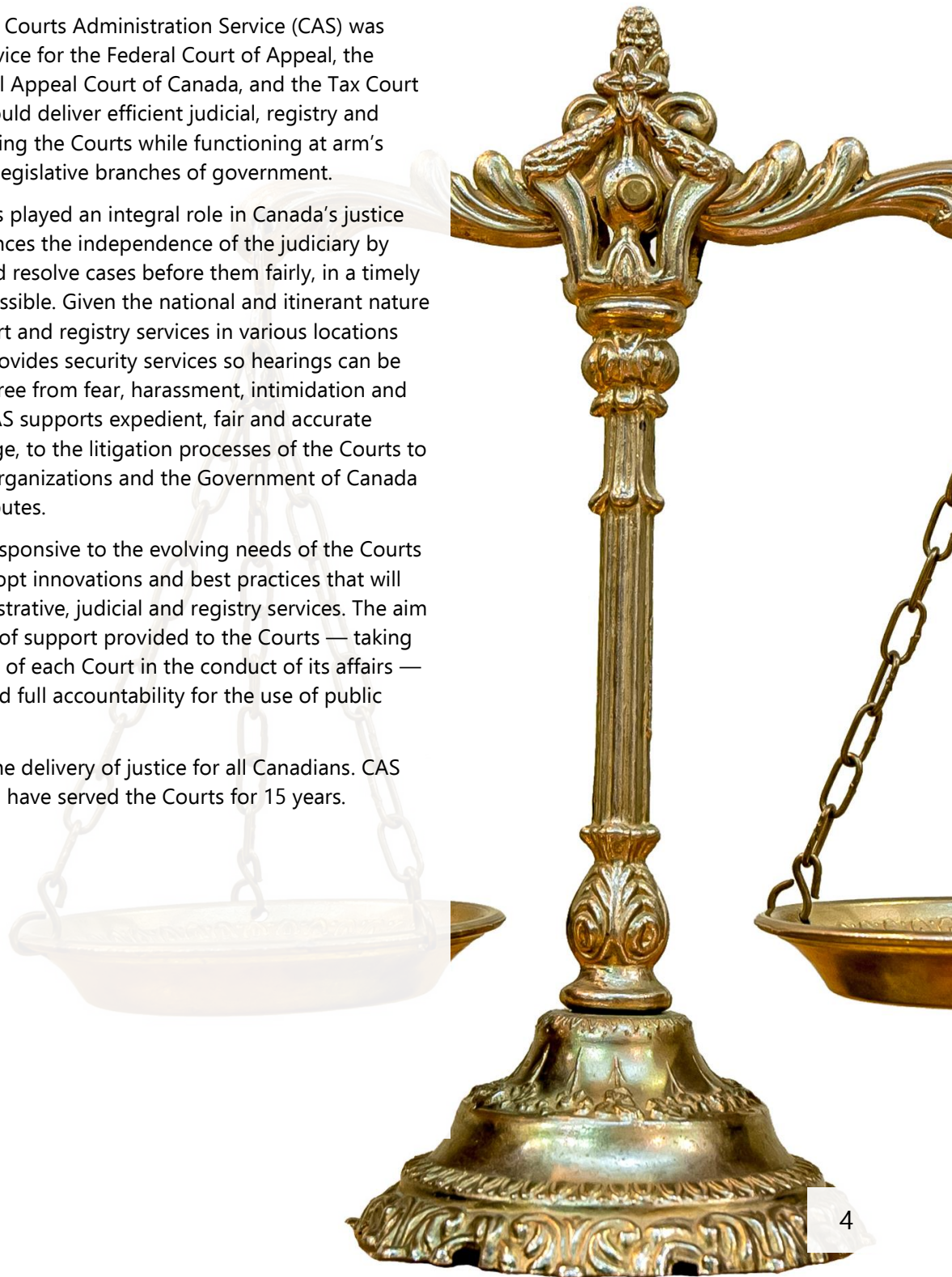
PROUDLY SERVING THE FEDERAL COURTS FOR 15 YEARS

Established on July 2, 2003, the Courts Administration Service (CAS) was created as a single point of service for the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada, and the Tax Court of Canada (the Courts). CAS would deliver efficient judicial, registry and administrative services supporting the Courts while functioning at arm's length from the executive and legislative branches of government.

Over the past 15 years, CAS has played an integral role in Canada's justice system. The organization enhances the independence of the judiciary by enabling the Courts to hear and resolve cases before them fairly, in a timely manner and as efficiently as possible. Given the national and itinerant nature of the Courts, CAS delivers court and registry services in various locations across the country. CAS also provides security services so hearings can be conducted in an environment free from fear, harassment, intimidation and external threats. In addition, CAS supports expedient, fair and accurate access, in either official language, to the litigation processes of the Courts to allow individuals, companies, organizations and the Government of Canada access to justice to resolve disputes.

CAS continually strives to be responsive to the evolving needs of the Courts and their clients, seeking to adopt innovations and best practices that will enhance the delivery of administrative, judicial and registry services. The aim is to improve the effectiveness of support provided to the Courts — taking into account the independence of each Court in the conduct of its affairs — while ensuring transparency and full accountability for the use of public funds.

Every day, our work supports the delivery of justice for all Canadians. CAS and its employees are proud to have served the Courts for 15 years.



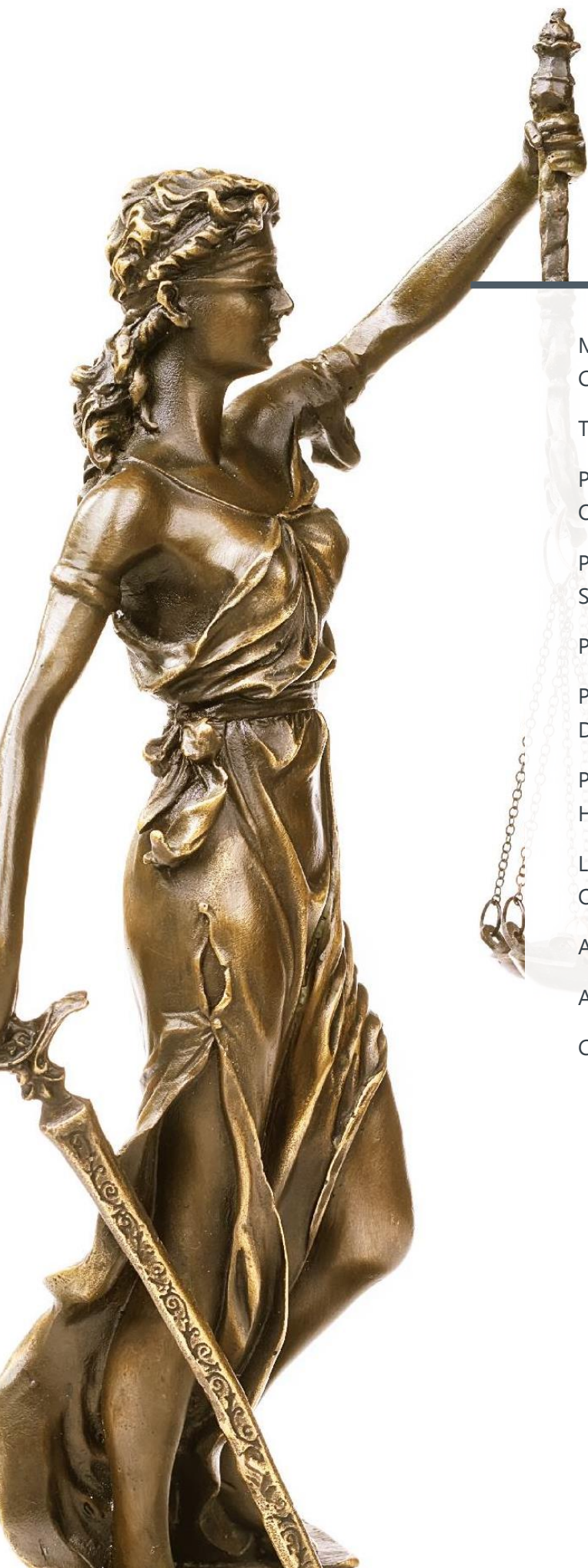


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MESSAGE FROM THE CHIEF ADMINISTRATOR

It is my pleasure to present the Courts Administration Service (CAS) Annual Report highlighting the organization's achievements for the 2018–19 fiscal year.

This past year marked a significant milestone for CAS as it celebrated its 15th anniversary. While much has changed since its inception in 2003, one thing has remained consistent — our dedication to provide judicial, registry and administrative services to the Courts. Our services contribute to supporting an independent and effective judiciary while enabling access to justice allowing Canadians to have their disputes adjudicated by the Courts. Both of these are fundamental principles of our justice system and Canadian democracy. Being entrusted with this mandate is a great honour and one that our employees are proud to undertake.

CAS was successful in obtaining funding in 2018–19 for priority initiatives essential to the effective long-term operations of the Courts and the provision of access to justice for Canadians. Budget 2019 allocated \$8.5 million over five years beginning in 2019–20 and \$1.7 million ongoing to increase capacity to translate Court decisions, as well as \$24 million over five years to assist in the relocation of the federal courthouse in Montréal. Additionally, CAS continued its efforts to secure funding to support the development, implementation and operation of a modern Courts and Registry Management System (CRMS) to replace legacy technologies currently used to manage the business of the Courts and their registries.

The Courts and CAS are about to undergo another major change as we move forward with the transition to a digital environment. The implementation of a modern CRMS will allow CAS to deliver e-services in support of the operations of the Courts and fundamentally change the way we deliver our services.

There is no question that CAS's successes are due in large part to its employees, a critical part of its operations. I would also like to acknowledge the contributions of the Chief Justices and members of the Courts whose counsel and collaboration have been invaluable.

I am proud of our achievements these past 15 years and I look forward to what the future holds for the Courts and CAS.

Daniel Gosselin, FCPA, FCA
Chief Administrator



THE YEAR IN REVIEW

2018–19

In 2018–19, CAS achieved the following major results as part of the organization's mission to provide timely and accurate judicial, registry, and corporate services to the Courts and their clients.

RESTORING SERVICE DELIVERY CAPACITY

Following the receipt of program integrity funding in Budget 2018, efforts were deployed in 2018–19 to staff priority positions in registry and judicial services across the Courts. This allowed CAS to restore its service delivery capacity following several years of financial constraints in the face of an increasing workload for the Courts in terms of number and complexity of cases brought forward. The positions staffed, provided much needed resources to effectively support the Courts' business.

FUNDING FOR PRIORITY INITIATIVES

CAS was successful in obtaining funding in 2018–19 for priority initiatives essential to the effective long-term operations of the Courts and the provision of access to justice for Canadians. Budget 2019 allocated \$8.5 million over five years beginning in 2019–20 and \$1.7 million ongoing to increase capacity to translate Court decisions, as well as \$24 million over five years to assist in the relocation of the federal courthouse in Montréal. Additionally, CAS continued its efforts to secure funding to support the development, implementation and operation of a modern CRMS to replace legacy technologies currently used to manage the business of the Courts and their registries.

NEW WEBSITE FOR THE FEDERAL COURT

CAS assisted the Federal Court with the redesign and reconfiguration of its website in 2018–19. The new website has a more user-friendly interface and updated content to help legal counsel, self-represented litigants and the public to easily find the necessary information they require to bring actions forward and to navigate proceedings. The Federal Court of Appeal, the Court Martial Appeal Court of Canada and the Tax Court of Canada are in the process of updating their websites.

EXPANDING E-COURTS

Five new e-courtrooms were constructed in 2018–19, with four located in Toronto and one in Montréal. These courtrooms are equipped with a variety of information technology infrastructure — including videoconferencing, digital screens, computer workstations, network and Internet connectivity, and digital audio recording systems — that provides valuable and modern electronic support for court proceedings and hearings.

MODERNIZING THE MANAGEMENT OF CORPORATE INFORMATION

CAS continued to advance its efforts to adopt modern information management principles, practices and standards with the roll-out of a new document management system for its corporate services. This system utilizes the GCdocs platform, which is the Government of Canada's solution for information management. It is anticipated this system will be deployed to other operational areas and regional offices in the future.

PREPARING TO CONTINUE OPERATIONS IN AN EMERGENCY

To ensure it can continue to provide critical services during any type of emergency or incident, CAS undertook a review of its Business Continuity Plans (BCP) and Emergency Management Plans (EMP) in 2018–19. For CAS, having BCPs and EMPs in place is integral to the continuity of constitutional government and the administration of justice permitting the Courts to carry on operations and offering Canadians uninterrupted access to justice.

RESPONDING TO EMPLOYEE WORKPLACE NEEDS

Following the results of the 2017 Public Service Employee Survey (PSES) an Action Plan was developed to implement initiatives that would bring improvements to the workplace and work environment. Implementation of the Action Plan was a success, with 75% of all items completed in the Plan's first year. The effect of measures undertaken was evident in the 2018 PSES results with improvements seen across the board.

A NEW FUNDING MODEL FOR THE FEDERAL COURTS

The current funding model for the Courts provides for budgetary requirements to be submitted to the Minister of Finance through the Minister of Justice and Attorney General of Canada. Since the Attorney General of Canada is the most frequent litigant appearing before the Courts, the Chief Justices of the Courts believe a new funding model is required in order to safeguard judicial independence and address the existing perception and the perceived reliance of the judiciary on the executive branch of government. Within this context, in 2018–19, the Chief Administrator consulted with the Chief Justices to discuss potential new funding models and retained the services of a consultant to assist in this process. After careful deliberation, the Chief Justices have endorsed for consideration, a new proposed model. Discussions with central agencies and the Courts will continue during the upcoming fiscal year.

CAS OMBUDSPERSON

In 2018–19 CAS established an ombudsperson position for the organization. The ombudsperson provides a safe, impartial space, for employees to discuss a variety of topics such as career, mental health, interpersonal conflict, stress and other workplace issues in a confidential setting. This reinforces a workplace culture that focuses on values, respect, teamwork, fairness, civility, responsibility and accountability.



PART I: ORGANIZATIONAL OVERVIEW

RAISON D'ÊTRE

CAS was established on July 2, 2003, with the coming into force of the *Courts Administration Service Act*, S.C. 2002, c. 8 (CAS Act). CAS's raison d'être is to provide administrative services to four superior courts of record — the Federal Court of Appeal (FCA), the Federal Court (FC), the Court Martial Appeal Court of Canada (CMAC) and the Tax Court of Canada (TCC). Placing administrative services at arm's length from the Government of Canada safeguards judicial independence and enhances accountability for the use of public money. CAS recognizes the independence of the Courts in the conduct of their own affairs and aims to provide each with quality and efficient judicial, registry, and administrative services.

MANDATE

As stated in section 2 of the CAS Act, CAS is mandated to:

- facilitate coordination and cooperation among the FCA, the FC, the CMAC and the TCC 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.

MISSION

Provide timely and accurate judicial, registry, and corporate services to the FCA, the FC, the CMAC and the TCC 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.

ORGANIZATIONAL 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.

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. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on facts and law. It has three components: security of tenure, financial security and administrative independence.

OPERATIONS

In carrying out its mandate, CAS undertakes activities in the following operational areas.

Judicial Services

Judicial Services provides legal services and judicial administrative support to assist members of the Courts in the discharge of their judicial functions. These services are provided by legal counsel, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants, under the direction of the four Chief Justices.

Registry Services

Registry services are delivered under the jurisdiction of the Courts. 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.

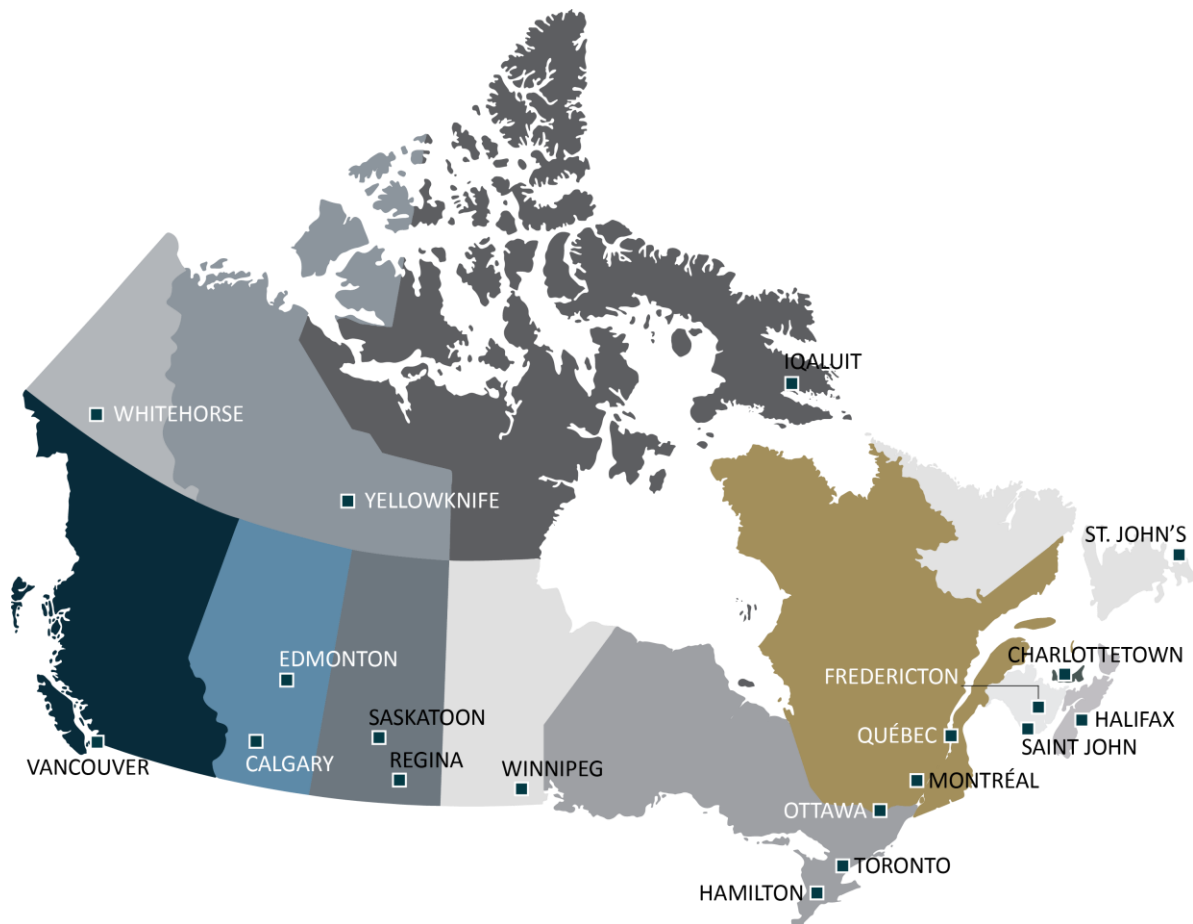
Corporate Services

Corporate services support a range of operations and functions by managing activities and resources which apply across the organization. These services assist the Courts, and their respective registries, in carrying out their activities. Corporate services at CAS include: Finance, Contracting, Materiel Management, Human Resources, Information Management and Information Technology (IM/IT), Security, Facilities and Administrative Services, Investment and Project Management.

SERVICE DELIVERY ACROSS CANADA

The Courts are itinerant, sitting in various locations across the country to reach Canadians wherever they are. Consequently, CAS must be able to support members of the Courts in preparing files, conducting hearings and writing decisions “anywhere, anytime.” CAS support for judicial and registry services is tailored to the particular needs of each of the Courts, while CAS acts as a provider of common corporate services to the Courts.

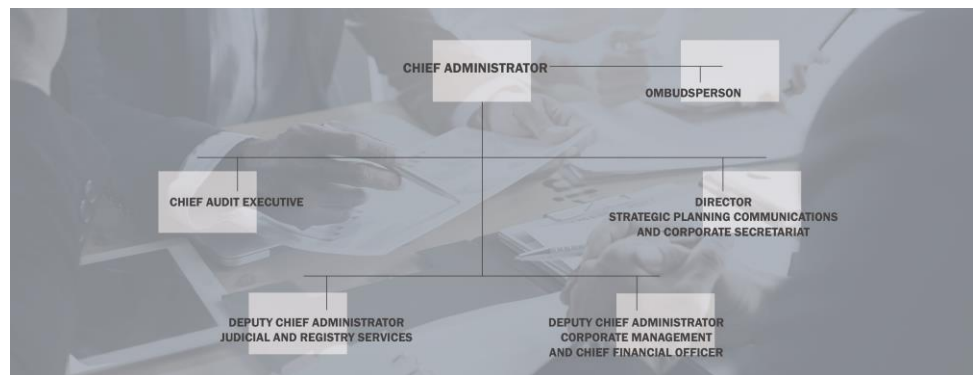
Court and registry services are provided in every province and territory through a network of thirteen permanent offices and agreements with eight provincial and territorial courts. The two locations in Ottawa are headquarters to the Courts. The main regional offices are in Vancouver, Toronto and Montréal, and local offices are located in Calgary, Edmonton, Winnipeg, Hamilton, Québec City, Halifax, Fredericton and St. John's. In 2018–19, 678 full-time equivalents provided services to the Courts.



PART II: ORGANIZATIONAL STRUCTURE AND GOVERNANCE

ORGANIZATIONAL STRUCTURE

CAS's organizational structure is designed to best support the organization 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 is the deputy head of CAS and is accountable to Parliament through the Minister of Justice.

Subsections 7(2) and 7(3) of the CAS 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 Courts, for the requirements of those Courts and the related needs of CAS.

Powers of the Chief Justices with Respect to the Courts Administration Service

Section 8 of the CAS 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.

Section 9 (1) of the CAS Act provides that a Chief Justice may issue binding directions in writing to the Chief Administrator with respect to any matter within the Chief Administrator's authority.

In 2017–18, the Chief Administrator received four such binding directions from the Chief Justice of the TCC: payment approval for the legal services of counsel retained by the Chief Justice; staffing of law clerks at the TCC; timelines for opening of a new TCC office in Hamilton, Ontario; and timelines to implement security enhancements in the lobby and parking garage of the TCC headquarters in Ottawa. The Chief Administrator developed measures to satisfy three of the directives in 2017–18 and the fourth directive relating to the staffing of law clerks' positions was addressed during the period covered by this report.

Role of the Chief Audit Executive (Internal Audit Function)

The Chief Audit Executive manages the internal audit function of CAS and reports to the Chief Administrator. In compliance with Government of Canada Standards and International Internal Audit Standards, the Chief Audit Executive is a professional, independent from line management, who provides objective assurance and consulting designed to add value and improve CAS's operations. The Chief Audit Executive supports CAS in achieving its business objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of CAS's management control framework, governance and risk management systems and related practices.

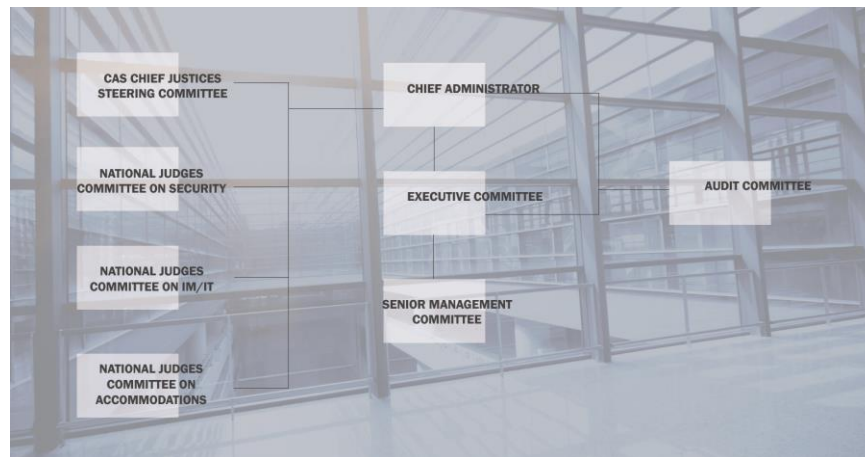
The internal audit function achieves this value through the provision of reasonable assurance to the Chief Administrator, the Audit Committee and senior management. Specifically, it conducts assurance engagements on various aspects of governance, risk management and control, and follow-ups on progresses made with respect to Management Action Plans developed to address audit recommendations and external assurance providers including the Auditor General of Canada or the Office of the Comptroller General of Canada.

Ombudsperson

In 2018–19, CAS established an ombudsperson position for the organization. This new position was created in response to public service surveys indicating improvement is required in areas of workplace well-being, including harassment and discrimination, as well as the Clerk of the Privy Council's commitment to making mental health and workplace well-being a priority. It provides a safe, impartial space, for employees to discuss a variety of topics such as career, mental health, interpersonal conflict, stress and other workplace issues in a confidential setting. This reinforces a workplace culture that focuses on values, respect, teamwork, fairness, civility, responsibility and accountability. The ombudsperson reports directly to the Chief Administrator. Camille Therriault-Power serves as CAS's Ombudsperson.

COMMITTEES

A number of committees that help determine the requirements of each Court and make informed decisions on key issues facilitates CAS's governance.



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. Three National Judges Committees (Security, Information Management/Information Technology [IM /IT] and Accommodations support it 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 CAS 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 Committee

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.

National Judges Committee on Security

The mandate of the National Judges Committee on Security is to facilitate efficient, sound and just decision-making with respect to security issues which are relevant to the courts' operations. The Committee fulfills its mandate by reviewing and recommending proposals which relate to security.

National Judges Committee on Information Management and Information Technology (IM/IT)

The mandate of the National Judges Committee on IM/IT is to facilitate efficient, sound and just decision-making with respect to IM/IT services which are relevant to the courts' operations. The Committee fulfills its mandate by reviewing and recommending proposals which relate to IM/IT Services.

National Judges Committee on Accommodations

The mandate of the National Judges Committee on Accommodations is to facilitate efficient, sound and just decision making with respect to the accommodations which are relevant to the courts' operations. The Committee fulfills its mandate by reviewing and recommending proposals which relate to the selection of facilities, tenancy agreements, leasing and parking facilities.

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 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 Courts.

Senior Management Committee

The Senior Management Committee plays an essential role in all planning activities and 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. Its 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 three external members since July 2019. The Chief Administrator participates as an ex officio member.





PART III: THE COURTS WE SERVE

The Courts 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 (FCA)

The FCA 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 FC and the TCC. It may also review decisions of certain federal tribunals pursuant to section 28 of the *Federal Courts Act*, R.S.C., 1985, c. F-7 and hear appeals under other acts of Parliament. Further information on the FCA can be found at www.fca-caf.gc.ca.

The table below provides an overview of the workload of the FCA.

	2018 19	2017 18	2016 17	2015 16	2014 15
Proceedings Instituted or Filed	463	422	527	527	621
Court Judgments, Orders and Directions Processed by the Registry	1,444	1,395	1,711	1,843	1,792
Files prepared for hearing and heard in Court	200	244	305	300	253
Days in Court	156	174	217	208	176
Recorded Entries	20,294	18,645	22,107	24,339	24,474
Total Dispositions	357	428	539	615	474
Active Proceedings as of March 31					
Appeals from FC (Final Judgment)	168	151	157	198	197
Appeals from FC (Interlocutory Judgment)	76	49	53	49	72
Appeals from TCC	182	126	112	96	179
Applications for Judicial Review	91	88	97	87	69
Others	23	27	31	33	38
Total	540	441	450	463	555
Status as of March 31					
Not perfected	290	260	247	252	327
Perfected	71	76	61	57	48
Consolidated	43	20	28	37	70
Reserved	49	39	46	32	29
Scheduled for hearing	40	27	51	66	56
Stayed	47	19	17	19	25
Total	540	441	450	463	555

FEDERAL COURT (FC)

The FC 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*, R.S.C., 1985, c. F-7 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 FC can be found at www.fct-cf.gc.ca.

The table below provides an overview of the workload of the FC.

	2018 19	2017 18	2016 17	2015 16	2014 15
Proceedings Instituted or Filed	33,088	25,961	28,304	31,583	35,731
General Proceedings and Immigration	8,866	7,440	7,329	7,563	9,722
<i>Income Tax Act</i> certificates	15,394	11,580	13,551	14,692	14,816
<i>Excise Tax Act</i> certificates	8,513	6,620	7,111	9,070	10,792
Other instruments and certificates	315	321	313	258	401
Court Judgments, Orders and Directions Processed by the Registry	19,599	17,157	17,826	18,720	20,561
Files prepared for hearing and heard in Court	3,602	3,506	3,476	4,086	4,223
Days in Court	2,741	2,463	2,885	3,036	3,109
Recorded Entries	245,497	212,787	233,241	243,620	259,077
Total Dispositions – General Proceedings and Immigration	7,370	8,377	7,547	8,275	9,030
Active Proceedings as of March 31					
Aboriginal	244	233	240	223	210
Other appeals provided for by law	57	64	60	49	55
Citizenship	27	52	351	221	144
Admiralty	181	190	204	196	205
Intellectual property	552	547	520	485	485
Immigration	3,264	2,161	3,238	3,433	5,657
Crown	689	492	376	665	669
Judicial Review	858	927	763	869	840
Patented Medicines Regulations	32	45	20	24	55
Total	5,904	4,711	5,772	6,165	8,320
Status as of March 31					
Not perfected	3,799	3,266	3,405	3,508	3,663
Perfected	577	289	236	399	632
Consolidated	118	81	909	717	776
Reserved	214	101	137	160	204
Scheduled for hearing	354	404	453	446	911
Stayed	842	570	632	935	2,134
Total	5,904	4,711	5,772	6,165	8,320

COURT MARTIAL APPEAL COURT OF CANADA (CMAC)

The CMAC is a national, bilingual, superior court of record, which hears appeals of court martial decisions. Courts martial are military courts established under the *National Defence Act*, R.S.C., 1985, c. N-5, which hear cases under the *Code of Service Discipline*. The judges of the CMAC are appointed by the Governor in Council from the FCA, the FC, and the trial and appellate justices of provincial superior courts.* Further information on the CMAC can be found at www.cmac-cacm.ca.

The table below provides an overview of the workload of the CMAC.

	2018 19	2017 18	2016 17	2015 16	2014 15
Proceedings Instituted or Filed	5	3	4	3	10
Court Judgments, Orders and Directions Processed by the Registry	7	30	15	19	36
Files prepared for hearing and heard in Court	3	6	5	3	3
Days in Court	3	6	5	3	3
Recorded Entries	135	218	267	350	453
Total Dispositions	4	11	2	2	10
Active Proceedings as of March 31					
Application for review of a decision	0	0	0	0	0
Notice of Appeal	5	3	14	12	8
Application for review of an undertaking	0	0	0	0	0
Notice of motion commencing an appeal	0	0	0	0	0
Total	5	3	14	12	8
Status as of March 31					
Not perfected	2	1	0	0	5
Perfected	2	1	1	0	1
Consolidated	0	0	0	0	0
Reserved	1	1	12	1	2
Scheduled for hearing	0	0	1	11	0
Stayed	0	0	0	0	0
Total	5	3	14	12	8
Status as of March 31					
Complaint Against a Military Judge*	0	0	0	1	0

* Pursuant to subsection 165.31(1) of the *National Defence Act*, the Chief Justice of the CMAC 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 (TCC)

The TCC is a national, bilingual, superior court of record, which has exclusive original jurisdiction to hear appeals and references pursuant to 14 federal statutes. Most of the appeals filed with the Court are on matters arising under: *Income Tax Act*, R.S.C., 1985, c. 1, Part IX of the *Excise Tax Act*, R.S.C., 1985, c. E-1 (GST/HST), Part IV of the *Employment Insurance Act*, S.C. 1996, c. 23, and Part I of the *Canada Pension Plan*, R.S.C., 1985, c. C-8. The constitution of the TCC is established by section 4 of the *Tax Court of Canada Act*, R.S.C., 1985, c. T-2. Further information on the TCC can be found at www.tcc-cci.gc.ca.

The table below provides an overview of the workload of the TCC.

	2018 19	2017 18	2016 17	2015 16	2014 15
Proceedings Instituted or Filed	5,211	5,132	6,390	5,892	5,455
Court Judgments, Orders and Directions Processed by the Registry	13,759	12,968	14,482	12,618	12,751
Files prepared for hearing and heard in Court	888	774	887	914	1,128
Days in Court*	3,260	2,730	2,930	3,099	2,797
Recorded Entries	181,006	177,431	183,351	177,380	170,241
Total Dispositions	4,968	5,359	5,347	4,985	5,219
Active Proceedings as of March 31					
Goods and Services Tax / Harmonized Sales Tax	1,390	1,529	1,592	1,417	1,248
Income Tax	8,680	8,431	8,586	7,722	6,804
Employment Insurance and Canada Pension Plan	347	378	336	293	462
Others	54	40	42	42	19
Total	10,471	10,378	10,556	9,474	8,533
Status as of March 31					
Not perfected	1,086	1,003	1,271	1,207	1,485
Perfected	2,719	2,387	2,861	2,119	1,535
Reserved	143	81	88	132	125
Awaiting timetable	188	193	180	114	84
Scheduled for hearing	1,536	1,818	1,572	1,295	1,770
Specially Managed Cases	2,571	2,410	2,383	2,557	1,490
Awaiting another decision	2,228	2,486	2,201	2,050	2,044
Total	10,471	10,378	10,556	9,474	8,533

* For the TCC, "Days in Court" is defined as the number of court sitting days scheduled which include conference call days, courtroom scheduled sitting days and on duty judge days. Due to the manner data was captured in the Appeals System Plus (ASP), the numbers for "Days in Court" for the TCC that appeared in the CAS Annual Report in previous years were understated. Consequently, the statistics have been adjusted to reflect actual numbers of days in court scheduled and have been applied retroactively.



PART IV: MANAGEMENT DISCUSSION AND ANALYSIS

OPERATING ENVIRONMENT

In 2018–19, the following had the greatest impact on the environment within which CAS operates.

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. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on facts and law. It has three components: security of tenure, financial security and administrative independence.

The CAS 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. Therefore, safeguarding the principle of judicial independence is a key operational consideration for CAS when providing services to the Courts, as well as in supporting the roles of the Chief Justices and judges in the management of the Courts.

Distinct requirements of the Courts

Services required by the judiciary — including registries, hearing-related activities, legal counsel, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants — are provided as directed by the Chief Justices. The national and itinerant nature of the Courts also requires CAS to provide support to members of the Courts and deliver court and registry services in various locations across the country. As such, the individual and unique requirements of each of the Courts, the distinct nature of the Courts' business, and the characteristics of the Canadian judicial system, are all factors that CAS must consider when delivering services to the Courts.

Volume and complexity of cases before the Courts

The volume of cases before the Courts is a key factor for the level of support required from CAS, particularly in terms of registry and judicial services. This volume can be somewhat unpredictable, as changes in legislation and regulations,

policy decisions, as well as precedents from judgements can all influence the number of cases submitted before the Courts. In addition, the nature and increasing complexity of the cases filed can considerably impact the workloads of the Courts and registries, particularly in those related to national security, intellectual property, Aboriginal claims, taxation and immigration — which exacerbate pressures on staff, including judicial and registry support.

Demands for e-services and e-courts

Today, people routinely conduct business online and demand the same services from the government as they receive from private sector organizations. Members of the Courts, litigants and the legal community expect to be able to use modern technologies and electronic tools. Emerging technologies and new trends in providing e-services are key considerations for CAS in its service delivery and systems. However, legacy systems currently employed by CAS offer very limited functionality to accommodate e-services and e-courts. Therefore, CAS will continue to pursue efforts to acquire and implement a modern CRMS that will enable the Courts and CAS to work digitally and to deliver e-services to Canadians. These measures are in line with Treasury Board's priority to improve government operations and service delivery, including developing a new digital policy to make government more service oriented, open, collaborative, accessible, and digitally enabled.

Service delivery capacity

CAS's ability to provide the required level of mandated services to meet the operational needs of the Courts, as well as associated services to litigants and their legal counsel, is dependent on available financial and human resources. Funding received in Budget 2018 has allowed CAS to restore its capacity particularly in judicial and registry services. CAS will continue with its efforts to ensure that the organization has in place the resources necessary to deliver the level of mandated services required by the Courts. This will include seeking funding for initiatives necessary for the long-term operations of the Courts and CAS such as a modern CRMS.

Workforce

CAS's ability to provide the level of mandated services required by the Courts also depends on the strength of its workforce. Much of the work undertaken at CAS requires specialized skills and strong knowledge of the legal/judicial environment, as well as technical knowledge in the respective jurisdictions of the Courts. Given the unique skill sets required, CAS must often compete with other courts across Canada or other federal departments to attract and retain skilled employees. Additionally, CAS has a mature workforce. The average age of the workforce is 44 (excluding law clerks) and approximately 24% of CAS employees will become eligible for retirement in the next five years.

KEY CORPORATE RISKS

CAS has in place a risk management process through which corporate risk profiles are developed and used annually to create an Enterprise Risk Management Framework for the fiscal year. This process is applied consistently throughout CAS and engages the most senior levels of the organization — the Chief Justices of the Courts, the Departmental Audit Committee, the Executive Committee, and the Senior Management Committee — in the identification and evaluation of the most pertinent risks for the organization, and the determination of appropriate response strategies to effectively manage these risks. Assigned risk owners are responsible for monitoring risks and the effectiveness of mitigation strategies, and presenting quarterly reports to the Executive Committee.

Access to Justice

There is a risk that access to justice could be compromised by insufficient financial resources and in turn impact the judicial independence of the Courts.

Factors driving this risk in 2018–19 included nondiscretionary work associated with the escalation in the number of multi-day hearings; a large number of self-represented litigants (SRLs) across all Courts; the effects of legislative and regulatory changes and amendments to the *Court Rules* on workloads; the number of documents received by the Courts; ongoing public demands for online services; the number of decisions that CAS has to translate and the requirement to support Canada's fiscal objectives.

Ongoing program integrity funding in Budget 2018 has in large part mitigated this risk by providing a stable resource base for a number of areas critical to delivering CAS's core mandate. In addition, CAS received funding in Budget 2019 for other important initiatives including a slight increase for the translation of Court decisions and the relocation of the federal courthouse in Montréal.

However, due to the ongoing requirement for funding for a modern CRMS, in the short-term, CAS will maintain its efforts to address this need. CAS will also continue to assess its requirement for translation.

Courts and Registry Management System

There is a risk that system applications and infrastructure will be unable to respond to the current and evolving requirements of the courts, litigants and CAS, impacting service delivery efficiency and access to justice.

The inefficiency of legacy systems to meet current needs, the susceptibility to system failures, potential of IT security incidents, an ongoing lack of dedicated funding for a modern CRMS, and the growing public demand for digital service, were all factors that continued to drive this risk. To mitigate this risk, CAS continued to advance its efforts in 2018–19 to secure funding to implement a new CRMS.¹

In light of the continued risks with current systems, it was determined the likelihood and impact of this risk was increasing by the end of 2018–19.

Human Resources Management

There is a risk that a lack of succession planning, insufficient capacity, high staff turnover, workload pressures, work culture and work environment will negatively impact the wellness and productivity of employees.

Factors driving this risk in 2018–19 included the need to continue to invest in succession planning, insufficient staff capacity, high staff turnover, workload pressures, and to improve work culture and work environment.

Several mitigation strategies were implemented during the fiscal year to address this risk. These included staffing positions identified for program integrity funding; completing CAS's succession planning strategy and making significant progress on the work description review; delivering a number of training and awareness events on mental health / workplace wellness; and developing and implementing an action plan to respond to employee needs identified in the 2017 PSES.

The mitigation strategies adopted were successful in decreasing the likelihood and impact of this risk by the end of 2018–19.

¹ At the time of publication, CAS had been accorded in-year funding of \$52 million over five years beginning in 2019–20 and \$6.7 million ongoing to support the acquisition, implementation and operation of a modern CRMS.

Information Management

There is a risk of loss, damage or inability to access records of business value or historical jurisprudence and in turn impact decision-making.

Factors driving this risk in 2018–19 included the need to implement a modern document management system (DMS) for CAS and the Courts; the volume of court documents processed and managed by CAS; and the large volume of paper documents archived by CAS. Risk mitigation strategies, including the roll-out of a DMS for all corporate services; continued work with the document retention standards; and exploring the potential for the digitization of archival court documents were implemented over the course of the fiscal year.

The mitigation strategies adopted were successful in decreasing the likelihood and impact of this risk by the end of 2018–19.

Security

There is a risk that the security of members of courts, court users and CAS employees, facilities, information and IT could be compromised.

In 2018–19, the evolving security requirements and the results of a number of threat analyses continued to drive this risk. A variety of mitigation strategies were implemented over the course of the fiscal year to respond to this risk. These included the continued implementation of the Court Security Officer (CSO) program; application of CAS's standardized methodology and approach to establishing security measures for high-risk hearings and events; the review of BCPs and update of the BCP policy; and maintaining solid partnerships that strategically position the organization within various high-level committees that support security-related initiatives. In addition, the vast majority of security enhancements identified as part of funding allocated in Budget 2015 were completed.

The mitigation strategies adopted were successful in decreasing the likelihood and impact of this risk by the end of 2018–19.

PERFORMANCE AGAINST PRIORITIES

In 2018–19, CAS supported seven main organizational priorities. The following summarizes performance for the fiscal year against these priorities.

Courts and Registry Technologies

Articulate a strategy to provide the Courts, litigants and CAS with an enabling, modern and integrated IT environment supportive of their needs.

CAS advanced its efforts in 2018–19 to enhance court and registry technologies. Five new e-courtrooms were completed during the fiscal year, with four located in Toronto and one in Montréal. A new Electronic Judicial Calendar for the FC was also completed to manage the scheduling of proceedings and the assignment of judges. In addition, CAS continued its efforts to secure funding to support the acquisition, implementation and operation of a modern CRMS to replace current technologies used to manage the business of the Courts and their registries.² A modern CRMS would provide efficient and effective support to the Courts, enable the Courts and their registries to work digitally and to deliver the e-services demanded by members of the Courts, litigants and lawyers from the moment documents are filed to the time a decision is made public.

² At the time of publication, CAS had been accorded in-year funding of \$52 million over five years beginning in 2019–20 and \$6.7 million ongoing to support the acquisition, implementation and operation of a modern CRMS.

Human Resources

Implement a sustainable human resources model to meet the current and future needs of CAS and the Courts.

To address capacity needs in registry and judicial services, efforts were deployed in 2018–19 to staff priority positions across the four Courts. At the end of the fiscal year, positions staffed provided much needed resources to effectively support the Courts' business. The training model for the registries was also reviewed in 2018–19 to determine how to best enhance delivery methods and the content of training materials to better meet the unique requirements of each Court and the development needs of employees.

CAS's operational staffing service delivery model was reviewed in 2018–19, and as a result, new collective and express staffing units were established to improve the responsiveness of staffing actions across the organization. Phase 1 of CAS's succession plan strategy was completed while the remaining phases are expected to be completed in the next fiscal year. Work also continued to advance for CAS's work description update with the review of positions in Judicial and Registry Services completed and substantial progress made with Corporate Services positions.

To promote mental health, a number of training programs and seminars were offered to both managers and employees throughout the fiscal year. The *Guarding Minds at Work* survey was also administered to employees to assess how to best respond to mental health in the workplace. The feedback received will inform CAS's integrated strategy on mental health, civility, and values and ethics, which is under development.

Facilities

Ensure that CAS's space envelope meets operational requirements of the Courts and CAS and provides a safe and accessible environment for members of the Courts, employees and court users.

To ensure its facilities' plans meet the current and evolving requirements of the Courts, CAS undertook a number of initiatives in 2018–19. CAS continued to work with Public Services and Procurement Canada (PSPC) to establish National Judicial Fit-up Standards outlining requirements for judicial special purpose space to ensure they reflect the status of the Courts and meet modern court standards.

Additionally, CAS received \$4.6 million as part of program integrity funding in Budget 2018 to acquire additional space at the Toronto regional office to accommodate resources necessary to manage workloads as well as the expansion of court business. Funding of \$24 million over five years beginning in 2019–20 was also received in Budget 2019 for the relocation of the federal courthouse in Montréal. The Montréal courthouse is the Courts' third largest location in Canada and a new building is necessary to ensure a continuous and uninterrupted court presence in Montréal. While PSPC will lead the construction of the new building, the funding received will cover CAS's portion of the project costs. Planning also advanced for projects to be undertaken in several locations across Canada to accommodate the increasing workload of the Courts, as well as address accessibility issues.

Translation

Implement a new translation model to support effective service delivery.

CAS modified its translation model in 2018–19 to improve quality, efficiency and timeliness of translation of decisions of the Courts. Additionally, funding received in Budget 2019 — \$8.5 million over five years beginning in 2019–20 and \$1.7 million ongoing — will be used to increase CAS's translation capacity, facilitate making decisions available in both official languages in a timely manner, and ensure that

decisions posted on the Courts' websites are of the expected quality, equivalency and accessible to the visually impaired.

Security

Finalize enhancements to physical and IT security for members of the Courts, their users and employees.

Efforts were exerted in 2018–19 to further improve the proactive security posture for the Courts and CAS. Building on work carried out in previous years, the majority of security enhancements identified as part of funding received in Budget 2015 were completed within established timeframes. The CSO program continued to be implemented with CAS deploying screening equipment in facilities and off-site locations. CAS's BCPs and EMPs were reviewed in 2018–19 to enable continued delivery of operations in the event of a business disruption or incident. Finally, several software and hardware improvements were made to enhance IT security.

Information Management

Adopt and implement the required systems, tools and practices for the effective management, sharing and use of information and records for program and service delivery.

CAS continued to advance its efforts in 2018–19 to adopt modern information management principles, practices and standards with the roll-out of a new DMS for its corporate services, which utilizes the GCdocs platform for the storage, search, retrieval and lifecycle management of electronic information resources. It is anticipated this system will be deployed to other operational areas and regional offices in the future.

Communications

Develop and implement effective approaches, tools, media and materials to facilitate information sharing and engage employees.

In 2018–19, CAS continued to develop and implement communications strategies, tools, media and materials. As part of these efforts, CAS assisted the FC with the redesign and reconfiguration of its website. The new website has a more user-friendly interface and updated content to help legal counsel, SRLs and the public to easily find the necessary information they require to bring actions forward and to navigate proceedings. The FCA, CMAC and TCC are in the process of updating their websites.

To address the results of the 2017 PSES an Action Plan was developed to implement initiatives that would bring positive improvements to the workplace and work environment. To ensure the needs and concerns of all groups across the organization were reflected, a multi-tiered, multi-stakeholder, collaborative approach was used. Implementation of the Action Plan was a success, with 75% of the items completed in the Plan's first year. The positive effects of measures undertaken were evident in the 2018 PSES results with improvements seen across the board.

PART V: FINANCIAL STATEMENT HIGHLIGHTS

The highlights presented in this section are drawn from CAS's 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.

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

Courts Administration Service

Condensed Statement of Operations (unaudited)

As at March 31, 2019 (dollars)

Financial Information	2018 19 Planned results	2018 19 Actual results	2017 18 Actual results	Difference (2018 19 actual minus 2018 19 planned)	Difference (2018 19 actual minus 2017 18 actual)
Total Expenses	105,017,204	116,340,189	108,735,899	11,322,985	7,604,290
Total Revenues	8,013	16,432	14,122	8,419	2,310
Net cost of operations before government funding and transfers	105,009,191	116,323,757	108,721,777	11,314,566	7,601,980

Notes:

The 2018–19 planned results are those reported in the [Future-Oriented Statement of Operations](#) included in the 2018–19 Departmental Plan.

The variance of \$11,322,985 between the Planned Results for expenses for 2018–19 (\$105,017,204), and Actual Results of \$116,340,189 is mainly explained by additional sources of funding and other adjustments that were not included in the planned results because they were not yet approved. The additional funding was received to address program integrity, to implement elements of a new comprehensive Intellectual Property Strategy, to enhance procedural fairness in the citizenship revocation process under the *Citizenship Act*, and to support the Mexico Visa Lift initiative. This variance is also attributable to operating budget carry forward, as well as expenses for collective bargaining payments and contributions to employee benefit plans.

Expenses: CAS's total expenses were \$116,340,189 in 2018–19 (\$108,735,899 in 2017–18). The largest components of the increase of \$7,604,290 (6.99%) were mainly in salaries and wages, amortization of tangible capital assets, and professional and special services.

- *Salaries and employee benefits:* Salaries and employee benefits expense was \$62,409,678 in 2018–19 (\$59,335,570 in 2017–18). The \$3,074,108 (5.18%) variance is due to increases of \$2,921,940 in salaries and wages, and \$518,417 in employer contributions to employee benefit plans. These increases were partly offset by a decrease of \$218,560 in employer contribution to the health and dental insurance plans (related party transaction), and \$147,689 in the provision for severance benefits. More than half (53.64%) of CAS's total expenses in 2018–19 consisted of salaries and employee benefits.

- **Operating:** Operating expenses totaled \$53,930,511 in 2018–19 (\$49,400,329 in 2017–18). The \$4,530,182 (9.17%) variance is mainly attributable to increases of \$1,460,569 in the amortization of tangible capital assets, \$1,105,297 in professional and special services, \$649,982 in repairs and maintenance, \$380,995 in transportation and telecommunications, \$334,523 in rentals, \$265,396 in materials and supplies, \$55,185 in machinery and equipment, \$1,374 in accommodations, and \$332,838 in other miscellaneous operating expenses. These increases were partly offset by a decrease of \$55,977 in information technology mostly related to a reduction in printing services.

Revenues: The majority of CAS's revenues are earned on behalf of the Government of Canada. 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 \$2,691,820 in 2018–19 (\$2,559,619 in 2017–18) and net revenues were \$16,432 in 2018–19 (\$14,122 in 2017–18).

Courts Administration Service

Condensed Statement of Financial Position (unaudited)

As at March 31, 2019 (dollars)

Financial Information	2018 19	2017 18	Difference (2018 19 minus 2017 18)
Total net liabilities	24,972,743	27,286,444	(2,313,701)
Total net financial assets	19,724,685	21,933,038	(2,208,353)
Departmental net debt	5,248,058	5,353,406	(105,348)
Total non-financial assets	18,863,934	18,874,575	(10,641)
Departmental net financial position	13,615,876	13,521,169	94,707

Notes:

Liabilities: CAS's net liabilities as at March 31, 2019 were \$24,972,743 (\$27,286,444 as at March 31, 2018). The decrease of \$2,313,701 (8.48%) is the result of the following:

- **Accounts payable and accrued liabilities (52.78% of total liabilities):** Decrease of \$902,072 includes decreases of \$1,445,889 in accounts payable to external parties and \$556,283 payable to other government departments and agencies, primarily due to timing of services delivered. Decrease offset by an increase of \$1,100,100 in accrued liabilities related to salaries and wages.
- **Vacation pay and compensatory leave (11.46% of total liabilities):** Increase of \$167,516 mainly due to \$107,673 increase in vacation pay.
- **Deposit accounts (27.42% of total liabilities):** Decrease of \$1,499,445 in deposit accounts reflects 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 (8.34% of total liabilities):** Decrease of \$79,700 due to decrease in the percentage factor used to calculate severance benefits.

Assets: The composition of CAS's financial and non-financial assets is as follows:

Financial assets:

- Due from the Consolidated Revenue Fund (45.65% of gross assets)
- Accounts receivable and employee advances (6.76% of gross assets)

Non-financial assets:

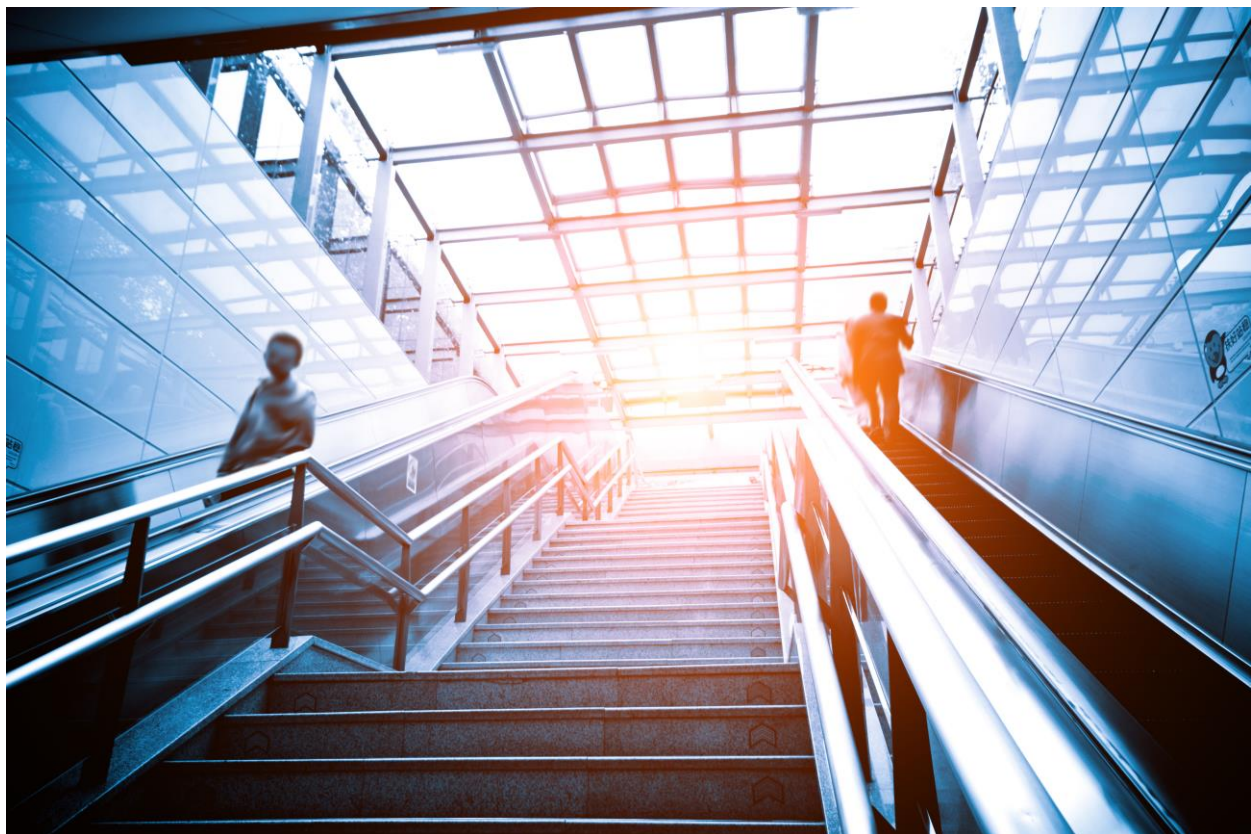
- Tangible capital assets (45.89% of gross assets)
- Prepaid expenses (1.7% of gross assets)

Net financial assets: This is comprised of financial assets net of accounts receivable held on behalf of Government. Accounts receivable held on behalf of the Government of Canada consist primarily of accounts receivable from other governmental organizations. The decrease of \$2,208,353 is mainly due to a decrease in the amount due from the Consolidated Revenue Fund, as well as decrease in accounts receivable and advances.

Non-financial assets: The decrease of \$10,641 is mainly due to a decrease in prepaid expenses which was partly offset by an increase in tangible capital assets related to physical security enhancement projects, facilities renovation design and warehouse shelving.

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.





LOOKING TO THE FUTURE OF THE COURTS AND CAS

In 2019–20, CAS will move ahead with an ambitious multi-year transformative agenda to support the Courts, inclusive of the implementation of a long-awaited new CRMS. An environmental scan conducted in 2019–20, which analyzed and examined the environment within which the Courts and CAS operate and identified emerging trends and best practices in court systems both within Canada and abroad, will inform several initiatives to facilitate the ease of access to justice for Canadians and businesses in the settlement of their disputes. Special consideration will be given to national and international best practices in court security, e-courts, service delivery, online dispute resolution models, flexible courtroom facilities, as well as alternate work arrangements for employees.

HUMAN RESOURCES AND WORKPLACE PRESSURES

CAS's human resources bring significant value to its business operations and are essential and critical partners in the formulation of the organization's corporate culture. Moving forward and building on plans to develop a workplace for the future, CAS will work with the Courts and its employees to explore and implement modern approaches to human resources management. Special attention will be given to the development of a change management plan and to addressing the anticipated increases in workload pressures expected to be generated by several Government of Canada policy initiatives. Specifically, National Security Programs under the *Investment Canada Act* aimed at combating tax avoidance/evasion, and asylum system protection programs are expected to increase the workload of the FC, which provides judicial oversight for Canada's immigration system.

INDIGENOUS CASES

According to Statistics Canada, in 2016 (last census), there were 1,673,785 aboriginal people living in Canada or 4.9% of Canada's population. This represents a growth of approximately 42.5% since 2006. In keeping with this growing population, and to ensure access to justice for Canada's indigenous peoples, help address the increasing number of cases and claims before the Courts, CAS will also develop efforts to improve its facilities and construct courtrooms for aboriginal proceedings in areas of high aboriginal populations such as Saskatchewan.

DATA PROTECTION – KEEPING UP WITH MODERN APPROACHES

Data security continues to take on a prominent role in this evolving technological world. Modern approaches aimed at continuing to avoid and mitigate incidents of malicious software, hacking, cyber-attacks, and human error, will continue to be incorporated in the electronic security plan for the Courts and CAS to ensure protection and privacy of the information. Through ongoing collaboration with the Courts, legal community, portfolio partners, central agencies, and other strategic partners, CAS will continue to ensure it responds effectively to emerging threats using advanced approaches.

BRANDING

Modern communication demands modern branding which includes steps to increase the visibility of the Courts and CAS for Canadians. Increased social media usage, characterized by continuously evolving shifts in how people seek, share, and use information will be explored. Nationally and internationally, courts, organizations, and businesses are taking on the challenge to keep pace with and engage their audiences in new and meaningful ways. To this end, in addition to the use of Twitter, and in collaboration with the Courts, CAS will continue to work on other initiatives such as updating and modernizing websites and signage. This rebranding exercise will also facilitate the continued engagement of CAS's Next-Gen segment of its workforce, and help move this communication objective forward in meaningful and productive ways.

APPENDIX I – ACRONYMS

ASP	Appeals System Plus
BCP	Business Continuity Plan
CAS	Courts Administration Service
CAS Act	<i>Courts Administration Service Act</i>
CMAC	Court Martial Appeal Court of Canada
CRMS	Courts and Registry Management System
CSO	Court Security Officer
DMS	Document Management System
EMP	Emergency Management Plan
FC	Federal Court
FCA	Federal Court of Appeal
GST/HST	Goods and Services Tax / Harmonized Sales Tax
IM/IT	Information Management and Information Technology
PSES	Public Service Employee Survey
PSPC	Public Services and Procurement Canada
R.S.C.	Revised Statutes of Canada
S.C.	Statutes of Canada
SRL	Self-represented litigant
TCC	Tax Court of Canada

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.
Directions	Instructions by the Court, written or oral.
Decisions	Proceedings concluded by way of judgment, discontinuance or other documents.
Files prepared for hearing and heard in Court	Number of appeals, hearings, judicial reviews, motions, teleconferences and meetings heard by the court.
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.

Term	Definition
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 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 <i>Federal Courts Rules</i>).
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.



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

<http://www.cas-satj.gc.ca/en/operations/locations.shtml>

