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It is my pleasure to present the Courts Administration Service (CAS) Annual Report highlighting the organization's achievements for the 2019–20 fiscal year in providing administrative services to 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) — the Courts.

This past year was undoubtedly memorable as it presented its opportunities and challenges. Perhaps most noteworthy, CAS successfully obtained funding to procure, implement and maintain a new Courts and Registry Management System (CRMS). This was a very significant accomplishment as this has been a longstanding priority for the Courts and CAS. The implementation of this new system will be the cornerstone of efforts employed towards a digital environment to facilitate access to justice, allow the electronic management of court business, and deliver the electronic services Canadians expect.

To facilitate meeting the future needs of the Courts in a fast-paced and ever-changing environment, several important planning initiatives were concluded in 2019–20. For instance, the latest iteration of the National Accommodation Strategic Plan was completed. The plan provides a strategic vision to meet the special purpose accommodation required by the Courts and CAS and to support their long-term needs over the next ten years. A new HR strategic plan was also developed to ensure CAS has an innovative, agile workforce to meet the Courts' evolving requirements. In addition, a national threat and risk assessment of the federal courts system was conducted to identify emerging threats and potential risks to the Courts and CAS.

The end of the fiscal year was marked by the novel coronavirus (COVID-19) global pandemic. This once-in-a-century event brought with it unprecedented challenges and uncertainties. I want to take this opportunity to thank all CAS employees who rose to the occasion in these difficult times. I was thoroughly impressed with the innovation, adaptability, professionalism and commitment shown by staff as we adjusted to working remotely as part of the new normal. I am reassured that our collective efforts helped reduce the spread of COVID-19 and flatten the curve. While it is unknown how long the pandemic will last, we must remember that we are all in this together.

This Annual Report is a little bittersweet for me as it is my last after serving ten years as CAS's Chief Administrator. It has been an honour to lead the organization. Our employees across Canada have an extraordinary passion for delivering exceptional service to support an independent and effective judiciary while enabling Canadians' access to justice. My time at CAS would not have been a success without them. I would also like to extend my gratitude to the Chief Justices of the Courts for their support during my time as the Chief Administrator.

I am proud of what we were able to accomplish together over the past ten years, and I feel privileged to have finished my career with CAS. I wish the Courts and CAS all the best for the future.

Daniel Gosselin FCPA, FCA Chief Administrator



In 2019–20, 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.

FUNDING FOR A NEW COURTS AND REGISTRY MANAGEMENT SYSTEM

CAS successfully obtained funding in 2019–20 for a new Courts and Registry Management System (CRMS). Inyear funding of \$54 million over five years and \$6.7 million ongoing was accorded to CAS. While significant progress was made, CAS had to extend the project definition phase to the middle of 2021 to allow more time for critical planning activities.

A NEW VISION FOR FEDERAL JUDICIAL FACILITES

To ensure its facilities meet the Courts' current and evolving requirements, CAS completed its latest iteration of the National Accommodation Strategic Plan (NASP). Based on the most recent analysis of the Courts and CAS's accommodations requirements, the NASP outlines a strategic approach to guide decisions related to the special purpose accommodations required by the Courts and CAS and to support their long-term needs over the next ten years. Additionally, the NASP will assist CAS in delivering its facilities program in a more efficient and cost effective manner, in collaboration with Public Services and Procurement Canada (PSPC).

IDENTIFYING THREATS AND RISKS TO COURT SECURITY

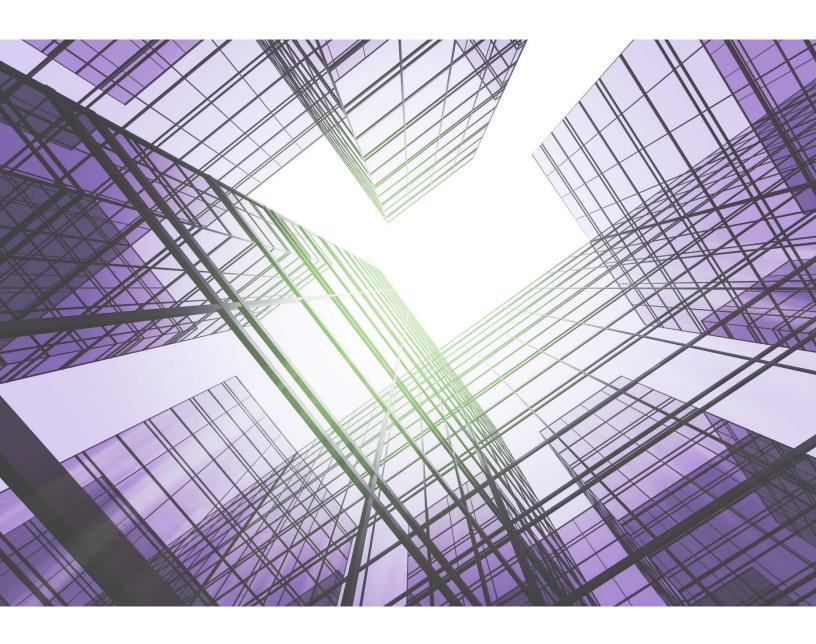
CAS completed a national threat and risk assessment (TRA) of the federal courts system in 2019–20. The TRA identified emerging threats and potential risks to the Courts and CAS. It also assessed the effectiveness and continued adequacy of security measures implemented since the last national TRA in 2013. Findings from the TRA will guide CAS in adjusting its proactive stance to deliver the security level required for the judiciary, employees and court users to operate within a safe and secure environment.

HELPING EMPLOYEES CHART THEIR CAREER PATH

To support employees' progress with their career development, CAS launched the My CAS Career portal on its Intranet. This portal serves as a comprehensive resource for employees to access information for every step of their career path. It contains tools and resources related to the onboarding of new employees and on professional development to acquire new knowledge and skills. The portal also includes tools on off boarding to facilitate employees' transition to a new workplace or retirement.

RESPONDING TO THE WORLDWIDE PANDEMIC

Late in the 2019–20 fiscal year, Canada was in the grip of the global novel coronavirus (COVID-19) pandemic. At this unprecedented time, CAS took swift action to enable continued access to justice for Canadians while protecting the health and safety of members of the Courts, CAS employees, counsel, litigants and the public. To minimize the risk of exposure in the workplace, CAS enacted its Business Continuity Plan (BCP) where only essential staff were asked to report on site to maintain critical operations; all other employees were directed to use a flexible work arrangement or to work remotely where possible. The Courts also issued practice directions to suspend regular operations temporarily, postpone in-person hearings, and where possible, to conduct hearings via teleconference and video conference. Registry operations continued with limited staff, and where in-person filling was not required, the electronic submission of court documents was encouraged.





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 while enhancing 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 that 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 one of the cornerstones 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 provide 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.

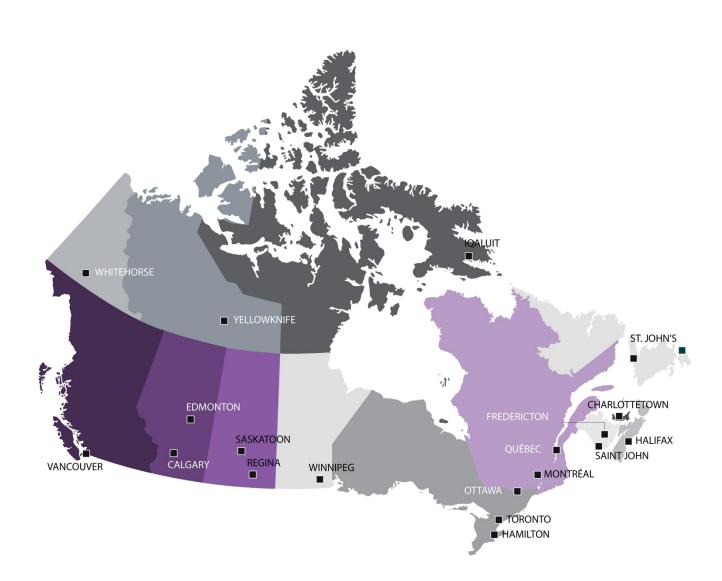
Corporate Services

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 seven provincial and territorial courts. The headquarters of the Courts are located in Ottawa. 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 2019–20, 756 full-time equivalents provided services to the Courts.





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 discharge their duties 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 2019–20, the Chief Administrator did not receive any binding directions from the Chief Justices.

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

The CAS 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. The ombudsperson reports directly to the Chief Administrator.

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 CAS 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.

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 the Chief Audit Executive and three external members. The Chief Administrator participates as an ex officio member.



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.

	2019–20	2018–19	2017–18	2016–17	2015–16
Proceedings Instituted or Filed	490	463	422	527	527
Court Judgments, Orders and Directions Processed by the Registry	1,965	1,444	1,395	1,711	1,843
Files prepared for hearing and heard in Court	239	200	244	305	300
Days in Court	191	156	174	217	208
Recorded Entries	22,632	20,294	18,645	22,107	24,339
Total Dispositions	532	357	428	539	615
Active Proceedings as of March 31					
Appeals from FC (Final Judgment)	170	168	151	157	198
Appeals from FC (Interlocutory Judgment)	76	76	49	53	49
Appeals from TCC	136	182	126	112	96
Applications for Judicial Review	80	91	88	97	87
Others	35	23	27	31	33
Total	497	540	441	450	463
Status as of March 31					
Not perfected	276	290	260	247	252
Perfected	89	71	76	61	57
Consolidated	31	43	20	28	37
Reserved	34	49	39	46	32
Scheduled for hearing	32	40	27	51	66
Stayed	35	47	19	17	19
Total	497	540	441	450	463

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.

	2019–20*	2018–19	2017–18	2016–17	2015–16
Proceedings Instituted or Filed	33,727	33,088	25,961	28,304	31,583
General Proceedings and Immigration	9,511	8,866	7,440	7,329	7,563
Income Tax Act certificates	14,966	15,394	11,580	13,551	14,692
Excise Tax Act certificates	8,981	8,513	6,620	7,111	9,070
Other instruments and certificates	269	315	321	313	258
Court Judgments, Orders and Directions Processed by the Registry	22,851	19,599	17,157	17,826	18,720
Files prepared for hearing and heard in Court	4,010	3,602	3,506	3,476	4,086
Days in Court	2,905	2,741	2,463	2,885	3,036
Recorded Entries	263,652	245,497	212,787	233,241	243,620
Total Dispositions – General Proceedings and Immigration	8,417	7,370	8,377	7,547	8,275
Active Proceedings as of March 31					
Aboriginal	238	244	233	240	223
Other appeals provided for by law	68	57	64	60	49
Citizenship	33	27	52	351	221
Admiralty	178	181	190	204	196
Intellectual property	516	552	547	520	485
Immigration	4,140	3,264	2,161	3,238	3,433
Crown	781	689	492	376	665
Judicial Review	893	858	927	763	869
Patented Medicines Regulations	63	32	45	20	24
Total	6,910	5,904	4,711	5,772	6,165
Status as of March 31					
Not perfected	4,310	3,799	3,266	3,405	3,508
Perfected	653	577	289	236	399
Consolidated	145	118	81	909	717
Reserved	222	214	101	137	160
Scheduled for hearing	501	354	404	453	446
Stayed	1,079	842	570	632	935
Total	6,910	5,904	4,711	5,772	6,165

^{*}Due to the COVID-19 pandemic, the entry of some data was delayed. As a result, the numbers presented in the table may not fully represent the workload for the fiscal year.

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.

	2019–20	2018–19	2017–18	2016–17	2015–16	
Proceedings Instituted or Filed	7	5	3	4	3	
Court Judgments, Orders and Directions Processed by the Registry	12	7	30	15	19	
Files prepared for hearing and heard in Court	3	3	6	5	3	
Days in Court	3	3	6	5	3	
Recorded Entries	227	135	218	267	350	
Total Dispositions	8	4	11	2	2	
Active Proceedings as of March 31	Active Proceedings as of March 31					
Application for review of a decision	0	0	0	0	0	
Notice of Appeal	3	5	3	14	12	
Application for review of an undertaking	0	0	0	0	0	
Notice of motion commencing an appeal	0	0	0	0	0	
Total	3	5	3	14	12	
Status as of March 31						
Not perfected	2	2	1	0	0	
Perfected	0	2	1	1	0	
Consolidated	0	0	0	0	0	
Reserved	0	1	1	12	1	
Scheduled for hearing	0	0	0	1	11	
Stayed	1	0	0	0	0	
Total	0	5	3	14	12	
Status as of March 31						
Complaint Against a Military Judge*	0	0	0	0	1	

^{*} 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.

	2019–20	2018–19	2017–18	2016–17	2015–16
Proceedings Instituted or Filed	4,684	5,211	5,132	6,390	5,892
Court Judgments, Orders and Directions Processed by the Registry	13,603	13,759	12,968	14,482	12,618
Files prepared for hearing and heard in Court	883	888	774	887	914
Days in Court*	3,138	3,260	2,730	2,930	3,099
Recorded Entries	177,820	181,006	177,431	183,351	177,380
Total Dispositions	4,935	4,968	5,359	5,347	4,985
Active Proceedings as of March 31					
Goods and Services Tax / Harmonized Sales Tax (GST/HST)	1,453	1,390	1,529	1,592	1,417
Income Tax	8.727	8,680	8,431	8,586	7,722
Employment Insurance and Canada Pension Plan	298	347	378	336	293
Others	31	54	40	42	42
Total	10,509	10,471	10,378	10,556	9,474
Status as of March 31					
Not perfected	918	1,086	1,003	1,271	1,207
Perfected	3,513	2,719	2,387	2,861	2,119
Reserved	669	143	81	88	132
Awaiting timetable	151	188	193	180	114
Scheduled for hearing	963	1,536	1,818	1,572	1,295
Specially Managed Cases	2,014	2,571	2,410	2,383	2,557
Awaiting another decision	2,281	2,228	2,486	2,201	2,050
Total	10,509	10,471	10,378	10,556	9,474

^{*} 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.



OPERATING ENVIRONMENT

In 2019–20, the following had the greatest impact on the environment within which CAS operates.

Judicial 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 members 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 critical determinant of the 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, and 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, particularly in those related to national security, intellectual property, Aboriginal claims, taxation and immigration, can considerably impact the workloads of the Courts — which exacerbates pressures on staff, including judicial and registry support.

Demands for Electronic 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 use modern technologies and electronic tools in seeking and providing court services. Emerging technologies and new trends in delivering electronic 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 electronic services and e-courts. As such, CAS continued to pursue efforts to acquire and implement a modern CRMS that will enable the Courts and CAS to work digitally and to deliver electronic services to Canadians. These measures align with Treasury Board's priority to improve government operations and service delivery, including 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 administrative 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. CAS will continue its efforts to ensure that the organization has in place the resources necessary to deliver the level of mandated services required by the Courts.

Workforce

CAS's ability to provide administrative services to 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, and knowledge of the respective jurisdictions of each Court. Given the unique skill sets required, CAS must often compete with other courts and administrative tribunals across Canada or other federal departments to attract and retain skilled employees. Additionally, CAS has a mature workforce. To ensure it has the people in place with the right skills to respond to the Courts' needs, CAS invested in succession planning and talent management to staff areas and positions that are critical to its ongoing operations and long-term goals. As well, knowledge transfer strategies and tools are necessary to ensure pertinent corporate and procedural knowledge is retained and passed on.

KEY CORPORATE RISKS

To address effectively the risks faced by the organization, CAS has an integrated risk management process through which corporate risk profiles are developed and used to update its 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 manage these risks effectively. 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 the funding model for the Courts could compromise access to justice and impact judicial independence.

This risk was driven by a number of factors in 2019–20 including the scope and complexity of the federal courts system; the increasing workloads faced by the Courts; technological advancements; public demands for online services; the non-discretionary work associated with the escalation in the number of multi-day hearings; the yearly increases in the number of documents received by the Courts; and increases in the number of self-represented litigants.

As part of its response to this risk, CAS was able to secure funding for priority initiatives necessary for the Courts' long-term sustainability. This included funding for the translation of court decisions, the relocation of the federal courthouse in Montréal, and for the procurement, implementation and ongoing operation of a modern CRMS. Also, CAS in consultation with the four Chief Justices of the Courts have endorsed a proposed funding model for the Courts that would support the minimum requirements of judicial independence while respecting the statutory provisions relative to federal appropriations. CAS will continue to engage central agencies concerning an appropriate funding model for the Courts.

The mitigation strategies adopted successfully kept the likelihood and impact of this risk stable at the end of 2019–20.

Courts and Registry Management System (CRMS)

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

Ongoing inefficiency of legacy systems to meet current needs, a growing public demand for digital service, and susceptibility to system failure and potential of IT security incidents continued to drive this risk during the 2019–20 fiscal year. While CAS was able to secure funding for a new CRMS, and made progress with the definition phase of that project, in light of the continued risks associated with current systems, it was determined the likelihood and impact of this risk were increasing at the end of 2019–20.

Human Resources Management

There is a risk that a lack of adequate resources could negatively impact change management, succession planning, resource capacity, work culture and environment and wellness and productivity of employees.

The requirement for succession planning, insufficient staff capacity, high staff turnover, workload pressures, and the need to improve work culture and provide a safe and healthy work environment for employees were all factors that drove this risk in 2019–20.

Several mitigation strategies were implemented during the fiscal year to address this risk. This included measures to ensure the long-term sustainability of CAS's workforce by developing an HR strategic plan; launching My CAS Career and Express Staffing; and continued progress on the succession planning strategy and work description review. Training improvements were made including assigning dedicated resources to oversee the strategic review of operational training, and prescribing additional mandatory training for employees. To improve workplace wellness a Triennial Strategic Plan for a Respectful Workplace was approved. In addition, to build resilience within the organization, change management training was provided to the management cadre and employees.

The mitigation strategies adopted were successful in decreasing the likelihood and impact of this risk by the end of 2019–20.

Information Management

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

Several factors drove this risk during the past fiscal year. These included the absence of backup for paper court records; a lack of resources to safeguard original document in an alternative format; the potential impact of the loss of information of business value; the precedent-setting nature and historical importance of information held by CAS; and repeated public demands for electronic services and the corresponding need to share information electronically.

This risk was mitigated through the continued rollout and onboarding of staff to the corporate document management system to allow for better storage, management and access to corporate documents; and conducting thorough business analysis to assess the feasibility of implementing a digitization system for better management and preservation of the Courts' paper records.

The mitigation strategies adopted were successful in decreasing the likelihood and impact of this risk by the end of 2019–20.

IT Security

There is a risk that the security of information and IT infrastructure could be compromised.

CAS's IT security risk was driven in 2019–20 by several factors including the increase in the number of files that are sensitive; the ongoing need for enabling infrastructure and tools to support security, confidentiality, integrity and privacy of information; the need to protect the safety and security of the critical IT infrastructure of the Courts and CAS; repeated calls for e-service in doing business with the Courts; results of various assessments of CAS's network, architecture and computing environment conducted over the past few years; and the emergence of new technology (including Artificial Intelligence and quantum computing).

To mitigate this risk, CAS continued to implement a number of projects and activities that improve the organization's security posture vis-à-vis the CSE Top 10 IT Security Actions.

The mitigation strategies adopted were successful in decreasing the likelihood and impact of this risk by the end of 2019–20.

Physical Security

There is a risk that the physical security of the members of Courts, court users, employees and facilities could be compromised.

The evolving security requirements and the results of a number of threat analyses continued to drive this risk in 2019–20.

A variety of mitigation strategies were implemented over the course of 2019–20 to respond to this risk. These included completing the national TRA of the federal courts system; continuous evolution and adjustment of the security posture in accordance with security risks identified; finalizing operational contingency plans to complement CAS's BCP; and maintaining solid partnerships that strategically position the organization within various high-level committees that enhance security-related initiatives.

The mitigation strategies adopted were successful in decreasing the likelihood and impact of this risk by the end of 2019–20.

PERFORMANCE AGAINST PRIORITIES

In 2019–20, CAS supported seven main organizational priorities. The following summarizes performance for the fiscal year against these priorities.

Courts and Registry Management System (CRMS)

Foster the building of a modern CRMS that will enable the digitization and electronic management of court business.

CAS was accorded in-year funding of \$54 million over five years beginning in 2019–20 and \$6.7 million ongoing to procure, implement and maintain a new CRMS. A new CRMS will provide an integrated, user-centric and adaptable solution to deliver electronic services and conduct court business in a digital environment. It is central to facilitating access to justice and enabling the Courts and CAS to delivering the electronic services Canadians expect. Important progress was made. However, CAS had to extend the project definition phase to the middle of 2021 to allow more time for critical planning activities. Following the completion of the project definition phase, CAS will proceed with the implementation of the new CRMS solution.

Transition to Digital Environment

Develop and implement tools to manage and use digital information in support of the operations of the Courts.

CAS moved forward with its transition to a digital environment with several projects undertaken in 2019–20 to enhance its IT infrastructure to accommodate increased electronic services delivery. Many of these are also required to prepare for the implementation of the new CRMS. Initiatives pursued included expanding network bandwidth at regional offices, deploying switches to the regions, replacing outdated computers and laptops, and updates to digital audio recording systems. Advancements were also made with efforts to build new e-courtrooms in Ottawa, Toronto, Montréal and Québec City to increase the Courts' capacity to accommodate e-trials. However, completion of these initiatives was delayed due to the COVID-19 pandemic. Projects to implement e-filing and e-scheduling also moved ahead in 2019–20, and a pilot project to install Wi-Fi in select areas of CAS's national headquarters was launched. It is anticipated that Wi-Fi will be further expanded over the coming years to other court facilities. As well, a pilot project was conducted to test the feasibility of deploying digital screens to communicate pertinent information.

Translation

Ensure the translation model allows for timely and high-quality translation to support effective service delivery.

With funding received in Budget 2019, CAS increased its capacity to translate the Courts' decisions within establish timeframes to meet the requirements of the *Official Languages Act*, supporting access to justice for Canadians in both official languages. With the additional funding, the backlog of decisions to be translated was addressed and turnaround times to translate decisions were significantly reduced. CAS will continue to monitor its ability to translate and post decisions within legislated timeframes given current volumes and available resources.

Security

Conduct a comprehensive Threat and Risk Assessment (TRA), and implement actions to address recommendations and newly identified emerging risks.

A comprehensive national TRA of the federal courts system was completed in 2019–20. The TRA identified emerging threats and potential risks to the Courts and CAS. It also assessed the effectiveness and continued adequacy of security measures implemented since the last national TRA in 2013. Findings from the TRA will guide CAS in adjusting its proactive stance to deliver the security level required for the judiciary, employees, and court users to operate within a safe and secure environment.

CAS's security program was realigned during 2019–20 to be consistent with the renewed objectives of the revised *Policy on Government Security*, which came into effect on July 1, 2019. To conform to the Policy's new structure, CAS security services underwent a re-organization to align operations with the various policy functions. Furthermore, work was undertaken to update CAS's Security Policy Framework to incorporate new requirements of the *Policy on Government Security*. CAS continued in 2019–20 to use its standardized methodology and approach to establishing security measures for high-risk hearings and events. Moreover, efforts were maintained to build strong relationships between CAS and the security community within the Government of Canada, and other external parties that strategically position the organization within various high-level committees that enhance security-related initiatives. Finally, several software and hardware improvements were made to strengthen IT security.

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 meet the current and evolving needs of the Courts, CAS completed its latest iteration of the National Accommodation Strategic Plan (NASP) in 2019–20. Based on the most recent analysis of the Courts and CAS's accommodations requirements, the NASP outlines a strategic approach to guide decisions related to the special purpose accommodations required by the Courts and CAS and to support their long-term needs over the next ten years. It will encourage the delivery of CAS's facilities program in a more efficient and cost effective manner, in collaboration with Public Services and Procurement Canada (PSPC). In parallel, the National Judicial Fit-up Standards were finalized. Integrated into the NASP, these provide a set of common standards to be applied in the planning, programming, design, construction and retrofit of future judicial facilities. Planning for the construction of a new federal courthouse in Montréal progressed last fiscal year with CAS and PSPC collaborating on the development of the functional program. CAS was also involved over the course of the fiscal year in collaborating on the temporary relocation of the Supreme Court of Canada to the West Memorial Building as part of the Supreme Court rehabilitation project and worked with partners to assess the future possibility of relocating the headquarters of the Courts and CAS in Ottawa to a Crown-owned building. Additionally, facilities projects for 2019–20 were completed as planned.

Communications

Foster an open and collaborative work environment supported by transparent external and internal communications.

Several initiatives were undertaken over the course of 2019–20 to enhance internal communications to foster an open and collaborative work environment. With the view to increasing the use of modern technology, a new and more interactive format was used at CAS's annual national town hall to engage employees in dialogue. Through an app, employees could ask questions to the Chief Administrator and other senior managers in real-time and vote on topics to be addressed as part of the discussion. Based on positive employee feedback, it was decided to adopt this approach for future national town halls. The Chief Administrator also held an "Ask me Anything" session where employees had the opportunity to directly interact with the Chief Administrator and ask a variety of questions on the topics of their choosing.

Human Resources

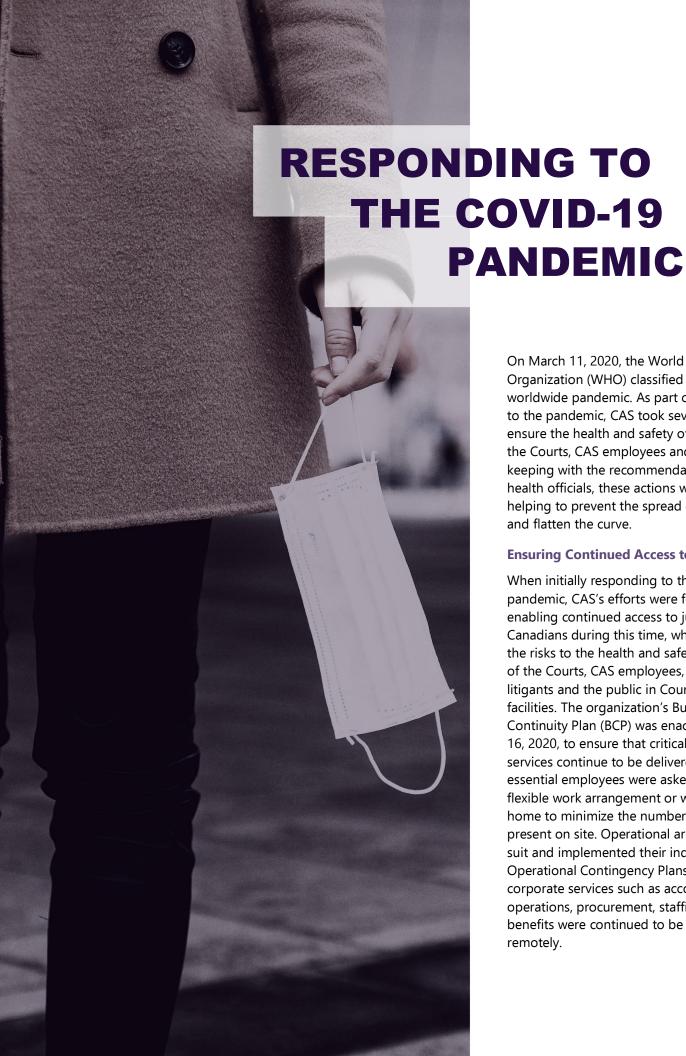
Ensure a competent, innovative and agile workforce within a safe and healthy workplace.

A new HR strategic plan was developed in 2019–20 to ensure CAS has an innovative, agile workforce to meet the evolving requirements of the Courts within a safe and healthy workplace. The strategic plan will also assist CAS in recruiting and retaining employees with the skill sets necessary to meet the demands of the future as the organization transitions to a digital environment. To support employees' progress with their career development, CAS launched the My CAS Career portal on its Intranet. This portal serves as a comprehensive resource for employees to access information for every step of their career path. It contains tools and resources related to the onboarding of new employees, for professional development to acquire new knowledge and skills, and to facilitate employees' off boarding as they transition to a new workplace or retirement.

Express staffing services were also implemented in 2019–20. Under this service model, many common staffing actions were automated through an on-line self-serve system. This simplified the hiring process for managers and eliminated the need for paper-based forms. Significant progress towards completing CAS's succession

plan and work description review was made in 2019–20. The modernization of the operational training model for the registries also advanced over the fiscal year. As part of ongoing efforts to improve workplace wellness and build a positive work environment, a triennial strategic plan for a respectful workplace was developed and implemented. Concurrently, an integrated strategy on mental health, civility and respect, and values and ethics was established.





On March 11, 2020, the World Health Organization (WHO) classified COVID-19 as a worldwide pandemic. As part of its response to the pandemic, CAS took several actions to ensure the health and safety of members of the Courts, CAS employees and the public. In keeping with the recommendations of public health officials, these actions were directed at helping to prevent the spread of COVID-19 and flatten the curve.

Ensuring Continued Access to Justice

When initially responding to the COVID-19 pandemic, CAS's efforts were focused on enabling continued access to justice for Canadians during this time, while mitigating the risks to the health and safety of members of the Courts, CAS employees, counsel, litigants and the public in Courts and CAS facilities. The organization's Business Continuity Plan (BCP) was enacted on March 16, 2020, to ensure that critical activities and services continue to be delivered. Nonessential employees were asked to have a flexible work arrangement or work from home to minimize the number of staff present on site. Operational areas followed suit and implemented their individual Operational Contingency Plans. Essential corporate services such as accounting operations, procurement, staffing, pay and benefits were continued to be provided remotely.

The Courts, under the direction of their respective Chief Justice, implemented their own practices for managing court operations in light of the COVID-19 pandemic. The Courts issued practice directions to suspend regular operations temporarily and postponed scheduled in-person sittings to prevent the possible transmission of COVID-19. The Courts allowed hearings to take place remotely via teleconference and videoconference for urgent matters or at the parties' requests. Registry offices continued to be open in both Ottawa and in the regions to facilitate court document filing. The Courts also encouraged the electronic submission of court documents when possible.

Maintaining Health, Safety and Security

To limit the potential exposure to COVID-19 in the workplace, increased cleaning protocols were put in place, including a focus on high-traffic areas and high-contact surfaces. Sanitization products were made available and non-medical masks were ordered for those working on site. CAS also worked with PSPC on a process for disinfecting work areas in the event of a suspected or confirmed case.

Enabling Work from Home

Public health officials advised members of the public to restrict their movements as much as possible, including travel to and from work to reduce the potential spread of COVID-19. Following the activation of the BCP, all non-essential CAS employees were asked to telework where possible. IT equipment was distributed on a priority basis to provide employees with the necessary tools to telework. IT staff was also available on site in Ottawa and via the IT support line to assist members of the Courts and employees.

With a larger number of employees connecting to the network remotely, CAS also doubled its Internet bandwidth and increased the email attachment limit to allow for the better access, sharing of documents and to facilitate the electronic submission of court documents.

CAS's IT services coordinated and facilitated the move to remote hearings via teleconference and videoconference. Training on how to use videoconferencing software was provided to members of the Courts and registry officers. Instructions were also developed to assist in recording hearings and uploading audio files. IT staff remained available during hearings to provide technical assistance as required.

Keeping Employees Informed

At the onset of the COVID-19 pandemic, several unknown factors rendered the situation fluid; new information emerged almost hourly, as Canada managed the crisis in real-time. It was necessary to communicate timely and accurate information to employees to keep them informed of developments as they happen. The Chief Administrator maintained ongoing communication with members of the Courts and employees on a variety of issues, including Occupational Health and Safety, IT and security. Managers proactively engaged their teams from a distance via telephone, Zoom and videoconference. A dedicated web page was also developed where COVID-19 communiqués and links to authoritative resources were made accessible to members of the Courts and employees. A guide was also designed for managers to help respond to guestions from employees.

Preparing for the Return to the Workplace

To prepare for the eventual resumption of court operations and a return to the workplace once it is safe, CAS developed protocols and procedures to adjust to the "new normal." While based on public health officials' latest direction, it is anticipated that processes and procedures to respond to COVID-19 will be adjusted as necessary to comply with the latest information available.





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.

Courts Administration Service

Condensed Statement of Operations (unaudited) As at March 31, 2020 (dollars)

Financial information			2018–19 Actual results	Difference (2019–20 Actual results minus 2019–20 Planned results)	Difference (2019–20 Actual results minus 2018–19 Actual results)
Total expenses	117,179,548	125,225,550	116,340,189	8,046,002	8,885,361
Total revenues	11,752	3,376	16,432	(8,376)	(13,056)
Net cost of operations before government funding and transfers	117,167,796	125,222,174	116,323,757	8,054,373	8,898,417

Note:

The 2019–20 planned results are those reported in the <u>Future-Oriented Statement of Operations</u> included in the 2019–20 Departmental Plan.

Expenses: CAS's total expenses were \$125,225,550 in 2019–20 (\$116,340,189 in 2018–19). The largest components of the increase of \$8,885,361 (7.64%) were mainly increases in salaries and wages, professional and special services and amortization of tangible capital assets. This increase in expenditures reflects an increase in funding for the following initiatives; Supporting Canada's Court System of \$4,699,438, Enhancing the Integrity of Canada's Borders and Asylum System of \$2,516,136, CRMS of \$1,906,588, Supporting the Delivery of Justice through the Courts Administration Service (Translation) of \$700,000, offset by a reduction of funding on the New Intellectual Property Strategy of \$1,392,485 and other adjustments for increases and reductions for the residual balance.

- Salaries and employee benefits: Salaries and employee benefits expense was \$70,552,919 in 2019–20 (\$62,409,678 in 2018–19). The \$8,143,241 (13.05%) variance is due to increases of \$6,309,419 in salaries and wages, \$697,811 in employer contributions to employee benefit plans, \$913,028 in the provision for severance benefits and \$222,983 in employer contribution to the health and dental insurance plans (related party transaction). More than half (56.34%) of CAS's total expenses in 2019–20 consisted of salaries and employee benefits.
- Operating: Operating expenses totaled \$54,672,631 in 2019–20 (\$53,930,511 in 2018–19). The \$742,120 (13.76%) variance is mainly attributable to increases of \$1,693,779 in professional and special services \$171,607 in the amortization of tangible capital assets, \$57,158 in accommodation and \$10,340 materials and supplies. These increases were partly offset by a reduction of \$433,552 in machinery and equipment, \$347,964 in other miscellaneous operating expenses, \$189,139 in repairs

and maintenance, \$96,032 in transportation and telecommunications, \$76,430 in rentals, \$47,647 in information.

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 (CRF). CAS earns a small amount of respendable revenue from the sale of Crown assets. CAS's gross revenues were \$2,804,651 in 2019–20 (\$2,691,820 in 2018–19) and net revenues were \$3,376 in 2019–20 (\$16,432 in 2018–19).

Courts Administration Service

Condensed Statement of Financial Position (unaudited) As at March 31, 20120 (dollars)

Financial information	2019–20	2018–19	Difference (2019–20 minus 2018–19)
Total net liabilities	21,967,990	24,972,243	(3,004,253)
Total net financial assets	15,882,578	19,724,885	(3,842,307)
Departmental net debt	6,085,412	5,247,358	838,054
Total non-financial assets	21,647,927	18,863,934	2,783,993
Departmental net financial position	15,562,515	13,616,576	1,945,939

Note:

Liabilities: CAS's net liabilities as at March 31, 2020 were \$21,967,990 (\$24,972,243 as at March 31, 2019). The decrease of \$3,004,253 (12%) is the result of the following:

- Accounts payable and accrued liabilities (49.75% of total liabilities): Decrease of \$2,248,116 includes decreases of \$2,175,555 in accounts payable to external parties and \$497,682 payable to other government departments and agencies. Decrease offset by an increase of \$425,121 in accrued liabilities related to salaries and wages.
- Vacation pay and compensatory leave (15.32% of total liabilities): Increase of \$503,086 mainly due to \$492,428 increase in vacation pay.
- **Deposit accounts (25.09% of total liabilities):** Decrease of \$1,336,482 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 (9.84% of total liabilities):** Increase of \$77,259 due to an increase in full time employee.

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

Financial assets:

- Due from the Consolidated Revenue Fund (36.35% of gross assets)
- Accounts receivable and employee advances (7.72% of gross assets)

Non-financial assets:

• Tangible capital assets (53.49% of gross assets)

- Inventory (1.24% of gross assets)
- Prepaid expenses (1.20% 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 \$3,842,307 is mainly due to a decrease in the amount due from the CRF.

Non-financial assets: The increase of \$2,783,993 is mainly due to an increase in tangible capital assets related to physical security enhancement projects, facilities renovation design, informatics, and in inventory. The increases are partially offset by 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.



Looking to the future, CAS is embarking on an ambitious multi-year transformative agenda to respond effectively to upcoming challenges and enable continued access to justice for all Canadians. This will be led, in large part, by the transition to digital courts to enable the digitization and electronic management of court business. Steps will be taken to enhance the Courts' ability to serve the public with the continued expansion of digital capacity by introducing a new CRMS and making available more broad-based filing and electronic services. Some initiatives will also facilitate more widespread use of electronic proceedings, provide the public and the media with electronic access to non-confidential court records, and increase web-based video conferencing. The move to a digital environment will also necessitate modifications to business processes, revisions to programs and services, changes to facilities and updates to key competencies and experience.

To support the transition toward increased use of electronic services, Court facilities must be designed with allowance for the integration of emerging technology and flexible configurations to accommodate evolving court requirements. They must also be designed to take into account new standards and best practices for workplace design. Guided by the NASP, CAS will consider these requirements as it identifies, plans, and constructs Court accommodations.

As the Courts and CAS transition over this period, it will be crucial to preserve and maintain its most valuable asset—the intellectual capital of its workforce. CAS's human resources bring significant value to its business operations and are essential and critical partners in the formulation and development of the organization's corporate culture. To develop a workforce for the future, CAS will collaborate with the Courts to explore and implement modern approaches to human resources management to attract employees possessing the skills necessary to meet the evolving requirements of the Courts' and the work environment.

During this period of transformation and substantial change, it will also be essential to have the right tools to facilitate this transition. That is why change management will be at the forefront. Through an effective change management strategy, change is embraced and objectives are understood and supported by members of the Courts, employees and stakeholders resulting in lasting benefits.

Along with the above, CAS will also need to adapt to the new realities of the COVID-19 pandemic. The challenge will be to effectively respond to this new normal while contending with the uncertainty of the pandemic's long-term impacts on the operations of the Courts and the workplace.

APPENDIX I – ACRONYMS

BCP Business Continuity Plan

CAS Courts Administration Service

CAS Act Courts Administration Service Act

CMAC Court Martial Appeal Court of Canada

CRF Consolidated Revenue Fund

COVID-19 Novel coronavirus

CRMS Courts and Registry Management System

CSE Communications Security Establishment

FC Federal Court

FCA Federal Court of Appeal

GST/HST Goods and Services Tax / Harmonized Sales Tax

HR Human Resources

IM/IT Information Management and Information Technology

IT Information Technology

NASP National Accommodation Strategic Plan

PSPC Public Services and Procurement Canada

R.S.C. Revised Statues of Canada

S.C. Statues of Canada

TCC Tax Court of Canada

TRA Threat and risk assessment

WHO World Health Organization

APPENDIX II – GLOSSARY

Appeal from Federal Court (Final Judgment) A proceeding instituted in the Federal Court of Appeal challenging final judgment of the Federal Court. Appeal from Federal Court (Interlocutory Judgment) A proceeding instituted in the Federal Court of Appeal challenging 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 Application for review of an undertaking. A proceeding instituted to review the conditions of an undertaking.
final judgment of the Federal Court. Appeal from Federal Court (Interlocutory Judgment) A proceeding instituted in the Federal Court of Appeal challenging 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 Application for review of an A proceeding instituted to review a decision of a military judge. Application for review of an A proceeding instituted to review the conditions of an undertaking.
(Interlocutory Judgment) 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 Application for review of an A proceeding instituted to review a decision of a military judge. Application for review of an A proceeding instituted to review the conditions of an undertaking.
commission or tribunal (section 28). Application for review of a decision Application for review of an A proceeding instituted to review a decision of a military judge. Application for review of an A proceeding instituted to review the conditions of an undertaking.
decision Application for review of an A proceeding instituted to review the conditions of an undertaking.
Bijural Applies to Canada's two systems of law: the common law and the claw.
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 attends in person by videoconference 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.
Notice of Appeal A proceeding instituted to appeal a decision of the Court Martial Appeal Court of Canada (verdict and sentence).

Term	Definition
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.

CONTACT US

NATIONAL CAPITAL REGION

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