

Registry of the Federal Court of Canada

1997-98 Estimates

Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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Registry of the Federal Court of Canada

1997-98 Estimates

Part III

Expenditure Plan

Approved

Minister of Justice

Preface

This document is a report to Parliament to indicate how the resources voted by Parliament have been or will be spent. As such, it is an accountability document that contains several levels of details to respond to the various needs of its audience.

The Part III for 1997 - 98 is based on a revised format intended to make a clear separation between planning and performance information, and to focus on the higher level, longer term plans and performance of departments.

The document is divided into four sections:

The Minister's Summary; Registry Plans; Registry Performance; and Supplementary Information

It should be noted that, in accordance with Operating Budget principles, human resource consumption reported in this document will be measured in terms of employee full-time equivalents (FTEs).

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I Minister's Executive Summary

Performance Results

Workload continued to increase in all areas of the program in 1995-96, particularly in non-immigration activities. Productivity improvements enabled the increases to be absorbed within existing resources. The Registry initiated the development of operating systems and informatics support in preparation for the introduction of case management. A package of special measures, termed the "delay reduction program", was developed as a component of the information system necessary to support the introduction of case management. Quality Service Standards were developed for implementation across Canada in 1996.

The Registry continued with planned accommodation projects, in cooperation with the Department of Public Works and Government Services, particularly:

consolidation of facilities in Toronto; completion of consolidated facilities in Montreal; planning for new court facilities for major aboriginal cases in Vancouver and Calgary, and lease extensions in Edmonton, Winnipeg and Toronto; and, planning for the conversion of the present provincially-staffed local office in St. John's, Newfoundland to a federally-staffed office.

Strategic Planning Priorities

- 1. Review of possible legislative amendments to improve effectiveness, accessibility and cost-efficiency of Federal and Tax Courts is contemplated. Decisions on consolidation of Ottawa federal court operations in a single building, and establishment of federal judicial centres across Canada, are awaiting review results.
- 2. Public expectations for more efficient and responsive Court operations will be reflected in new Court rules to be introduced in 1997, which will enforce time limits for all processes. This initiative is intended to modernize Court procedures, to harmonize with provincial procedures, and to introduce a formal system of caseflow management. Complementing the Case Management and Alternate Dispute Resolution processes, the disposition of cases presently backlogged or inactive in the system will be accelerated. Technological solutions and staff training are needed to support these innovations which are intended to improve access to the Court, conserve resources and enhance services to our clients.
- 3. A significant number of Judges will become eligible to elect supernumerary status during the next several years.

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Issues for the Budget Consultations

- 1. Effects of changes in IRB operations on the workload of the Federal Court.
- 2. Resources required for caseflow management, alternate dispute resolution, aboriginal cases, revocation of citizenship, reprinting of the Rules, in addition to reductions in 1997-98.
- 3. Considerations arising from Program Review II and the report of the Auditor General.

II Registry Plan

A. Summary of the Federal Court Registry's Plans and Priorities for 1997-98

The Registry's **program objective** is to support the Federal Court of Canada in providing a court of law, equity and admiralty for the better administration of the laws of Canada. Our **strategic objective** is to ensure that all persons have effective access to justice, including the opportunity to resolve disputes without undue cost, hardship, delay or inconvenience, through heightened responsiveness and appropriateness in the management of valuable resources.

The Registry's plans for 1997-98 reflect the following priorities:

- awareness by the Court of the need to reduce costs and delays in the management of the judicial process;
- the introduction of case management and Alternate Dispute Resolution processes;
- expectations for the resolution of cases launched under the current Rules;
- major aboriginal litigation cases;
- rationalization of accommodation for federal judicial organizations;
- development of information and communications technology to support the introduction of case management; final requirements can only be identified after revision of the Rules.

The Registry as a whole continues to face a difficult challenge to meet the Court's needs within the limits of present operational resources.

In addition to a continued increase in general intake of new cases, our Business Plan sets out the following measures for 1997-98:

development and implementation of case management, by January 1, 1998;

continuation of the "delay reduction program" to its conclusion with the resolution of all undisposed cases launched under the current system;

implementation of informatics plans to enhance staff productivity; to facilitate the scheduling of court hearings; to support the changeover to case management; to develop information systems, particularly facilities and procedures for the video transmission of Court proceedings; and to improve public access to information, particularly concerning the management of proceedings;

completing the implementation of quality service standards across the Registry;

establishment of federal judicial centres, and facilities projects in several centres, including the consolidation of operations in Ottawa in a single building.

B. Registry Overview

Roles, Responsibilities and Mission

The *Federal Court Act*, R.S.C. 1985, c. F-7, section 3, states the Federal Court of Canada is a superior court of record, having civil and criminal jurisdiction, for the better administration of the laws of Canada. Judges of the Federal Court are also appointed as members of the Court Martial Appeal Court of Canada established by the *National Defence Act* (R.S.C. 1985, c.N-5). Section 234 established the Court Martial Appeal Court of Canada are *ex officio* officers of the Registry of the Court Martial Appeal Court of Canada are

The **key objective** of the Registry is to manage effectively the administrative processes which support a court of law, equity and admiralty for the better administration of the laws of Canada.

The **sub-objectives** which support the key objective are:

Promoting the best possible environment for the judges to make expeditious and considered decisions.

Expediting Registry processing activities leading up to the disposition of Court proceedings and the issuance and enforcement of decisions made by the Court, thereby eliminating unnecessary delays and minimizing costs to all parties concerned.

The Federal Court of Canada has broad jurisdiction over matters such as cases by and against the Crown, appeals under numerous federal statutes, disputes in various commercial matters including admiralty and intellectual property and the authority to review decisions of federal boards, tribunals and commissions, including decisions of the Immigration and Refugee Board.

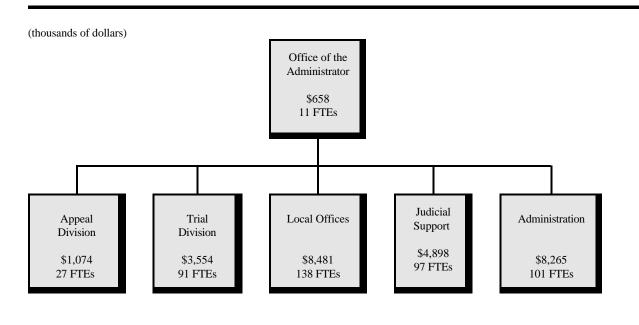
The role of the Registry is to act as a repository for the filing and issuing of documents on all cases brought before the Court in accordance with the Federal Court Rules, the Federal Court Immigration Rules, or the Court Martial Appeal Court Rules. All activities and contacts between Judges, litigants and the legal profession flow through the Registry. Some officers of the Registry also perform quasi-judicial functions such as taxations and examinations of judgment debtors.

Organization and Program Composition

The Court of Appeal consists of the Chief Justice and 10 judges; the Trial Division consists of the Associate Chief Justice, 19 judges and 4 prothonotaries, all of whom are appointed by the Governor-in-Council. In addition to the complement of full-time judges, there are 5 judges of the Federal Court who have elected supernumerary status, and retired federally-appointed judges who have been invited to act as Deputy Judges of the Federal Court.

The Registry of the Federal Court of Canada will carry out its mandate in 1997-98 with an operating budget of \$26,930,000 (excludes Employee Benefit Plans) and 465 Full-Time Equivalents (FTEs). The organizational structure and estimated resource allocation are summarized in Figure 1.





Office of the Administrator is responsible for executive direction, policy development and all planning to ensure that the Registry deals effectively with an increasing workload and limited resources. Under Sections 74-76 of the *Judges Act*, the Administrator of the Court, as Deputy of the Commissioner of Federal Judicial Affairs, is accountable for ensuring proper resourcing of the Program.

Appeal Division processes appeals and applications for judicial review, and assists the Court in all proceedings and hearings. The Appeal Book Unit produces case and appeal books as required by the Rules of the Court, as well as statistics and status reports for the Division.

Trial Division processes legal documents through the functional areas of Admiralty, Access to Information and Privacy, Crown, Immigration, Intellectual Property and Tax, which reflect the diverse caseload. Division staff assist the Court in all proceedings and hearings.

Complementing the Principal Office in Ottawa, the Registry operates the following sixteen **local offices** where a party to any proceeding may file documents, request the issuance of writs or otherwise do business with the Court in either official language:

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ATLANTIC REGION:	Fredericton and Saint John,* NB, Halifax, NS, Charlottetown,* PE, and St. John's,* NF
QUEBEC REGION:	Montreal and Quebec City, PQ
ONTARIO REGION:	Toronto, ONT.
WESTERN REGION:	Vancouver, BC, Winnipeg, MB, Regina,* and Saskatoon,* SK, Edmonton, and Calgary, AB, Whitehorse,* Y, and Yellowknife,* NT
	* Offices staffed by provincial or territorial court employees.

Documents pertaining to Federal Court cases may be filed in any office of the Registry. Originals of all court documents are held in the principal office with certified copies being maintained in the local office which is most convenient for the parties to the action.

Administration, in addition to advisory and support services in Financial Administration, Official Languages, Human Resources and Security, Facilities Management, Management Services and Administrative Services, provides other services including legal research, library services, informatics services and secretariat units which support the judicial activities of the Court, the Rules Committee, Registry operations and the publishing of the Court Martial Appeal Court of Canada reports.

A developmental program is operated for law clerks to gain experience in Court process by providing research assistance to judges. Law clerks are recent graduates of Canadian law schools whose participation in this program is recognized as satisfying all or part of the articling requirements of the provincial law associations. Since the inception of the program in 1984, over 120 law clerks have articled with the Court.

Registry Objectives and Priorities

Program delivery and resource requirements are influenced by judicial workload, registry workload and changes in jurisdiction.

The Federal Court's governing legislation and the fundamental principles of our judicial system provide for unfettered access to the Court: equal access shall be available to all people coming to the Court. Thus, decisions by litigants to bring matters before the Court dictate judicial and registry workload. The actual workload is a function of such factors as the number of cases filed, complexity, length of hearings, number of supporting documents filed, etc.

In the past several years, the volume of cases emanating from the Immigration and Refugee Board has been subject to wide fluctuations, affecting our internal priorities and resources.

Of particular note, there has been an increase in the Court's resource-intensive workload in aboriginal cases. These commonly involve constitutional matters, land entitlements of various bands, issues of fiduciary responsibility, natural resources and monetary compensation. Such proceedings are typically lengthy and complicated, necessitating special accommodations and the assignment of judges and registrars to manage their pre-trial phases. Pre-trial conferences are held to clarify issues and to assist generally in preparations for trial.

Pre-trial conferences are becoming an important case management tool. They are utilized across many areas of the Court's jurisdiction, and require the involvement of the Registry on an ongoing basis.

The Registry's plans for 1997-98 reflect the following priorities:

- the Court's desire to reduce costs and delays in the management of the judicial process;
- the introduction of case management and Alternate Dispute Resolution processes;
- major aboriginal litigation cases which require extraordinary staff and financial resource support;
- rationalization of accommodation for federal judicial organizations;
- development of information and communications technology to support the introduction of case management; final requirements can only be identified after revision of the Rules;
- corporate renewal in budgets (including Program Review II and the implications of the Auditor General report recommendations), organization, staff, procedures, informatics, systems and training.

Our Business Plan for 1997-98 indicates the following planned measures:

Development and implementation of a case management regime which incorporates measures to resolve pending cases; and a capacity to provide Alternate Dispute Resolution, or ADR services, to resolve cases without the expenses associated with full-scale trials.

Informatics plans:

- 1) To enhance staff productivity through the development of improved management monitoring and reporting capabilities, and systems such as Registry Info Greffe.
- 2) To facilitate scheduling of court hearings: a case scheduling system to be developed and implemented in both the Trial and Appeal Courts.
- 3) To support the changeover to case management and alternate dispute resolution.
- 4) To develop information systems, particularly work group systems, and the establishment of facilities and procedures for the video transmission of Court proceedings.
- 5) To improve public access to information, particularly concerning the management of proceedings. This work must of necessity await the completion and adoption of the revised Rules of the Court.

The continued implementation of quality service standards across the Registry.

Contribution to the establishment of federal judicial centres.

The Registry as a whole continues to face a difficult challenge to meet the Court's needs within the limits of our operational resources.

Spending Authorities

A. Authorities for 1997-98 -- Part II of the Estimates

Financial Requirements by Authority

Vote (thousands of dol	lars)	1997-98	1996-97
		Main Estimates	Main Estimates
Federal Court of Ca		26.020	27 105
25 Program expenditure(S) Contributions to emp		26,930 3,144	27,105 2,666
	noyee benefit plans	5,144	2,000
Total		30,074	29,771
Vote Wording an	d Amounts		
X 7 / 1 11 \			
Vote (dollars)			1997-98 Main Estimates
Federal Court of Ca	anada		
25 Program expenditure	S		26,930,000
Program by Activit	ies		
(thousands of dollars)			
(inousanus or uonars)	1997-98 Main Estimates		
	Budgetary		1996-97
	Operating	Total	Main Estimates
	1 8		
	1 0		
Registry of the Federal Court of Canada	30,074	30,074	29,771

C. Details of Plans

Objectives - Priorities

Costs and delay are recognized as the leading problems of the civil justice system in the eyes of the public. To improve judicial operations, the Federal Court has recognized a need to break with tradition: from the commencement of litigation to its resolution, any elapsed time other than reasonably required for pleadings, discovery and other court events will be monitored by the Registry and controlled by the Court.

Revised Federal Court Rules now under development will require the Court to manage all cases, with concern for timeliness and cost. Caseflow Management will be introduced in 1998, from which date all new cases will be subject to case management.

There is particular concern for cases launched under the current rules; action is needed to secure litigants' agreement to advance these cases under modified rules, with similar cost- and time-sensitivity. A special program of review was launched in 1994 to ensure that cases now in the system will be disposed of under Court supervision. This is one of the preparations for the introduction of caseflow management procedures, and is referred to as the "delay reduction program". Developed as a by-product of the case management developments, initial resource requirements have been met through internal reallocations and the rescheduling of other projects.

Recognizing government's commitment to centralizing services, work is progressing on the rationalization of accommodating Federal judicial organizations in common buildings across the country.

In keeping with the government's pursuit of improved efficiency, economy, and the emphasis on service to the public, the Registry continues to explore means of using technology as the means of conserving resources and enhancing quality of services to clients. Present planning is focused on automated systems requirements, video-conferencing, case scheduling and related support systems.

Informatics technology is an essential element of the Registry's effort to reduce costs and delays through the planned introduction of case management. The Registry is proceeding with development of case scheduling and caseflow management systems.

Given the Registry's long standing philosophy and practice of service, formalized training is essential for upgrading and maintaining the skills of a rapidly changing workforce. The Training and Development section has developed a 20-module Registry Officer Training Program, to be used for both formal Registry Officer development and career progression. In addition, standards of service adopted by the Registry, with the concurrence of the Chief Justice, commit the Registry to increased public accountability for delivering a high level of service.

C. Details of Plans (continued)

Reflecting significant changes in its goals and objectives, the Registry's planning process focuses on achieving corporate renewal in budget, organization, staff, procedures, informatics, systems, and training. Workload-sensitive resourcing, and the level and quality of services provided to the Court require continuous review and adjustment to meet objectives and standards. From experience in dealing with major change and growth in the past several years, the Registry has developed the expertise, skills and managerial flexibility to deal with possible future options such as amalgamation, regionalization and consolidation.

Operating Context and Key Initiatives

On October 28, 1994, Hon. Allan Rock, Minister of Justice and Attorney General of Canada, announced a review by the Auditor General to consider whether legislative amendments could improve effectiveness, accessibility and cost-efficiency of the Federal Court of Canada and the Tax Court of Canada. The Registry provided information requested for this study. The final report has not been tabled.

The Rules Committee of the Federal Court, chaired by the Chief Justice, introduced Amending Order No. 18 through the Canada Gazette for consultative purposes, inviting input from the public by December 1995. Amending Order No. 18 proposed to establish a caseflow management program in the Trial Division, and was subsequently broadened to a general revision of all Rules of the Federal Court.

In 1996, the Federal Court of Canada began to hear motions through the use of video conference hearings. A hearing room at the principal office of the Court in Ottawa is equipped with video conference equipment. The goals of this initiative are:

- i) to provide an alternative means of access to Court hearings to facilitate the advancement of cases, including access on urgent matters and across long distances; and,
- ii) to save costs in time and travel for litigants, judges and Registry staff.

Continuing to upgrade the Registry's security to an acceptable level based on Royal Canadian Mounted Police recommendations.

Change Management Issues

In addition to the need to increase access to justice and reduce delays, and the trend towards Alternate Dispute Resolution, there are significant pressures limiting the Registry's ability to respond to other expectations for program changes. These include:

managerial difficulties caused by Special Purpose Funding restrictions imposed on resources for Immigration - Refugee cases, representing as much as 40% of the Registry's total workload;

C. Details of Plans (continued)

support for major resource-intensive aboriginal litigation cases, which generate long hearings and the need for special facilities to accommodate larger cases, as well as the financial and personnel resources to provide court staff, reporters, translation and security services;

requirements for ongoing security review into previously unforeseen areas, due to changes in today's society;

increasing caseloads for the Court, particularly in the proportion of complex cases; for example, a case involving revocation of citizenship may cost 5 to 10 times more than the average for other types of cases in the Court and require additional staff resourcing.

Results Expectation

22,038

26,200

Complete the review of approximately 7,000 cases pending since the years 1971 to 1980, under the "delay reduction program" in 1997-98.

<u>%</u> + 11%

+11%

+13%

+13%

195,482

172,556

	Appeal		Indicator		Trial	
	1997				1997	
<u>1996</u>	Forecast	<u>%</u>		<u>1996</u>	Forecast	
1,099	1,320	+ 20%	New Proceedings	24,734	27,454	
24,013	28,800	+ 19%	Recorded Entries	198,506	220,150	
329	390	+ 19%	Days in Court	2,401	2,713	

Documents Issued

Forecast increases in general workload, as indicated by:

+19%

Implementation of Caseflow Management, effective 1 January, 1998, resulting in strictly enforced processing requirements. Continuation of the "delay reduction program" to dispose of cases filed under the current system.

Under the Registry's information management plan, the development of client-server and local area network solutions to increase efficiency and extend more effective tools to staff continues in 1997-98. Local area networks and appropriate software have been installed at all locations. Following participation in a beta test, the conversion of the financial management system to a client-server version will be concluded, in 1997.

C. Details of Plans (continued)

Developmental work on an in-house Management Training Program, delayed from 1996. The program is needed to provide theoretical and practical training in management topics ranging from planning and managing human resources to leadership and motivation. Implementation will take place over several years, commencing in 1997.

Continuing to seek a solution to the ongoing need for a single-purpose building for operations in Ottawa.

The Registry will follow up on the direction of the Treasury Board indicating that the Treasury Board Secretariat, in collaboration with the courts, should study the appropriateness of establishing regional federal judicial centres.

At the direction of the Chief Justice and the Commissioner for Federal Judicial Affairs, reviewing resource requirements for Judges' support services.

Registry Appropriated Planned and Actual Spending

	Main				
Registry Operations	Actuals 1993-94	Actuals 1994-95	Estimates 1995-96	Actuals 1995-96	
(thousands of dollars)	29,244	26,682	28,435	26,300	

Registry Overview	Main Estimates* 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
(thousands of dollars)				
Total Main Estimates	29,771	30,074	30,158	29,681
Revenue credited to the Consolidated Revenue Fund Estimated Cost of Services by other	(777)	(1,421)	(1,750)	(2,000)
Departments	10,120	10,612	10,800	11,100
Net Cost of the Registry	39,114	39,265	39,208	38,781

* Does not reflect Supplementary Estimates...Actual Main Estimates only.

III Registry Performance

A. Summary of Registry Performance in 1995-96

All Registry activities focus on achievement of the strategic objective to ensure that all persons have effective access to justice.

Measurement of success in providing *access to justice* is affected by changes in the environment of the justice system in general, which, over the past several years, have begun to shift emphasis away from the Registry's role as a repository, and towards more involvement in bringing cases to conclusion in the shortest time possible. The development of case management and its implementation beginning in 1998-99 will complete this shift.

In 1995-96, the Registry continued to achieve significant gains in several key indicators of access to justice:

/ 0
10%
23%
7%
7%
8%
8%

Note: statistics are for calendar years.

These factors demonstrate the following outcomes: that the overall caseload of the Court continued to increase; that more processing was accomplished in the Registry; that more cases reached the Court, and that access to the Court was enhanced. They include the impact of a Court initiative, termed the "delay reduction programme", launched in 1995-96 and intended ultimately to eliminate backlogs in the Court, thereby resolving cases faster.

The Registry also began preparations for the introduction of "caseflow management", particularly in the development of operating processes and technology requirements. This endeavour is aimed at accelerating access to the justice system and to the timely conclusion of cases, and will be the Registry's top priority in 1997-98.

The increasing overall level of service was achieved within the resources available to the program, \$28,795,179 in 1994-95 and \$28,435,000 in 1995-96.

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Figure 2: Proceedings Instituted - Trial Division

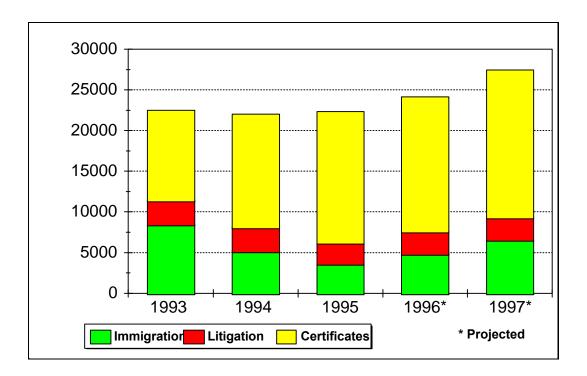
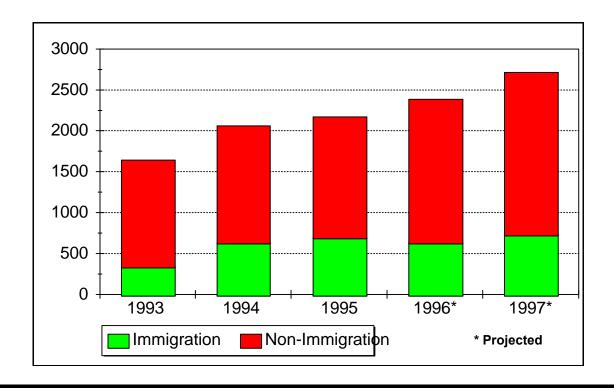


Figure 3: Days in Court - Trial Division



(Registry Performance) 17

B. Registry Overview

Key Responsibilities and Objectives

The Federal Court of Canada is a superior court of record that determines issues of federal law transcending provincial boundaries. The Registry's **strategic objective** is *to ensure that all persons have effective access to justice, including the opportunity to resolve disputes without undue cost, hardship, delay or inconvenience, through heightened responsiveness and appropriateness in the management of valuable resources.*

Effective access to justice refers to the ease with which Canadians can gain access to the services of the Court; the speed with which cases can be processed and resolved; and the quality of the services provided. Registry operations are focused on 2 principal **sub-objectives** as follows:

- 1. Promoting the best possible environment for the judges to make expeditious and considered decisions.
- 2. Expediting Registry processing activities leading up to the disposition of Court proceedings and the issuance and enforcement of decisions made by the Court, thereby eliminating unnecessary delays and minimizing costs to all parties concerned.

Development of Performance Measures

In 1997-98, the Registry plans to complete the development of its Program Resourcing and Accountability Structure (PRAS), specifically with the design and installation of appropriate performance measures. In this development, management will review and ensure that the program is producing the intended results, for the intended beneficiaries, in the most cost-efficient and effective manner. Measurement of the program's performance will focus at the level of the Registry's sub-objectives.

Many aspects of the Registry's work lend themselves to the collection of operating statistics, which, in the performance measurement program, will be helpful in linking specific sub-objectives and **outcomes** to the associated **resources**. These generally are the **outputs** of the organization's operations. The following illustrates the general associations of outputs with the intended outcomes and beneficiaries of each sub-objective.

Promoting the best possible environment for the judges to make expeditious and considered decisions.

Outcomes - Beneficiaries	Outputs
 1 - 1. Providing information on the rules of practice, court directives and procedures in matters of federal legislation to citizens, litigants, the Court and Registry staff, legal practitioners 	counter service telephone enquiries self-represented litigants matters heard without appearance of counsel grouping cases on common points of law library services Rules review Registry Officer development certificate processing
 1 - 2. Assisting in case scheduling and courtroom operations (i.e. providing dispute resolution facilities) by providing a single conduit for both the timing and the operation of hearings, thereby eliminating multiple contacts, facilities and support services for the Court, litigants, legal practitioners 	development of automated scheduling delay reduction design of systems and training for case management courtroom interchange with other courts, tribunals security services court usher and registrar services document service translation and interpretation services transcript services motion days availability of teleconference or videoconference hearings

Sub - Objective 2

Expediting Registry processing activities leading up to the disposition of Court proceedings and the issuance and enforcement of decisions made by the Court, thereby eliminating unnecessary delays and minimizing costs to all parties concerned.

Outcomes - Beneficiaries	Outputs
 2 - 1. Processing all documents filed by or issued to litigants, and recording all proceedings necessary for the resolution of legal disputes by providing a national Registry for litigants, legal practitioners 	institution of new proceedings recorded entries matters heard hearings decisions of the Court judgments and orders days in Court maintenance of duplicate or extension files in local offices
 2 - 2. Maintaining custody of the Federal Court records for access through the automated Proceedings Management System, thereby minimizing the costs of accessing such records and communicating information between Court offices for judges, Registry personnel, litigants, the legal profession and the public 2 - 3. Issuing legal instruments to enforce decisions made by the Court and various federal entities for the Court, Revenue Canada, Canada Labour Relations Board, Canadian Human Rights Tribunal 	records management, retention and storage development and maintenance of the automated proceedings management system automated tracking system pre-DRP inventory project processing of writs of execution litigants notified by telephone of orders rendered by the Court
and other tribunals and agencies	transmission of orders by facsimile prior to mailing certified copies
2 - 4. Performing certain quasi-judicial functions for the benefit of litigants	taxation of costs examinations of judgment debtors, references on damages admiralty arrests of ships,cargo or freight preparation of schemes of collocation in accordance with the Civil Code taxation of the costs of proceedings of the Court Martial Appeal Court commercial arbitration and enforcement registration of foreign judgments and arbitral awards

C. Details of Performance

Results Expectation

The Registry does not control the number of new institutions. It is subject to the decisions of individual Canadians concerning the initiation of each proceeding in the Court. While there are general trends observable in the intake of new cases, the Registry within the Rules of the Court simply reacts to each decision by individual litigants to launch a proceeding, to make motions, to seek discovery, or indeed to settle a case out of court.

There are occasional exceptions. For example, it is possible to forecast ITA/GST-related workload, based on projections made by Revenue Canada.

Volatile caseload fluctuations, as in the case of Immigration - Refugee appeals to the Court, lead to resource management problems, but do not obviate the need for a core of experienced staff to deal with ongoing workload. The Registry needs new information systems to respond to more sophisticated demands.

Change Issues

Over a period of years, there are recognized trends in the regular activities, or outputs, of the Registry. These permit some general expectations to be articulated. Thus, New Proceedings have increased steadily for several years, and this is expected to continue in 1996-97. Similarly, with the advent of a computerized case tracking system, it was expected that entries to the system would tend to increase annually. With the appointment of more Judges and Deputy Judges, and the sub-objective of improving access to justice, it was expected that the numbers of Days in Court, Judgments & Orders and other indicators would continue to increase.

Figures 2 to 8 illustrate recent experience in these measures.

Demonstration and Discussion of Actual Performance

There are certain internally generated activities which were identified in previous Part III documents as planned activities, for several of which brief progress reports follow. Improved performance has been achieved while resource levels remained relatively constant, demonstrating the efficiency and effectiveness which the Registry continues to pursue.

i) Projects of General Interest

The Chief Justice initiated a pilot project to permit the televising of Appeal Division hearings to improve public access to court proceedings. In 1995, a sitting at Toronto was televised for the first time in the Court's history. The matter before the Court was one of public interest relating to the construction of the bridge between Prince Edward Island and New Brunswick.

The Operational Effectiveness and Efficiency Review started in 1993 is now an integral part of the Registry's Business Planning and Management Review programs. Since the last report, Case Management Rules changes have been drafted and published for public consultation. Quality Service Standards have been developed and will be made public and implemented during 1996-97.

Changes to the Rules under Amending Order No. 17 came into force on September 1, 1995. These revisions modernize the Court's Tariff and effectively revolutionize the assessment criteria to be applied by taxing officers of the Registry in determining costs awarded by the Court to successful parties.

The imaging of some exhibits and materials in recent large trials and in a significant sample of immigration proceedings is part of a pilot strategy to determine effectiveness for high volume workload and to adjust to demands of increasingly complex litigation, e.g. commercial, aboriginal, etc.

Courtroom facilities across Canada continue to be loaned (over 1,700 days) to the Tax Court of Canada and federal boards, commissions and tribunals such as Office of the Umpire, Human Rights Tribunal, Public Service Staff Relations Board and various provincial courts.

A security was completed at the Montreal Local Office.

For certain types of motions, teleconferencing is a useful, efficient and cost-effective method of allowing parties from across Canada to participate in Court hearings. This practice increased from 7 teleconferences in 1989 to 540 teleconferences in 1995. In travel costs alone, significant savings to the Court and litigants have been realized.

Developmental work on the Registry Officer Development Program was completed in December 1995. Twenty knowledge and skill modules are scheduled for delivery, commencing in 1996.

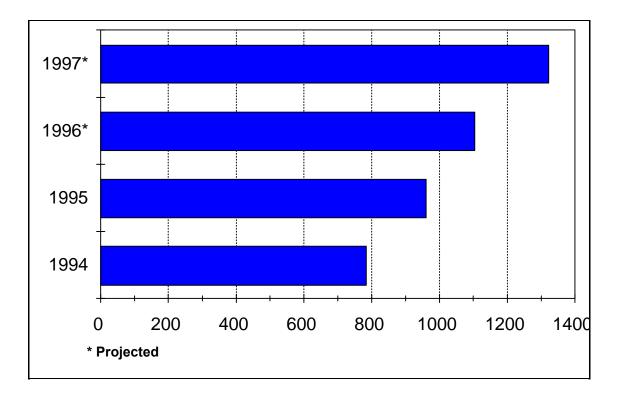
ii) Organizational Results

Historically, the Registry's workload has been monitored organizationally to ensure that the outputs of each organizational entity combine with those of all other units to produce the overall effect of the Registry's program. Some of the key results in these organizational units in 1995-96 now follow.

Appeal Division

A total of 959 new proceedings were commenced in the Court of Appeal in 1995, including 102 preliminary applications (Figure 4). The Court decided 781 matters, leaving 2,066 proceedings pending at the close of 1995, comprising 1,443 appeals from the Trial Division (775 appeals from final orders and 668 appeals from interlocutory orders), 349 statutory appeals, 273 judicial reviews and 1 reference from a federal board, commission or other tribunal. The high rate of dispositions is expected to continue into 1996 as a result of an initiative by the Court of Appeal under Rule 327.2 to reduce the average time from commencement to disposition by moving cases more quickly to closure. That goal has necessitated a higher level of efficiency by the Registry in not only processing a heavier influx of judgments, orders and other documents, but also responding more quickly to the information needs of litigants and the legal community. One indicator of the Registry's workload is the number of entries registered in the Court's automated record system (Figure 5). During the 1994 and 1995 calendar years, Registry staff completed approximately 19,700 recorded entries annually. That level of production is expected to increase at a rate parallel to the current growth of new proceedings in the Appeal Division to over 24,000 recorded entries in 1996, then to an estimated 28,800 entries in 1997.

Figure 4: Proceedings Instituted - Appeal Division



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A marked increase in workload relating to the preparation of Appeal and Case Books was experienced again in 1995. In 1994, the average number of pages produced by the Registry rose 35% to 292 pages per book, compared to an average of 216 pages in 1993. Then in 1995, the average rose further to approximately 300 pages per appeal/case book. That rate of production is expected to continue in 1997 and 1998, reflecting a trend toward the litigation of issues of greater complexity and, hence, more voluminous supporting documentation. Such is the case particularly in matters relating to decisions of the Canadian International Trade Tribunal, the Competition Tribunal and appeals from decisions of the Trial Division in aboriginal cases.

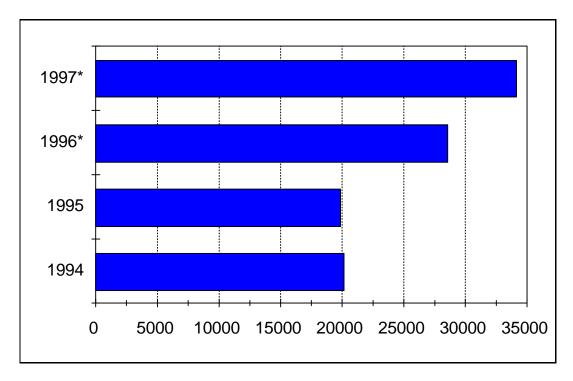


Figure 5: Recorded Entries - Appeal Division

Officers and employees of the Federal Court of Canada also perform *ex officio* duties of their respective offices in relation to the Court Martial Appeal Court of Canada. Documents are processed by the Appeal Division Registry. The time consumed in 1994 for providing administrative support services and preparing material for the Court Martial Appeal Court was particularly onerous because of the large volumes of material and high profile of appeals against Court Martials relating to challenges raised under the *Charter of Rights and Freedoms* and the Somalia cases (e.g. *Elvin Kyle Brown*, CMAC-372). Although 1995 experienced somewhat of a return to normal levels of activity in this area, it has been noted that, similar to litigation in the Federal Court of Appeal, the higher profile of cases generally in the Court Martial Appeal Court of Canada has required more effort by the Registry in processing the supporting legal documentation and providing advice to parties on procedures particular to the Court Martial Appeal Court of Canada.

Trial Division - Immigration Section

The *Immigration Act* and Federal Court Immigration Rules establish rigid time constraints. Registry Officers must ensure that the processing and filing time limits are met. Urgent stay hearings involving imminent deportations add to the time pressures on the Court and Registry staff. Many of these hearings to stay deportation orders are dealt with after regular Registry hours by duty officers and judges.

The number of files commenced in 1994 declined to 5,224. Please refer to Figure 2, page 17. This decline continued in 1995 to 3,649 proceedings instituted. This trend was reversed in the latter part of 1996 to an estimated 4,900 proceedings instituted, an increase of 34% over 1995 figures. Current forecasts for 1997 reflect a 33% increase in the number of filings to 6,500. The Court rendered a total of 6,833 immigration-refugee decisions in 1995, a substantial decrease from the 1994 total of 11,228. It is expected that approximately 6,150 decisions will be rendered in 1996, a reduction of 10% of last year's figure. Despite the decline in decisions rendered in the last few years, a 20% increase is forecast for 1997, estimated to be 7,350 decisions.

Figure 3 on page 17 illustrates that in 1994 there were 638 days in court compared to 344 in 1993. In 1995 there were 693 days, and a reduction of 8% is forecast for 1996 such that there will be 635 days in court. An increase of 15%, to 735 days in court, is forecast for 1997.

Trial Division - Non-Immigration Section

There was a steady growth in the number of proceedings instituted over the past several years as shown in Figure 2 on page 17 above. In particular, over the past four years, the yearly growth of proceedings filed has varied between 3 and 20%. In 1994, a total of 16,793 proceedings were filed; of this, 2,945 were litigation files, and 13,848 were certificates. In 1995, we had 20% more proceedings filed for a total of 22,514 (2,637 litigation files and 16,049 certificates) and a total of 24,734 proceedings were instituted in 1996 (2,768 litigation cases and 16,475 certificates). The court has experienced a steady increase in filings of tax certificates, judicial review applications, citizenship appeals and other actions.

The processing activities related to the filing and recording of documents or events on files is a fundamental responsibility of a superior court of record. Recorded entries are prepared by Registry Officers using the automated Proceedings Management System. Every proceeding can be accessed electronically to determine the status and history of a case. Recorded entries vary from basic information such as the nature of the document (Statement of Claim, Defence, etc.), the date and location of filing, the fees paid and the name of the party submitting the document to a more detailed description of any instructions or decision rendered by the Court. This information source is useful to inform the parties and the public, and to compile various statistical reports for use by the Registry and the Court.

Recorded entries have sustained a steady growth in number over the past four years of between 10 and 23% per year. This growth is linked to the increase in number of proceedings instituted in the Court, the number of matters heard and the number of decisions rendered by the Court. In 1995, the Registry completed 115,162 recorded entries for an increase of 15% over the 1994 total. In 1996, we estimate that our Registry Officers will record approximately 141,193 of these documents/ events, constituting 71% of the total 198,506 recorded entries anticipated in the Trial Division. For 1997, it is estimated that the number of recorded entries will increase to 147,750. In 1996 and 1997 the number of recorded entries will increase due to the pre-DRP Inventory Reduction Project, which involves the review and issuance of notices on approximately 16,000 files for which there has been no activity since October 15, 1990 and no formal disposition on the record. Figure 6 on page 26 illustrates.

Decisions of the Court are judgments or orders rendered by a judge or prothonotary upon consideration of a motion, appeal, trial or other special hearing held in open court. Decisions can also be rendered from chambers after judgment is reserved or upon written submissions by parties. Orders scheduling hearing dates may be issued by the Judicial Administrator. All of these decisions are officially recorded by Registry Officers in the Proceedings Management System and in the Court Judgments and Orders Book(s), and are effected by the Registry.

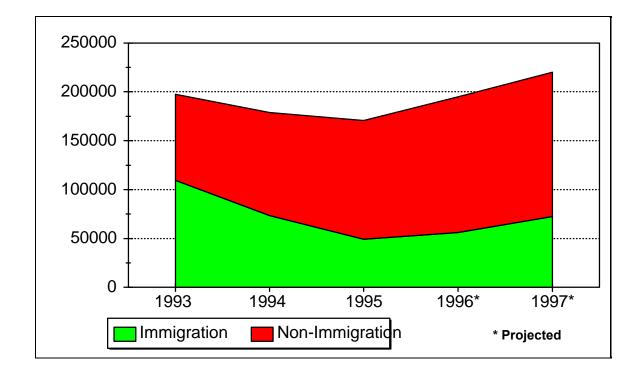


Figure 6: Recorded Entries - Trial Division

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Over the past three years, there has been a steady yearly increase (varying from 6 to 10%) in decisions rendered by the Court. The Registry processed approximately 6,130 decisions in 1995, an 8% increase over the 5,678 decisions rendered by the Court in 1994. This trend continued in 1996 with an estimated 10% increase for a total of 6,760 decisions. The number of judgments and orders rendered in 1996 and 1997 will be impacted somewhat by the pre-DRP Inventory Reduction Project, an initiative of the Court to formally conclude files that have been dormant since before 1990. The following Figures illustrate our judicial and registry workloads.

The number of matters heard in Court (refer to Figure 7, p. 27) reflect the number of trials, appeals and applications considered by a judge in open Court or in chambers by telephone conference. The number of days in Court (refer to Figure 3, p.17) reflect the number of daily occasions the Court sat to hear these matters with an accompanying Court Registrar. Approximately 3,046 trials, appeals and other applications were heard in Court in 1995, a 4% increase over the 2,938 matters heard in 1994. A 25% increase was experienced in 1996 for a total of 3810 matters to be heard. A projection of 4,382 matters to be heard in 1997 represents a further 15% increase. The number of days in Court follows the same trend expressed above. In 1995, there were 2,245 days in Court, a 58% increase over the 1994 total of 1,422 and in 1996, a further 7% increased the total to 2,401. For 1997, a 13% increase to 2,713 days in court is forecast.

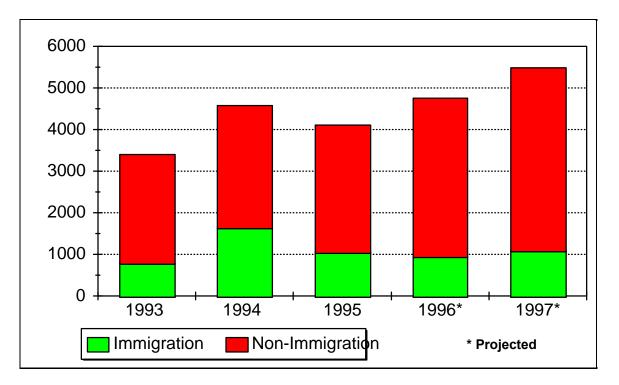


Figure 7: Matters Heard in Court - Trial Division

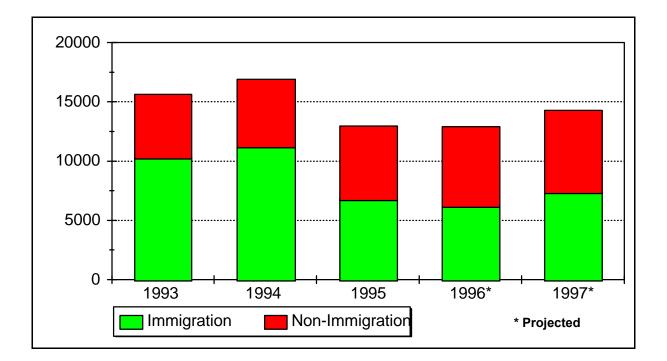


Figure 8: Judgment and Orders - Trial Division (with and without personal appearance of counsel)

The Court reviews all cases where counsel seek a trial exceeding four days. The Associate Chief Justice assigns specific judges to manage issues on complex cases such as aboriginal matters in order to reduce the length of the hearing. Pre-trial conferences are held to expedite trials or resolve actions or parts thereof. By reducing the amount of time required at trial, the Court can hear more cases in the time saved. The Court has also increased the use of telephone conferencing to reduce its costs and those incurred by the parties and to expedite the hearing of urgent applications. The court has also introduced a pilot project utilizing video conferencing for hearings that would otherwise have required the parties and Court to travel. Substantial savings in time and expense will be realized.

Notwithstanding the above measures to save time and costs, federal legislation has generated workload beyond judicial resources and thus delays in hearing cases expeditiously has arisen. As an example, judges of the Federal Court are required to sit as Umpires under the *Employment Insurance Act*, but those matters are not included in these statistics. In addition, immigration legislation mandates certain time limits requiring the Court to hear cases within more restrictive time frames than non-immigration matters. These time frames and additional workload have resulted in delays in hearing cases in non-immigration areas. Access to Information and Privacy cases continue to be processed in a diligent fashion in accordance with the practice and procedures issued by the Associate Chief Justice in 1993. The Annual Reports of the Information Commissioner have recognized the efforts of the Court and the Registry each year since the 1993-94 Annual Report.

The Trial Division jurisdiction continues to expand as a result of Parliament enacting legislation or amending statutes and the increased filings of litigants. Please refer to p. 33, Supplementary Information for a complete listing. The Registry responds to the challenge to meet service requirements for the Court, litigants and the public. Litigants and the public can contact a Registry Officer outside regular Registry hours to address urgent requirements such as the issuance of a warrant for a ship arrest, or a request for a special hearing required on an urgent basis.

(iii) Administration

Administration has provided effective support to the judiciary during a time of change and adjustment, particularly in relation to new automation programs and the Court's emphasis on delay reduction. Increased demands for library, law clerks and secretarial support services reflect the increases in the numbers of hearings, court decisions and reasons. During 1994, the Court delivered more decisions with reasons than in any previous year. In 1992, judges issued 1,664 decisions with reasons, totalling 13,000 pages; in 1993, 1,995 decisions totalling 20,000 pages were issued, an increase of 19.9% and 53.8% respectively and in 1994, 4,614 decisions totalling 39,000 pages were issued.

The Court continues to develop automation programs to support delay reduction, caseflow management and case scheduling. The Registry maintains limited library collections at Court offices across the country. The Library conducts an ongoing review of the adequacy of its collections and services, and with the library committee has developed strategies for coping with the effects of inflation. Demands for library services continue to increase.

Current initiatives include a consolidated review of the Federal Court Rules and the introduction of Rules to implement caseflow management.

As a statutorily bilingual court, the Federal Court must provide the public with the information it needs in the official language of its choice and to supply employees with the documents they require to perform their duties. In 1994-95, 4,643,813 words were produced and an increase is expected in 1995-96. The cost represented approximately 5% of the total budget.

IV Supplementary Information

Registry of the Federal Court of Canada Details of Personnel Requirements 1997-98

	Full	-Time Equivaler			
Category/Group	Estimates 1997-98	Forecast 1996-97	Actual 1995-96	Estimates 1998-99	Estimates 1999-00
OIC Appointments	4	3	3	4	4
Executive	5	6	7	5	5
Law	3	3	2	3	3
Library Science	4	4	3	4	4
Scientific & Professional	7	7	5	7	7
Admin. Services	73	68	69	73	73
Computer Systems	11	11	10	11	11
Financial Admin.	7	6	6	7	7
Personnel Admin.	5	4	4	5	5
Program Admin.	124	111	120	124	124
Purchase & Supply	2	2	2	2	2
Admin. & Foreign Services	222	202	211	222	222
Social Science Support	39	36	38	39	39
Technical	39	36	38	39	39
Clerical & Regulatory	104	102	102	104	104
Secretarial	55	48	50	55	55
Admin. Support	159	150	152	159	159
General Services	27	27	25	27	27
Printing Operations	2	2	2	2	2
Operational	29	29	27	29	29
TOTAL	465	433	443	465	465

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Estimated Net Expenditures of the Program for 1997-98

(thousands of dollars)

Main Estimates	Add* Other	Total Program	Less Revenue		nated ram Cost
1997-98	Costs	Costs	to C.R.F.	1997-98	1996-97
30,074	10,612	40,686	1,421	39,265	39,114

*Other Costs of \$10,612,000 consist of:

	(\$000)
- estimated costs of accommodations provided wi Public Works and Government Services Canada;	e e
- employee benefits covering the employer's sl premiums and costs paid by the Treasury Board S	
- estimated value of the services provided withou Works and Government Services Canada compensation administration of pay processing.	

Details of Financial Requirements by Object

(thousands of dollars)	Estimates 1997-98	Forecast 1996-97	Actual 1995-96
Personnel			
Salaries and wages	18,493	17,365	17,379
Contributions to employee benefit plans	3,144	2,520	2,661
Sub-total	21,637	19,885	20,040
Goods and services			
Transportation and communications	1,852	1,900	1,853
Information	215	100	215
Professional and special services	4,209	4,725	3,518
Rentals	286	350	287
Purchased repair and upkeep	360	375	360
Utilities, materials and supplies	1,366	1,700	1,515
Minor capital*	149	800	1,178
Sub-total	8,437	9,950	8,926
Total requirements	30,074	29,835	28,966

*Minor capital is the residual after the amount of controlled capital has been established. In accordance with the Operating Budget principles, these resources would be interchangeable with Personnel and Goods and Services expenditures.

LEGISLATION AFFECTING THE FEDERAL COURT

Access to Information Act, R.S., 1985, c. A-1 Atomic Energy Control Act, R.S., 1985, c. A-16 Bank Act, 1991, c. 46 Bankruptcy and Insolvency Act, R.S., 1985, c. B-3 Broadcasting Act, 1991, c. 11 Canada Agricultural Products Act, R.S., 1985, c. 20 (4th Supp.) Canada Deposit Insurance Corporation Act, R.S., 1985, c. C-3 Canada Evidence Act, R.S., 1985, c. C-5 Canada Grain Act, R.S., 1985, c. G-10 Canada Labour Code, R.S., 1985, c. L-2 Canada Oil and Gas Operations Act, R.S., 1985, c. O-7 Canada Pension Plan, R.S., 1985, c. C-8 Canada Petroleum Resources Act, R.S., 1985, c. 36 (2nd Supp.) Canada Shipping Act, R.S., 1985, c. S-9 Canada Transportation Act, 1996, c. 10 Canadian Environmental Protection Act, R.S., 1985, c. 16 (4th Supp.) Canadian Human Rights Act, R.S., 1985, c. H-6 Canadian International Trade Tribunal Act, R.S., 1985, c. 47 (4th Supp.) Canadian National Railways Act, R.S., 1985, c. C-19 Canadian Ownership and Control Determination Act, R.S., 1985, c. C-20 Canadian Security Intelligence Service Act, R.S., 1985, c. C-23 Canadian Space Agency Act, 1990, c. 13 Cape Breton Development Corporation Act, R.S., 1985, c. C-25 Citizenship Act, R.S., 1985, c. C-29 Coasting Trade Act, 1992, c. 31 Commercial Arbitration Act, R.S., 1985, c. 17 (2nd Supp.) Competition Act, R.S., 1985, c. C-34 Competition Tribunal Act, R.S., 1985, c. 19 (2nd Supp.) Cooperative Credit Associations Act, 1991, c. 48 Copyright Act, R.S., 1985, c. C-42 Corrections and Conditional Release Act, 1992, c. 20 Criminal Code, R.S., 1985, c. C-46 Crown Liability and Proceedings Act, R.S., 1985, c. C-50 Cultural Property Export and Import Act, R.S., 1985, c. C-51 Customs Act, R.S., 1985, c. 1 (2nd Supp.) Defence Production Act, R.S., 1985, c. D-1 Divorce Act, R.S., 1985, c. 3 (2nd Supp.) Dominion Water Power Act, R.S., 1985, c. W-4 Emergencies Act, R.S., 1985, c. 22 (4th Supp.) Employment Insurance Act, 1996, c. 23 Energy Supplies Emergency Act, R.S., 1985, c. E-9 Escheats Act, R.S., 1985, c. E-13 Excise Act, R.S., 1985, c. E-14 Excise Tax Act, R.S., 1985, c. E-15 Expropriation Act, R.S., 1985, c. E-21 Farm Credit Corporation Act, 1993, c. 14

Fisheries Act, R.S., 1985, c. F-14 Foreign Enlistment Act, R.S., 1985, c. F-28 Hazardous Materials Information Review Act, R.S., 1985, c. 24 (3rd Supp.), Part III Immigration Act, R.S., 1985, c. I-2 Income Tax Act, R.S., 1952, c. 148 Indian Act, R.S., 1985, c. I-5 Industrial Design Act, R.S., 1985, c. I-9 Insurance Companies Act, 1991, c. 47 Integrated Circuit Topography Act, 1990, c. 37 International Boundary Waters Treaty Act, R.S., 1985, c. I-17 International Sale of Goods Contracts Convention Act, 1991, c. 13 Labour Adjustment Benefits Act, R.S. 1985, c. L-1 Land Titles Act, R.S., 1985, c. L-5 Motor Vehicle Safety Act, R.S., 1985, c. M-10 National Energy Board Act, R.S., 1985, c. N-7 National Training Act, R.S., 1985, c. N-19 North American Free Trade Agreement Implementation Act, 1993, c. 44 Northern Pipeline Act, R.S., 1985, c. N-26 Northwest Territories Waters Act, 1992, c. 39 Official Languages Act, R.S., 1985, c. 31 (4th Supp.) Patent Act, R.S., 1985, c. P-4 Payment Clearing and Settlement Act, 1996, c. 6, Schedule, s. 21 Pension Benefits Standards Act, 1985, R.S., 1985, c. 32 (2nd Supp.) Petroleum and Gas Revenue Tax Act, R.S., 1985, c. P-12 Petroleum Incentives Program Act, R.S., 1985, c. P-13 Plant Breeders' Rights Act, 1990, c. 20 Postal Services Interruption Relief Act, R.S., 1985, c. P-16 Privacy Act, R.S., 1985, c. P-21 Public Servants Inventions Act, R.S., 1985, c. P-32 Public Service Employment Act, R.S., 1985, c. P-33 Radiocommunication Act, R.S., 1985, c. R-2 Railway Safety Act, R.S., 1985, c. 32 (4th Supp.) RCMP Act, R.S., 1985, c. R-10 Special Import Measures Act, R.S., 1985, c. S-15 Status of the Artist Act, 1992, c. 33 Tax Court of Canada Act, R.S., 1985, c. T-2 Telecommunications Act, 1993, c. 38 Timber Marking Act, R.S., 1985, c. T-11 Trade-Marks Act, R.S., 1985, c. T-13 Trust and Loan Companies Act, 1991, c. 45 United Nations Foreign Arbitral Awards Convention Act, R.S., 1985, c. 16 (2nd Supp.) Yukon Surface Rights Board Act, 1994, c. 43 Yukon Waters Act, 1992, c. 40

In addition to their duties under the above legislation, judges of the Federal Court have been given functions under the following acts:

Health of Animals Act, 1990, c. 21 National Defence Act, R.S., 1985, c. N-5 Pesticide Residue Compensation Act, R.S., 1985, c. P-10 Plant Protection Act, 1990, c. 22 Supreme Court Act, R.S., 1985, c. S-26