



COURTS ADMINISTRATION SERVICE

ANNUAL REPORT 2003-2004

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August 30, 2004

The Honourable Irwin Cotler, PC, MP
Minister of Justice and Attorney General of Canada
Wellington Street
Ottawa, Ontario K1A 0A6

Dear Minister of Justice and Attorney General of Canada,

In accordance with subsection 12(1) of the *Courts Administration Service Act*, I have the pleasure of submitting a report on the activities of the Courts Administration Service (hereinafter also referred to as the “Service”) for the financial year 2003-04. The *Courts Administration Service Annual Report, 2003-2004* also includes brief information about the four courts that are served by the Service—the Federal Court of Appeal, the Federal Court, the Tax Court of Canada and the Court Martial Appeal Court of Canada—with respect to their respective composition, jurisdiction and workload as they affect the Courts Administration Service.

I hope you will find this report both interesting and informative.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'R. P. Guenette', with a stylized flourish at the end.

R. P. Guenette
Acting Chief Administrator

Message from the Acting Chief Administrator

I am pleased to present the first annual report of the Courts Administration Service (hereinafter also referred to as the “Service”). This new organization was established on July 2, 2003 by the *Courts Administration Service Act*.

Since its establishment, the Service has been committed to: consolidating the former registries of the Federal Court of Canada and the Tax Court of Canada; establishing approaches to ensure that the four courts—the Federal Court of Appeal, the Federal Court, the Tax Court of Canada and the Court Martial Appeal Court of Canada—are provided with the most effective support possible given their unique requirements; and examining all corporate and operational activities to provide the best value for public funds, while safeguarding the independence of the judiciary. The consolidation has necessitated that a multitude of high-level tasks be undertaken while ensuring minimal disruption to the ongoing provision of service to our clients.

The Courts Administration Service contributes to judicial independence through its mandate to provide effective support and services to the four courts and to ensure access to those courts by members of the public seeking judicial redress. To achieve these objectives, the Service must be provided with stable funding based on clearly articulated needs. The Service is working closely with the four Chief Justices to clearly identify the requirements of the courts. At the same time, discussions are ongoing with officials of the Treasury Board Secretariat to implement a more effective and sustainable approach to funding.

Building an organization can only be achieved through the concerted efforts of many individuals. Teamwork, dedication and professionalism are essential ingredients in such an undertaking. It is for this reason that I wish to express my sincere appreciation to the Chief Justices, judges and prothonotaries for their support, the staff of the Courts Administration Service for their continued commitment to excellence in service delivery, and officials of a number of provinces who provide support under existing arrangements. Moreover, I would like to acknowledge the assistance of the officials in the Office of the Minister of Justice, the Office of the Commissioner for Federal Judicial Affairs and the various central agencies.



R. P. Guenette

PART 1: The Courts Administration Service – An Overview

Establishment of the Courts Administration Service

The *Courts Administration Service Act*, S.C. 2002, c. 8 (see <http://laws.justice.gc.ca/en/C-45.5/index.html>), which received Royal Assent on March 27, 2002, and came into force on July 2, 2003, enacted several measures, including:

- an amendment to the *Federal Court Act* to create two separate courts—the Federal Court of Appeal and the Federal Court—from the former two divisions of the Federal Court of Canada;
- an amendment to the *Tax Court of Canada Act* that changed the status of the Tax Court of Canada to that of a superior court; and
- the establishment of a single administrative structure—the Courts Administration Service—for the Federal Court of Appeal, the Federal Court, the Tax Court of Canada and the Court Martial Appeal Court of Canada.

The Courts Administration Service was established by consolidating the former registries of the Federal Court of Canada and the Tax Court of Canada. This was, in part, a response to the Auditor General's 1997 report entitled, *Report on the Federal Court of Canada and the Tax Court of Canada* (see http://www.oag-bvg.gc.ca/domino/other.nsf/html/fed_e.html), which, in turn, was a direct result of the fundamental review of all federal programs and activities introduced by the Chrétien Government in 1994.¹ The report concluded that consolidating the registries of the Federal Court of Canada and the Tax Court of Canada would result in significant savings and would facilitate improved planning and the efficient use of resources at those courts. This consolidation has resulted in an organization with 564 employees and actual expenditures in the amount of \$54.2 million for fiscal year 2003-04.

Mandate, Strategic Outcome and Work of the Courts Administration Service

The role of the Courts Administration Service is to provide administrative services to four courts of law: the Federal Court of Appeal, the Federal Court, the Tax Court of Canada and the Court Martial Appeal Court of Canada. These services make it easier for individuals, companies, organizations and the Government of Canada to submit disputes and other matters to the courts, and enable the courts to hear and resolve the cases before them fairly, in a timely manner and as efficiently as possible.

¹ On October 28, 1994, the Honourable Allan Rock, Minister of Justice and Attorney General of Canada, announced a study of the registries of the Federal Court of Canada and the Tax Court of Canada to examine whether the courts should be regionalized, merged, and their administrative support services consolidated. By Order in Council of May 1995, the Governor in Council requested that the Office of the Auditor General of Canada examine the Federal Court of Canada-Trial Division and the Tax Court of Canada with respect to the costs and benefits of possible regionalization and/or merger of the courts and consolidation of the administrative support services.

In essence, the mandate of the Courts Administration Service is:

- to ensure the efficient provision of service to the four courts;
- to enhance judicial independence of the courts by placing them at arm's length from the Government of Canada; and
- to enhance accountability for the use of public money.

The Courts Administration Service is committed to realizing the following strategic outcome:

The public has effective, timely and fair access, in either official language, to the litigation processes of the Federal Court of Appeal, the Federal Court, the Tax Court of Canada and the Court Martial Appeal Court of Canada.

The staff of the Service will facilitate broader public access to the courts and more efficient processing of cases and will provide more effective support to the courts we serve, while ensuring transparency and full accountability for the use of public funds.

In the fulfillment of its mandate and strategic outcome, the Courts Administration Service has adopted core values that serve as building blocks for the organization. These include: open, transparent, honest and timely communications; integrity that entails respect for the judges and the courts served by the Service; and accountability to all the Service's stakeholders—judges, prothonotaries,² litigants and the public alike.

The Courts Administration Service is responsible for meeting the courts' requirements and ensuring public access to the courts and to their records. The following are a few examples of specific functions carried out by the Courts Administration Service:

- providing litigants and their counsel with services relating to court hearings;
- informing litigants about rules of practice, court directives and procedures;
- maintaining court records;
- processing documents filed by or issued to litigants, and recording all proceedings;
- serving as a depository to allow for the enforcement of decisions made by the courts and federal administrative tribunals, such as the Canada Industrial Relations Board and the Canadian Human Rights Tribunal;
- providing judges, prothonotaries and staff with library services; and
- providing judges, prothonotaries and staff with appropriate facilities and security.

² A prothonotary is a judicial officer of the Federal Court who is appointed by the Governor in Council pursuant to section 12 of the **Federal Courts Act** and who assists in the expeditious disposition of the Court's business. The jurisdiction of the prothonotary has grown dramatically over the last three decades. Today, prothonotaries are responsible for over 75% of the Federal Court's proceedings under case management. In addition to participating in all forms of Alternative Dispute Resolution (ADR), prothonotaries can hear most interlocutory matters. They also preside over trials where the relief sought can reach up to \$50,000. Once appointed, they serve during good behaviour up to the age of 75. For further information, please refer to Rules 50 and 51 of the **Federal Court Rules, 1998** (see <http://laws.justice.gc.ca/en/F-7/SOR-98-106/index.html>).

To better comprehend the mandate of the Courts Administration Service, a brief description of the four courts it serves and a summary of workload statistics is provided below. Further information on the workload of the four courts is provided in Appendix A.

The Courts

The four courts served by the Courts Administration Service are superior courts of record. They were established by the Parliament of Canada pursuant to its authority under section 101 of the *Constitution Act, 1867* to establish courts “for the better Administration of the Laws of Canada.”

The **Federal Court of Appeal** (formerly the Appeal Division of the Federal Court of Canada) has jurisdiction to hear appeals from decisions of the Federal Court and the Tax Court of Canada, and certain statutory appeals. It also has exclusive jurisdiction to hear applications for judicial review of decisions of 14 federal boards, commissions and tribunals listed in section 28 of the *Federal Courts Act* (see <http://laws.justice.gc.ca/en/F-7/index.html>). Parties to a proceeding in the Federal Court of Appeal may be granted leave, or permission, to appeal the decision of the Federal Court of Appeal to the Supreme Court of Canada if the case involves a question of public importance. On March 31, 2004, the Federal Court of Appeal consisted of the Chief Justice, and 10 other judges together with four supernumerary judges. According to the amendments made to paragraph 5(1)(c) of the *Federal Court Act*, by subsection 95(1) of the *Anti-terrorism Act*, the full judicial complement of the Federal Court of Appeal consists of the Chief Justice and 12 other judges. Thus, there are currently two vacancies in the Court. For further information on the Federal Court of Appeal, please refer to: www.fca-caf.gc.ca.

The **Federal Court** (formerly the Trial Division of the Federal Court of Canada) is a court of first instance. It has original, but not exclusive, jurisdiction over cases by and against the Crown, appeals under approximately 110 federal statutes and proceedings involving admiralty law, intellectual property law, aboriginal law and national security. The Court also has exclusive jurisdiction to hear applications for judicial review of the decisions of all federal boards, commissions and tribunals other than those over which the Federal Court of Appeal has jurisdiction (see above). This jurisdiction includes, in particular, applications for judicial review of decisions of the Immigration and Refugee Board. On March 31, 2004, the Federal Court consisted of 28 full-time judges, three supernumerary judges, one deputy judge and six prothonotaries. According to the amendments made to paragraph 5(1)(c) of the *Federal Court Act*, by subsection 95(1) of the *Anti-terrorism Act*, the full judicial complement of the Federal Court consists of the Chief Justice and 32 full-time judges. Thus, there are currently five vacancies in the Court. For further information on the Federal Court, please refer to: www.fct-cf.gc.ca.

The **Tax Court of Canada** has exclusive original jurisdiction to hear appeals and references under 12 different Acts of Parliament. Most of the appeals made to the Court relate to income tax, the goods and services tax, or employment insurance. While many appeals are subject to procedures similar to those of the Federal Court, appeals under what is known as the “informal procedure” are heard as informally and expeditiously as circumstances and considerations of fairness permit. On March 31, 2004, the Tax Court of Canada consisted of the Chief Justice, the Associate Chief Justice, 20 judges, five supernumerary judges and seven deputy judges. For further information on the Tax Court of Canada, please refer to: www.tcc-cci.gc.ca.

The main function of the **Court Martial Appeal Court of Canada** is to hear appeals from courts martial, which are military courts established under the *National Defence Act* and which hear cases under the Code of Service Discipline found in Parts III and VII of that Act. Judges of the Federal Court of Appeal and the Federal Court as well as incumbent trial and appellate judges of the provincial superior courts are members of this Court. On March 31, 2004, the Court Martial Appeal Court of Canada comprised of the Chief Justice and 62 judges. For further information on the Court Martial Appeal Court of Canada, please refer to: www.cmac-cacm.ca.

As the four courts served by the Courts Administration Service are itinerant courts, services must be provided at various locations across Canada to ensure access to the public. For this reason, the Courts Administration Service maintains a principal office in Ottawa and sixteen local offices in other parts of the country; nine of these local offices are staffed by Courts Administration Service employees, while the remaining seven are housed in provincial and territorial court offices and staffed by employees of those courts on a contractual basis. (For information on office locations and contact information, please refer to Appendix C of this report.)

The Service attempts to accommodate the courts where it does not have local offices. The Courts Administration Service maintains unstaffed court accommodations in London, Ontario. In other locations, the Service arranges to use provincial court accommodations, leases commercial accommodations, or partners with other levels of government. In fact, in many locations, judges sit in facilities other than courtrooms, such as Band offices on Indian reserves, conference halls, hotel meeting rooms, gymnasias, Legion halls and even church rectories.

Activity Summary Table of the Federal Court of Appeal, Federal Court, the Tax Court of Canada and the Court Martial Appeal Court of Canada
April 1, 2003, to March 31, 2004

	Pending ³ 01-04-03	Proceedings commenced ⁴	No. of Files processed ⁵	Total Dispositions ⁶	Pending 31-03-04
Federal Court of Appeal	735	622	385	820	537
Federal Court	6,573	13,331	7,860	12,441	7,463
Tax Court of Canada	8,309	5,091	2,634	5,551	7,849
Court Martial Appeal Court of Canada	7	7	8	9	5

Powers, Duties and Functions of the Chief Administrator

The Chief Administrator is the chief executive officer of the Courts Administration Service. According to the enabling legislation, the Chief Administrator is responsible for the effective and efficient management and administration of all court services, including court facilities and libraries and corporate services and staffing. In consultation with the Chief Justices of the four courts, the Chief Administrator is responsible for the structure of registry operations and budgetary submissions for the requirements of the courts and for the related needs of the Service. Moreover, to enhance accountability, the Chief Administrator is required to send an annual report to the Minister of Justice, who then tables it in each House of Parliament. This legislative requirement also provides an opportunity for the Chief Administrator to inform the House of Commons, the Senate and the public of resource issues affecting the Courts Administration Service and, as a corollary, the respective courts that it serves.

Subsections 7(4) and 9(1) of the *Courts Administration Service Act* also place two specific restrictions on the powers of the Chief Administrator. They state that:

- the powers of the Chief Administrator do not extend to any matter assigned by law to the judiciary; and
- a chief justice may issue binding directions in writing to the Chief Administrator with respect to any matter within the Chief Administrator's authority.⁷

³ "Pending" is defined as the number of cases that were active at a specified date.

⁴ "Proceedings commenced" is defined as the institution of a new case file. This figure does not include Administrative and Other Proceedings that are filed in the Federal Court. From April 1, 2003, to March 31, 2004, 12,782 Income Tax certificates, 5,899 Goods and Service Tax certificates, and 519 other types of certificates and documents were opened and processed by the respective registry.

⁵ "Perfecting" means that the parties have done everything required of them, according to the rules of the court, in order for the case to be ready for scheduling of a hearing. In immigration cases, it is defined as when the application for leave is ready to be determined.

⁶ A "disposition" is defined as a final judgment, a discontinuance or other document that concludes a case on its merits.

⁷ *Courts Administration Service Act*, S.C. 2002, c. 8.

PART 2: Highlights of the Courts Administration Service, 2003-04

Building a New Organization—the Consolidation Process

Since its establishment on July 2, 2003, the Service has been committed to:

- consolidating the functions of the two former organizations, the registries of the Federal Court of Canada and the Tax Court of Canada, into a new structure;
- establishing approaches to ensure that the four courts—the Federal Court of Appeal, the Federal Court, the Tax Court of Canada and the Court Martial Appeal Court of Canada—are provided with the most effective support possible given their unique requirements; and
- examining all corporate and operational activities to provide a clear accountability structure and the best value for public funds, while safeguarding the independence of the judiciary.

An essential first task was to combine the funding of the former organizations. Consequently, in August 2003, a Treasury Board submission, which included an interim Performance Reporting and Accountability Structure, was approved to establish a new parliamentary vote for the Courts Administration Service through the Supplementary Estimates process. The *Appropriation Act* related to the Supplementary Estimates process received Royal Assent on November 7, 2003.

Internal Communications and Consensus-Building

As a result of the consolidation process, internal communications and consensus-building have become priorities for the new organization. In order to promote an environment of openness, transparency and trust, the Courts Administration Service has been committed to:

- sending regular messages and updates to all employees;
- posting in both official languages the Senior Management Committee's record of agenda items and the decisions taken on the Courts Administration Service's intranet;
- encouraging senior managers' visits to the Service's offices across the country;
- instituting semi-annual meetings of executives and other senior representatives of the Courts Administration Service;
- providing information and encouraging a two-way exchange of views by holding two major Town Hall sessions—one on July 4, 2003, and the other on February 10 and 11, 2004. (During the first of these sessions, it was announced that the employment of all indeterminate employees of the Service would be protected though one's duties could change, and the interim transitional structure of the new organization was presented.);

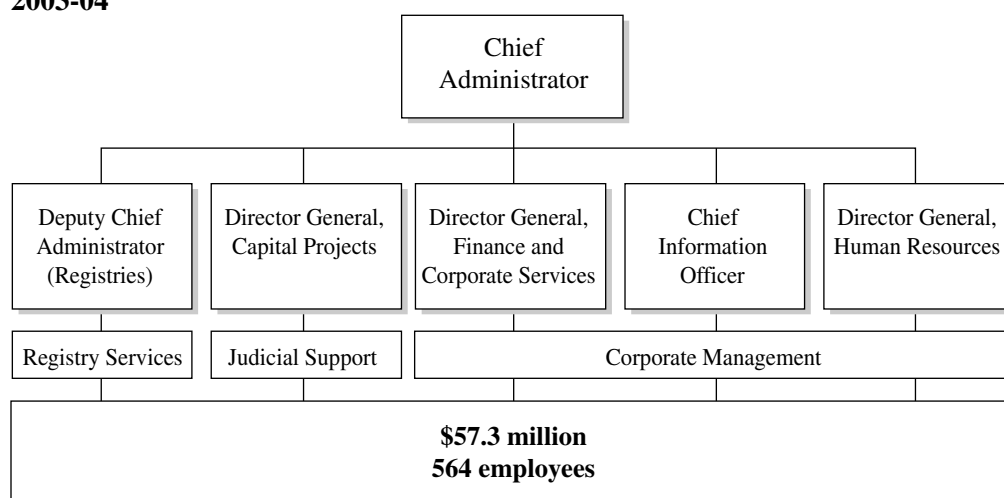
- consulting and informing bargaining agents about the Service's activities affecting the welfare of its employees so as to develop a healthy and productive workplace;
- addressing, in an orderly way, the concerns that were identified in the last Public Service-wide Employee Survey and issues that have emerged since the consolidation; and
- engaging employees in the process of defining the organization's structure, strategic outcome, mission, vision and values.

Defining the Organizational Structure

To define the structure of the new organization, it was decided that the Service's business line, known as Courts Administration, be divided into three interrelated sections or service lines: Registry Services, Judicial Support and Corporate Management.

- Registry Services provides the courts with litigation support processes. These include processing documents filed by or issued to litigants, attending at court sittings, recording proceedings, providing information to litigants, maintaining custody of the records and information base required by the courts and issuing legal instruments to enforce the courts' decisions;
- Judicial Support provides judicial support to the Justices and prothonotaries, including but not limited to executive officers, judicial assistants, court ushers, library employees, and other staff who provide direct support to the judiciary in fulfilling their responsibilities; and
- Corporate Management provides services such as finance, human resources, informatics, information management, telecommunications, facilities, translation, strategic planning, communications, general administration and security to the courts and to the Courts Administration Service itself.

Courts Administration Service's Management Structure and Service Lines, 2003-04



The Evolution of the Management Structure

The Courts Administration Service has undertaken a major internal review of its management and administrative structures to consolidate the former organizational entities into a new structure in the most effective and efficient manner. The transitional organizational structure that was announced to employees of the Service on July 4, 2003 reflected the initial consensus reached at the July 2, 2003 meeting held by members of senior management from both former organizations. This consensus confirmed the members of the transition team and delineated a number of corporate management functions. Moreover, a restructured Senior Management Committee was formed. The resulting realignment of Finance and Corporate Services, Human Resources and the Information Technology Branch has generated new synergies that are adopting best practices from the former organizations and from outside entities.

Based on consultations with registry managers across the country and analysis and discussion with the four Chief Justices, it was decided that a Deputy Chief Administrator would be accountable for managing the registries of the Federal Court of Appeal, Federal Court, Tax Court of Canada and Court Martial Appeal Court of Canada. The reporting relationships in the regions were adjusted so that each region has one director, who reports directly to the Deputy Chief Administrator. Subsequently, a Director General, Capital Projects, was named with responsibility for overseeing all major capital projects, specifically the Pierre Elliott Trudeau Judicial Building in Ottawa and the Federal Judicial Centre in Toronto, and for leading a review of the judicial support function within the Service.

Integrating Toward Our Goals

During this consolidation process, integration groups for each branch within the organization were formed to develop harmonized policies, practices and procedures for the Courts Administration Service that were consistent with those of the central agencies and that represent the best practices of modern public sector organizations. Staff have begun the process of harmonizing key policies, procedures and systems in such areas as finance, human resources, information technology and facilities management. Management directives reflecting best practices in the areas of overtime, hospitality and travel have been issued. Human Resources delegation and Finance delegation documents, which enhanced managerial responsibility, were developed and implemented.

To facilitate this harmonization process, a Human Resources Management Committee, an Internal Audit/Risk Management Committee, a national Labour Management Consultation Committee, occupational health and safety committees, and national registry working group committees were formed. The registry working group committees

are comprised of employees from various classification levels and from every region of the Courts Administration Service. To advance the integration process, internal management reviews were also carried out and common work tools were developed or acquired so as to improve the administrative efficiency of the Service.

Financial Performance

The Courts Administration Service is entirely funded through yearly appropriations from Parliament. The Service also receives revenue through filing fees, fines and sales of copies of filed documentation, including copies of judgments and/or orders. All such revenue is non-respendable—that is, it cannot be spent by the Courts Administration Service—and is deposited to the Government of Canada's Consolidated Revenue Fund. In 2003-04, this non-respendable revenue amounted to \$4 million.

The predecessor organizations of the Courts Administration Service were provided with a variety of funding streams over the past few years—some ongoing, others for specific purposes, and still others on a year-to-year basis. The Courts Administration Service has attempted to consolidate these various funding streams to stabilize future year funding at an appropriate level. As recorded in the 2003-04 Public Accounts of Canada, the Service received \$57.3 million in funding from Parliament. The actual amount of funds spent in that year amounted to \$54.2 million, resulting in a \$3.1 million lapse. This lapse includes \$1 million returned to Treasury Board in December 2003 to assist in the Government of Canada's reallocation priorities. Furthermore, in order to assist with the Government of Canada's cash management requirements, the Service also deferred requesting a carryforward authority of \$1.5 million in 2003-04 as the funds were not required in that fiscal year. It should also be noted that a commitment was made by the organization to absorb the support costs for four additional judges who were appointed to the Federal Court after July 2, 2003. The Service continues to reallocate with due diligence resources to high priority items while ensuring prudence and probity in the use of public funds.

**Financial Table 1: Planned and Actual Spending,
April 1, 2003, to March 31, 2004**

(\$ millions)	Forecast (see note 1)	Actual
Salaries, wages and other personnel costs	29.0	31.8
Contributions to employee benefit plans	5.8	5.7
<i>Sub-total</i>	34.8	37.5
Other operating expenditures	16.4	16.8
Total planned expenditures	51.2	54.2
<i>Numbers in columns may not add up due to rounding.</i>		

Note 1: Forecast includes the sum of the 2003-2004 Estimates, Part III Report on Plans & Priorities figures for the Registry of the Federal Court of Canada (\$38.2 million) and the Tax Court of Canada (\$13.0 million).

The forecast excludes (\$6.2 million) that was approved through the supplementary estimates for the following items:

- Funding for judicial support costs related to new judicial appointments made under the Public Security and Anti-terrorism legislation (\$1 million)
- Program Integrity Funding for judicial support, additional prothonotaries and costs associated with aboriginal hearings (\$3.7 million)
- Federal Court of Appeal move from the Supreme Court of Canada Building to the Thomas D'Arcy McGee Building (\$1 million)
- Collective Bargaining and Modern Comptrollership (\$0.5 million).

Further details of the financial performance of the Courts Administration Service are published in the Main Estimates tabled in Parliament and in the Service's annual Performance Report.

Harmonization of the Registries

As mentioned above, the organizational structures of the registries of the four courts served by the Courts Administration Service were consolidated under the direction of the Deputy Chief Administrator. This was done to ensure a high level of service to the judiciary and to the public. The Service has also been working toward its goal of improving access by the judiciary and the public to the registries' services in both official languages.

The consolidation of the registries of the courts involves:

- Collocation of the various registry offices to achieve efficiencies and savings as recommended by the Auditor General's report of 1997. The physical consolidation of the registries in Vancouver is already completed. The Service has been preparing to consolidate the Montreal registries and the Toronto registries, which are scheduled for September 2004 and spring 2006 respectively. It should be noted that relocation of the former staff of the Tax Court of Canada's Montreal office to the offices of the former Registry of the Federal Court of Canada at 30 McGill Street will result in the Courts Administration Service releasing some 1,005 m² of space at 500 Place d'Armes. This will result in savings of approximately \$430,000 a year for Public Works and Government Services Canada.
- Cross-training of existing staff commenced in 2003-04. The initial training of staff was aimed at providing increased access to certain regional offices for Tax Court of Canada filings. As a result, the public was provided with an additional six points of service where documents for the Tax Court of Canada can be filed.

These measures will enhance the use of our resources and provide a common access point for the public with respect to all four courts.

- A review of the registries' practices and procedures has commenced, and consultations with the Chief Justices will ensue, in order to standardize the procedures so as to make them as uniform as possible across the four courts. This should make it easier for the public and registry staff to apply the procedures.
- The harmonization of information or case management systems of the four courts has also begun. Presently, there are two case management systems—one that supports the operations of the Federal Court of Appeal and the Federal Court and another that supports the operations of the Tax Court of Canada. In 2003-04, discussions and consultations were already underway and the development and the implementation of a common case management system will be one of the priority projects for 2004-2005. This new system will integrate the complex functions involved in the courts' case management activities including:
 - a computerized case inventory package to measure and report on elapsed time between events in the litigation process;
 - an automated scheduling system for assignment of cases, judges, court facilities and Service personnel;
 - an automated docket recording system; and
 - provision of essential statistical, operational and other management information through the system's reporting abilities.

Exploiting Technologies

In 2003-04, the Information Technology Branch of the Courts Administration Service facilitated communication between the two former organizations and enhanced service delivery by:

- developing such tools as an electronic phonebook, a common address list for the two different e-mail systems, and a common e-mail address for all Service employees;
- harmonizing the desktop office suites of most Service employees by adopting a common productivity tool (Microsoft Office);
- commencing work on the consolidation of the organization's technological infrastructure, that is, developing a common server and network operating system;
- streamlining technical support procedures;
- implementing a dedicated Helpdesk support line for the judges and prothonotaries; and
- relocating three computer technicians to provide on-site service at 90 Sparks Street, 200 Kent Street and 90 Elgin Street in the headquarters region.

The Courts Administration Service realizes that it has to take into account the impact of new technologies on its work and to keep up with technological advances in order to provide the most cost-effective, efficient and secure services to judges, prothonotaries, counsel, the public and its employees. To that end, the courts have adopted technologies

that make videoconferencing, digital recording, electronic courtroom proceedings, and the electronic filing of documents possible. In addition, the Courts Administration Service developed an intranet and three Internet sites and implemented changes to its corporate systems in 2003-04. Further details are as follows:

- Videoconferencing installations have been established in all regional and local offices across the country. An upgrade to the video-conferencing system has enabled the Service to avoid third-party connection costs. The use of videoconferences has increased significantly in 2003-04 compared with the previous year. Videoconferencing systems provide an alternative means of access to court hearings, including access on urgent matters and across long distances, in order to facilitate the advancement of cases and to save costs in time and travel for litigants, judges, prothonotaries and Service staff.
- Digital recording equipment has been set up in some of our courtrooms. Digital recording provides a means to reduce court reporting costs. As more and more courtrooms are equipped with the new system, the benefits will continue to accrue.
- Following the positive experience with the implementation of electronic courtrooms in Edmonton and Calgary⁸ and in keeping with its commitment to improve service delivery and accessibility to court proceedings, the Service completed its planning and purchasing stages in the building of an electronic courtroom in Ottawa. This process involved consultation with the judiciary and consultants to determine the specifications for and layout of the equipment in the courtroom. Real-time court reporting will also be implemented in this installation. In this way, the judges, prothonotaries, counsel and all court staff can accept real-time feed via their own notebook computers.
- Electronic filing has been in use in the Tax Court of Canada since September 1, 2001. In 2003-04, a similar initiative was in the development stage for



Approximately two years ago, Courtroom One (Edmonton Local Office) was retrofitted with electronic equipment in time for the commencement of the Montana trial, a large Aboriginal case.

proceedings in the Federal Court of Appeal and the Federal Court. This latter endeavour is a public-sector/private-sector cooperative venture between the Service and LexisNexis Canada (formerly QuickLaw Inc.), which will be the first service provider in the Canadian marketplace. A cooperative agreement was signed on November 26, 2003 to formalize this working relationship, which has been an integral part of the project's evolution since its inception in 2001. A pilot project is planned for the fall of 2004. This pilot project includes testing a unique new method of paying court filing fees: the Receiver General Buy Button site, operated by Public Works and Government Services Canada.

⁸ It should be noted that in 2003-04, the Edmonton electronic courtroom was used for a 120-day Aboriginal trial, and another year-long Aboriginal case is scheduled to commence in January 2005 using the same electronic equipment. Similarly, the Calgary electronic courtroom was used for another Aboriginal trial, which began in May 2000 for a total of 351 sitting days. Of this total amount, the courtroom was used for 78 days in 2003-04. This trial is expected to continue for at least another four years.

- On March 31, 2004, three new internet sites were launched. The Internet Committee of the Courts Administration Service not only divided the former Federal Court of Canada Internet site into one for the Federal Court of Appeal and another for the Federal Court, it also developed the site for the Courts Administration Service. These new internet sites have enhanced the level of service offered to the public and its access by the public to the courts, while fostering a better understanding of the courts and the Courts Administration Service. The public can now search for basic information on court proceedings and improvements have been made to the courts' decision databases. Currently, a collection of 3,182 Federal Court of Appeal decisions rendered, 10,143 Federal Court decisions rendered since 1992, and close to 3,000 Tax Court of Canada decisions rendered from November 1997 onward are available on the respective internet sites. These decisions are published by the Courts Administration Service in cooperation with the LexUM laboratory at the University of Montreal. Furthermore, approximately 53 Court Martial Appeal Court of Canada decisions rendered since 1991 are published in-house and are available on that court's site.
- Consolidated versions of FreeBalance and the Salary Management System software were deployed in Finance, and a pilot project, which will permit the Human Resource Information System (HRIS) application to be accessed by all Service employees across the country, has been launched. These measures will improve the performance management capabilities of the Courts Administration Service.

Forging New Relationships

In 2003-04, the Courts Administration Service cooperated with other national and international courts, departments and organizations. Examples of such cooperation include the following:

- Officials of a number of provinces continued to provide support under existing arrangements.
- The Deputy Chief Administrator, in consultation with the Office of the Commissioner for Federal Judicial Affairs, continued to work with the Supreme Arbitration Court of the Russian Federation to assist in developing new court procedures for an open, fair and efficient resolution of tax disputes. This initiative commenced in the fall of 1997. As a result of the Canada-Russia Judicial Partnership Program, a similar project with China has begun.
- In September 2003, Courts Administration Service headquarters personnel met with the Executive Director of Corporate Services for the Federal Court of Australia in Ottawa.
- Since August 2003, the Courts Administration Service has been holding discussions with Library and Archives Canada to establish a Memorandum of Understanding (MOU) for the transfer of the pre-1939 records of the Exchequer Court of Canada to the Archives. Once signed, this agreement will serve to preserve Court records of national significance and provide enhanced access for Canadians and historical researchers.

- The Courts Administration Service also continued to work closely with officials in the Office of the Minister of Justice, the Office of the Commissioner for Federal Judicial Affairs, Public Works and Government Services Canada (PWGSC) and the various central agencies.
- The Service also has the only Canadian court representative on the LegalXML Electronic Court Filing Technical Committee of the international e-business body, OASIS—the Organization for the Advancement of Structured Information Standards.

Promoting Understanding among Canadians

To promote information sharing and to heighten public awareness of the judiciary and registry processes, the courts and the Service hold open houses and symposia and members of the judiciary and Service personnel participate in seminars.

The Federal Court of Appeal, the Federal Court and the Courts Administration Service hosted two open houses where the legal community was invited to meet with the judges of the courts and personnel of the Courts Administration Service. The open houses were held in Ottawa on May 1, 2003 and in Saskatoon on May 22, 2003. On September 19, 2003, a seminar on Federal Court of Appeal and Federal Court Practice and Procedure sponsored by the Continuing Legal Education Society of British Columbia (CLE) was held in Vancouver. During these events, the courts and Service personnel provided the legal community with information on: the new structure of the courts and the Service as well as issues and challenges resulting from the coming into force of the *Courts Administration Service Act*. The latter event also dealt with such issues as appellate advocacy in the Federal Court of Appeal, class actions, appeals from case management prothonotaries, case management, registry procedures and the preparation of bills of costs and their assessments.

Moreover, the Federal Court of Appeal and the Federal Court held two meetings of the Bench and Bar Liaison Committee on May 9, 2003 and March 5, 2004. While ensuring the independence and impartiality of the Bench, these meetings provide a forum for members of the bar to meet with the judges to discuss informally issues of concern to the bar which do not fall within the mandate of the Rules Committee.

The Tax Court of Canada and the Courts Administration Service hosted a half-day symposium in Ottawa on November 14, 2003. Several panelists were invited to discuss issues relating to the Tax Court of Canada as well as developments in the areas of the law over which the Tax Court has jurisdiction. Several members of the judiciary as well as tax practitioners from across the country attended this symposium.

The Courts Administration Service also encourages partnership with elementary schools, high schools, colleges and universities in order to provide education on the role and jurisdiction of the courts and their respective registries. For example, the

Calgary Courthouse Education Program, sponsored by the Calgary Education Society and funded primarily by the Alberta Law Foundation, is a legal education program for students from grades 3 to 12. The Service's Calgary local office provides facilities for the students to participate in mock trials and to further their knowledge of the Canadian judicial system. Approximately 1,500 students participate in this program on a yearly basis. Other educational initiatives included moot court trials.

Celebrating Traditions

In 2003, the Tax Court of Canada—assisted by the Courts Administration Service—held a number of special sittings to commemorate its 20th anniversary. These were held in Montreal on October 7, Toronto on October 27, Ottawa on November 14, and Vancouver on November 27. At these special sittings, the Court was addressed by representatives of the Canadian Bar as well as the Canadian Tax Foundation and the *Association de planification fiscale et financière*, who offered congratulatory messages to the Court on this special anniversary. These special sittings were widely attended by tax practitioners located in the different cities.

Managing our Major Building Projects

During 2003-04, the Courts Administration Service was involved in such building projects as the Pierre Elliott Trudeau Judicial Building and the Federal Judicial Centre in Toronto.

- On December 2, 2003, the Federal Judicial Building Naming and Design Unveiling Ceremony was held in the foyer of the Supreme Court of Canada Building. Then-Prime Minister Jean Chrétien announced that the planned federal judicial building in Ottawa will be named the Pierre Elliott Trudeau Judicial Building and the approved building design was unveiled. This building is a proposed new single-purpose courthouse facility that will house the Federal Court of Appeal, the Federal Court, the Tax Court of Canada, the Court Martial Appeal Court of Canada and the Courts Administration Service. The building, which will be situated next to the Supreme Court of Canada Building on Wellington Street, is scheduled for completion by the spring of 2008. Public Works and Government Services Canada is the lead organization on this major Crown project, which is jointly managed with the Courts Administration Service. At the time of writing this report, the courts and the employees of the Courts Administration Service are located in seven buildings spread across the National Capital Region. The new facility will give the courts and the Courts Administration Service much-needed space to handle their current increased workload and to realize efficiencies as identified in the 1997 Report of the Auditor General of Canada.
- In June 2003, the Federal Court of Appeal was temporarily relocated from the Supreme Court of Canada Building to the Thomas D'Arcy McGee Building in Ottawa to accommodate the additional space requirements of the Supreme Court of Canada.

- The Courts Administration Service is participating in the tenant fit-out of the Federal Judicial Centre in Toronto. The Federal Judicial Centre will be leased



Official Naming and Design Unveiling of the Pierre Elliott Trudeau Judicial Building in the Grand Hall of the Supreme Court of Canada Building, December 2, 2003.

From left to right: Mr. Justin Trudeau; the Right Honourable Jean Chrétien, Prime Minister of Canada; and the Honourable Martin Cauchon, Minister of Justice and Attorney General of Canada

to the Federal Government on a long-term basis to house the courts and the regional operations of the Courts Administration Service. Approval to proceed with the Federal Judicial Centre was obtained on January 30, 2003, and occupancy is scheduled for spring 2006.

Through the Montreal and Toronto office consolidation projects and in the construction of the Pierre Elliott Trudeau Judicial Building, efficiencies will be realized by bringing staff and courtrooms together in a single location. Moreover, by combining staff, the public will have a single access and information point.

Optimizing the Use of Courtrooms

The effective use of facilities, which was a specific area of concern in the 1997 Auditor General's report, is a challenge for the Courts Administration Service. It should be noted that 100 percent occupancy is impossible. The courts do not double-book hearings and scheduled hearings are frequently cancelled at the last minute after the parties have reached an out-of-court settlement. Since the four courts are itinerant, the Courts Administration Service provides facilities as close in proximity as may be, for the convenience of the parties. It is expected that the collocation of the Service's offices in Ottawa, Montreal and Toronto will increase courtroom use.⁹

The Courts Administration Service continues to actively monitor courtroom utilization in order to make its courtrooms available to quasi-judicial tribunals, boards, commissions and other organizations, although it must bear in mind sensitivities relating to judicial independence. To remedy this situation, the Service also intends to build on existing partnerships with the provinces.

Investing In Our People

The Courts Administration Service is committed to fostering a continuous learning environment, providing staff with opportunities for development and creating a positive and productive work environment. The Courts Administration Service views professional development as essential to enabling its employees to manage effectively

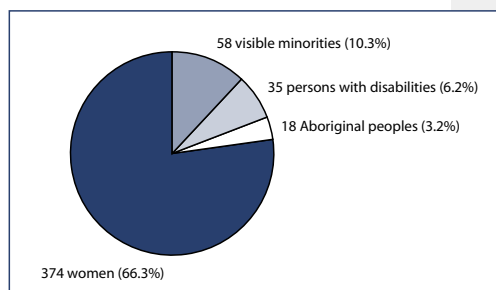
⁹ While the Auditor General's report adopted the base of 240 available days per courtroom over a year for all users (paragraph 65), revised statistical approaches may be applied in the determination of courtroom use rates. These include: yearly seasonal variations; courtroom use weighted for different days in the week due to the itinerant nature of the courts; the different characteristics and features of the courtrooms; and yearly increases in "Matters Heard" and in Dispute Resolution conferences which do not necessarily take place in courtrooms.

the courts in a knowledge society. Thus the Courts Administration Service encourages and supports the participation of its employees at several learning activities, such as conferences, associations, symposia and forums. Moreover, besides developing a Continuous Learning Policy and Guidelines and expanding the Learning Needs Analysis Project for all Service employees, the Human Resources Branch has designed, implemented and held in-house sessions on team-building and organized communication exercises for our employees.

The Courts Administration Service has created a workplace conducive to employment equity. According to figures provided by the Public Service Human Resources Management Agency of Canada, the total workforce of the Courts Administration Service on March 31, 2004, was 564 employees. Of this number, the representation of the designated groups is shown here as a chart.

With respect to Official Languages, on March 31, 2004, 67% of the total positions in the Courts Administration Service are designated bilingual. Of the total number of positions, approximately 51% are held by Francophones and 49% are occupied by Anglophones. Employment opportunities

continue to be offered equally to both Francophones and Anglophones and opportunities for mobility remain a possibility for both groups through deployments, assignments and developmental programs such as the Career Assignment Program (CAP), the Management Trainee Program (MTP) and the IT Management Development Program (IT-MDP). The Courts Administration Service experiences an under-representation of Anglophones in Quebec and of Francophones in the rest of Canada (excluding the National Capital Region); however, this represents a logical distribution and does not affect the delivery of bilingual services in these areas. In the National Capital Region (NCR), the representation is 54.3%, or 197, Francophone employees and 45.7%, or 166, Anglophone employees.



On March 31, 2004, the total workforce of the Courts Administration Service was 564 employees.

Part 3: Challenges and Future Directions

The key strategic issue for the Courts Administration Service in the short term is clearly the ongoing impact of the amalgamation process. The consolidation phase of the process is now largely complete, and the organization is moving on to the integration phase. This phase, which will be the focus of the organization's work in 2004-05, will continue with the cross-training of employees from the two former organizations, the harmonization and updating of policies, and the standardization of work tools, such as computer applications and corporate systems. In 2005-06, the process will advance to a "transformation" phase, which will involve a broader application of technology in the registries and enhancement of access to the courts. Work will continue in 2004-05 on improving accountability, streamlining processes and achieving cost effectiveness, largely through the reallocation of resources.

Balancing Budgetary Restraint and Judicial Requirements

Another challenge the Courts Administration Service faces is in fulfilling the requirement that it account for the use of resources while at the same time safeguarding the independence of the judiciary. The need for budgetary restraint must be balanced against the need to ensure that the courts' judges have what they require to decide cases free of influence. For example, security is a concern that must always be dealt with, and a full range of tools must be provided in support of the courts' work. This situation has become particularly difficult due to the increased workloads of the courts and, in turn, of the Courts Administration Service.

Workload Considerations

The past few years have seen a significant increase in applications to the courts, especially in immigration cases. (Please refer to workload statistics relating to the Federal Court in Appendix A.) Thus, the Federal Court's immigration and refugee workload approximately doubled between 1995 and 2000 and has undergone a similar substantial increase from 2002 to March 31, 2004. The events of September 11, 2001, and the increased emphasis on security have also added to the workload of the Federal Court.

Since July 2, 2003, five new judges have been appointed to the Federal Court along with one prothonotary. The capacity of the courts, and the Federal Court in particular, is determined by the capacity of their registries to process applications and the availability of judges to consider the cases. The Courts Administration Service will need adequate resources to meet the requirements of the current justices of the courts and any future needs arising from filling of vacant judicial positions at the Federal Court of Appeal and the Federal Court. To ensure the "effective and efficient management and

administration of all court services,”¹⁰ the Courts Administration Service will continue to examine the resources required for the accurate and timely processing of files for the courts, while always recognizing that accountability for the use of public funds must be ensured. In order to facilitate this, organization-wide service standards and performance measures will have to be developed.¹¹

Harmonization of the Registries

One of the most fundamental challenges faced by the Courts Administration Service is to harmonize the registries and to educate government officials, parliamentarians and the public regarding the distinctiveness of the courts that it serves. As noted above, the four courts have different jurisdictions and are governed by different practices and procedures, which are set out in their respective rules. The courts also have distinct courtroom layouts and different case management systems, which have been specifically designed and customized for their unique requirements.

Improving Security

The Courts Administration Service is responsible for security for the four courts. The security of judges, prothonotaries, staff and members of the public in Courts Administration Service facilities is of vital importance. However, security requirements must not impede public access to the courts. Security is particularly important due to changes to the Federal Court’s mandate under the *Anti-terrorism Act* and other legislation, which have increased security requirements. In addition, the Courts Administration Service, together with the Federal Court, is designated as an Emergency Preparedness Centre (EPC) to ensure that the Federal Court can continue to perform its judicial duties in the event of an emergency.

The Courts Administration Service is also committed to improving the security, accessibility and integrity of computer systems containing judicial information, while safeguarding privacy and judicial independence. This would involve adopting the “Blueprint for the Security of Judicial Information” prepared by the Canadian Judicial Council. Adherence to these guidelines would benefit both the judicial system and those third parties whose information requires special protection under the law.

¹⁰ *Courts Administration Service Act*, S.C. 2002, c. 8, subsection 7(2).

¹¹ Some high-level performance indicators, related to the strategic outcome, which will be adopted by the Courts Administration Service are: the assessment of the effectiveness of the case-flow management system based on Canadian Judicial Council (CJC) performance standards; the evaluation of client satisfaction based on surveys and/or questionnaires; and the assessments and input provided to the judiciary from various established committees, including the “Bench and Bar Committee” and the “Rules Committee.”

Reconciling Public Information and the Right to Privacy

Related to the above noted point and in the spirit of the federal government's Government On-Line initiative, the Courts Administration Service intends to take a proactive approach to making information available to the public. However, there is an inherent contradiction between the public's right to know and citizens' right to privacy. The Courts Administration Service, in consultation with the judiciary, must find a way to balance these interests in making information such as court decisions broadly available to the public on the Internet.

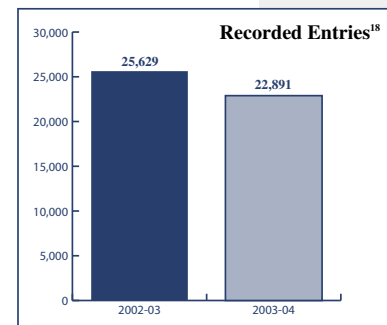
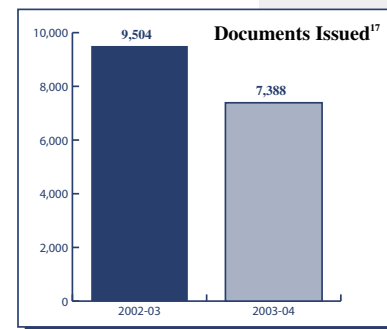
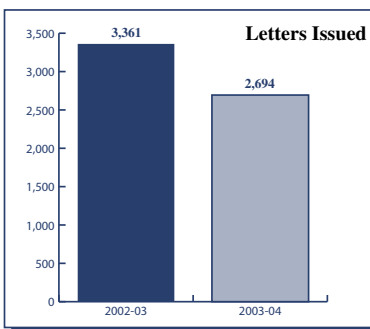
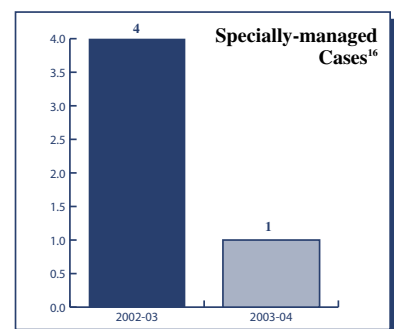
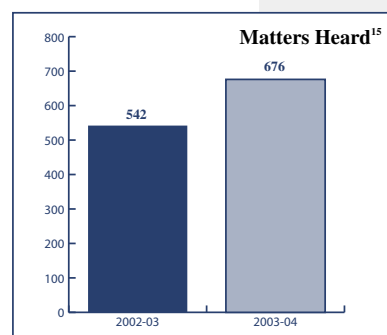
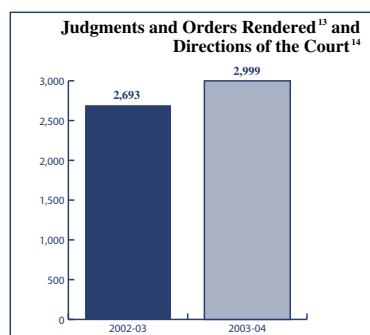
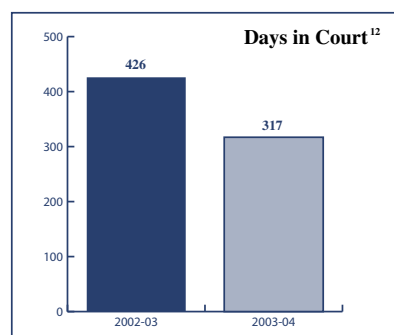
Conclusion

Building on the past year's achievements, it will be important to continue to invest in the organization's integration, while ensuring that public funds are managed prudently and that the level of service to our clients — be they judges, prothonotaries, litigants or the public — remains high. It is clear that we are at the forefront of an evolving model that represents an ambitious attempt at reconciling the principle of enhanced independence for the judiciary with a greater accountability to Parliament, through the Minister of Justice, for the resources provided. By maintaining our resolve in this process, the Courts Administration Service can make an important contribution to strengthening the federal justice system, and if we work cooperatively, the resulting governance structure for the Courts Administration Service may serve as a national or even international model of efficient and effective judicial administration.

Appendix A

Comparative Workload Statistics of the Federal Court of Appeal, Federal Court, Tax Court of Canada, the Court Martial Appeal Court of Canada and the Courts Administration Service—April 1, 2003, to March 31, 2004, and April 1, 2002, to March 31, 2003.

Federal Court of Appeal



¹² The term "Days in Court" is defined as each per diem court sitting where a registrar attends in person or by teleconference.

¹³ "Judgments and Orders Rendered" is defined as all decisions of the court, including interim orders. (An interim order is a decision that is not final.)

¹⁴ "Directions of the Court" is defined as instructions by the Court, written or oral.

¹⁵ "Matters Heard" is defined as the number of appeals, trials, motions, judicial review applications, etc., that were heard by the respective court. This term includes, where applicable, dispute resolution conferences and pre-trial conferences.

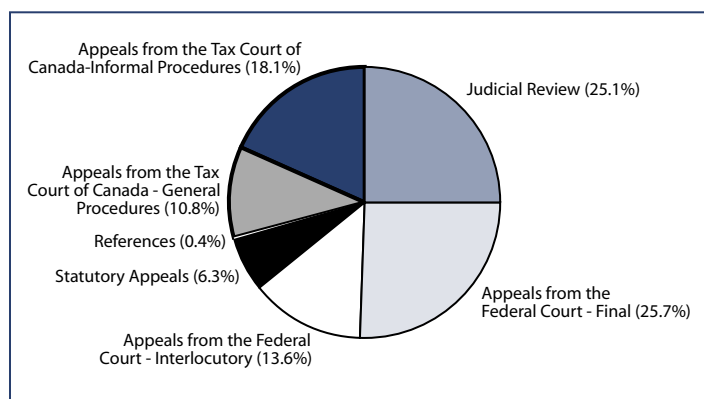
¹⁶ "Specially-managed cases" or "Case managed cases" denote circumstances where the Court formally orders or directs that a proceeding will be managed by a designated judge/judges or prothonotary, where applicable. The proceeding will be removed from the normal time limits set out in the Court's rules and given its own timelines. The designated case management team for that proceeding will usually deal with all motions, pre-trial conferences, etc. for the matter.

¹⁷ "Documents Issued" includes the following: certified copies issued, copies of documents filed issued and original documents issued.

¹⁸ "Recorded Entries" is defined as the number of individual records made in the respective case management automation systems that describe the various documents filed and received and events that have taken place.

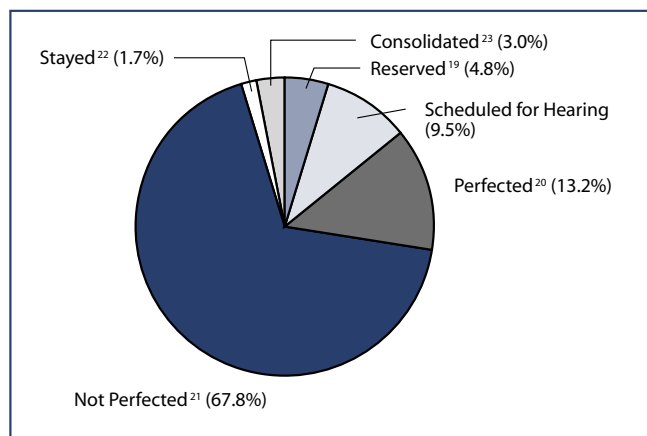
Federal Court of Appeal, continued

Profile of Pending Inventory as at March 31, 2004



Percentages may not add up to 100% due to rounding.

Status of Pending Inventory as at March 31, 2004



Percentages may not add up to 100% due to rounding.

19 "Reserved" is defined as when a Court does not render a decision immediately after a case has been heard or argued on its merits.

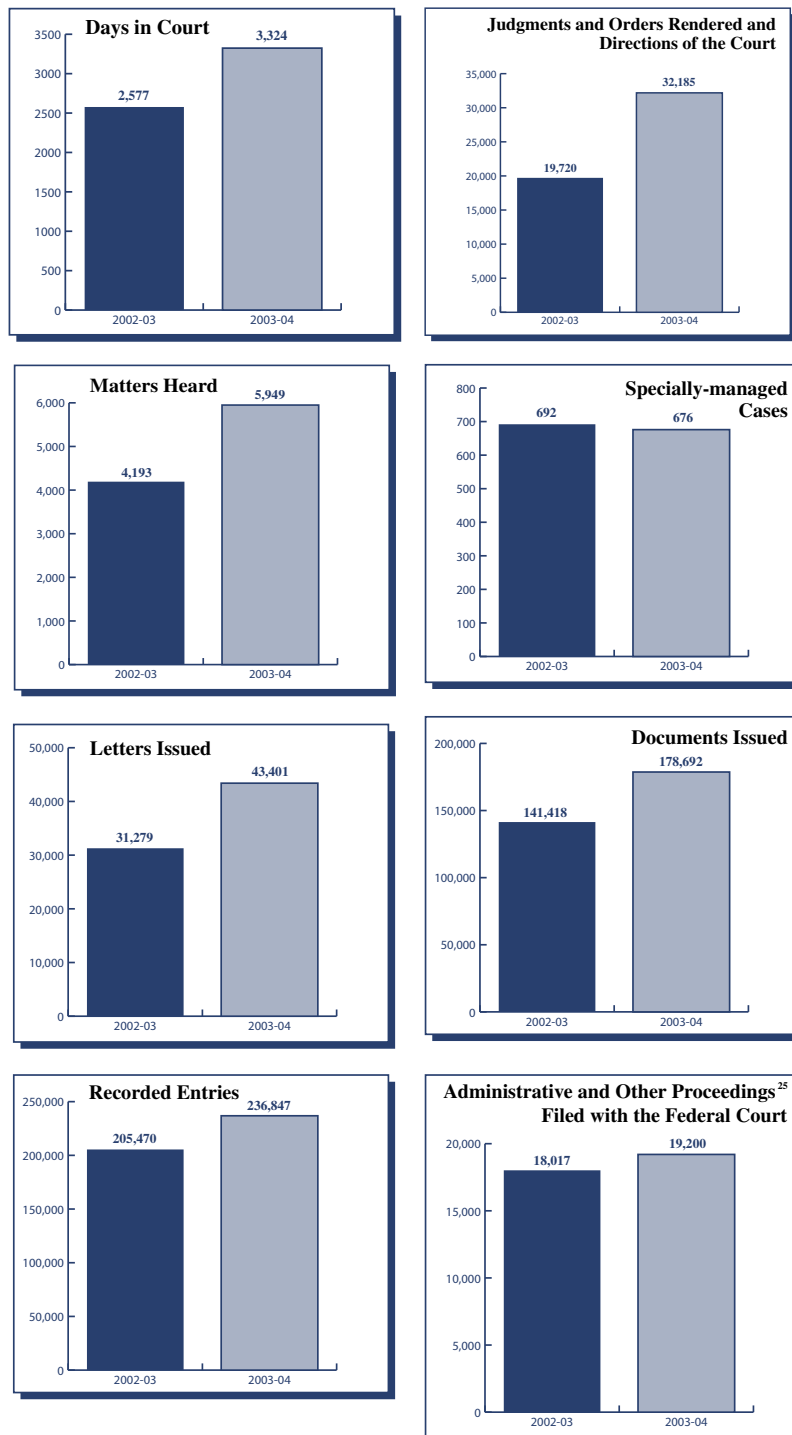
20 "Perfected" means that the parties have done everything required of them, according to the rules of the court, in order for the case to be ready for scheduling of a hearing.

21 "Not Perfected" means that the parties have not done everything required of them, according to the rules of the court, in order to be ready for scheduling of a hearing.

22 "Stayed" is defined as when a case is placed 'on hold'. For example, in the instance where another related decision is to be made before the case can continue.

23 "Consolidated" is defined as when different cases that have the same parties or have certain elements in common, are combined for the purpose of the hearing.

Federal Court ²⁴

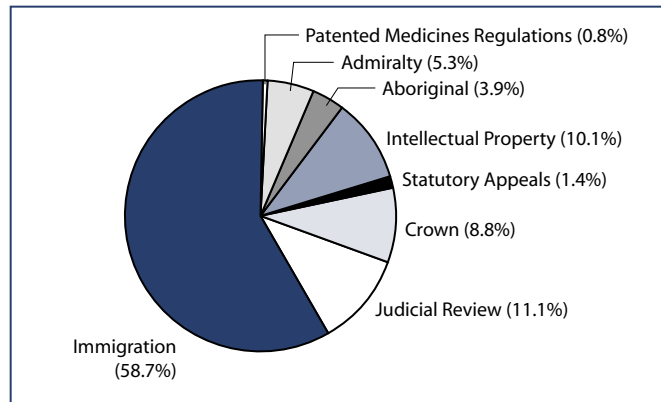


²⁴ For definitions of the terms, please refer to the footnotes on page 21.

²⁵ Provision is made in federal statutes for the filing of certificates, decisions or orders of federal boards, commissions or other tribunals in the Federal Court. Once deposited with the registry, these administrative proceedings have the force and effect of a judgment of the Court. Administrative and other proceedings include the following: Goods and Services Tax (GST) Certificates, Income Tax (ITA) Certificates, Crown or other Government certificates, search warrants and other miscellaneous applications, and copies of decisions.

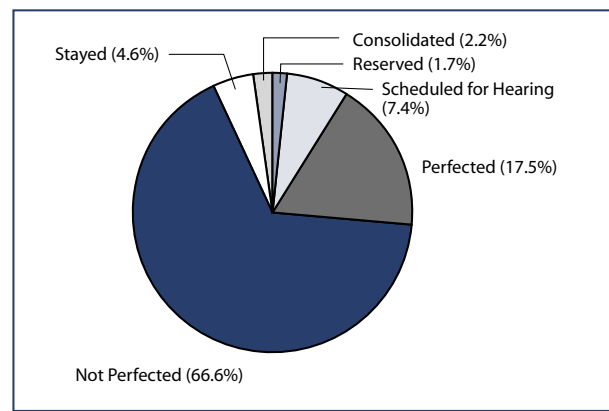
Federal Court, continued

Profile of Pending Inventory as at March 31, 2004



Percentages may not add up to 100% due to rounding.

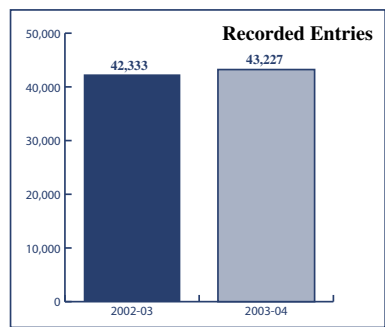
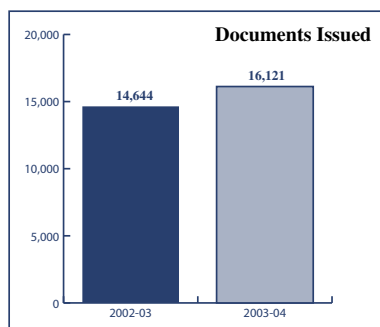
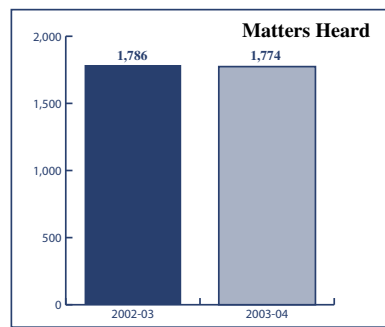
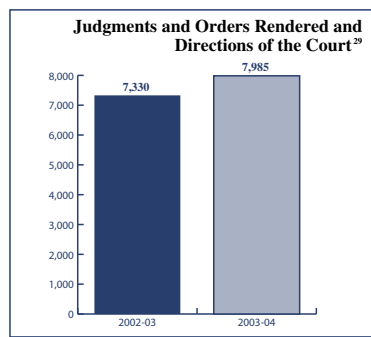
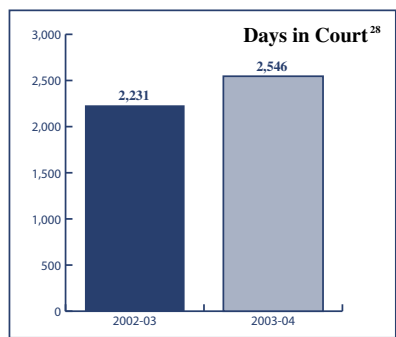
Status of Pending Inventory as at March 31, 2004 ²⁶



Percentages may not add up to 100% due to rounding.

²⁶ For definitions of the terms, please refer to the footnotes on page 22. However, please note that in immigration leave cases, "Perfected" is defined as when the application for leave is ready to be determined. Conversely, "Not Perfected" is defined as when the application for leave is not ready to be determined.

Tax Court of Canada²⁷



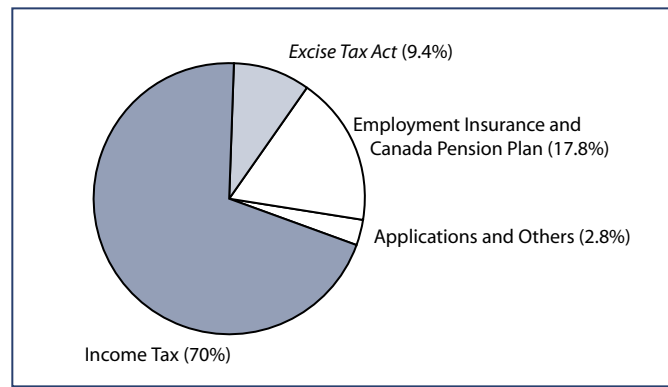
²⁷ For definitions of all the terms except for "Days in Court", "Judgments and Orders Rendered" and "Directions of the Court", please refer to the footnotes on page 21.

²⁸ For the Tax Court of Canada, "Days in Court" is defined as the number of court sittings scheduled.

²⁹ For the Tax Court of Canada, the number of "Judgments and Orders Rendered" excludes interim orders. Instead, interim orders are included in the number of "Directions of the Court."

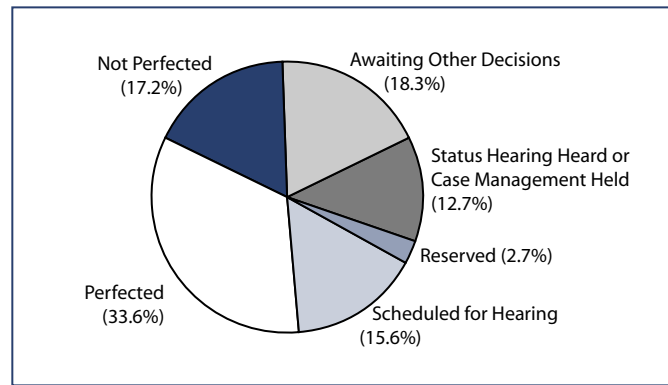
Tax Court of Canada, continued

Profile of Pending Inventory as at March 31, 2004



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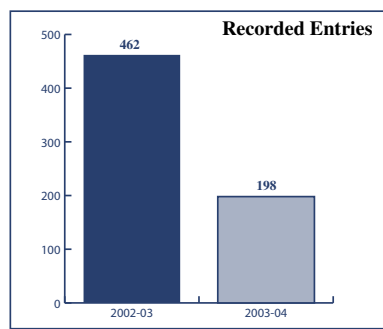
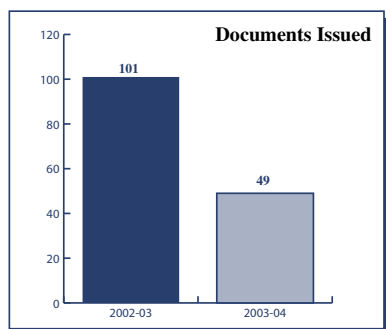
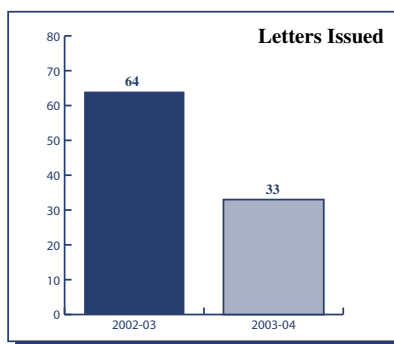
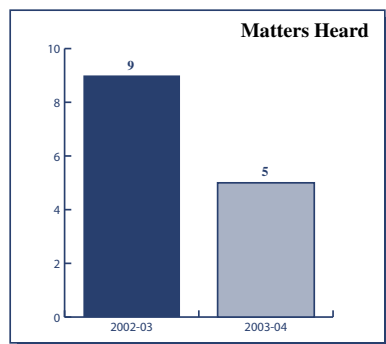
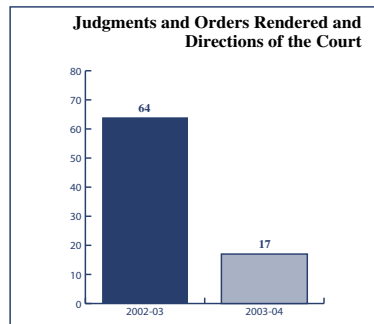
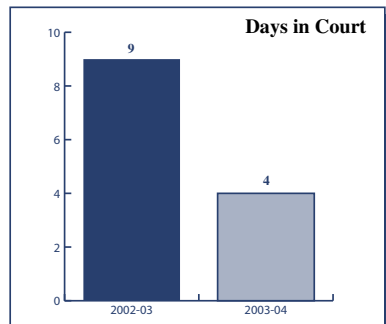
Status of Pending Inventory as at March 31, 2004³⁰



Percentages may not add up to 100% due to rounding.

³⁰ For definitions of the terms, please refer to the footnotes on page 22. However, please note that the holding of a "Status Hearing or Case Management" is part of the regular appeal process at the Tax Court of Canada.

Court Martial Appeal Court of Canada ³¹



³¹ For definitions of the terms, please refer to the footnotes on page 21.

Appendix B: Chronology of Some Major Events Affecting the Courts Administration Service

1994	October 28	Then-Minister of Justice and Attorney General of Canada, Allan Rock, announces the study of the registries of the Federal Court of Canada and the Tax Court of Canada
1997	April 22	The Auditor General's Report on the Federal Court of Canada and the Tax Court of Canada is tabled
2002	March 27	The <i>Courts Administration Service Act</i> receives Royal Assent
	May 8	The Government of Canada approves the construction of the Federal Judicial Building in Ottawa
2003		The Tax Court of Canada celebrates its 20 th Anniversary
	January 30	The Federal Judicial Centre in Toronto receives approval to proceed
	May 22	The <i>Courts Administration Service Act</i> receives Royal Proclamation
	June	The Federal Court of Appeal is relocated from the Supreme Court of Canada Building to the Thomas D'Arcy McGee Building
	July 2	The <i>Courts Administration Service Act</i> comes into force
	December 2	The Official Naming and Design Unveiling Ceremony of the Pierre Elliott Trudeau Judicial Building takes place in Ottawa

Appendix C: Offices of the Courts Administration Service

National Capital Region Offices

Courts Administration Service
PRINCIPAL OFFICE - OTTAWA
Ottawa, Ontario
K1A 0H9
<http://www.cas-satj.gc.ca>

<p>Lorne Building 90 Elgin Street Ottawa, Ontario K1P 5B8</p> <p>Registry of the Federal Court of Appeal and the Court Martial Appeal Court of Canada Telephone: (613) 996-6795 Facsimile: (613) 952-7226</p> <p>Registry of the Federal Court Telephone: (613) 992-4238 Facsimile: (613) 952-3653</p>	<p>Centennial Towers 200 Kent Street Ottawa, Ontario K1A 0M1</p> <p>Registry of the Tax Court of Canada Telephone: (613) 992-0901 or 1-800-927-5499 Facsimile: (613) 957-9034 TTY: (613) 943-0946</p> <p>Tax Court of Canada courtroom and judges' chambers</p>
<p>Thomas D'Arcy McGee Building 90 Sparks Street Ottawa, Ontario K1P 5B4</p> <p>Federal Court of Appeal, Federal Court and Court Martial Appeal Court of Canada courtrooms and judges' chambers</p>	<p>434 Queen Street Ottawa, Ontario K1R 7V7</p> <p>Corporate Services for the Courts Administration Service Telephone: (613) 996-2563 Facsimile: (613) 941-6197</p>

Local Offices

ALBERTA – Calgary

3rd Floor, 635 Eight Avenue S.W.
T2P 3M3

Telephone: (403) 292-5920
Facsimile: (403) 292-5329
TTY: (403) 292-5879

ALBERTA – Edmonton

Scotia Place, Tower 1, Suite 530,
P.O. Box 51

10060 Jasper Avenue T5J 3R8
Telephone: (780) 495-4651
Facsimile: (780) 495-4681
TTY: (780) 495-2428

BRITISH COLUMBIA – Vancouver

Pacific Centre, P.O. Box 10065
701 West Georgia Street V7Y 1B6

Telephone: (604) 666-3232
Facsimile: (604) 666-8181
TTY: (604) 666-9228

MANITOBA – Winnipeg

4th Floor, 363 Broadway Street R3C
3N9

Telephone: (204) 983-2509
Facsimile: (204) 983-7636
TTY: (204) 984-4440

NEW BRUNSWICK – Fredericton

Suite 100, 82 Westmorland St E3B 3L3

Telephone: (506) 452-3016
Facsimile: (506) 452-3584
TTY: (506) 452-3036

NOVA SCOTIA – Halifax

Suite 1720, 1801 Hollis Street B3J 3N4

Telephone: (902) 426-3282
Facsimile: (902) 426-5514
TTY: (902) 426-9776

ONTARIO – Toronto and London

- Registry of the Federal Court of Appeal,
the Federal Court and the Court Martial
Appeal Court of Canada (Toronto)

7th Floor, 330 University Ave M5G 1R7
Telephone: (416) 973-3356
Facsimile: (416) 973-2154
TTY: (416) 954-4245

- Registry of the Tax Court of Canada
(Toronto)

Suite 902, 200 King St West M5H 3T4

Telephone: (416) 973-9181
Facsimile: (416) 973-5944

- Registry of the Tax Court of Canada
(London)

3rd Floor, 231 Dundas Street N6A 1H1

Telephone: (519) 645-4203
Facsimile: (519) 675-3391

QUEBEC – Montreal

- Registry of the Federal Court of
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