

Ministry of the Attorney General

# **Court Services Division**

## **Annual Report 2022–2023**

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## Foreword by the Assistant Deputy Attorney General

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It is my pleasure to release the Court Services Division (CSD) 2022-2023 Annual Report for the period covering April 1, 2022 to March 31, 2023. Our division remains committed to providing effective and accessible justice services to the people of Ontario, as well as continuing to support the modernization of the justice system. I appreciate all the efforts that CSD staff have made to ensure that this is possible.

CSD provides in-person counter services and supports in-person court hearings, in addition to supporting online filings and virtual and hybrid court hearings. Modernizing court procedures to streamline service delivery and leveraging audio, and video conferencing technology has ensured continued service delivery of the division's core functions. This is done in collaboration with Nishnawbe-Aski Legal Services Corporation and the ministry's Recovery Division and Indigenous Justice Division. CSD also supported critical work towards the safe and respectful resumption of in-person court operations in fly-in communities.

[CSD's 2022-2023 Strategic Plan](#) guides the work that we do. The plan promotes a culture of anti-racism, reconciliation, accessibility and inclusivity as we continue to support backlog recovery, modernize court services and train our workforce to ensure an accessible and responsive justice system for all Ontarians.

It has been another incredible year and I am sincerely grateful to all CSD staff for their invaluable contributions and tireless efforts in advancing the priorities of the division.

Beverly Leonard  
Assistant Deputy Attorney General, Court Services Division

# Chapter 1: Introduction to Court Services Division

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## Our mission

The Ministry of the Attorney General (MAG) is responsible for administering justice in Ontario. Within the ministry, the Court Services Division (CSD) is responsible for the administration of the courts.

The mission of CSD is to commit to a people-first culture, support pandemic backlog recovery, modernize the delivery of accessible and accountable court services and support a well-trained, professional and stabilized workforce to deliver quality services for Ontarians.

## Our vision

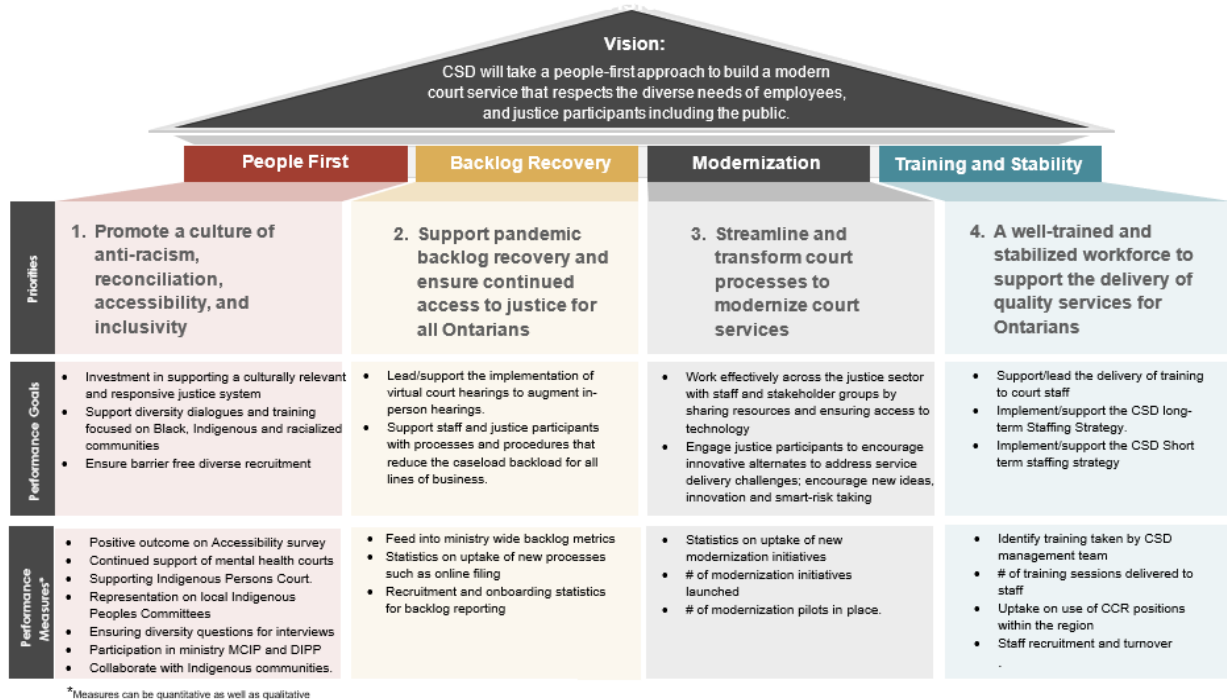
CSD will take a people-first approach to build a modern court service that respects the diverse needs of employees and justice participants, including members of the public.

## Our values



# Court Services Division Strategic Plan

## 2022-23 Court Services Division Strategic Plan



CSD's Strategic Plan was updated and launched in 2022. This latest Strategic Plan outlines our division's post-pandemic recovery vision, mission, values and priorities, as well as performance goals and measures. The plan aligns with and supports MAG's mission to modernize the justice system and deliver more services remotely and online to ensure that vulnerable individuals and families have an accessible, responsive and resilient justice system that inspires public confidence and upholds the rule of the law in Ontario.

### Role of the Assistant Deputy Attorney General

The Assistant Deputy Attorney General (ADAG) of CSD oversees the administration of Ontario's courts and is responsible for legislative, regulatory, and operational policy and program development related to improving the court system. The ADAG is supported by 3 corporate directors, 7 directors of court operations, and 3 executive legal officers.

## CSD corporate structure

CSD has 3 corporate branches, each of which is managed by a director who reports to the ADAG of CSD. The corporate branches are responsible for:

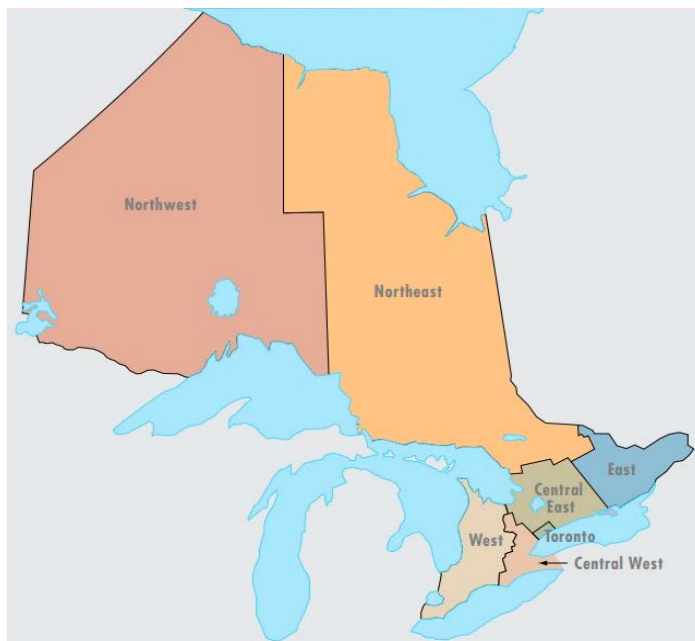
<b>Corporate Support Branch</b>	<ul style="list-style-type: none"><li>• business planning, controllership/audit and financial reporting for expenditures and revenue</li><li>• infrastructure and facilities planning</li><li>• workforce and strategic planning</li><li>• training design, development and delivery</li><li>• management of court information and data relating to cases processed, documents filed and hearings scheduled</li><li>• centralized front-line services, such as Defaulted Fines Control Centre, bail &amp; restitution and deputy judge per diem/expense processing</li></ul>
<b>Operational Support Branch</b>	<ul style="list-style-type: none"><li>• legislative and regulatory changes with respect to court operations, including participation on civil and family rules committees</li><li>• legal and operational support and advice in all practice areas</li><li>• operational policy, program development and justice reform strategies in all practice areas</li></ul>
<b>Program Management Branch</b>	<ul style="list-style-type: none"><li>• program support in the areas of court interpretation, court reporting and jury management</li><li>• family mediation and information services development and contract management</li><li>• oversight of the municipally administered courts that hear <i>Provincial Offences Act</i> (POA) matters</li><li>• management of obligations, relationships and activities under the Writs System Licence Agreement with Teranet, Inc.</li><li>• judicial library services, court forms and court website services</li></ul>

## Regional structure

For the provision of court services, the division is organized into 7 administrative regions. Each region is managed by a director of court operations (DCO) who reports to the ADAG of CSD.

Regions are responsible for:

- delivering local criminal, civil, small claims and family court services, including providing frontline services to the public at court counters
- maintaining records, court recordings, files, exhibits and databases
- providing judicial support services, including administrative support and support for in-person, virtual and hybrid hearings
- managing and supporting juries
- overseeing the enforcement of court orders
- managing and overseeing fines, fees and trust funds
- providing support for local court security committees, emergency management planning and business continuity priorities and projects
- managing regional justice participant relationships and communications on local and regional matters
- implementing divisional and ministry modernization initiatives at courthouses
- reporting on monthly/annual performance measures and key performance indicators (KPIs)



Map: <https://www.ontariocourts.ca/ocj/general-information/>

## Chapter 2: Introduction to Ontario's courts

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Authority over the judicial system in Canada is divided between Parliament and the provincial legislatures. In Ontario, the [Courts of Justice Act](#) is a key part of the legislative framework for Ontario courts. Among other matters, the Act establishes the primary jurisdiction of each of the province's 3 courts: the Court of Appeal for Ontario (COA), the Superior Court of Justice (SCJ) and the Ontario Court of Justice (OCJ).

### The Court of Appeal for Ontario

The [Court Of Appeal for Ontario](#) (COA) is Ontario's highest court. The court hears:

- appeals and motions for leave to appeal of most final decisions of the SCJ and the OCJ in relation to civil and family disputes
- criminal appeals of decisions of the SCJ and the OCJ in relation to indictable offences
- appeals from inmates, including unrepresented inmates who are assisted by duty counsel (heard on alternate months in Kingston and heard monthly in Toronto)
- motions for leave to appeal and appeals from intermediate court appellate decisions in relation to summary convictions and provincial offences
- appeals of final decisions from the Ontario Review Board
- motions for leave to appeal and appeals of decisions of the Divisional Court branch of the SCJ
- matters remanded to the COA for Ontario by the Supreme Court of Canada, and matters referred to the COA by the Lieutenant Governor in Council or the Federal Minister of Justice

The COA for Ontario is situated in downtown Toronto at Osgoode Hall. In December 2022, the Honourable Michael H. Tulloch was appointed as the new Chief Justice of Ontario and the President of the COA for Ontario. The Associate Chief Justice of Ontario is the Honourable J. Michal Fairburn. The previous Chief Justice of Ontario was the Honourable George R. Strathy (retired as of August 31, 2022).



The COA for Ontario is the last avenue of appeal for most Ontario litigants. Although the court's decisions can be appealed to the Supreme Court of Canada, this usually requires leave of the latter court. The Supreme Court of Canada hears less than 3 percent of the cases that have already been heard by the COA.

## **The Superior Court of Justice**

The [Superior Court of Justice](#) (SCJ) hears civil, family, and criminal matters, including the following:

- criminal prosecutions of indictable offences, typically the most serious criminal offences
- summary conviction appeals, applications for extraordinary remedies, including certiorari, bail reviews and mandatory detention reviews
- civil proceedings, including all civil actions with a value over \$35,000, class proceedings, bankruptcy proceedings, probate applications and estates litigation proceedings
- family law disputes involving divorce or property claims, child and spousal support, equalization of property and parenting claims
- in the 25 Unified Family Court (UFC) locations, all family law cases, including child protection, adoption and enforcement proceedings
- certain family law, child protection and civil appeals
- in addition, tribunal and OCJ orders may be filed with the SCJ and enforced through the enforcement office (Sheriff)

The SCJ has three specialized branches:

- UFC (as mentioned above)
- Divisional Court, which hears:
  - applications for judicial review
  - certain statutory appeals from decisions of provincial administrative tribunals
  - certain family law, child protection and civil appeals
- Small Claims Court, which hears:
  - actions where the claim is for money or recovery of possession of personal property valued up to \$35,000
  - tribunal and OCJ orders valued up to \$35,000, which may be filed and enforced through the Small Claims Court

Ontario's SCJ sits in over 50 court locations across the province, with its headquarters at Osgoode Hall in Toronto.

The Chief Justice of the SCJ, Geoffrey B. Morawetz, was appointed on June 27, 2019.

The chief justice of the SCJ is supported by Associate Chief Justice Faye E. McWatt. As well as performing statutory responsibilities, the associate chief justice performs duties assigned by the chief justice, including oversight of the Divisional Court and the Small Claims Court. Since 2017, there has been a provincially appointed Small Claims Court administrative judge. The current Small Claims Court administrative judge is Justice Laura Ntoukas.

The senior family judge provides advice to the chief justice on matters pertaining to the family Court and performs other duties relating to family justice throughout the province, as assigned by the chief justice.

Senior Family Justice Suzanne M. Stevenson is the current senior family judge and deals with matters related to the Unified Family Court. In addition to statutory responsibilities under various federal and provincial laws, the chief justice of the SCJ has the statutory authority to direct and supervise the sittings of the court, as well as the assignment of judicial duties. These powers are delegated, subject to the direction of the chief justice, to 8 regional senior judges to exercise in their respective regions. In turn, the regional senior judges may designate local administrative or lead judges to assign and schedule cases at certain court sites.

In addition to the judges of the SCJ, there are provincially appointed associate judges (formerly known as case management masters), who hear and determine certain steps in civil cases. There are also deputy judges who are senior lawyers appointed by the regional senior judge (with the approval of the Attorney General) to preside over proceedings in the Small Claims Court.

## **The Ontario Court of Justice**

The [Ontario Court of Justice](#) (OCJ) hears criminal, family and POA matters in more than 200 locations across the province.

The OCJ's judicial officers preside over:

- criminal bail hearings, summary conviction prosecutions and preliminary hearings or trials for most indictable offences. For certain offences, an accused person can "elect" (or choose) to have a trial by a provincial court judge. All criminal cases against youth and adults are commenced in the OCJ and approximately 95% of these cases are completed in this court
- child protection applications, family law disputes involving parenting and support but not involving divorce and adoption applications
- POA prosecutions and some appeals

Chief Justice Lise Maisonneuve of the OCJ was appointed on May 4, 2015 for a term of eight years, set to expire on May 31, 2023. Associate Chief Justice Aston J. Hall was appointed June 3, 2021 and Associate Chief Justice and Coordinator of Justices of the Peace Sharon M. Nicklas was appointed September 2, 2019, both for a term of six years. The associate chief justices provide support to the chief justice and have special delegated responsibilities in addition to those set out by statute.

There are several other positions that provide important leadership and support in their respective areas of the OCJ. Senior Advisory Family Judge Sheilagh O'Connell was appointed January 1, 2023 (replacing Justice Lise Parent). Senior Advisory Justice of the Peace Lauren Scully was appointed December 1, 2019. On January 1, 2020, Justice of the Peace Jane Moffatt was appointed senior justice of the peace. On July 1, 2021, Justice of the Peace Wendy Agnew replaced Justice of the Peace Marcel Donio as senior Indigenous justice of the peace. These appointments are for a three-year term with the possibility of renewal for another three years.

For the purposes of judicial administration, the OCJ has 7 regions, each of which has a regional senior judge and a regional senior justice of the peace. Local administrative judges and justices of the peace assist the regional senior judges and regional senior justices of the peace respectively.

Most POA prosecutions, as well as prosecutions under the federal *Contraventions Act* and municipal bylaws, are conducted at municipally administered locations of the OCJ. Between 1998 and 2002, the Attorney General executed 52 POA Transfer

Agreements with 68 municipalities, known as “municipal partners.” These agreements, which cover the entirety of the province, provide for courts administration in respect of these prosecutions.

## Chapter 3: Overview and initiatives

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During this reporting period, each of CSD's regions and corporate branches continued to deliver on their independent operational plans. These operational plans ensure the division is meeting its strategic goals and priorities as identified in the [CSD Strategic Plan](#).

The initiatives below are samples of how the division is implementing its strategic plan. The success of these initiatives can be attributed to the unique blend of operational policy and program expertise that CSD staff across the province bring to delivering high quality justice services.

### People first

*Promote a culture of anti-racism, reconciliation, accessibility, and inclusivity*

#### • Performance goals:

- investment in supporting a culturally relevant and responsive justice system
- support diversity dialogues and training focused on Black, Indigenous and racialized communities
- ensure barrier-free, diverse recruitments

### Mental health initiatives

CSD participates on the ministry-wide Mental Health Committee. The committee is a forum for developing and presenting a ministry strategy and recommendations for action, in support of the Ontario Public Service (OPS)'s mental health framework. The strategy is presented to the ministry's senior management team with a view to:

- improving employees' awareness of mental health well-being in the workplace
- educating managers and employees about mental health well-being
- identifying gaps or needs in existing tools and resources
- leveraging existing tools and resources and/or creating new tools and

resources to support employees and managers in building and maintaining a healthy workplace

- ensuring an anti-racism and inclusion lens is embedded in committee-led programs or initiatives

CSD is committed to encouraging managers to participate in the Mental Health First Aid training sessions offered by the Diversity, Inclusion and Accessibility office in partnership with the MAG Mental Health Committee. These training sessions provide important tools for managers to handle mental health issues in the workplace safely, responsibly, and with confidence.

De-escalating Emotionally Heightened Situations workshops were delivered to frontline staff and management. Forty-nine sessions were held between April 1, 2022 and March 31, 2023 and 708 staff received the training, including 68 from other divisions within the ministry. This training was developed for frontline staff due to the potential for heightened emotions to come to the forefront when dealing with clients. The interactive workshop was designed to give participants the opportunity to develop a clear understanding of how to assess the potential for highly charged emotions and respond with a diverse set of interpersonal tools and strategies designed to defuse these situations.

### **Diverse interview panel program**

MAG participates in the Diverse Interview Panel Program (DIPP), which is maintained through partnerships with other ministries. DIPP was created based on best practice research and in response to trends in the Employee Experience Survey results that highlighted a need to address bias, transparency and fairness in the hiring process. The goal of DIPP is to make it easier for hiring managers to source a more representative interview panel and ensure greater diversity of the recruitment team.

The DIPP does this by providing hiring managers with a registry or pool for sourcing volunteer managers from the demographic groups identified as under-represented within the OPS to participate on their interview panels. These volunteer managers receive orientation and training and are also provided with an opportunity to build

and enhance their interviewing skills, expand their network and contribute to diversity of thought and perspectives as an interview panel member.

For all parties, participation has the potential to further enhance fairness and reduce bias and perceived systemic barriers that may be inherent in the recruitment process.

The division is committed to ensuring diverse recruitment panels whenever possible and leverages the DIPP as needed to help achieve this goal. Diverse managers and executives also support panels in other ministry divisions throughout the year.

### **Vicarious trauma support for employees**

MAG's Vicarious Trauma Committee was established in 2013. The mandate of the committee is to research and develop programs for ministry staff and managers that will assist them in recognizing when they are being impacted by vicarious trauma and then access the appropriate level of assistance.

The Vicarious Trauma Committee worked with LifeWorks (formerly Morneau Shepell), the Employee and Family Assistance Program provider for the OPS to develop an e-learning vicarious trauma awareness program for all ministry staff and managers. The online mandatory training was rolled out to the division's staff in 2020.

A Vicarious Trauma 2.0 Plan was developed to expand on the resources to support employees in trauma-exposed work beyond the vicarious trauma e-modules. The plan provides a broader understanding of trauma experienced by racialized employees, persons with disabilities and 2SLGBTQIA+ and reflects the diversity of experiences at MAG.

### **Accessibility and disability accommodation: continuous improvement**

CSD has made a strong commitment to ensure that people with disabilities have equal access, use and benefit of court services, facilities, programs and employment in our courts. The division continues to look for opportunities

throughout the year to improve accessibility and works in cooperation with other ministry partners and third-party service providers to achieve this goal.

### **Accessible services**

The division continues to offer an Accessibility Coordinator Service in each courthouse. The coordinator is the main point of contact for accessibility information and disability accommodation requests for court services and court proceedings from members of the public, legal representatives and others. Accessibility coordinator contact information is available on the ministry's [Court Locations](#) webpage.

In early 2023, the division established a corporate accessibility office with two staff formerly with the ministry Diversity, Inclusion and Accessibility office. These senior accessibility staff support the CSD Accessibility Coordinator Service as well as other divisional priorities in the area of accessibility. They provide coordination and planning services, develop policy and guidance and offer advice directly to accessibility coordinators on individual accommodation requests as needed.

### **Ontario Courts Accessibility Committee**

The division's ADAG, Beverly Leonard, is the co-chair of the Ontario Courts Accessibility Committee (OCAC), alongside Associate Chief Justice Fairburn of the COA for Ontario. The committee provides advice to the court system, including the ministry, on accessibility-related matters in support of creating an accessible, barrier-free justice system in Ontario.

The OCAC has representatives from all levels of court, legal organizations, MAG and advocacy organizations for persons with disabilities. The committee meets every three months to explore and discuss ways to improve accessibility for people with disabilities in the justice system.

During the reporting period, presentations and discussions were offered, including:

- Canadian Hearing Services
- Legal Aid Ontario



- COVID recovery measures in the courts
- emerging issues for people with social disabilities
- digital information systems
- the International Principles and Guidelines on Access to Justice for Persons with Disabilities by the Special Rapporteur on the Rights of Persons with Disabilities

### **Accessible court forms**

All court forms posted on the [Ontario Court Forms](#) website are being made available in accessible Portable Document Format (PDF) and Microsoft Word formats in both English and French. In addition, the ministry continues the active offer to provide other accessible formats (for example, braille, audio, etc.) on request.

### **Accessible technology**

Improvements to audio and video technology in courtrooms continued throughout the year, as mentioned elsewhere in this report. These improvements benefit people with a range of disabilities. The audio improvements make it easier for people with hearing loss or concentration issues to participate in court proceedings in a courtroom. In addition, court participants and legal representatives who face disability-related barriers in attending the courthouse benefit from being able to participate in a court proceeding remotely through video-conferencing, with approval of the presiding judicial official.

The division also continued its work to ensure both new and existing websites and applications meet the accessibility needs of people with disabilities. For example, in November 2022, remediation to the Integrated Court Offences Network (ICON) 2.2 system, an internal case management system, met the accessibility requirements for websites.

### **Accessible facilities**

In early 2023, the ministry opened a new courthouse at 10 Armoury Street in downtown Toronto as part of its plan to modernize and improve access to the

justice system. The new facility brings six OCJ criminal courts under one roof, including specialty courts, such as those for drug treatment, youth and mental health.

The new Ontario Court of Justice—Toronto (OCJT—previously referred to as the new Toronto courthouse) was designed to be the most accessible courthouse in Ontario.

The facility's accessible design elements include:

- fully accessible courtrooms with barrier-free paths of travel, wheelchair and companion seating, barrier-free prisoner boxes and witness boxes and accessible judicial daises
- barrier-free access to public counters
- accessible electronic kiosks on each floor with braille interface to provide directions to court users
- accessible, barrier-free public washrooms on every courtroom floor, and accessible single-occupant washrooms every three floors
- custom-made contrasting colours and detectable dome warning floor tiles throughout the building
- bariatric seating and barrier-free seating in public areas
- signage that is tactile and in braille
- an exterior public space that is entirely barrier-free

The ministry consulted with an Accessibility Advisory Committee with a membership comprised of individuals and organizations for people with disabilities. These accessibility consultations were initiated at the commencement of the project to develop accessible design requirements and continued through design development and construction.

In addition, the ministry continues to improve accessibility in existing courthouses across the province as renovations are implemented. For example, in the past year work has been underway to:

- make a counter accessible in the Chatham courthouse
- create accessible holding cells and accessible prisoner access to a courtroom in St. Catharines
- add automatic door openers to 8 courtrooms in the Milton courthouse
- add a ramp to the entrance of the Sudbury courthouse

- convert a kitchenette to an accessible washroom in the Pembroke courthouse

## **Gender-neutral pronouns in Ontario's Court System**

In order to promote a more inclusive workspace, direction was provided to CSD staff in 2021 on the importance of inviting court participants to share their pronouns. Staff are also actively encouraged to share their pronouns.

CSD continues to review manuals and forms to remove barriers to accessibility and ensure gender-neutral language.

## **Access to French Language Services**

MAG, in partnership with the SCJ and the OCJ and other key justice participants, completed an initiative in Sudbury (2019-2020) and subsequently in North Bay (2021-2022) to identify more opportunities to deliver enhancements to Franco-Ontarians accessing court services and having French or bilingual court proceedings heard in those communities.

On February 1, 2022, section 126 of the [Courts of Justice Act](#) expanded access to justice for Francophone court users. CSD implemented amendments to strengthen access to justice in French by enabling more pleadings or other documents filed by a party, and a process issued in or giving rise to a proceeding, to be written in French and expanding access to translation of documents. This means that parties have the right to file documents written in French at all Ontario courts, in all types of proceedings, and to request and receive from the court the translation of any filed document that is written in English or French into the other language.

CSD also implemented the new official language provisions in [section 23.2 of the Divorce Act](#), which came into effect in Ontario on February 1, 2022. These provisions allow proceedings under the [Divorce Act](#) to be conducted in English or French or both, and allow any person to use either official language, including to file documents, give evidence and make submissions. Section 23.2 also guarantees the right of any party to a judge who speaks the same official language or both official

languages and contains other provisions that support official language rights in proceedings under the [Divorce Act](#).

CSD has also taken steps to implement enhanced requirements for French language services prescribed by Ontario Regulation 544/22 under [the French Language Services Act](#). Effective April 1, 2023, this new regulation prescribes nine measures related to the “active offer” of French language services by Ontario government agencies, including ministries. The nine measures are similar to the ministry's existing service standards for the provision of French language services but go beyond them in certain respects.

The division ensures clients are aware of the option to request French language services, and all new staff are provided training during their initial orientation period about French language service obligations and of the resources available to them.

### **Cultural awareness**

CSD and the ministry's Indigenous Justice Division co-chair a working group that has developed a draft protocol to support the Indigenous practice of smudging and pipe ceremonies in ministry buildings, including courthouses. The protocol reflects the ministry's recognition of the rights of Indigenous people to conduct cultural practices, and that smudging and pipe ceremonies are deeply spiritual and a way of life for many Indigenous people.

Once finalized, the protocol will provide guidance to ministry staff in supporting Indigenous people who wish to smudge or conduct pipe ceremonies in ministry spaces.

### **Indigenous Cultural Competency Training**

CSD, along with the broader OPS, has committed to participating in comprehensive Indigenous Cultural Competency Training. The initiative has participants attend a multi-module virtual training with interactive feedback. This virtual training also hosts numerous online discussions with facilitators and fellow participants over an 8-week period.

The division is committed to ensuring all managers and staff attend the training. Many frontline employees in communities with large Indigenous populations have already taken the training and the division remains committed to ensuring all remaining staff receive the training as operationally feasible.

### **Committing to employee engagement**

CSD's employees participate in the OPS Employee Experience Survey, which provides the division with valuable statistics and understanding of the organization. The division is committed to using the findings from this survey to continuously improve the experience of employees. A divisional committee is responsible for analyzing the findings, comparing them to the broader OPS and reporting back on the initiatives that are undertaken to ensure the division is responsive to issues identified by the division's workforce.

### **Juror Support Program - Counselling for jurors**

Since January 31, 2017, the ministry has offered a juror support program. The program provides free, confidential counselling to all jurors that want support, including jurors who have sat on criminal or civil trials and Coroner's inquest hearings. The counselling sessions are offered at no cost to jurors and made available in English and French, by telephone/TTY, email, videoconference, in person or in another manner agreed upon by the counsellor and juror.

Over 263 counselling hours have been provided since the program was launched.

In January 2023, program changes were made to reflect the Bill S-206 amendment to the [Criminal Code](#) that allows jurors to disclose information relating to jury proceedings to healthcare professionals in certain circumstances.

### **Public access computers and printers in Family Law Information Centres**

The division continues to provide public access computers and printers in 16 Family Law Information Centres (FLICs) across Ontario. This initiative allows FLIC clients to

use this equipment to access online family justice resources and complete and print court forms for filing.

The onset of COVID-19 impacted the service as court sites temporarily discontinued the use of the public access computers.

As currently designed, the computers and printers in FLICs offer clients the tools to browse online resources and print materials at the courthouse.

The ministry will continue to consider its plans for these services in order to improve public access to family justice information, including making them more accessible.

### **Supporting client-focused services**

The division evaluates services to ensure the efficient and optimal allocation of court resources, enhanced access to justice and the provision of alternate service options.

#### **Backlog recovery**

*Support pandemic backlog recovery and ensure continued access to justice for all Ontarians*

#### **• Performance goals:**

- lead/support the implementation of virtual court hearings to augment in-person hearings
- support staff and justice participants with processes and procedures that reduce the caseload backlog for all lines of business

### **COVID-19 pandemic recovery response**

In 2022-2023, CSD continued to maintain the delivery of remote court services while also returning to greater volumes of in-person services in courthouses after the pandemic. Efforts were continuously made to identify and implement process

improvements to support the backlog recovery of court operations in court locations across the province. For example, the division:

- continued to expand online filing services through Justice Services Online to allow a total of over 700 bankruptcy, civil, Divisional Court, family, and Small Claims Court documents to be filed online
- continued to process requests for email filing of court documents and requests for copies of court documents
- supported family mediation and information service providers to offer mediation and information referral coordinator services virtually
- continued to offer Mandatory Information Programs (MIPs) online
- continued to implement SCJ orders directing the suspension of certain Small Claims Court sittings and directing the scheduling of remote hearings and trials in the Small Claims Court

## **Video strategy**

Together, MAG, the Ministry of the Solicitor General (SolGen) and the courts are working to build a more accessible, responsive and resilient justice system by establishing new and innovative ways of delivering services remotely, in-person and online as part of the MAG Justice Accelerated Strategy and the SolGen Criminal Justice Video Strategy.

Both the Virtual and Hybrid Hearings (VHH) and the Criminal Justice Video Strategy (CJVS) projects aim to improve remote capability and capacity, thereby improving access to justice. Although they are complementary, they each have distinct goals.

The VHH initiative is focused on modernizing and expanding virtual hearing capabilities in courtrooms across the province for all participants in all types of matters. The initiative will improve access to justice by making it easier and more convenient for court participants to engage with the courts virtually, regardless of where they are in the court process or the province.

Courtroom installations continue to roll out under this initiative. By March 31, 2023, 90 VHH installations were completed. CSD will continue to work with justice participants to roll out additional installations to high priority courtrooms

The CJVS is aimed at modernizing and delivering video conferencing for in-custody appearances for criminal matters between court locations and correctional facilities (see section on the [Performance Measures and Achievements](#) for in-custody court appearance by type). As well, CJVS supports video consultations with defence counsel for in-custody accused. During the reporting period, 1 institution and 12 courtroom installations for CJVS were rolled out.

The COVID-19 pandemic resulted in a number of challenges and delays for the delivery of VHH and CJVS, including global supply chain disruptions impacting the procurement of videoconferencing equipment and construction materials, health and safety protocols impacting access to courts and institutions and more demands on staff with technological expertise.

The CJVS project scope was also expanded. The original CJVS strategy focused on moving to remote appearances for 90% of most types of pre-trial court appearances in the OCJ. In response to the pandemic, the scope expanded to potentially include all types of court appearances, including longer duration appearances such as complex bail hearings, preliminary hearings and trials, where deemed appropriate by the presiding judicial official.

The pandemic highlighted the need for a shift in technology solutions to reflect that the “end point” connection for court participants is now distributed across various remote locations (for example, home offices and lawyers' offices), rather than concentrated in courthouses.

In 2022, a joint governance structure was established to oversee all video- and technology-related projects across the justice sector, including VHH, CJVS and other related video projects. The governance structure includes both the Joint Video Director Steering Committee (JVDSC) and the Joint Video Executive Steering Committee (JVESC).

The JVDSC is an interdisciplinary, inter-ministerial decision-making team with representation from multiple divisions at MAG and SolGen, as well as both the OCJ and the SCJ. The JVDSC provides oversight and direction on video and technology



projects and ensures sector collaboration, engagement and change management. It reports to the JVESc.

The JVESc provides strategic governance for video- and technology-related projects or initiatives in the justice sector. Its mandate is to promote sector-wide collaboration on projects, determine justice sector priorities and direct project teams on work prioritization. It comprises Assistant Deputy Ministers (ADMs) from SolGen, Assistant Deputy Attorneys General (ADAGs) from MAG and representatives from the OCJ and SCJ.

### **Justice Services Online**

During the reporting period, CSD continued to enhance and expand the Justice Services Online (JSO) platform. On December 12, 2022, the Civil Submissions Online portal was expanded to allow Divisional Court documents to be filed online and a new Bankruptcy Submissions Online portal was also launched to allow documents to be filed online in bankruptcy proceedings.

CSD increased awareness of online processes to submit documents to the court by:

- developing and publishing online public informational material, including a revised [CSD Notice regarding electronic signatures and submissions through online filing portals published on April 27, 2022](#)
- co-hosting 6 user feedback sessions for the civil and family bar with the SCJ, OCJ and Federation of Ontario Law Associations in March and April 2023
- engaging with bar associations on a regular basis (including through monthly Justice Sector Check-In meetings)

In June 2022, JSO team members were nominated for “the Innovator” Eagle Award of the Finance and Business Management Council Branch for blazing trails with vision, transforming through intuition, imagination and initiative and leveraging partnerships and creativity to deliver timely results.

### **Court reporting improvements**

The division's Court Reporting Services (CRS) unit continues to ensure that court reporters understand the importance of taking a good quality court record and ensuring recordings are stored in a safe and secure manner. During the reporting period, CRS:

- updated Ontario Regulation 94/14: Fees for court transcripts. Updates included the introduction of certified electronic transcripts; updated fees for printed transcripts and new fees for electronic transcripts; and clarification about how the regulated fees apply to transcripts intended for COA and Divisional Court matters
- updated Ontario Regulation 158/03: Certification of recordings and transcripts made under the Evidence Act to better reflect the use of certified electronic transcripts, including an updated Form 2 for paper transcripts, a new Form 3 for electronic transcripts and clarification on an authorized court transcriptionist's obligations when certifying transcripts
- implemented a new format for audio recordings prepared under the courts' access to audio policy. Ordering parties may now receive recordings in a format compatible with a wider range of devices (for example, Apple/iOS)
- implemented a new process for court staff to prepare access to audio recordings when recordings that include simultaneous interpretation are requested
- implemented a court audio feedback survey for authorized court transcriptionists to fill out when there are audio quality issues with the court recording they receive for transcription purposes. Feedback allowed CSD to identify and make improvements to mitigate audio issues going forward and to make recommendations for improving the court recording process

### **Probate service delivery**

During the reporting period, estates court staff continued to implement the many transformational changes introduced during the pandemic period to streamline probate service delivery. These measures include:

- processing probate applications filed by email
- issuing probate certificates electronically and delivering them by email

- conducting the necessary estates court record search process for probate applications through a decentralized process
- completing the new standardized Registrar's Notices to Applicants regarding issues relating to their probate applications
- using a new electronic method to track the status of probate applications
- processing applications in accordance with the new simplified probate process for small value estates.

In addition to the measures set out under [Modernization](#) during the 2022-2023 period, CSD introduced the following measures to improve probate service delivery by:

- dedicating more staff resources to processing probate applications in high-volume court locations
- developing and introducing a new, week-long intensive centralized training program for estates court staff across the province that:
  - provides new staff with a strong foundation to start processing applications
  - ensures consistent approaches by staff in different regions and frees up the time of local court staff who were previously providing such training locally by focusing on processing probate applications
- closely monitoring application turnaround times in court locations to identify opportunities to enhance probate service delivery in the court location
- increasing public awareness of estates court processes and process changes through various methods, including publishing notices of estates court reforms and detailed summaries of amendments on the CSD court forms website

### **Court interpreters**

The division recognizes the changing needs of Ontario's diverse population by providing interpretation in all languages, including visual language services, in alignment with the legislative and policy requirements for administering justice.

The division continues to provide interpreters in the most commonly used languages, as well as other languages that are increasing in demand. CSD offers regular test preparation sessions to current and prospective court interpreters, which includes providing resource materials to support the development of their interpretation skills. Once accredited, freelance court interpreters are required to consistently abide by the ministry's [Rules of Professional Conduct for Court Interpreters](#).

The Court Interpretation Unit (CIU) has intensified its efforts to recruit for high-demand languages, and languages of lesser diffusion. CIU has enhanced its efforts to engage educational institutions, consulates, non-profit and community organizations to create a pipeline of talent.

In addition, the unit is focusing on retesting conditionally accredited interpreters with the goal of elevating them to fully accredited status. Ensuring that fully accredited interpreters are in place lowers the potential risk for quality complaints and mistrials, as well as "*voir dire*" requests.

During 2022-2023, CSD conducted 61 court interpreting tests, which resulted in 2 new fully accredited interpreters and elevated 5 conditionally accredited interpreters to full accreditation. The ministry has also added 17 new conditionally accredited interpreters to the Registry of Accredited Freelance Court Interpreters ("interpreter registry"). The interpreter registry has 375 fully accredited interpreters and 286 conditionally accredited interpreters. Additionally, the ministry has 28 interpreters for Indigenous languages on the registry as well as 28 interpreters for signed languages.

In 2022-2023, CSD continued deployment of technology to courtrooms to ensure that all oral interpretation for in-person, remote and hybrid hearings could be captured on the court record in alignment with the ministry's policy to record, and the [Divorce Act](#) amendments requiring that all French language interpretation be recorded in [Divorce Act](#) proceedings.

Modernizing the provision of interpretation services in Ontario courts through the deployment of remote simultaneous interpretation laptops, specialized adapter

cables and headset kits has allowed interpreters to provide simultaneous interpretation while remote or from anywhere in the courtroom.

Together, this equipment works to record interpretation on the record. It also mimics the functionality of an interpreter booth to bridge interpreters and their clients at a fraction of the cost of constructing physical booths in the courtroom. The portability of the equipment also means that it can be stationed and deployed where it is most needed.

Court staff have received training sessions with the deployment of the new equipment as well as updated step-by-step instructions. Support materials have also been developed to assist with interpreter scheduling for all matters requiring simultaneous interpretation.

### **Dispute Resolution Officer Program**

The Dispute Resolution Officer (DRO) program continues to support the delivery of a streamlined and effective court system by maximizing the likelihood of the earliest possible resolution without the need for judicial attendance.

When conducting a first case conference, DROs may:

- attempt to identify, resolve or settle outstanding issues on a consent basis
- assist the parties in organizing their issues and disclosure documents to make the case "judge-ready"
- assist the parties in obtaining a signed consent order or disclosure order from the court where appropriate

In August 2022, the Attorney General and the chief justice of the SCJ agreed to a further two-year extension of the Memorandum of Understanding (MOU) governing the DRO program, through to September 9, 2024.

The program is now available in 12 SCJ locations.

### **Judicial Library Services**

Judicial Library Services (JLS) supports the research, learning and information needs of judges, justices of the peace, judicial research lawyers and law clerks. In 2022-2023, JLS continued to focus on programs and services that promote client satisfaction and awareness of its services.

JLS has:

- increased access points for print publications by arranging digital access and adding or updating metadata for 283 titles in the library catalog for resource discovery and access
- assisted the judiciary in finding legal and legislative information by responding to 99 research requests and arranging for 28 inter-library loan requests in 2022-2023
- curated and distributed over 740 digital current awareness newsletters over the fiscal year with links to the latest news and legal resources
- organized regular training sessions for using online resources efficiently to retrieve relevant information. The uptake on these sessions has been slowly growing. In 2022-2023, JLS conducted 14 training sessions for the judiciary and law clerks
- as the Copyright Secretariat for all three courts for content on the courts' website, received and granted 6 copyright requests since April 22
- as web master for the internal and public-facing websites for the 3 courts, posted approximately 460 judicial decisions, notices and updates to the 3 courts websites since April 2022.
- assisted with the launch of the COA for Ontario's new public-facing decisions database from Lexum. The library also responded to 162 correspondences received on the courts' websites

## **Court forms**

The Forms Unit, which is part of JLS, created and/or updated approximately 400 court forms, manuals and guides.

Over 5,000 forms and documents were migrated to a new SharePoint storage site to ensure continued usability for all members of the justice cluster.

On the Queen's passing, the Forms Unit updated approximately 500 documents with references to the new monarch.

In addition, the Forms Unit granted hundreds of users access to the online tools they require for daily work and maintained multiple websites for staff, police agencies and the public.

## **Provincial Offences Act**

The ministry's [Provincial Offences Act](#) (POA) unit continues to provide operational and policy support to the 68 municipal partners across the province who administer the courts in which POA matters are heard. This includes regularly issuing information bulletins and other correspondence to communicate minimum standards and best practices related to POA matters, where appropriate.

The ministry's POA unit continues to conduct policy and legislative reviews of the POA to propose amendments to legislation and regulations, as well as related forms. Several advancements have recently been made in the POA court system, including a variety of legislative and regulatory changes.

On March 22, 2023, Bill 46, the [Less Red Tape, Stronger Ontario Act](#), which included streamlining amendments to the POA, received Royal Assent. Once these POA amendments come into effect on September 22, 2023, clerks of the court will be permitted to grant applications to reopen a conviction – a function that previously could only be performed by a justice of the peace.

## **Family mediation and information services**

Family Mediation and Information Services (FMIS) is the suite of services currently funded by the ministry for family law clients. These services include Information and Referral Coordinators (IRCs), the Mandatory Information Program (MIP) and on-site and off-site mediation. CSD has contracted with external service providers to deliver these services across Ontario.

In 2022-2023, FMIS service providers adapted a hybrid service delivery model to meet the needs of their communities. While the majority of the services are offered virtually, in-person services were also made available. In 2022-2023, the volume of IRC services delivered was significantly higher than previous years as they were made available online and in-person. The MIP remains virtual province-wide and continues to be positively received.

The division measures the percentage of clients satisfied with the FLICs, MIP and FMS (see [Performance Measures and Achievements](#) section). The evaluation of these measures supports the following divisional strategic priorities:

- focusing on core businesses, which includes supporting the judiciary and providing excellent client services to court users
- instilling a culture of continuous evaluation and improvement
- supporting the public reporting of outcomes

FLIC satisfaction\*:

- In 2019-2020, 527 FLIC satisfaction surveys were collected provincially (a decrease of 53.5% from 2018-2019).
- In 2021-2022, 113 FLIC satisfaction surveys were collected provincially (an increase of 32.9% from 2020-2021).
- In 2022-2023, 112 FLIC satisfaction surveys were collected provincially (a decrease of 0.9% from 2021-2022).

MIP satisfaction\*:

- In 2019-2020, 4,135 MIP satisfaction surveys were collected provincially (a decrease of 17.9% from 2018-2019).
- In 2021-2022, 1,771 MIP satisfaction surveys were collected provincially (an increase of 93.1% from 2020-2021).
- In 2022-2023, 1,283 MIP satisfaction surveys were collected provincially (a decrease of 27.5% from 2021-2022).

Family Mediation Services satisfaction\*:

- In 2019-2020, 1,130 satisfaction surveys were collected provincially (a decrease of 7.5% from 2018-2019). The overall mediation settlement rate for service users (combined full and partial agreements) for on-site and



off-site was 79.3% (an increase of 1.5% from 2018-2019).

- In 2021-2022, 95 FMS satisfaction surveys were collected provincially (an increase of 11.8% from 2020-2021). The overall mediation settlement rate for service users (combined full and partial agreements) for on-site and off-site was 75.2% (a decrease of 0.8% from 2020-2021).
- In 2022-2023, 51 FMS surveys were collected provincially (a decrease of 46.3% from 2021-2022). The overall mediation settlement rate for service users (combined full and partial agreements) for on-site and off-site was 74.9% (a decrease of 0.3% from 2021-2022).

\*NOTE: All figures exclude incomplete surveys received that could not be entered into SurveyMonkey or the Ontario Government survey webpage.

## Legislative amendments

As part of the [Less Red Tape, Stronger Ontario Act](#), which was introduced in the Legislature on November 23, 2022 and received Royal Assent on March 22, 2023 (S.O 2023, c. 2), CSD led several amendments to the [Courts of Justice Act](#), [Juries Act](#) and [Provincial Offences Act](#).

In order to bolster judicial capacity in the OCJ and thereby reduce the backlog, s. 44 (2) of the [Courts of Justice Act](#) was temporarily amended to permit a retired provincial judge to work as a part-time judge up to 75% of full-time service in a calendar year, instead of 50%. The limit will revert to 50% on April 1, 2024. This amendment complements Ministry of Finance-led regulatory changes to O. Reg. 290/13 introduced on April 20, 2022, which temporarily eliminate the pension “claw back” where a part-time judge's combined income from sitting days and pension benefits exceeds the salary of a full-time judge.

Another initiative included amendments to s. 11 of the [Provincial Offences Act](#), which will allow clerks of the court rather than justices of the peace to receive and grant applications to strike out convictions starting on September 22, 2023.

As part of modernization of jury administration (see next section), s. 6 of the [Juries Act](#) was amended to permit the use of electronic jury questionnaires. A person who receives either type of jury questionnaire may also request accommodation for

accessibility reasons. A number of complementary amendments were also made to the Act.

In addition, s. 24(2)(a) and s. 87.1 of the [Courts of Justice Act](#), regarding provincial judges who heard civil matters prior to September 1, 1990, were repealed, as they were spent.

## Modernization

*Streamline and transform court processes to modernize court services*

### • **Performance goals:**

- Work effectively across the justice sector with staff and stakeholder groups by sharing resources and ensuring access to technology.
- Engage justice participants to encourage innovative alternates to address service delivery challenges; encourage new ideas, innovation and smart risk-taking.

## SCJ and OCJ modernization

### Justice Services Online

The Justice Services Online (JSO) platform hosts several online portals that are available 24/7.

These submissions portals were launched to provide access to justice services for the public in a safe and responsive manner during the COVID-19 pandemic but have since continued to be enhanced and expanded to support the backlog recovery and ongoing modernization efforts of the ministry. Users can also securely pay court filing fees through the filing/issuance and submissions portals by credit or debit card and maintain a record of their online filings.

CSD staff review documents submitted online through the submissions portals and determine if they can be accepted for filing and/or issuance based on the applicable court rules and regional or provincial Notices and Practice Directions of the courts.

During the reporting period, the JSO project team for online filing continued to meet on a weekly basis to review issues and identify opportunities to improve the portals and the electronic filing and issuance processes.

CSD, together with the Justice Technology Services (JTS) I&IT cluster, continued to enhance JSO.

During the reporting period, 3 iterations of JSO (the latest on December 12, 2022) helped streamline the document submission process for litigants and document review process for court staff, as well as expanding the number of documents that can be electronically filed and/or issued. The enhancements automated the upload of documents and attachments, saving data entry time for staff, which will:

- allow for the acceptance of documents containing deficiencies, sparing the time and expense which is otherwise associated with the rejection of a submission
- allow filers to disclose their own reference number and review submitted filings, increasing usability for filers
- created a new Bankruptcy Submissions Online portal
- allow the online submission of Divisional Court documents (through the Civil Submissions Online portal)

### **Civil Submissions Online**

Civil Submissions Online (CSO), an online document filing portal launched in August 2020 for civil court matters, continues to be enhanced for better user experience and greater efficiencies. CSO was expanded to include Divisional Court matters in December 2022, and now allows for the online submission of approximately 400 types of civil and Divisional Court documents.

### **Civil Claims Online**

Civil Claims Online (CCO) is a service that was introduced in 2017 to allow certain documents to be automatically filed or issued online in civil court actions in the SCJ, without having to go to the courthouse.

### **Family Submissions Online**

Family Submissions Online (FSO) was launched in August 2020 to allow individuals to submit over 150 family court documents with the OCJ and the SCJ (family court).

### **Family Claims Online**

Family Claims Online (FCO) is a service that was introduced in 2018 to allow parties to file for joint divorce with corollary relief or to commence a simple divorce. Applications submitted through this service are automatically issued and filed with the court, with copies of the issued documents returned to the filer.

### **Small Claims Court Submissions Online**

Small Claims Court Submissions Online (SCCSO) was launched in January 2021 for Small Claims Court matters and continues to be enhanced for a better user experience and greater efficiencies for staff.

### **Bankruptcy Submissions Online**

Bankruptcy Submissions Online (BSO) was launched in December 2022 to allow users to submit approximately 120 document types for filing and/or issuance in bankruptcy matters in the SCJ.

### **Court Case Search Tool**

On August 17, 2020, working with the judiciary, the ministry launched the online [Court Case Search Tool](#). At that time, the tool enabled remote searches of certain publicly accessible SCJ civil and criminal court case information. As of March 21,

2022, the tool has been expanded to permit users to conduct remote searches of certain publicly accessible OCJ criminal court case information.

Information about the following types of cases is currently available in the tool:

- civil matters in the SCJ (excluding Small Claims Court, Divisional Court, non-contentious estates [probate] and bankruptcy matters)
- active criminal matters in the SCJ (including youth matters, but by way of initializing the name of the accused)
- active adult criminal matters in the OCJ

Active criminal cases are those with a future court date, cases with a court date within the past 7 days or cases where a bench warrant has been issued within the past 5 years.

The courts have provided this information to allow users to locate information about the status of court cases, including future court dates and appearance types, as well as to assist with the completion of remote litigation searches (civil).

## **CaseLines**

CaseLines is a cloud-based document sharing platform that supports in-person and virtual hearings. The platform allows:

- the sharing of previously filed documents in any electronic format at in-person, virtual and hybrid hearings (hybrid hearings means some participants attend virtually and other participants attend in person)
- judicial officials and court staff to receive materials and provide documents, such as orders or reasons for decision, to parties and lawyers
- judicial officials, parties and lawyers to access copies of court material submitted for a court hearing before, during and after the hearing

In consultation with the SCJ and OCJ, the ministry successfully launched the platform for civil, family and criminal matters in the SCJ and family matters in the OCJ.

In early September 2022, the Legal Aid Ontario/Duty Counsel pilot was launched in four court locations using the CaseLines platform. Under the pilot, where a self-represented litigant outreaches to Legal Aid Ontario ahead of their scheduled proceeding, duty counsel may access the court document bundle on CaseLines, removing the need for in-person meetings or attendance at the courthouse to access the court record. The pilot was expanded to 10 additional sites in February 2023.

### **Online Child Support Service**

The online [Child Support Service](#) (CSS) continues to be available province-wide to allow parents to set up and update child support amounts online without going to court, which diverts simple child support proceedings from the court system. This saves time and money for separated parents when resolving new and ongoing support obligations. The online CSS provides eligible applicants with an easy-to-use alternative to attending court, which improves the experience of justice stakeholders, as well as saving divisional and judicial resources.

In December 2022, the ministry agreed to work with the Ministry of Finance in making significant system enhancements aimed at improving the delivery of the CSS. These enhancements include user experience improvements, adding electronic signing (OPSdocs eSignature) technology to remove paper consent requirements and back-end system and process changes identified by a Lean review and during usability testing completed in the summer of 2022. These system enhancements will be implemented in August 2023.

### **Community Legal Education Ontario Guided Pathways Project**

In May 2021, the ministry entered into a new transfer payment agreement with [Community Legal Education Ontario](#) (CLEO) to provide sustainability funding for the Family Law Guided Pathways over two fiscal years (2021-2022 and 2022-2023). These online, interactive tools help Ontarians complete their court forms easily and accurately, as well as obtain tailored legal information to help resolve their family law matters.

The ministry funding to CLEO supports content maintenance and ongoing system administration support (for example, maintaining CLEO's live chatbot for the public to interact with CLEO's staff within CLEO's business hours).

In November 2021, the ministry committed additional funding to expand the Guided Pathways in the following areas:

- victims of abuse and family violence guided pathways
- Small Claims Court guided pathways
- enhancements to existing family court form guided pathways

Between March 1, 2022 and April 30, 2023, CLEO created a new family dispute resolution pathway, a new pathway relating to victims of abuse and family violence and began work on creating new pathways focusing on Small Claims Court proceedings, which will be finalized by June 2023.

## **SCJ modernization**

### **Jury Duty Online Tool**

In response to the pandemic, the ministry launched an Online Jury Pre-screening and Check-in Tool (JPT) in August 2020. The public-facing portion of the JPT was available to prospective jurors until March 28, 2022, which allowed them to request a COVID-19 related deferral of jury service and encouraged them to contact the courthouse for accommodation requests, if needed, before their summons date, eliminating unnecessary trips to the courthouse. The tool screened over 161,000 prospective jurors.

On September 26, 2022, the JPT was rebranded as Jury Duty Online (JDOT), with the ability for prospective jurors to sign up for email and text communications. CSD partnered with JTS and Ontario Digital Service to integrate secure bulk messaging using the Notify application.

CSD also enhanced the internal-facing part of the tool, called Jury Duty Admin Tool (JDAT), so court staff could enter deferrals, excusals and panel cancellations electronically. This eliminated the need for court staff to manually track this

information in an Excel spreadsheet. This streamlines the tracking process and allows for real-time updates.

On February 13, 2023, online forms were launched for prospective jurors to be able to request a deferral, excusal or accessibility accommodation through the JDOT portal. New processes were also introduced into the JDAT to accommodate these online forms completed by the prospective jurors.

## **Financial Process Modernization: trust management system and banking modernization**

Financial Process Modernization seeks to streamline financial processes, increase oversight and introduce new electronic banking options for clients in civil and small claims court and family enforcement.

The Trust Management System (TMS) project will replace the existing system for processing and managing enforcement proceeds with a new single, sustainable, province-wide electronic TMS developed by JTS.

The work to deploy TMS to additional pilot sites continued in 2022-2023. Virtual training modules and materials were used to support staff learning, instead of conventional in-person training.

The division is also in the process of replacing finance/enforcement office- specific banking arrangements with a single service provider model.

## **OCJ modernization**

### **Criminal e-Intake**

In Ontario, most criminal court cases are initiated when the police physically attend a court to "lay" an Information by appearing in front of a justice of the peace and swearing that the charges in the Information are true to the best of their knowledge or belief.



The ministry has modernized and digitized how criminal charges laid by police are brought into court and processed. This was done in partnership with SolGen, and in collaboration with the OCJ.

The criminal e-Intake application electronically transfers a charge package from police to the court. Once the justice of the peace receives the package, they enter their decision regarding whether the charge(s)/case will proceed (referred to as issuing process), digitally sign documents or request further information.

The application automatically sends decisions and court-issued process documents back to the police. The decision is also directly uploaded for new case creation in the court case tracking system, ICON, eliminating the need for manual data entry by court staff.

By enabling faster, modernized data sharing with the police, the application has established an important step toward the modernization of processes for the criminal practice area and created efficiencies in intake courts across the province.

The e-Intake project started in November 2019 in the Central East Region. As of June 2022, e-Intake has been successfully implemented across all criminal Ontario Courts of Justice in the province.

### **Digital Information and Repository**

The Digital Information and Repository (DIR) supports the digitizing of OCJ criminal Information. It enables the Information received through the e-Intake application to be used as a digital document that can be updated, endorsed, retrieved and shared electronically.

DIR was implemented to support the opening of the OCJT, located at 10 Armoury St. and the Toronto Region Bail Centre (TRBC). DIR was piloted at 2201 Finch on January 16, 2023 and expanded to the remaining Toronto-wide courthouses (February 13 for 311 Jarvis; February 27 for College Park; March 6 for 1000 Finch; March 11 for weekend and statutory holiday court (WASH); March 13 for 1911 Eglinton; and March 20 for Old City Hall).

## **Criminal e-Orders**

The criminal e-Orders initiative has significantly expedited the production of criminal court orders by enabling them to be created on-screen using an electronic form and signed in the courtroom. They are then shared electronically with justice participants, such as police, probation officers and victim services.

CSD is working on introducing an additional form - Memorandum to Superintendent of Jail as to Next Court Attendance of Prisoner on Charge Other Than That on Which the Prisoner is in Custody. The Memorandum advises the custodial facility that although the person is not in custody on the charges listed in the Memorandum, the person is being held in custody for another reason and needs to be transported from the custodial facility to court for the specified appearance (or appear virtually).

CSD staff continue to use these templates to expedite matters in court.

## **Electronic Scheduling Program**

The Electronic Scheduling Program (ESP) is an online application that provides trial coordinators with a consistent, province-wide scheduling tool to manage OCJ criminal matters.

ESP brings modernization to the scheduling of judges, court appearances and courtrooms, and allows the court to better manage its criminal scheduling practices.

ESP allows for:

- effective identification and arrangement of courtroom resource requirements
- effective management of judicial schedules
- common, consistent processes that simplify staff training between courthouses

ESP provincial implementation concluded in February 2021. Following provincial implementation, the application transitioned to a release management state similar to ICON and FRANK.

Development of the ESP Mobile View commenced in spring 2021. The ESP Mobile View is an extension of the ESP application. The solution provides judges with the ability to view court matters, scheduled to them in ESP, via the Outlook application available on judicial mobile devices. Development of the solution concluded in early 2022. A pilot of the solution followed in spring-summer 2022. The solution was then implemented to all OCJ judges across the province from fall 2022 through winter 2023.

## Legislation and regulations modernization

### Bill S-4

On December 15, 2022, Bill S-4, [\*An Act to amend the Criminal Code and the Identification of Criminals Act and to make related amendments to other Acts \(COVID-19 response and other measures\)\*](#) received Royal Assent. Bill S-4 came into force on January 14, 2023.

Bill S-4 amended the [\*Criminal Code\*](#) to:

- expand the availability of remote appearances by audioconference and videoconference for accused and offenders permit the court to order fingerprinting at the interim release stage and at any other stage of the criminal justice process if fingerprints could not previously have been taken for exceptional reasons
- replace the telewarrant process with a process that allows a wide variety of search warrants, authorizations and orders to be applied for and issued via a means of telecommunication
- expand the courts' power to make case management rules allowing court personnel to deal with administrative matters for accused not represented by counsel
- allow for the use of electronic or other automated means for the jury selection process
- provide for the participation of prospective jurors in the jury selection process by videoconference in certain circumstances

CSD implemented these significant amendments to the [Criminal Code](#) by developing new procedures, changing existing court forms and developing new court forms.

The division is actively engaged in the ongoing work necessary to fully operationalize all the new processes introduced through S-4.

### **Electronic or automated jury selection**

The amendments in Bill S-4 allow any electronic or other automated means to be used to select jurors so long as the jurors would be randomly selected as required by the jury selection process. CSD is currently exploring options that could be used in court in consultation with the SCJ.

### **Juror participation by videoconference**

Bill S-4 provides that the court may, with the consent of the prosecutor and accused, allow or require any or all prospective jurors to participate in the jury selection process by videoconference, if the court is of the opinion that it would be appropriate. CSD is consulting with the SCJ to determine how this can be operationalized if ordered by the court and with consent of all parties.

### ***Juries Act* amendments**

The [Less Red Tape, Stronger Ontario Act](#) received Royal Assent on March 22, 2023. The Act amended section 6(1) of the [Juries Act](#) to remove the requirement to provide prospective jurors with a paper version of the jury questionnaire, except on request. Although the ministry could already offer an online alternative channel, this change reduces administrative costs and makes it easier for prospective jurors to participate in the court system.

The online questionnaire will be introduced in 2023 as a pilot program to assess the impact on response rates in different communities. Prospective jurors will still be able to receive a paper copy of the questionnaire upon request.

A number of other complementary amendments to the [Juries Act](#) were also made, including allowing additional time for a person to request accommodation for accessibility reasons in order to complete their jury questionnaire form.

## **Civil Court Rules**

CSD continues to play a key role in the Civil Rules Committee's ongoing work to improve procedures for litigants in civil proceedings in the SCJ, Small Claims Court and COA for Ontario.

During the reporting period, civil and estates court processes were improved through 4 regulations amending the [Rules of Civil Procedure](#) (in the SCJ and COA) and the [Rules of the Small Claims Court](#) that introduced streamlined proof of service requirements for legal professionals, simplified estates court procedures and improved the alignment of civil court procedures introduced during the pandemic.

The rules were amended to:

- reduce the administrative burden and costs for legal practitioners to provide proof of service of civil court documents by establishing a new, unsworn Lawyer's Certificate of Service for use in the SCJ and COA, and Lawyer or Paralegal's Certificate of Service for use in the Small Claims Court, as an optional alternative to the traditional Affidavit of Service
- reduce the time and expense associated with seeking an order to waive or reduce an estate administration bond in a probate application by establishing a process
- make it easier and less costly to apply for probate by explaining requirements relating to estate administration bonds and estate administration tax deposit payments in the application forms, and authorizing a streamlined way to provide the information to the court through the forms
- support virtual hearings and facilitate judicial preparation prior to hearings by updating the filing deadline for certain documents

## **Family court rules**

CSD continues to play a key role in the Family Rules Committee's ongoing work to improve procedures for family law litigants.

For example, during the reporting period, the Family Law Rules were amended to:

- enhance privacy for the children subject to family litigation by requiring members of the public seeking access to court files involving children to first give 10 days' written notice to the parties (and sometimes the Children's Lawyer)
- support and track initial claims for the wrongful removal or retention of children, with an emphasis on dealing with these cases expeditiously via case management; set timelines for appearances and new requirements for CSD to forward to the Office of the Children's Lawyer all applications and answers where international wrongful removal is alleged
- encourage financial disclosure before a case conference
- enhance the requirement of parties to confer before a case conference and highlight the consequences if parties do not confer as required

### **Estates Court process modernization**

During the reporting period, estates court staff continued to implement the many transformational changes introduced during the pandemic period to streamline probate service delivery. These measures are described in the [COVID-19 pandemic recovery response](#) section.

During the reporting period, estates court staff implemented new estate court rules and forms which overhauled the probate process to reduce the time and cost associated with applying for probate. These include implementing the following rule and form changes introduced in 2022:

- changes to the estates court rules and forms which simplify the probate process by eliminating 43 estates court forms and replacing them with 8 new forms that are easier to complete and process, and streamline service and filing processes (January)
- new rules creating a process to seek an order to waive estate administration tax and bond requirements or reduce the bond amount

- through a probate application (July)
- amendments to the probate application forms which provide an easier way to disclose information about estate administration tax payments and estate administration bonds and provide guidance on the requirements (July)

Estates court staff engaged in live training sessions on the new processes and gained knowledge through a comprehensive new Estates Procedures Manual (released in January 2022 and updated in June 2022), a new staff guide and informational videos.

During the reporting period, CSD has actively identified and examined options to improve probate service delivery through process changes and the use of technology. New electronic methods will:

- identify legislative barriers to proceeding with a probate application (a will on deposit with the court) at an earlier stage in the processing of an application to reduce the volume of multiple Registrar's Notices delivered, saving applicant time and costs
- reduce the time required by estates court staff to prepare and deliver notices to estate trustees and their lawyers

CSD also continued to contribute to analyzing and developing options for estates court reform by participating on the Estates Subcommittee of the Civil Rules Committee and the Ontario Estates Bench and Bar Committee.

### **Housekeeping amendments to regulations under the *Administration of Justice Act***

To ensure court services and programs are cost-effective and sustainable, existing civil, family and Small Claims Court fees are automatically adjusted for inflation

every three years according to the following regulations made under the [\*Administration of Justice Act\*](#):

- O. Reg. 332/16 (Small Claims Court – Fees and Allowances)
- O. Reg. 417/95 (SCJ– Family Court – Fees)
- O. Reg. 293/92 (SCJ and COA– Fees)

The financial eligibility thresholds for fee waivers prescribed under O. Reg. 2/05 (Fee Waiver) are automatically adjusted for inflation at the same time to ensure ongoing access to justice for people with financial challenges. This means that more people may be eligible to have their court fees waived.

Housekeeping amendments were made to the four regulations to replace the old dollar values with the new dollar values calculated from the formula in each regulation. The amendments came into effect on January 1, 2023. These changes make it easier for a person who is reading the regulations on or after January 1, 2023 to know the fees and thresholds that apply to them.

## **General**

### **Deployment of interpretation recording equipment to courtrooms**

In 2022-2023, CSD progressed in modernizing the delivery of interpretation services. To support the official policy to record all oral interpretation in provincial courts and the *Divorce Act* amendments, the ministry and JTS have deployed the following equipment to designated courtrooms:

- 499 interpreter headset kits and footswitches
- 434 laptops
- 720 customized adapter cables

The interpreter headset kits and footswitches mimic the functionality of interpreter booths by allowing interpreters to provide in-person, whispered, simultaneous interpretation from anywhere in the courtroom. The laptops allow interpreters attending remotely to provide simultaneous interpretation to both remote and in-person clients over video conferencing platforms such as Zoom. The customized adapter cables allow for the recording of all interpretation on the court record from interpreters attending either remotely or in person.

### **Town Halls, technical and operational policy tables and committees**



To encourage cross-regional sharing of knowledge and resources, CSD held Court Interpreter Coordinator Town Halls in March 2023 and a Recording Management Coordinator Town Hall in March 2023 for management and staff. The town halls provided information, tools and support to assist staff in effectively performing their duties.

The Court Reporting Review and Modernization Committee was established in November 2020 to remediate issues and modernize the court recording process.

Some of the initiatives implemented during 2022-2023 include:

- policy for when court transcripts cannot be produced
- Courtroom Etiquette Tip Sheets to inform court staff and participants of the best practices of conduct that will improve the quality of the court recording and transcripts
- Court Reporting Requirements Placemat for court reporters across the province to ensure they capture a quality audio recording
- proof-of-concept to test the functionality of a cloud-based storage system to assess suitability as a potential replacement for the use of CDs as the official court record in four pilot sites: Kingston, Napanee, Ottawa and Milton
- establishing the Authorized Court Transcriptionist (ACT) Quality Survey Feedback as a permanent process, which allows ACTs to provide the ministry with their feedback and concerns about the quality of court recordings

The Court Interpretation Unit Working Group was established in November 2020 with regional subject matter experts to review existing operational structures, processes and policies pertaining to the provision of court interpretation services. The establishment of the working group is part of the ministry's response to the Office of the Auditor General of Ontario's 2019 Annual Report to develop a plan to monitor compliance, ensure interpretation service effectiveness and identify opportunities for improvements. The working group meets every other month.

Some of the initiatives during 2022-2023 where the working group provided input include:

- development of a new Interpreter Assignment Form for court staff to identify the court meeting ID and if interpreters are required remotely or in person
- implementation of digital invoice submissions to improve processing speeds and bring submissions in alignment with new Ontario Shared Services requirements
- implementation of new, step-by-step instruction for court staff to support the recording of in-person and remote interpretation on the digital recording devices
- interpreter scheduling trends to aid in the development of the counteroffer tip sheet
- reporting of high-demand languages for priority in the targeted recruitment plan

CSD continues to host Juries Technical Table (JTT) meetings with representatives from management and staff across the division. JTT explored juries-related policies and procedures and identified opportunities for enhancements to Ontario's jury system and modernization priorities (discussed above).

The Operational Support Branch continues to host technical and operational policy table meetings in the criminal, family, civil/small claims and enforcement and estates business areas. Subject matter experts from across the regions and corporate offices participate on the tables to provide technical, policy and planning expertise to support court operations and to act as liaisons between the regions and the corporate branches.

To accomplish this, table members identify issues or emerging areas of concern, identify upcoming initiatives and reforms for input, monitor outcomes and propose solutions to enhance access to justice and further the administration of the courts.

Effective March 2023, the Civil and Small Claims Court Operational Policy Table (CSCOPT) adopted a new set of terms of reference.

## Training and stability

*Support pandemic backlog recovery and ensure continued access to justice for all Ontarians*

### • **Performance goals**

- support/lead the delivery of training to court staff
- implement/support the CSD long-term staffing strategy
- implement/support the CSD short-term staffing strategy

## Review of courtroom staffing model

CSD conducted a review of courtroom staffing aimed at increasing attraction, retention and stability of its frontline workforce and strengthening excellence in service to the public and judiciary. As a result, the division's vision for court staffing focuses on the multi-functional position of the court and client representative (CCR).

The division has focused on hiring CCRs who, supported by training, have the knowledge and skills required to carry out both in-court and out-of-court functions. While fixed-term positions continue to be an essential part of the courtroom staffing model (to support the fluctuating nature of the division's work), the division is shifting to a larger number of full-time, permanent CCR positions.

The CCR position continues to be critical to the collective success of continuing to support the essential services of the justice system. CCRs offer the flexibility and cross training required to support agile movement between practice areas and functions, and the CCR staffing model will continue to be a focus for the division and the ministry.

## Learning and development

Supporting employee and manager learning and development continues to be a key priority for CSD. The division has committed to attracting, developing and

retaining a professional, skilled, engaged and inclusive workforce that promotes accountability and service excellence.

CSD continues to develop new learning and development strategies to improve the onboarding process for new hires, as well as business line-specific materials to enable cross-training initiatives.

With a commitment to learning and development, CSD established a dedicated Learning and Development Unit within the Corporate Support Branch. The unit works with the regions to support their training needs, responds to urgent and priority divisional requirements and develops content and training that can be delivered centrally or through the regional trainer network.

In early 2021, the CSD Orientation and Basic Training Program was launched and continues to be offered on a monthly basis to all new hires. This program provides new hires with a standardized orientation and foundational skills to move into their roles within CSD. The program is offered virtually and coordinated centrally.

Work continues on the conversion of other existing training material on a range of topics that were originally designed for in-person delivery to be suitable for virtual delivery.

The Learning and Development Unit continues to work with regions to determine priorities and build foundational training content.

### **Talent management strategy**

CSD actively embraces MAG's Talent Strategy to enhance the development of current incumbents and potential successors to ensure:

- a skilled and diverse workforce at all levels that is ready to take on more complex roles
- greater leadership strength in the senior and middle manager levels, and supervisory roles

CSD is experiencing ongoing modernization initiatives, dynamic business environments and multigenerational demographics in the workplace. Throughout this time, the division remains focused on talent management efforts as a means of ensuring strong high-quality leaders for the future.

The division closely follows the ministry's talent management roadmap that aims to provide a holistic approach to talent management through assessing business critical positions and identifying and developing high-potential talent for critical roles.

## Chapter 4: Report on resources

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### Memoranda of Understanding between the Attorney General and the Chief Justices

In accordance with section 72 of Ontario's [Courts of Justice Act](#), the Attorney General may enter into an MOU with each of the chief justices governing any matter relating to the administration of the respective court.

MOUs for the COA of Ontario dated May 24, 2012, the SCJ dated May 5, 2008 and the OCJ dated August 24, 2016 are in place.

### Resource-based allocation model

CSD is responsible for ensuring the allocation of funds and human resources based on evidence and data. CSD relies on a number of data sources and tools to support and manage our business.

The division is responsible for collecting, storing, managing and analyzing operational data on court activity, human resources and financial expenditures. This data is collected from many sources, such as court information databases, surveys and enterprise-wide financial and human resources systems. The information gathered from these sources is used to support the maintenance of a defined and metric-based methodology to develop individual budget allocations within CSD on an annual basis. The goal for CSD's resource allocation model is to ensure that financial and human resources are allocated to best support operational needs, based on key workload metrics.

This approach to resource allocation ensures that CSD is supporting the government's commitment to being accountable and fiscally sustainable. CSD is committed to being an open and transparent organization. To this end, financial statements are included in the Expenditure Estimates and Public Accounts, which are available to the public.

# Establishing and maintaining key performance indicators

Performance indicators are an important method that contribute to the goal of public confidence and trust in the justice system.

CSD tracks KPIs to ensure it meets its own vision of being a modern and professional court service that supports accessible, fair, timely and effective justice services. As a division within MAG, CSD's performance measures also support the ministry's vision of being an innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law.

CSD's performance indicators include the overall cost per capita of administering justice to Ontarians, the percentage of clients who are satisfied with the service they receive, the number of clients who are engaging in the use of electronic service channels and the maintenance of service standards. These performance indicators are reflected in the ministry's results and are also reported to Treasury Board Secretariat on an annual and ad hoc basis.

A summary of KPI findings is below.

## Performance measures and achievements

<b>Performance Measures</b>	<b>2019-2020 Achievement (Target)</b>	<b>2020-2021 Achievement (Target)</b>	<b>2021-2022 Achievement (Target)</b>	<b>2022-2023 Achievement (Target)</b>
Percentage of "attended" and "confirmed" court interpreter assignments that were performed by ministry-accredited interpreters	90.7% (85%)	94.5% (85%)	97.71% (85%)	96.33% (85%)
Percentage of cases that	79.3% (76%)	76.0% (76%)	75.2%* (76%)	74.9% (76%)

proceeded to family (on-site and off-site) mediation that reached full or partial settlement*				
Percentage of Family Law Information Centre (FLIC) clients satisfied with FLIC services	81.6% (90%)	48.2% ** (90%)	80.5%** (90%)	79.5% (90%)
Percentage of family mediation clients satisfied with family mediation services	92.6% (90%)	77.8% (90%)	73.7% (90%)	84.3% (90%)
Percentage of family law clients satisfied with the services they received in the Mandatory Information Program (MIP)	82.1% (70%)	89.9% (70%)	87.7% (70%)	80.9% (70%)
Percentage of Small Claims Court customers whose default judgments were issued within 5 business days once the filed requisitions for default judgments were complete and judicial	74.3%	71.36%	79.86%	69.82%



direction, if required, had been obtained				
Percentage of civil court customers whose default judgments were issued within 5 business days once the filed requisitions for default judgments were complete and judicial direction, if required, had been obtained	80.2%	78.31%	92.28%	81.78%
Percentage of estates court clients whose certificates of Appointment of Estate Trustee were issued within 15 business days once the applications were complete and judicial direction, if required, had been obtained	63.6%	65.11%	58.8%	51.55%
Percentage of civil documents processed through online filing portals	6.8%	65.5%	80.9%	84.5%

Percentage of family documents processed through online filing portals	0.6%	24.4%	52.3%	56.52%
Percentage of Small Claims Court documents processed through online filing portals	17.4%	42.7%	68.3%	69.65%

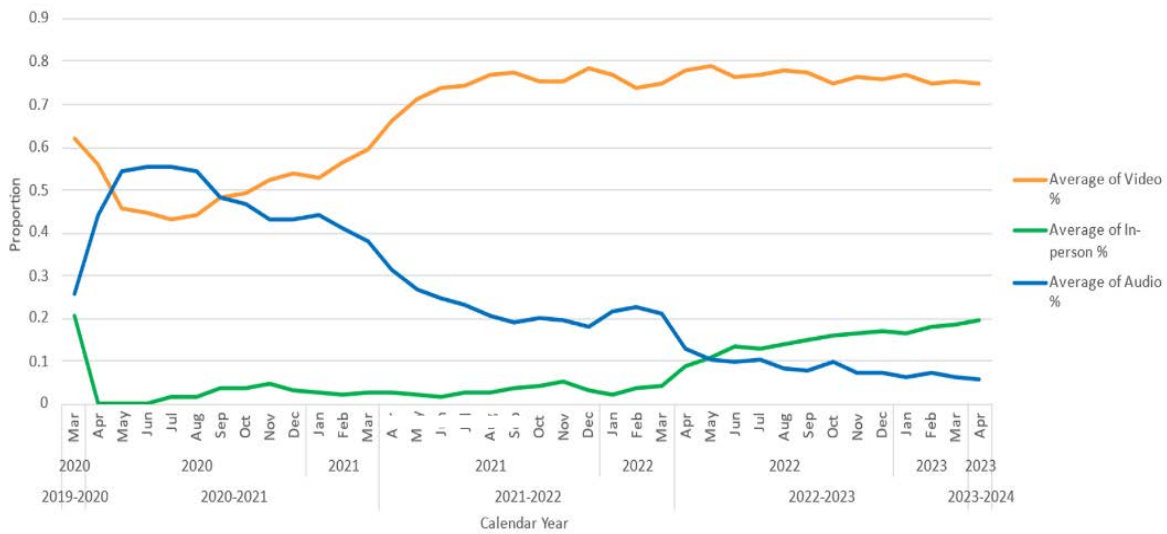
\* Full settlement reflects agreement on all issues brought to mediation, whether on a final or temporary basis. A partial agreement reflects an agreement on one or more of the issues brought to mediation, whether on a final or temporary basis. Settlement in this KPI refers to mediation settlement and does not necessarily reflect settlement of the court case itself for those who have also initiated court action.

\*\* In 2020, FLIC spaces were closed due to provincial restrictions, and uptake of family mediation and information services decreased. It took service providers some time to adjust to the virtual environment and to set up virtual services. Feedback received from individuals who indicated being dissatisfied included: not being able to access information, offices being closed, not having the right telephone number to speak to someone and form issues. In-person services have since resumed.

# CJVS: In-custody court appearance by type (audio, in-person and video)

\*Data provided by the Ministry of the Solicitor General of Ontario

## Average composition of in-custody appearance types as a proportion of all appearances, by month



Year	Average of Video %	Average of In-person %	Average of Audio %
2020-2021	50%	2%	47%
2021-2022	75%	3%	22%
2022-2023	77%	15%	9%

- With the growing total court appearances, video appearances continue to compose 77% of overall appearances.
- Audio appearances continue to be replaced by either video or in-person. Over the last year, the decrease in audio appearances equaled the increase in in-person appearances.

## Human resources by region / area

Human resources full-time equivalents (FTEs) as at end of each fiscal year

Regions/Branches	March 2020	March 2021	March 2022	March 2023
Central East Region	415.15	419.88	435.82	427.38
Central West Region	525.77	504.56	551.05	569.39
East Region	343.51	361.84	352.67	353.74
Northeast Region	160.14	158.43	167.68	185.2
Northwest Region	70.84	69.06	77.22	80.32
Toronto Region	723.76	664.03	695.59	701.67
West Region	420.32	419.72	451.51	487.46
Corporate Branches	108.17	124.55	130.48	124.92
Judicial Support	213.32	248.78	267.39	270.1
<b>Total:</b>	<b>2,980.98</b>	<b>2,970.85</b>	<b>3,129.41</b>	<b>3,200.18</b>

### Notes:

1. Data Source: FTE Tracker Tool – Ministry of the Attorney General Analytics Dashboard
2. FTE numbers are a "point in time" count of active employees as of the last business day in March each year.
3. FTE numbers convert all part-time employees to an equivalent full-time number. For example, a regular part-time employee working 21.75 hours per week is counted as 0.6 FTE, while a full-time employee is counted as 1.0 FTE.
4. There are a total of 3200.18 FTEs in Court Services Division as of March 2023
  - Divisional FTEs do not include members of the judiciary.

## Statement of Revenue for Court Services Division

Revenue lines	2020-2021 Amount	2021-2022 Amount	2022-2023 Amount
Fees	\$74,401,248	\$81,720,762	\$83,778,117
Fines and Penalties	\$25,472,246	\$38,993,721	\$37,485,340
Reimbursement of Expenditures	\$7,925,327	\$11,904,774	\$16,873,770
Revenue from the Government of Canada	\$5,466,749	\$7,968,614	\$5,987,598
Other Revenues*	\$217,498,768	\$2,316,815	\$21,783,371
<b>Total:</b>	<b>\$ 330,764,338</b>	<b>\$ 142,904,685</b>	<b>\$ 165,908,196</b>

Source: Integrated Financial Information System (IFIS)

\* Recognition of accounts receivables from Provincial Offences Act Victim Fine Surcharges and related revenue, as recommended by the Auditor General of Ontario.

## Statement of Expenditures for Court Services Division

<b>Administration of justice</b>	<b>2020-2021 Amount</b>	<b>2021-2022 Amount</b>	<b>2022-2023 Amount</b>
Salaries and Wages	\$158,751,299	\$176,648,065	\$181,476,037
Employee Benefits	\$28,577,825	\$32,155,106	\$33,225,666
Transportation and Communication	\$12,956,816	\$13,481,406	\$11,452,888
Services	\$50,244,317	\$53,589,653	\$65,384,119
Supplies and Equipment	\$5,118,381	\$4,985,408	\$5,659,362
Transfer Payment	\$1,203,914	\$1,351,320	\$1,803,369
Other Transactions*	-	-	\$37,208,721
<b>Total:</b>	<b>\$256,852,552</b>	<b>\$282,210,958</b>	<b>\$336,210,162</b>
<b>Judicial services</b>	<b>2020-2021 Amount</b>	<b>2021-2022 Amount</b>	<b>2022-2023 Amount</b>
Salaries and Wages	\$155,134,208	\$170,118,817	\$174,410,349
Employee Benefits	\$12,083,927	\$13,424,773	\$14,020,778
Transportation and Communication	\$728,944	\$724,524	\$2,491,840
Services	\$11,483,405	\$19,445,496	\$22,880,342
Supplies and Equipment	\$446,366	\$598,963	\$540,614
Transfer Payments	\$231,951	\$410,151	\$321,051
<b>Total:</b>	<b>\$180,108,801</b>	<b>\$204,722,724</b>	<b>\$214,664,974</b>
<b>Bad debt expense**</b>	<b>\$200,841,490</b>	<b>\$6,811,504</b>	<b>\$29,982,340</b>
<b>Total operating expenditures</b>	<b>\$637,802,843</b>	<b>\$493,745,186</b>	<b>\$580,857,476</b>
<b>Total operating allocation</b>	<b>\$447,488,900</b>	<b>\$501,883,400</b>	<b>\$560,533,900</b>
<b>Capital expenditures</b>	<b>\$51,136,680</b>	<b>\$67,364,267</b>	<b>\$4,595,319</b>
<b>Capital allocation</b>	<b>\$52,025,300</b>	<b>\$67,925,600</b>	<b>\$5,818,600</b>

Source: Public Accounts of Ontario

- Public Private Partnerships (P3) interest payments were also re-aligned to reflect as an operating expense instead of a capital expense, contributing to the increase.
- Recognition of accounts receivables from Provincial Offences Act Victim Fine Surcharges and related Bad Debt Expense, as recommended by the Auditor General of Ontario.