



Office to the Registrar of the Supreme Court of Canada

2018–19

Departmental Results Report

The Honourable David Lametti, P.C., M.P.
Minister of Justice and Attorney General of Canada

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This document is available in alternative formats upon request.

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Registrar's message

I am pleased to present the 2018-19 Departmental Results Report for the Office of the Registrar of the Supreme Court of Canada ('ORSCC').

The report provides information on our actual results for the most recently completed fiscal year, as well as the financial and human resources needed to deliver those results. The information presented in the report provides a straightforward and balanced account of the actual results that we strive to accomplish, while continuing to provide transparency on how taxpayers' dollars are spent. We also describe our programs and services for Canadians, our achievements in 2018-19, and how our work has met our organizational priorities.



The judges of the Supreme Court of Canada ('Court') are supported by the ORSCC, being an integral component of the Court. As defined by its Core Responsibility statement, i.e. "The Administration of Canada's final court appeal", the ORSCC provides services and support for Canada's final court of appeal to process, hear and decide cases. It also supports communications and outreach to various stakeholders.

Over the course of the period covered by this report, the core work of the ORSCC continued to focus on the processing and management of cases brought to the Court. As in past years, the Court's decision-making environment in 2018-19 continued to present risks and challenges.

During the course of the last fiscal year, the ORSCC placed a high priority on pursuing its work towards the adaptation of its business processes in an electronic environment, with a view to continuously improve electronic access to the Court's case files and information, both for internal use by the Court as well as by the public and litigants.

In addition to planning and implementing these business transformation initiatives, the Court has also continued to focus on further enhancements of its overall security services which aim to balance the safety of all participants in the judicial process, as well as the basic principles of fairness, access and openness which underpin the administration of justice. As well, in order to meet the pressures relating to the aging Court building and operational facilities, significant time and resources have been (and will continue to be) dedicated to planning for a building rehabilitation initiative of the Supreme Court of Canada Building. Finally, efforts were also dedicated to ensuring effective communication and outreach

activities in support of the Court’s evolving role and the increased public interest in the Court’s work.

I wish to conclude by thanking the entire staff of the Court for their continuing hard work and enthusiasm in serving the Court and Canadians with unfailing professionalism and a dedicated sense of purpose. Their respective contributions are indispensable to the success of what we do to support all facets of the Court’s work.

Roger Bilodeau, Q.C.

Results at a glance

What funds were used?

\$37,748,225

Actual Spending for 2018-19

Who was involved?

217

Actual FTEs for 2018-19

Key Results Achieved in 2018-19

- Continuation of security enhancements – both physical and IT security
- Supporting the Court in its outreach activities including *Cases in Brief* and the *Year in Review 2018*
- Digitized copies of all volumes of the Supreme Court of Canada Reports (S.C.R.) going back to 1877 now accessible as part of the SCC Judgments online collection

For more information on the Office of the Registrar of the Supreme Court’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core Responsibilities

The administration of Canada’s final court of appeal

Description

Provide services and support for Canada’s final court of appeal to process, hear and decide cases. Support communications and outreach to stakeholders.

Results

In support of its Core Responsibility, the focus of the Office’s work continues to be the processing and management of all cases brought to the Court. The Court has a consistent record of meeting its objectives in processing cases without delay, providing effective access to Court services and case management, including reference information, and providing reliable courtroom services. The Office strives continuously to maintain stakeholder satisfaction and high standards of service quality. The Office met its targets, with the exception of the target of ensuring that leave to appeal applications were submitted to the Court for consideration within twelve weeks of filing, due to unexpected staff shortages. Parties nonetheless had a high level of satisfaction with Registry services, with the standard of 95% being surpassed.

To meet the challenges of continuing to provide excellent services and case management to the Court and parties in an environment of escalating costs and added pressures such as physical and IT security, the focus on business transformation has continued. In the past year, the Business Transformation initiative focused on the conversion of the Case Management System to a web-based platform to support an e-filing portal, the updating and standardization of the infrastructure that supports the Office’s Information Management systems, and the finalizing of the secure e-filing portal requirements. Improvements to case information available online were also made, notably the completion of the digitization of all volumes of the Supreme Court of Canada Reports (S.C.R.).

The 2019 amendments to the *Rules of the Supreme Court of Canada* allow parties to serve all documents by e-mail, provide hyperlinks instead of photocopies of supporting documents, reduce the requirement to file paper copies of some documents, and permit the electronic management of specified processes by allowing for facsimile signatures on Court orders. These and other amendments enhance the efficacy of the Court’s leave to appeal and appeal processes, including the scheduling of hearings and the publication of reasons in appeals where there are sealed documents, sealing orders, confidentiality orders and publication bans.

2018 Caseload

2018 Caseload	
Category	Number of cases
Leave applications filed	531
Leave applications submitted to the Court	484
Appeals as of right filed	26
Appeals heard	66
Judgments	64

As the public's interest in the Court's cases increases and as a result of the growing visibility of the SCC judges, the Office must also support the Court by ensuring effective communication strategies and maintaining its outreach activities. In 2018, the ORSCC supported the Court in launching 'Cases in Brief, which consists of short summaries of the Court's written decisions drafted in reader-friendly language, as well as its first annual Year in Review – an annual document describing the Court's activities during the preceding year. The Office has (and will continue) to update the Court's website to facilitate access to Court information and its proceedings. The Office also continued its efforts to increase its presence on social media platforms such as Twitter, Facebook and LinkedIn.

Efforts were also dedicated to enhancing the Court's overall security posture which encompasses both physical and IT security. Investments were made to ensure that security vulnerabilities are addressed. These enhanced measures will ultimately ensure that cases can proceed without any disruptions, that legal information is safeguarded and that the well-being of all parties involved is protected.

Finally, as part of the long term planning of the building rehabilitation, efforts were dedicated to ensuring that resources are in place to manage the pressures related to the aging building facilities.

The Office, like any other department, is faced with risks. These are regularly assessed and involve primarily IT and physical security and aging legacy systems. Information on the risks affecting the achievement of the results for the Office's Core Responsibility, as well as information pertaining to the operating context, is available on the [Supreme Court of Canada's website](#).ⁱ

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2017–18 Actual results	2016–17 Actual results
Judges and parties are supported through effective court services and case management	Average number of weeks between application for permission to appeal filed and application submitted for decision	12 weeks	March 31, 2019 Frequency: Annually	18 weeks	13 weeks	10 weeks
	Average number of weeks between date permission to appeal granted and hearing	35 weeks	March 31, 2019 Frequency: Annually	27 weeks	32 weeks	34 weeks
	Percent of parties that were “satisfied” or “very satisfied” with Registry services	95%	March 31, 2019 Frequency: Annually	96%	94%	100%
Public and stakeholders’ awareness of the Court is increased through effective communication and outreach	Annual percentage increase in the number of unique visitors to Court web information	5% increase per year	March 31, 2019 Frequency: Annually	-7%	32%	30%
	Annual percentage increase in the number of social media followers	5% increase per year	March 31, 2019 Frequency: Annually	84%	28%	102%
	Percent of visitors that were “satisfied” or “very satisfied” with the Tour Program	95%	March 31, 2019 Frequency: Annually	98%	99%	99%

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
24,406,830	24,406,830	27,682,053	26,635,816	2,228,986

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
156	149	-7

Financial, human resources and performance information for the Office of the Registrar of the Supreme Court of Canada Program Inventory is available in the [GC InfoBase](#).ⁱⁱ

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet the corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Acquisition Management Services; Communications Services; Financial Management Services; Human Resources Management Services; Information Management Services; Information Technology Services; Legal Services; Materiel Management Services; Management and Oversight Services; Real Property Management Services.

Results

Internal services support the Court by providing timely and responsive services that are effective and efficient as per established service standards. Some key results for 2018-19 were:

- Continued improvements to the security and IT security initiatives, including policies, operating procedures and practices, equipment upgrades, as well as training and awareness.
- Ongoing efforts aimed at improving and strengthening key internal controls within the organization.
- Increased focus of Human Resources (HR) efforts on knowledge transfer/succession planning, more specifically to better identify essential positions and opportunities to streamline services.
- Supporting the Court in the launch of Cases in Brief and Year in Review 2018.
- The Information Technology Branch is an integral part of the Court's business as a partner and enabler in supporting the Business Transformation initiative. Results for 2018-19 include:
 - Continuing current efforts aimed at upgrading key legacy business applications, IT infrastructure and Courtroom AV components.
 - Striving for greater interoperability between new and older systems and the focus on getting the most out of the investments made in technologies over the last few years.
 - Continuing to enhance the Court's IT Security posture.

- The Library Branch and the Information Management Branch support the information needs of the organization. Results for 2018-19 include:
 - Continuing the implementation of GCDOCS across the organization to better manage the Court’s administrative information and closed case files, and to enhance the operational processing of case files.
 - Investing in the Library Branch by enhancing capacity, supporting business units, modernizing processes and integrating content while maximizing the use of implemented technologies.
 - Maturing lifecycle management processes, performing regular disposition activities, and revitalizing the IM awareness program.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
10,629,019	10,629,019	11,620,915	11,112,409	483,390

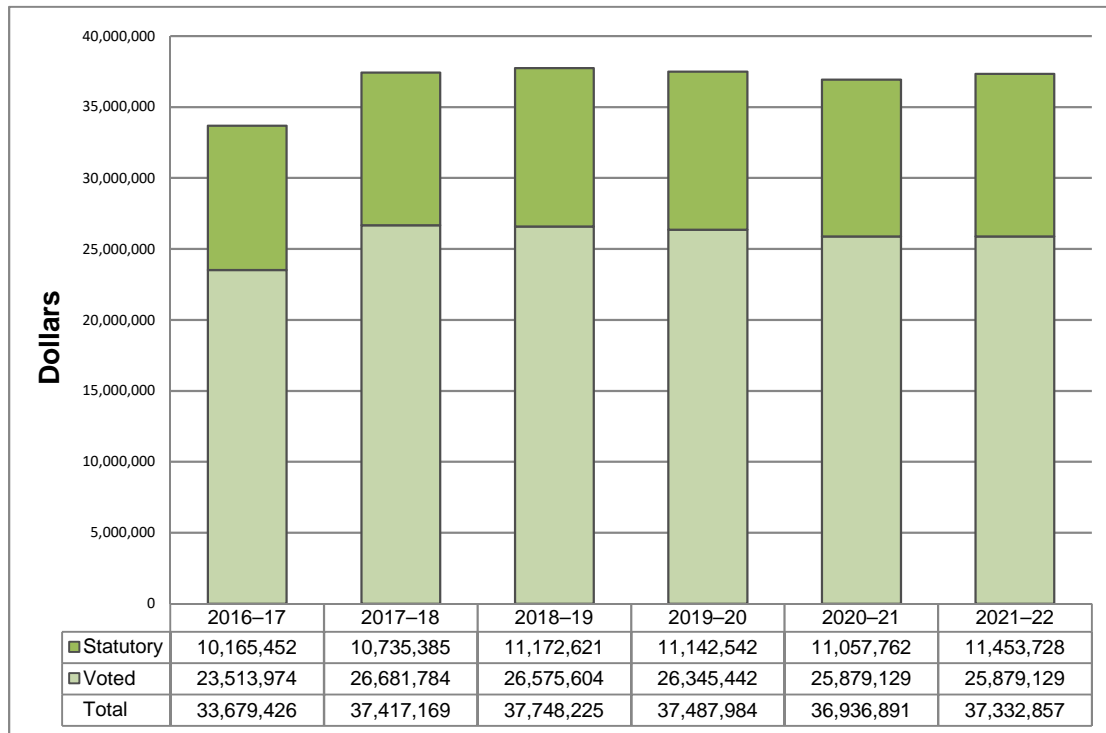
Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
72	69	-3

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



The above graph illustrates the spending trend for the Office. Amounts for 2016-17 to 2018-19 represent the actual expenditures as reported in the Public Accounts, whereas amounts for 2019-20 to 2021-22 represent the planned spending presented in the 2019-20 Departmental Plan.

The increase noted in voted spending is attributable to retroactive compensation adjustments and revised rates of pay, enhancements to the security program, as well as investments made in “Supporting Canada’s Courts System”. As for the statutory spending, it fluctuates over time in conjunction with the requirements for judges’ salaries, allowances as well as annuities for retired judges or their spouse.

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)
The administration of Canada's final court of appeal	24,406,830	24,406,830	25,976,616	25,700,203	27,682,053	26,635,816	25,444,363	23,170,111
Internal Services	10,629,019	10,629,019	11,511,368	11,236,688	11,620,915	11,112,409	11,972,806	10,509,315
Total	35,035,849	35,035,849	37,487,984	36,936,891	39,302,968	37,748,225	37,417,169	33,679,426

The Office's spending trend remains fairly stable. The increase between 2016-17 and 2017-18 in actual spending is essentially due to retroactive compensation adjustments and revised rates of pay, as well as enhancements to the security program, whereas the increase in 2018-19 planned and actual spending is mainly attributable to new funding received in 2018-19 as part of the envelope for Supporting Canada's Courts System.

Actual human resources

Human resources summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
The administration of Canada's final court of appeal	137	141	156	149	152	147
Internal Services	67	67	72	69	72	72
Total	204	208	228	217	224	219

The fluctuation in FTEs is mainly due to new term positions.

Expenditures by vote

For information on the Office of the Registrar of the Supreme Court of Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2018–2019](#).ⁱⁱⁱ

Government of Canada spending and activities

Information on the alignment of the Office of the Registrar of the Supreme Court's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).ⁱⁱ

Financial statements and financial statements highlights

Financial statements

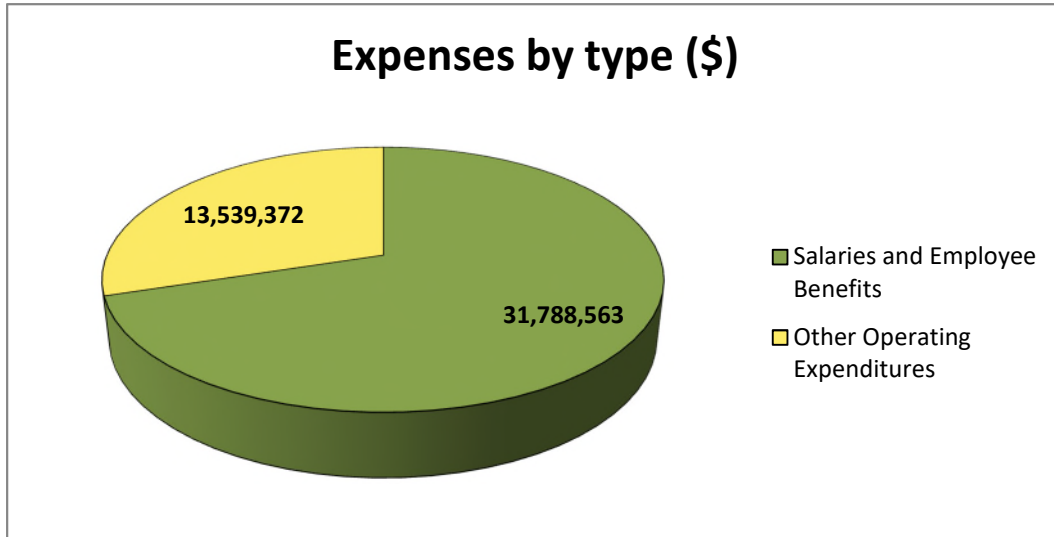
The Office of the Registrar of the Supreme Court of Canada's financial statements (unaudited) for the year ended March 31, 2019, are available on the [departmental website](#).

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2019 (dollars)

Financial information	2018–19 Planned results	2018–19 Actual results	2017–18 Actual results	Difference (2018–19 Actual results minus 2018–19 Planned results)	Difference (2018–19 Actual results minus 2017–18 Actual results)
Total expenses	42,727,809	45,327,935	45,202,083	2,600,126	125,852
Total revenues	3,074	11,775	330	8,701	11,445
Net cost of operations before government funding and transfers	42,724,735	45,316,160	45,201,753	2,591,425	114,407

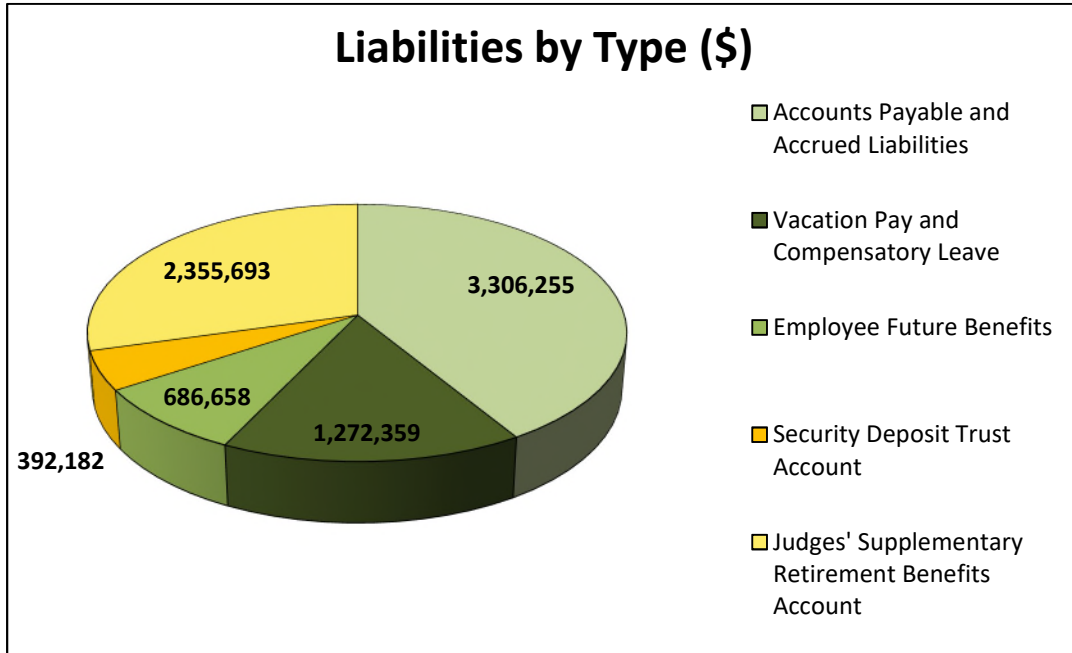
*For more information, see the Office of the Registrar of the Supreme Court of Canada (ORSCC)'s [Future-Oriented Statement of Operations](#).



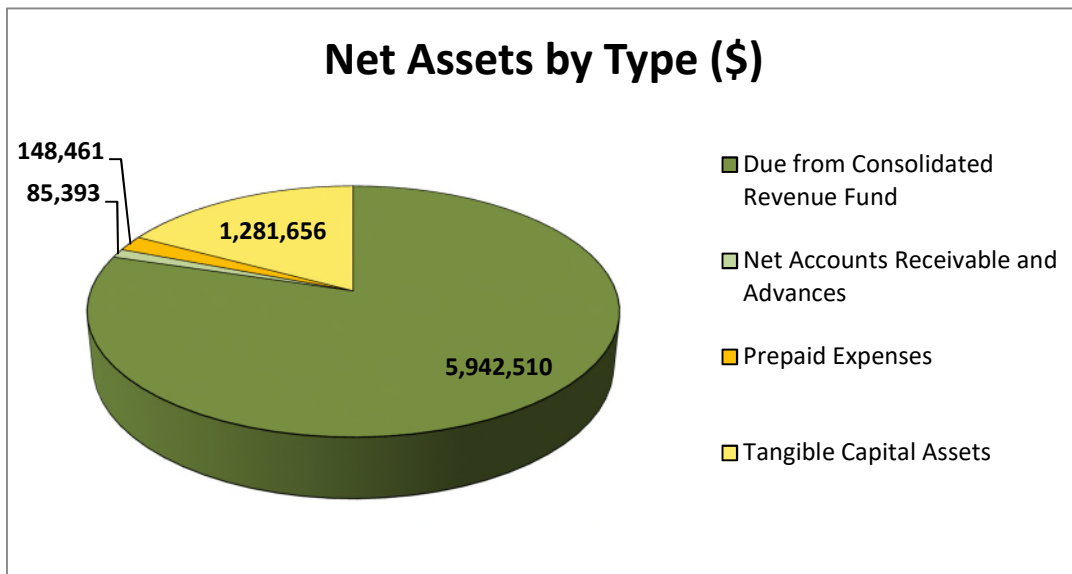
Total expenses were \$45,327,935 in 2018-19; an increase of \$125,852 (0.28%) over the total expenses of \$45,202,083 in 2017-18. The ORSCC’s expenditures have remained fairly stable from one year to another.

Condensed Statement of Financial Position (unaudited) as of March 31, 2019
(dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Total net liabilities	8,013,147	7,947,375	65,772
Total net financial assets	6,027,903	5,883,709	144,194
Departmental net debt	1,985,244	2,063,666	(78,422)
Total non-financial assets	1,430,117	1,558,072	(127,955)
Departmental net financial position	(555,127)	(505,594)	(49,533)



Total net liabilities were \$8,013,147 at the end of 2018-19; an increase of \$65,772 (0.83%) over the total liabilities of \$7,947,375 for 2017-18.



Total net assets were \$7,458,020 at the end of 2018-19; an increase of \$16,239 (0.22%) over the total net assets of \$7,441,781 for 2017-18.

Departmental net debt, calculated as the difference between total net liabilities and net financial assets, has decreased by \$78,422 compared to the previous year. Net debt will fluctuate from year to year in accordance with the level and timing of both departmental spending and revenues received.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable David Lametti, P.C., M.P.

Institutional head: Roger Bilodeau, Q.C.

Ministerial portfolio: Justice

Enabling instrument:

Supreme Court Act (R.S.C., 1985, c. S-26)^{iv}

Judges Act (R.S.C., 1985, c. J-1)^v

Year of incorporation / commencement: 1875

Raison d'être, mandate and role: who we are and what we do

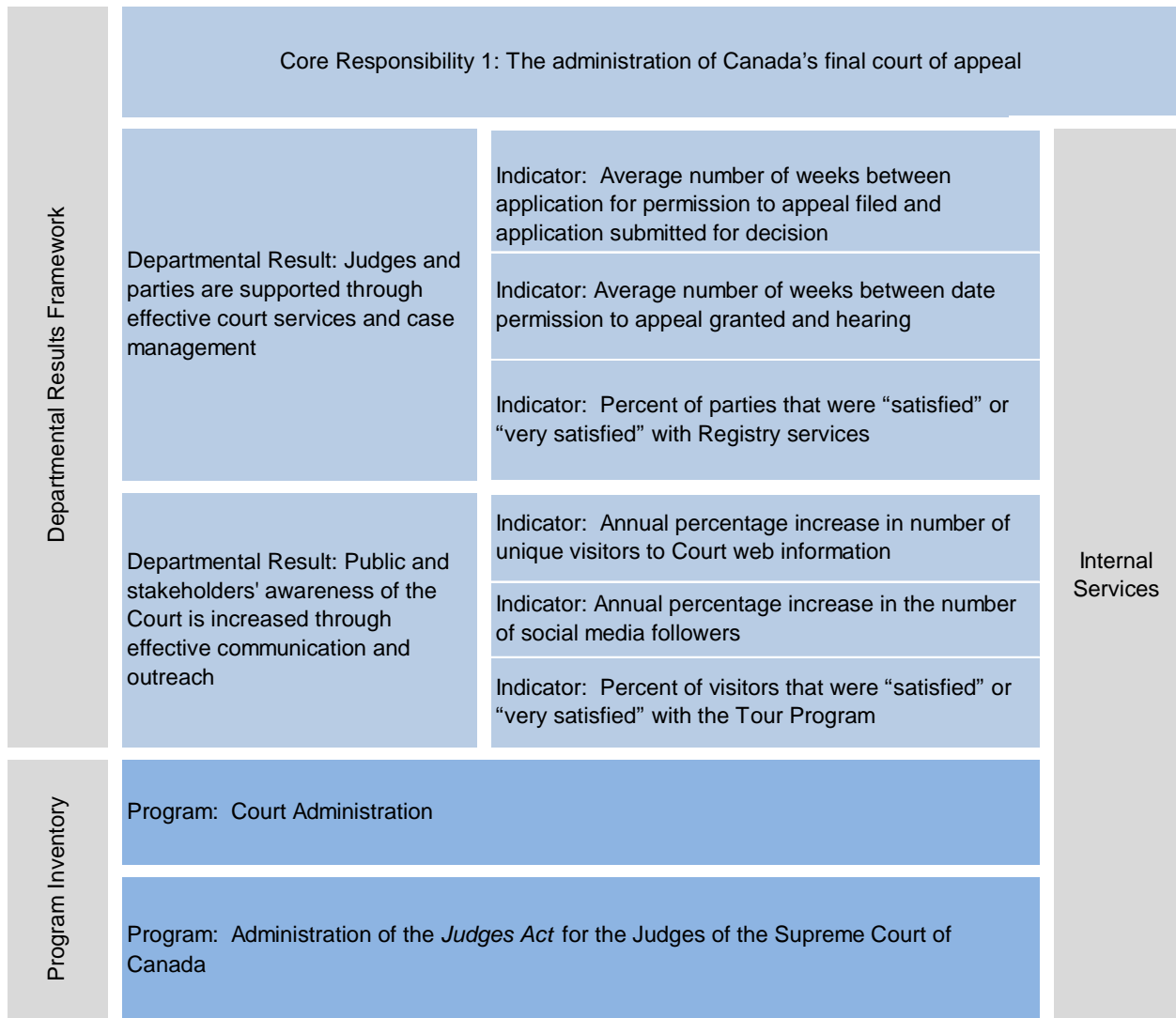
“Raison d'être, mandate and role: who we are and what we do” is available on the [Court's website](#).

Operating context and key risks

Information on operating context and key risks is available on the [Court's website](#).

The Office’s Departmental Results Framework and Program Inventory of record for 2018–19 are shown below.

Graphical presentation of Departmental Results Framework and Program Inventory



Supporting information on the Program Inventory

Financial, human resources and performance information for the Office’s Program Inventory is available in the [GC InfoBase](#).ⁱⁱ

Supplementary information tables

The following supplementary information tables are available on the [Supreme Court of Canada’s website](#).ⁱ

- ▶ Departmental Sustainable Development Strategy
- ▶ Gender-based analysis plus

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{vi} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. Supreme Court of Canada, <https://www.scc-csc.ca/about-apropos/rep-rap/dpr-rmr/index-eng.aspx>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. Public Accounts of Canada 2017–2018, <https://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iv. *Supreme Court Act* (R.S.C., 1985, c. S-26), <https://laws-lois.justice.gc.ca/eng/acts/s-26>
- v. *Judges Act* (R.S.C., 1985, c. J-1), <https://laws-lois.justice.gc.ca/eng/acts/J-1/FullText.html>
- vi. Report on Federal Tax Expenditures, <https://www.fin.gc.ca/purl/taxexp-eng.asp>