



Office of the Registrar of the Supreme Court of Canada

Departmental Results Report

2022–23

The Honourable Arif Virani, P.C., M.P.
Minister of Justice and Attorney General of Canada

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From the Registrar

I am pleased to present the 2022–23 Departmental Results Report for the Office of the Registrar of the Supreme Court of Canada (‘ORSCC’).



This report provides information on our actual results for the most recently completed fiscal year and the financial and human resources needed to deliver those results. The information presented in this 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 2022–23, 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 of 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. The ORSCC continued to place a high priority on pursuing its work towards the adaptation of its business processes to an electronic environment. In January 2023, the ORSCC successfully launched a new electronic filing portal allowing litigants to file certain documents electronically. This initiative is an example of the institution’s commitment 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 and therefore enhancing access to justice for all Canadians.

Other ongoing initiatives included further enhancements to the Court’s overall security services which aimed 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.

The environment and context in which the Court manages and decides cases is continuously evolving, which in turn produces new risks and challenges. Supporting the Court hearings in a safe and effective manner has and remains a top priority.

Finally, raising public and stakeholders’ awareness of the Court and increasing access to justice and to judicial information for the public continues to be a priority for the ORSCC. As such,

efforts continued to be dedicated to ensure effective communications and outreach activities in support of the Court’s evolving role and the increased public interest in the Court’s work. The Court’s visit to Quebec City in September of 2022 is one demonstration of this priority and the Court’s continued commitment to increasing access to justice and providing opportunities for members of the public to learn more about their justice system.

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.

Chantal Carbonneau, Registrar

Results at a glance

What funds were used?

\$43,553,732

Actual Spending for 2022–23

Who was involved?

225

Actual full-time equivalents (FTEs)
for 2022–23

Key Results Achieved in 2022–23

- The Supreme Court of Canada reached a major milestone in its Business Transformation Initiative with the launch of a web-based electronic filing portal that makes it easier for parties to file documents.
- Continued publication of *Cases in Brief* and the *Year in Review 2022*, as well as the continuation of virtual tours of the Supreme Court of Canada Building while resuming in-person tours.
- Continuation of security enhancements – both physical and IT security.

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 ORSCC’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. At the same time, the ORSCC strives continuously to maintain stakeholder satisfaction and high standards of service quality.

The Court’s caseload continued the decline noted since the start of the pandemic. For the third year in a row, the number of leave applications filed was below 500 and the number of appeals heard and judgments rendered was below 60. The ORSCC met its target for level of satisfaction with Registry services, with 96% of parties indicating they were “satisfied” or “very satisfied” with the services. The ORSCC came closer to meeting its standard for the time lapse between the hearing of an appeal and the date when leave to appeal was granted or the notice of appeal as of right was filed. In 2022–23, it decreased to 36 weeks, just one week short of the standard of 35 weeks. There was an increase in the time lapse between the filing and decision on applications for leave to appeal, which is attributed to staffing shortages.

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 continued. In the last year, the Business Transformation initiative reached a major milestone with the launch of the electronic filing portal. The portal was the focus of development efforts, but progress was made on the re-design of the website.

2022 Caseload

2022 Caseload	
Category	Number of cases
Leave applications filed	478
Leave applications submitted to the Court	451
Appeals as of right filed	23
Appeals heard	52
Judgments	53

As the public’s interest in the Court’s cases increases and as a result of the growing visibility of the Supreme Court of Canada judges in Canada and abroad, the ORSCC must also support the Court by ensuring effective communication strategies and maintaining its outreach activities.

In 2022–23, the Court initiated a review of its website in order to modernize and enhance the information provided, as well as attract a greater number of visitors. These changes will improve the visitor experience by permitting the public and parties to easily navigate an appealing site, and easily find what they are looking for. This initiative supports the Supreme Court of Canada’s commitment to openness, transparency and make judicial/legal information more accessible to all.

The most significant outreach activity of 2022–2023 was the Court’s visit to Quebec City in September 2022, where it held two hearings and met with students and with members of Quebec’s legal and judicial communities. At a public event at the Musée de la civilisation, the judges answered questions from members of the public on various topics of interest.

In November 2022, the ORSCC was very pleased to resume the public tours of the SCC building. Fiscal year 2022–2023 also saw the continuation of the very successful remote Tour of the SCC Building, amongst other online outreach activities.

The ORSCC received new ongoing funding starting in 2022–2023 to invest in Security, Communications and Outreach, Corporate Services and Information Technology. These investments will help to further reduce risks and enable key investments in the ORSCC’s strategic priorities.

The new funding will facilitate ongoing efforts aimed at enhancing the Court’s overall security posture which encompasses both physical and IT security. Sustained investments in these areas

assure that security vulnerabilities are addressed. These enhanced measures 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.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

In working towards achieving a sustainable future, the ORSCC is contributing to the following Sustainable Development Goals:

- Goal 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality
 - Implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*
- Goal 12: Reduce Waste and transition to zero-emissions vehicles
 - Transform the federal light-duty fleet
 - Strengthen green procurement criteria
- Goal 13: Take action on climate change and its impacts
 - Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations

Innovation

Given the nature of the ORSCC's operations and as a small organization with limited resources (both financial and human), the ORSCC has not planned for any high impact innovation, pilots or experiments. The focus continues to be on advancing the Court's adaptation of its business processes to an electronic environment through various technological means.

Key risks

The ORSCC, like any other department, is faced with risks. These are regularly assessed and involve primarily IT and physical security.

- **IT Security (cyber threats):** unintentional or unauthorized access, use, manipulation, interruption or destruction (via electronic means) of electronic information held by the Court and the electronic and physical infrastructure used to process, communicate and/or

store that information. Risk to the security and confidentiality of judicial information and data.

Mitigation strategies:

- IT security action plans;
 - IT security awareness plans/staff awareness;
 - periodic vulnerabilities assessment and penetration testing;
 - regular IT threat and risk assessments;
 - key investments in security software and systems;
 - sensitive information is clearly identified, classified and stored.
- **Security (persons, building, information, infrastructure):** threats to the safety of judges, staff or all building occupants, including visitors, and to the security of the building, information and infrastructure. Balancing security measures required for the protection of judges, staff and visitors with the principle of an open court.

Mitigation strategies:

- security governance structure;
- security action plan;
- security risk register;
- policies and procedures updated regularly;
- security audits/threat and risk assessments;
- Business Continuity Plan;
- staff awareness;
- effective relationship with the RCMP;
- enhanced physical security measures.

Despite being stable over time, the ORSCC has ongoing risks which require constant vigilance, as identified above. In response to these risks, the ORSCC is continuing to implement enhanced security measures at the Court – both physical and IT security. These investments enable the ORSCC to increase its security posture and to properly address security vulnerabilities.

Results achieved

The following table shows, for the administration of Canada’s final court of appeal, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Judges and parties are supported through effective court services and case management	Average number of weeks between the filing of an application for leave to appeal and the date when it is submitted to the Court for decision	12 weeks	March 31, 2023 Frequency: Annually	10 weeks	7 weeks	14 weeks
	Average number of weeks between date when leave to appeal is granted and the hearing of the appeal	35 weeks	March 31, 2023 Frequency: Annually	37 weeks	37 weeks	36 weeks
	Percent of parties that were “satisfied” or “very satisfied” with the services of the Registry Branch of the Office of the Registrar	95%	March 31, 2023 Frequency: Annually	95%	94%	96%
Public and stakeholders’ awareness of the Court is increased through effective communication and outreach	Annual percentage increase in number of unique visitors to Court web information	5% increase per year	March 31, 2023 Frequency: Annually	29%	-5%	14%
	Annual percentage increase in the number of social media followers	5% increase per year	March 31, 2023 Frequency: Annually	21%	25%	23%
	Percent of visitors that were “satisfied” or “very satisfied” with the Tour Program	95%	March 31, 2023 Frequency: Annually	99%	99%	100%

Financial, human resources and performance information for the ORSCC’s program inventory is available in [GC InfoBase](#).¹

Budgetary financial resources (dollars)

The following table shows, for the administration of Canada’s final court of appeal, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
\$27,073,744	\$27,887,638	\$29,738,874	\$28,864,505	\$976,867

Financial, human resources and performance information for the ORSCC’s program inventory is available in [GC InfoBase](#).ⁱ

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
156	147	-9

Financial, human resources and performance information for the ORSCC’s program inventory is available in [GC InfoBase](#).ⁱ

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 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, communication services, financial management services, human resources management services, information management services, information technology services, legal services, material 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 2022–23 were:

- Continued focus on mental health and wellbeing of staff, facilitation of remote working, with particular emphasis on diversity and inclusion and continuing work on accessibility.
- Continued improvements to various 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 financial controls within the organization.
- An increased focus of Human Resources (HR) efforts on knowledge transfer/succession planning and employee retention, more specifically to better identify essential positions and opportunities to streamline services.
- An increased presence of the Court on select social media platforms in both official languages, the publication of *Cases in Brief* and the *Year in Review 2022*, as well as reviewing the Court’s website and increasing its outreach activities.
- Development of additional outreach activities such as the Remote Guided Tours of the Supreme Court of Canada Building and resumption of in-person tours.
- Supporting the Court in its visit to Quebec City in September 2022.
- Information Technology activities as a partner and enabler in supporting the Business Transformation initiative. Results for 2022–23 include:
 - Continued introduction of technologies to support a remote and mobile workforce in response to the pandemic.

- Continued efforts aimed at upgrading key legacy business applications and IT infrastructure components in support of ongoing operations and to better position the ORSCC to achieve its business transformation objectives.
 - Supporting the Court Operations Sector in addressing critical pain points in the processing of court cases through the continuous improvements to ORSCC’s application architecture and the design of the Electronic Filing Portal.
 - Continued focus on greater interoperability between new and older systems and focus on getting the most out of technology investments.
 - Continuing to enhance the Court’s IT Security posture.
 - Further improvements to IT Disaster Recovery Solution to decrease the risk of disruptions to the ORSCC’s information technology network and ensure continuity of operations.
- Information Management activities in support of the information management needs of the organization. Results for 2022–23 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.
 - Enhancing the capacity of information management employees to support business units, modernize processes, and maximize the use of implemented technologies.
 - Maturing lifecycle management processes, performing regular file disposition activities, and revitalizing the IM awareness program.
 - Library Branch activities encompass research services and collection development to support the Court’s work. Results for 2022–23 include:
 - Improving access to optimize digital collections through available technologies.
 - Ongoing work to align library plans with SCC Building rehabilitation requirements.

Contracts awarded to Indigenous businesses

The ORSCC is a Phase 3 organization and is aiming to achieve the minimum 5% target by the end of 2024–2025.

The ORSCC is currently analyzing its procurement data to identify opportunities for contracts to be awarded to Indigenous businesses in order to ensure that the mandatory minimum target of

5% of the total value of contracts being awarded to Indigenous businesses annually is met by 2024–2025. The initiative continues to be promoted within the organization; project authorities and management are aware of these requirements and procurement officers continue to raise awareness of this initiative.

Procurement officers have completed the mandatory course Indigenous Considerations in Procurement (COR409) from the Canada School of Public Service.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
\$12,590,151	\$12,728,247	\$15,389,947	\$14,689,227	\$1,960,980

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

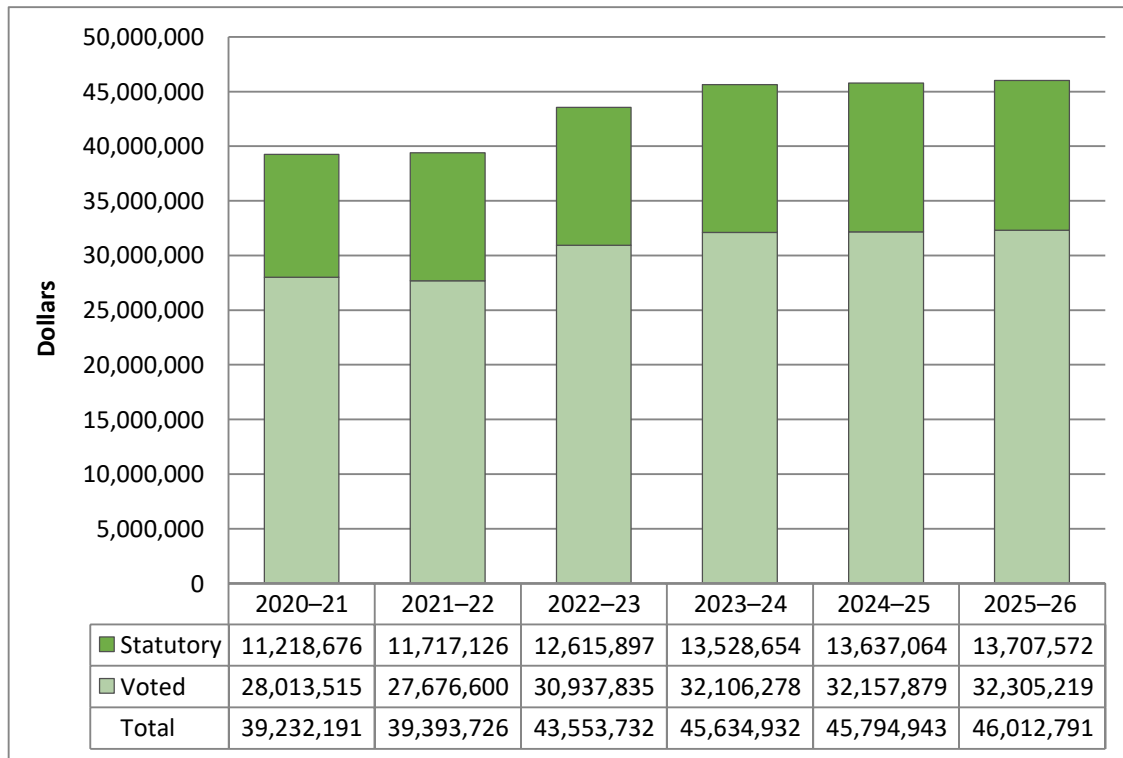
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
81	78	-3

Spending and human resources

Spending

Spending 2020–21 to 2025–26

The following graph presents planned (voted and statutory spending) over time.



The above graph illustrates the spending trend for the ORSCC. Amounts for 2020–21 to 2022–23 represent the actual expenditures as reported in the Public Accounts, whereas amounts for 2023–24 to 2025–26 represent the planned spending presented in the 2023–24 Departmental Plan.

The increase noted in voted spending from 2022–23 is mostly attributable to new funding received to invest in Security, Communications and Outreach, Corporate Services and Information Technology. 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)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the ORSCC’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
The administration of Canada’s final court of appeal	\$27,073,744	\$27,887,638	\$29,299,167	\$29,899,084	\$29,738,874	\$26,246,369	\$27,115,592	\$28,864,505
Internal services	\$12,590,151	\$12,728,247	\$16,335,765	\$15,895,859	\$15,389,947	\$12,985,822	\$12,278,134	\$14,689,227
Total	\$39,663,895	\$40,615,885	\$45,634,932	\$45,794,943	\$45,128,821	\$39,232,191	\$39,393,726	\$43,553,732

The increase of \$2,937,847 (7.23%) between the ORSCC’s planned and actual spending for 2022–23 is mainly attributable to new funding received to invest in Security, Communications and Outreach, Corporate Services and Information Technology.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the ORSCC’s core responsibilities and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
The administration of Canada’s final court of appeal	149	149	156	147	156	156
Internal services	76	75	81	78	92	92
Total	225	224	237	225	248	248

The variance between planned and actual results for 2022–23 is mostly attributable to unplanned vacancies and delays in staffing; whereas the slight net increase in actual results between 2022–23 and 2021–22 is a result of new funding received to invest in Security, Communications and Outreach, Corporate Services and Information Technology.

Expenditures by vote

For information on ORSCC’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).ⁱⁱ

Government of Canada spending and activities

Information on the alignment of the ORSCC’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).ⁱ

Financial statements and financial statements highlights

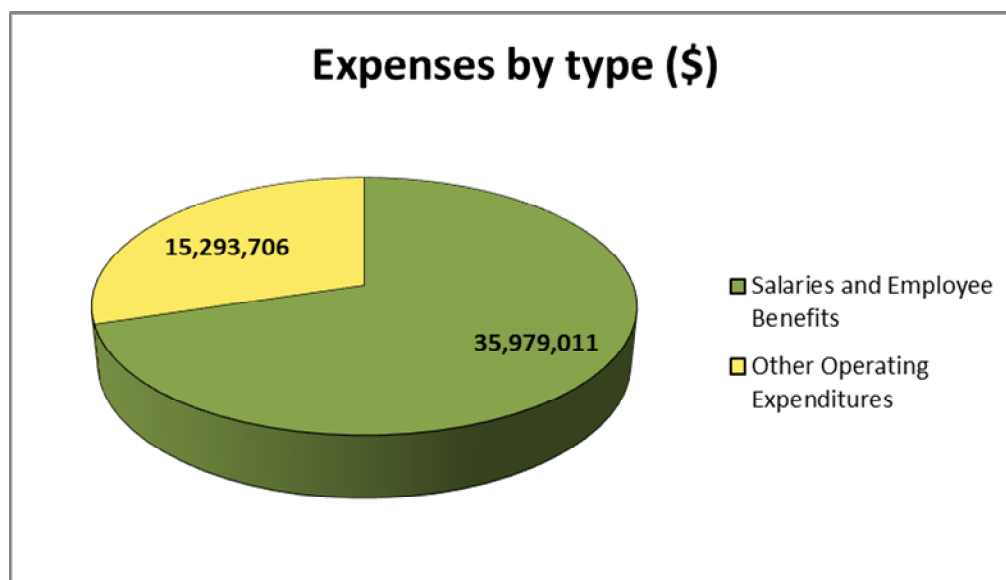
Financial statements

The Office of the Registrar of the Supreme Court of Canada’s financial statements (unaudited) for the year ended March 31, 2023, are available on the [department’s website](#).^{vi}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	\$49,137,790	\$51,272,717	\$47,765,259	\$2,134,927	\$3,507,458
Total revenues	\$0	\$21,721	\$30	\$21,721	\$21,691
Net cost of operations before government funding and transfers	\$49,137,790	\$51,250,996	\$47,765,229	\$2,113,206	\$3,485,767

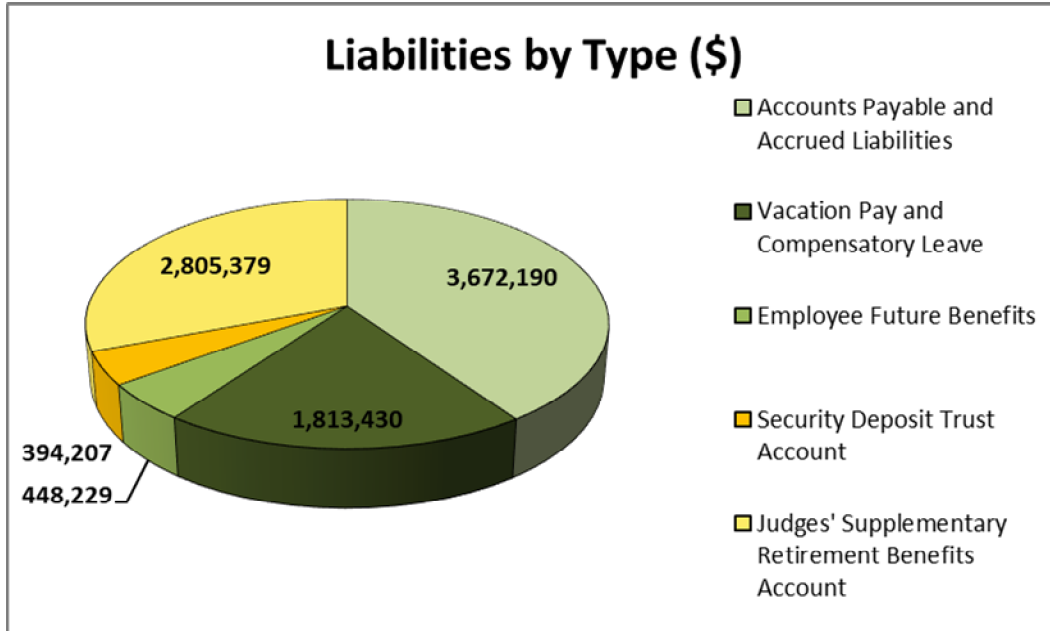


Total expenses were \$51,272,717 in 2022–23; an increase of \$3,507,458 (7.34%) over the total expenses of \$47,765,259 in 2021–22. The ORSCC’s expenditures increase is mainly attributable to new funding received in 2022–23 to invest in Security, Communications and Outreach, Corporate Services and Information Technology.

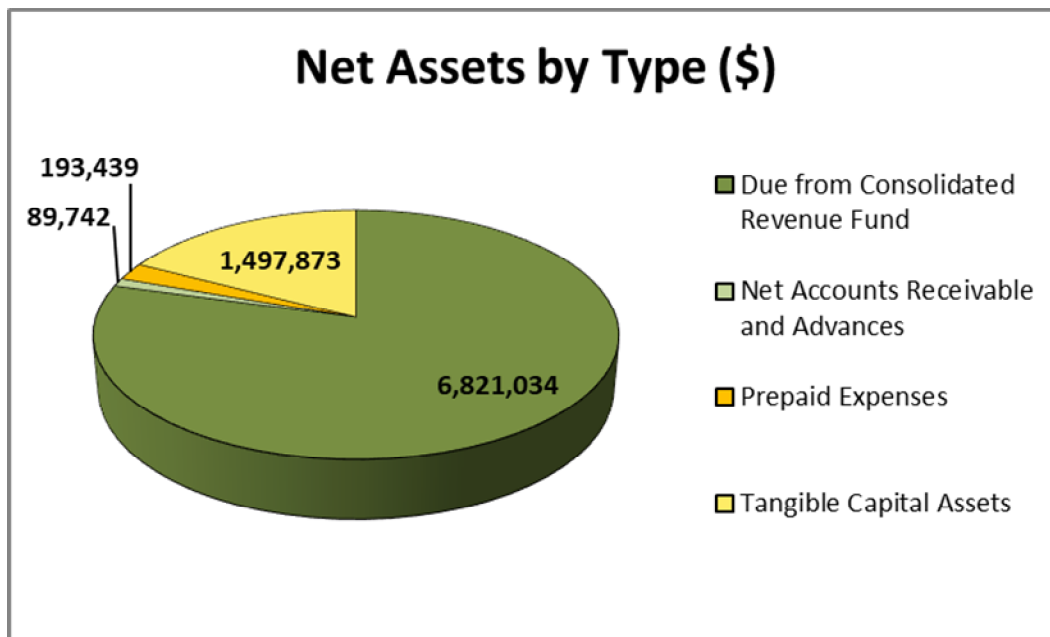
The 2022–23 planned results information is provided in the Office of the Registrar of the Supreme Court of Canada’s [Future-Oriented Statement of Operations and Notes 2022–23](#).ⁱⁱⁱ

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	\$9,133,435	\$7,999,555	\$1,133,880
Total net financial assets	\$6,910,776	\$5,370,020	\$1,540,756
Departmental net debt	\$2,222,659	\$2,629,535	\$(406,876)
Total non-financial assets	\$1,691,312	\$1,238,921	\$452,391
Departmental net financial position	\$(531,347)	\$(1,390,614)	\$859,267



Total net liabilities were \$9,133,435 at the end of 2022–23; an increase of \$1,133,880 (14.17%) over the total liabilities of \$7,999,555 for 2021–22.



Total net assets were \$8,602,088 at the end of 2022–23; an increase of \$1,993,147 (30.16%) over the total net assets of \$6,608,941 for 2021–22. The departmental net debt has decreased by \$406,876 compared to the previous year; which is a result of an increase in total net financial assets (\$1,540,756) offset by an increase in net liabilities (\$1,133,880). Net debt will fluctuate from year to year in accordance with the level and timing of both departmental spending and revenues received.

The 2022–23 planned results information is provided in the Office of the Registrar of the Supreme Court of Canada’s [Future-Oriented Statement of Operations and Notes 2022–23](#).ⁱⁱⁱ

Corporate information

Organizational profile

Appropriate minister: The Honourable Arif Virani, P.C, M.P.

Institutional head: Chantal Carbonneau

Ministerial portfolio: Justice

Enabling instruments:

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 [Supreme Court of Canada’s website](#).^{vi}

Operating context

Information on the operating context is available on [Supreme Court of Canada’s website](#).^{vi}

Reporting framework

The ORSCC’s departmental results framework and program inventory of record for 2022–23 are shown below.

	Core Responsibility 1: The administration of Canada’s final court of appeal		Departmental Results Framework	Departmental Result: Judges and parties are supported through effective court services and case management	Indicator: Average number of weeks between the filing of an application for leave to appeal and the date when it is submitted to the Court for decision		Indicator: Average number of weeks between date when leave to appeal is granted and the hearing of the appeal	Departmental Result: Public and stakeholders' awareness of the Court is increased through effective communication and outreach	Indicator: Annual percentage increase in number of unique visitors to Court web information	Indicator: Annual percentage increase in the number of social media followers	Indicator: Percent of parties that were "satisfied" or "very satisfied" with the services of the Registry Branch of the Office of the Registrar	Program Inventory	Program: Court Administration	Program: Administration of the <i>Judges Act</i> for the Judges of the Supreme Court of Canada	Internal Services
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Supporting information on the program inventory

Financial, human resources and performance information for ORSCC’s program inventory is available in [GC InfoBase](#).ⁱ

Supplementary information tables

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

- ▶ [Reporting on Green Procurement](#)
- ▶ [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](#).^{vii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

Mailing address

Supreme Court of Canada Building

301 Wellington Street

Ottawa, Ontario

K1A 0J1

General Enquiries

Telephone: 1-888-551-1185

Fax: (613) 996-3063

Email: reception@scc-csc.ca

Chantal Carbonneau - Registrar

Telephone: (613) 947-8608

Email: reception@scc-csc.ca

Cristina Damiani - Deputy Registrar

Telephone: (613) 996-7521

Email: reception@scc-csc.ca

Barbara Kincaid - General Counsel and Director General, Court Operations Sector

Telephone: (613) 996-7721

Email: law-droit@scc-csc.ca

Catherine Laforce - Director General and Chief Financial Officer, Corporate Services Sector

Telephone: (613) 947-0682

Email: Catherine.Laforce@scc-csc.ca

Michel Gallant - Executive Director, Judicial Support and Protocol Services Sector

Telephone: (613) 996-4841

Email: Michel.Gallant@scc-csc.ca

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 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department 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 departmental results.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

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

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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (*initiative horizontale*)

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

Indigenous business (*entreprise autochtones*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

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 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.

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.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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.

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. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iii. Office of the Registrar of the Supreme Court of Canada Future-Oriented Statement of Operations and Notes 2022–23: <https://www.scc-csc.ca/about-apropos/rep-rap/fut-pros/2022-23-eng.aspx>
- iv. *Supreme Court Act* (R.S.C., 1985, c. S-26), <http://laws-lois.justice.gc.ca/eng/acts/s-26>
- v. *Judges Act* (R.S.C., 1985, c. J-1), <http://laws-lois.justice.gc.ca/eng/acts/J-1/FullText.html>
- vi. Supreme Court of Canada, <https://www.scc-csc.ca/about-apropos/rep-rap/dpr-rmr/index-eng.aspx>
- vii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>