The Office of the Registrar of the Supreme Court of Canada 2024–25 Departmental plan

On this page

From the Registrar

**Chantal Carbonneau
Registrar**

I am pleased to present the 2024–25 Departmental Plan for the Office of the Registrar of the Supreme Court of Canada ('ORSCC').

The information presented in this report highlights our main areas of focus, the results we aim to achieve as well as providing transparency on how financial resources will be spent. We also describe in our report our programs and services for Canadians, our priorities for 2024–25, and how our work will help us attain 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 to enhance access to justice.

In 2024–25, the ORSCC will continue to place a high priority on pursuing its work towards the adaptation of its business processes to an electronic environment. By building on the success of its new electronic filing portal, the ORSCC will 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, including counsel and self-represented litigants, and therefore enhancing access to justice for all Canadians. The ORSCC has

undertaken a review of its website to modernize and enhance the information provided. This initiative supports the Supreme Court of Canada's commitment to openness, transparency and to make judicial/legal information more accessible to all.

We will also continue our initiatives to enhance the Court's overall security services which is 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. Additionally, 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 the rehabilitation initiative of the Supreme Court of Canada Building. 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 will continue 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 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.

I would like 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.

As we move forward in 2024–25, I am looking forward to continue collaborating with the Chief Justice, members of the Court and our employees to advance our priorities in the year ahead.

Chantal Carbonneau, Registrar

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:
- The administration of Canada's final court of appeal
- Internal services

The administration of Canada's final court of appeal
In this section

- Description
- Quality of life impacts
- Results and targets
- Plans to achieve results
- Key risks
- Snapshot of planned resources in 2024-25
- Related government priorities
- Program inventory

Description

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

Quality of life impacts

This core responsibility contributes to the 'Good Governance' domain of the Quality of Life Framework for Canada and, more specifically, 'Confidence in institutions', through all of the activities mentioned in the core responsibility description.

Results and targets

The following tables show, for each departmental result related to the administration of Canada's final court of appeal, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table [1]: Indicators, results and targets for departmental result Judges and parties are supported through effective court services and case management

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Average number of weeks between the filing of an application for leave to appeal and the date when it is	10 weeks	7 weeks	14 weeks	12 weeks	March 31, 2025 **Frequency:** Annually

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
submitted to the Court for decision					
Average number of weeks between date when leave to appeal is granted and the hearing of the appeal	37 weeks	37 weeks	36 weeks	35 weeks	March 31, 2025 **Frequency:** Annually
Percent of parties that were "satisfied" or "very satisfied" with the services of the Registry Branch of the Office of the Registrar	95%	94%	96%	95%	March 31, 2025 **Frequency:** Annually

Table [2]: Indicators, results and targets for departmental result Public and stakeholders' awareness of the Court is increased through effective communication and outreach

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Annual percentage increase in number of unique visitors to Court web information	29%	-5%	14%	5% increase per year	March 31, 2025 **Frequency:** Annually
Annual percentage increase in the number of social media followers	21%	25%	23%	5% increase per year	March 31, 2025 **Frequency:** Annually
Percent of visitors that were "satisfied" or "very satisfied" with the Tour Program	99%	99%	100%	95%	March 31, 2025 **Frequency:** Annually

The financial, human resources and performance information for the ORSCC's program inventory is available on GC InfoBase.

Plans to achieve 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. Appeal scheduling during the pandemic was more difficult, as is evidenced by the increased number of weeks between the hearing of an appeal and the date when leave to appeal was granted or notice of appeal as of right was filed. The time lapses decreased by one week over the 2022-23 fiscal year, and efforts will be made in the 2024–25 fiscal year to meet the standard of 35 weeks.

To meet the challenges of continuing to provide excellent services and case management to the Court and parties, the focus on business transformation will continue. With the implementation of the e-filing portal, the Business Transformation initiative will direct resources to the re-design of the website, enhancements to the portal to improve the electronic processing of cases, and reviewing and updating critical operational software to better manage case related documents.

Workload projections for 2024

Workload projections for 2024	
Category	Projected workload
Leave applications filed	500
Leave applications submitted to the Court	500
Appeals as of right filed	20
Appeals heard	45
Judgments	50

As the public 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 communications strategies and maintaining its outreach activities. The Court will also look to modernizing its website to enhance the information provided and 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 to make judicial/legal information more accessible to all.

The ORSCC is also pleased to continue public tours of the SCC building. Tours are offered every day during the summer months and on week days with a reservation from September to April. In 2024–25, it

is expected that the SCC will continue to promote its remote tours and participate in the Canada Day celebrations and Doors Open Ottawa as per before the COVID-19 pandemic.

Efforts will continue to be dedicated towards enhancing the Court's overall security posture which encompasses both physical and IT security, as well as ensuring a safe and healthy working environment. Investments continue to be 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 will also be dedicated to ensuring that resources are in place to manage the pressures related to the aging building facilities.

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;

- o effective relationship with the RCMP;
- o 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.

Snapshot of planned resources in 2024–25

- Planned spending: $31,917,693
- Planned full-time resources: 158 planned full-time equivalents

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN 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
    - o Implementing the *United Nations Declaration on the Rights of Indigenous Peoples Act*
- Goal 12: Reduce Waste and transition to zero-emission vehicles (ZEVs)
    - o Transform the federal light-duty fleet
    - o Strengthen green procurement criteria
- Goal 13: Take action on climate change and its impacts
    - o Implement the Greening Government Strategy through measures that reduce greenhouse gas emissions, improve climate resilience, and green the government's overall operations

More information on the ORSCC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our Departmental Sustainable Development Strategy.

Program inventory

The administration of Canada's final court of appeal is supported by the following programs:

- Court administration
- Administration of the *Judges Act* for the Judges of the Supreme Court of Canada

Supporting information on planned expenditures, human resources, and results related to the ORSCC's program inventory is available on [GC Infobase](#).

Internal services

In this section

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

Internal services support the Court by providing timely and responsive services that are effective and efficient as per established service standards. Some key initiatives planned for 2024-25 are:

- 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 information technology (IT) security initiatives, including policies, operating procedures and practices, equipment upgrades, as well as training and awareness.

- Ongoing efforts to maintain the aging SCC building by conducting regular inspections, collaboration with the building custodian (Public Services and Procurement Canada) and optimizing layouts to meet evolving needs.

- Ongoing efforts aimed at improving and strengthening key internal financial controls within the organization.

- An increased focus of Human Resources efforts on knowledge transfer/succession planning and employee retention, more specifically to better identify essential positions and opportunities to streamline services.

- Reviewing the Court's website and increasing its outreach activities.

- The Information Technology Branch is an integral part of the Court's business as a partner and enabler in supporting the Business Transformation initiative. Priorities for 2024-25 include:

  o Continued efforts aimed at upgrading IT infrastructure components in support of ongoing operations and better position the ORSCC to achieve its business transformation objectives.

  o Support the Court Operations Sector in addressing critical pain points in the processing of court cases through the continuous improvements to the ORSCC's application architecture, Courtroom audio-visual systems and the Electronic Filing Portal.

  o Continued focus on greater interoperability between systems and focus on getting the most out of technology investments.

  o Continuing to enhance the Court's IT Security posture.

  o Further improvements to the IT Disaster Recovery Solution to decrease the risk of disruptions to the ORSCC's information technology network and ensure continuity of operations.

- The Information Management (IM) Branch supports the information management needs of the organization. Priorities for 2024-25 include:

  o Continuing the implementation of a records and document management system (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.

  o Enhancing the capacity of information management employees to support business units, modernize processes, and maximize the use of implemented technologies.

  o Reviewing the platforms that support the document management and correspondence tracking systems.

  o Integrate operational processes such as the judgment process into our current IM systems.

  o Maturing lifecycle management processes, performing regular document disposition activities, and revitalizing the IM awareness program.

- The Library Branch manages the Supreme Court of Canada Library to meet the research needs of the Court by providing timely reference and research services and developing its hybrid legal collection. Key priorities for 2024-25 include:

- o Increasing digital content to enrich the collection.

- o Upgrading library applications to the next generation technology to enhance user experience.

- o Finalizing library plans to align with the Supreme Court of Canada Building rehabilitation requirements.

Snapshot of planned resources in 2024-25
- Planned spending: $16,463,587
- Planned full-time resources: 98 planned full-time equivalents

Related government priorities

Table [3] Planning for contracts awarded to Indigenous businesses

The following table demonstrates how the ORSCC plans to achieve awarding at least 5% of the total value of contracts to Indigenous businesses annually.

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

The ORSCC continues to analyze 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 2024–25. 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.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	n/a	n/a	5%

Planned spending and human resources

This section provides an overview of the ORSCC's planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

In this section

- Spending
- Funding
- Future-oriented condensed statement of operations
- Human resources

Spending

Table [4]: Actual spending summary for core responsibilities and internal services ($ dollars)

The following table shows information on spending for the ORSCC's core responsibility and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	[2021–2022] actual expenditures	[2022–2023] actual expenditures	[2023–2024] forecast spending
The administration of Canada's final court of appeal	$27,115,592	$28,864,505	$31,365,979
Internal services	$12,278,134	$14,689,227	$16,646,118
Total	$39,393,726	$43,553,732	$48,012,097

Explanation of table [4]

The increase in the 2023-24 forecast spending is largely due to adjustments to collective agreements and continued investments in Security, Communications and Outreach, Corporate Services and Information Technology Systems.

Table [5]: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for the ORSCC's core responsibility and for its internal services for the upcoming three fiscal years.

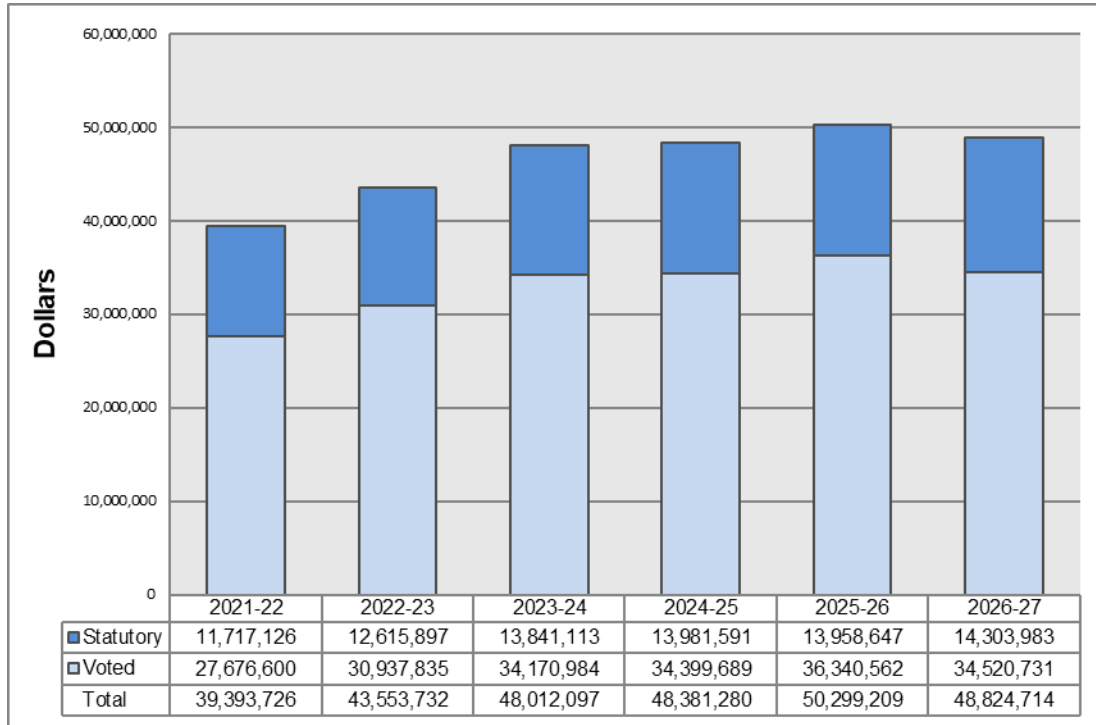| Core responsibilities and internal services	[2024-25] budgetary spending (as indicated in the Main Estimates)	[2024-25] planned spending	[2025-26] planned spending	[2026-27] planned spending
The administration of Canada's final court of appeal	$31,830,762	$31,917,693	$33,128,223	$32,434,379
Internal services	$16,137,025	$16,463,587	$17,170,986	$16,390,335
Total	$47,967,787	$48,381,280	$50,299,209	$48,824,714

Explanation of table [5]

Planned spending in 2025-26 is higher due to an anticipated one-time increase in operational costs.

Funding

Figure [1]: Departmental spending 2021–22 to 2026–27

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

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
■ Statutory	11,717,126	12,615,897	13,841,113	13,981,591	13,958,647	14,303,983
□ Voted	27,676,600	30,937,835	34,170,984	34,399,689	36,340,562	34,520,731
Total	39,393,726	43,553,732	48,012,097	48,381,280	50,299,209	48,824,714

The increase noted in 2022-23 is mostly attributable to new funding received to invest in Security, Communications and Outreach, Corporate Services and Information Technology. The increase from 2023-24 is largely due to a continuation of these investments and for adjustments to collective agreements.

Estimates by vote

Information on the ORSCC's organizational appropriations is available in the 2024–25 Main Estimates.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the ORSCC's operations for 2023–24 to 2024–25.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the [Supreme Court of Canada's website](#).

Table [6]: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	[2023–24] forecast results	[2024–25] planned results	Difference ([2024–25] planned results minus [2023–24] forecast results)
Total expenses	$56,836,264	$57,918,710	$1,082,446
Total revenues	$13,083	$13,075	($8)
Net cost of operations before government funding	$56,823,181	$57,905,635	$1,082,454

Explanation of table [6]

The forecast and planned results in the table above include compensation adjustments, starting in 2023-24. The variance between 2023-24 and 2024-25 is due to an increase in services provided without charge, as well as a reallocation of funds from capital assets to operational expenditures in 2024-25.

Human resources

Table [7]: Actual human resources for core responsibilities and internal services

The following table shows a summary of human resources, in full-time equivalents (FTEs), for the ORSCC's core responsibility and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	[2021–22] actual FTEs	[2022–23] actual FTEs	[2023–24] forecasted FTEs
The administration of Canada's final court of appeal	149	147	156
Internal services	75	78	92
Total	224	225	248

Explanation of table [7]

The increase in FTEs is mainly attributable to the creation of new positions to support enhancements to the Security, Communications and Outreach, Corporate Services and Information Technology Systems.

Table [8]: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for the ORSCC's core responsibility and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	[2024–25] planned fulltime equivalents	[2025–26] planned fulltime equivalents	[2026–27] planned fulltime equivalents
The administration of Canada's final court of appeal	158	158	158
Internal services	98	98	98
Total	256	256	256

Explanation of table [8]

The increase in FTEs is mainly attributable to the creation of new positions to support enhancements to the Security, Communications and Outreach, Corporate Services and Information Technology Systems.

Corporate information

Organizational profile

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

Institutional head: Chantal Carbonneau

Ministerial portfolio: Justice

Enabling instrument(s):

Supreme Court Act (R.S.C., 1985, c. S-26)
Judges Act (R.S.C., 1985, c. J-1)

Year of incorporation / commencement: 1875

Organizational contact information

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Supplementary information tables

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

- [Gender-based analysis plus](#)

Information on the ORSCC's departmental sustainable development strategy can be found on [Supreme Court of Canada's website](#).

Federal tax expenditures

The ORSCC's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a 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)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

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 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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 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 in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

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.

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 the 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 a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

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.

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.