



Supreme Court of Canada

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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Supreme Court of Canada

2002-2003 Estimates

A Report on Plans and Priorities

Approved

**The Honourable M. Cauchon
Minister of Justice and
Attorney General of Canada**

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I: Registrar's Message and Management Representation Statement

The plans and priorities of the Office of the Registrar of the Supreme Court of Canada are directly linked to the institution's objective, which is to provide a "general court of appeal" for Canada. Through its decisions, the Court settles disputes submitted to it by the parties, and in the process develops the nation's jurisprudence, which affects all Canadians. A strong and independent judiciary provides dispute settlement methods that enhance the democratic process.

The Office of the Registrar must therefore take the necessary steps to provide the Court with the tools to accomplish its mission in an era of rapid change and the internationalization of issues. It must promote the independence of this institution within the framework of sound public management. It has an obligation to enhance access to the Court for the litigants and the Canadian citizens, using traditional methods and appropriate technologies. It is committed to providing users with effective and efficient services, in keeping with the institution's high profile. It must respond to the need for Canadians to know the key institutions in their country.

The administration of the Court must preserve the gains it has made in terms of effectiveness and modernity relying on the expertise of its loyal staff, and continue to develop, in order to serve the Canadian public.

MANAGEMENT REPRESENTATION STATEMENT

Report on Plans and Priorities 2002-2003

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities (RPP) for

_____ the Supreme Court of Canada.

To the best of my knowledge the information in this document:

- Accurately portrays the Supreme Court's plans and priorities.
- Is consistent with the reporting principles contained in the *Guide to the preparation of the 2002-2003 Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The Planning, Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____

Louise Meagher,
Deputy Registrar

Date: _____

II: Raison d'être

A. Mission and Responsibilities



Mission

As the final court of appeal, the Supreme Court of Canada serves Canadians by leading the development of common and civil law through its decisions on questions of public importance.

The Court is committed to:

- The rule of law.
- Independence and impartiality.
- Accessibility to justice.

The Office of the Registrar supports the Court by:

- Providing responsive administrative services.
- Nurturing the dedication, pride and professionalism of its employees.
- Respecting diversity and linguistic duality.
- Collaborating with other courts and legal institutions.

The Supreme Court of Canada is Canada's highest court and one of its most important national institutions. It hears appeals from the decisions of the courts of appeal of the provinces and territories as well as from the Federal Court of Appeal. In addition, the Court is required to give its opinion on any question referred to it by the Governor in Council.

The importance of the Court's decisions for Canadian society is well recognized. The Court assures uniformity, consistency and correctness in the articulation, development and interpretation of legal principles throughout the Canadian judicial system.

More detailed information on the Court's responsibilities, the hearing process and judgments is available on the Internet (<http://www.ssc-csc.gc.ca>).

B. Benefits to Canadian



The Supreme Court of Canada provides Canadians with:

- A final court of appeal which leads the development of the law through its decisions on questions of public importance.

III: Plans and Priorities by Strategic Outcomes

The Supreme Court of Canada's approved Planning, Reporting and Accountability Structure (PRAS) is comprised of one business line: the Office of the Registrar.

A. Strategic Outcome

The strategic outcome for the office of the Registrar is to provide the best possible decision-making environment for the Court.

The planned results are:

- An independent judiciary.
- Improved access to the court and its services; and
- Cases processed without delay.

B. Challenges

The situation of the Court at the apex of the judiciary gives it a wide visibility in Canada and to a lesser extent abroad. In this context, the Office of the Registrar must ensure that the institutional independence of the Court is clearly safeguarded within the framework of sound public administration. It requires that appropriate arms-length relationships be maintained with Parliament, the Department of Justice and the Central Agencies. As the Court is called upon to play an active role as member of the international community of judges and jurists, through visits, protocol arrangements and memberships in international associations, appropriate support must be provided to these activities.

The Supreme Court Act mandates that the Court hear and decide cases that raise issues of public importance. To fulfill its mandate, the Court must be accessible, and provide service to litigants which includes processing cases with the minimum delay. The Office of the Registrar must ensure that the judges have all the information and support they need to continue to issue well-reasoned, clear and bilingual decisions in a timely fashion.

The volume and nature of work carried out by the Court depends mainly on the number and the nature of cases filed with the Court as well as the complexity of the issues raised in those cases, which are outside the Court's control. The statistics maintained by the Supreme Court of Canada show that the annual number of leave applications filed with the Court has significantly increased since 1995 (28%). The increases in applications for leave to appeal has meant that a chronic backlog in these cases remains a concern.

Though the *Charter of Rights and Freedoms* was proclaimed 20 years ago, it continues to exert an important influence on the Court, presenting it with difficult and complex issues for resolution. These issues require in depth research and analysis and their resolution engages the attention of Canadians from all walks of life.

Efforts by the Judges to render decisions without delay affect the workload of the Court's staff and of the Judges themselves. The Court continues to pursue a policy of delivering judgments quickly, both on applications for leave to appeal and on appeals. Most appeal judgments are accompanied by reasons for judgment, which are often lengthy. Before reasons for judgment are released, they are translated, summarized and edited.

A major challenge faced by the Office of The Registrar in providing the required level of support to the Court is how to deal with workload pressures given a static level of resources. Significant efforts have been made to deal with the workload pressures by maximizing productivity through the improvement of processes, and balancing workload and resource allocation among the functions of the Court. In 1999, there was a major reorganization of administrative and legal support functions to put in place a more flexible and responsive structure that allows the Registrar to readily deploy staff resources where needed in spite of fiscal and accommodation constraints.

The staffing of professional positions to support the work of the Court is difficult since the pool of available resource is low and staffing efforts are further hampered by the lack of space to house the staff in the Supreme Court of Canada Building. The Supreme Court of Canada Building is a Heritage asset. It is seriously overcrowded and extensive planning has taken place, in partnership with Public Works Government Services Canada, to commence the implementation of a strategy to deal with accommodation pressures.

The Office of the Registrar has identified three significant challenges it must address in the upcoming eighteen months. They are as follows:

- To continue to maintain a knowledgeable, specialized, and motivated staff. In keeping with the principles of modern comptrollership, special attention will be given to creating a productive and sustainable work force, and strengthening human resources planning capabilities.
- To accommodate its employees properly, taking into account their professional, work/life balance and safety needs.
- To consolidate the gains made through the 1999 reorganization to ensure that work flow processes are as efficient as possible by leveraging of its current strengths and addressing areas that are thought to need improvement.

C. Plans and Priorities

The Supreme Court of Canada has one business line dictated by its mandate: to hear and decide cases of public importance. The Court's priorities are to process cases without delay and to issue well-reasoned decisions. These priorities do not change from year to year. In order to meet the priorities, in addition to the usual work done to process cases, the Office of the Registrar will address three priorities, namely:

- Recruitment and retention of expert and qualified staff;
- Implementation of an appropriate accommodation plan; and
- Productivity improvement through the fine tuning of internal process and rationalization of resources across the organization.

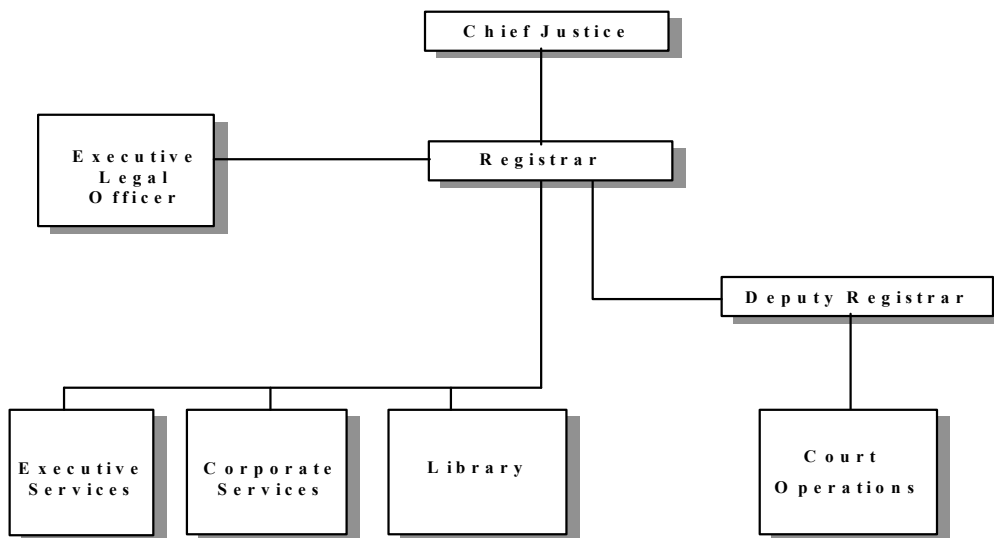
IV: Organization

A. Strategic Outcome and Business Line

	Strategic Outcome	
Business Line (\$ millions)	Provide the best possible decision-making environment for the Court	Total
Office of the Registrar	22.7	22.7

B. Accountability

The Supreme Court of Canada has a single Business Line - the Office of the Registrar - which provides the services the Court requires to render its decisions. The organization of the Office of the Registrar is shown in the Chart below.



The Registrar, who answers directly to the Chief Justice, is responsible for the administration of the Court and exercises quasi judicial powers. The Registrar and Deputy Registrar are appointed by the Governor in Council. An Executive Legal Officer and Legal Officer are also attached to the office of the Chief Justice. Executive Services, headed up by a Chief of Staff reporting to the Registrar is responsible for management support, covering functions such as support for the Justices' chambers, the law clerk program, and dignitary visits.

The Deputy Registrar oversees the work of the Court Operations Sector, which includes the Registry Branch and the Law Branch. Public information services, including the management of the Court's web site and its Tour Program, are provided by the Deputy Registrar.

The Registry plays a pivotal role in the functioning of the court. It is the hub of all procedural and documentary activities at the Court. The Registry processes, records and directs the flow of all documents filed by the parties and records all events which take place during the life of a case. It "cases manages" every leave application, appeal and motion to ensure that cases are dealt with efficiently, so that no time is wasted by judges on procedural matters or incomplete filings. The Registry also schedules the Court's sittings, and finalizes the documentation for cases after judgments have been rendered.

The Law Branch provides legal services to the Justices and administration of the Supreme Court of Canada, and manages the publication of the judgments of the Supreme Court of Canada and the Registrar's legal correspondence, including providing legal opinions on leave applications filed and legal editing of all reasons for decisions. The Branch also prepares and publishes the Bulletin of Proceedings and press releases outlining the court's agenda and listing judgments rendered or to be rendered. Legal and general translation and terminology services are provided by the jurilinguists of the Law Branch supported by external translation services.

The Supreme Court of Canada Library is a major research library supporting the Court's need for access to authentic current and historic legal information in an increasingly global, digital environment. The Library's extensive collection of approximately 200,000 volumes comprises statutes, law reports, periodicals, and treatises from major common and civil law jurisdictions, including Canada, the United Kingdom, the United States, Australia, New Zealand, France and Belgium. Its print, microform, and electronic holdings are supplemented by access to a vast range of electronic networks and databases.

The administrative and operational support to the Judges and Court staff is provided by the Corporate Services Sector, which is responsible for accommodation, finance, human resources, administration and security, and informatics.

C. Departmental Planned Spending

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Office of the Registrar				
Budgetary Main Estimates (gross)	18.4	19.1	19.0	19.0
Non-Budgetary Main Estimates (gross)	-	-	-	-
Less: Respendable revenue	-	-	-	-
Total Main Estimates	18.4	19.1	19.0	19.0
Adjustments**	2.4	3.6	3.2	2.5
Net Planned Spending	20.8*	22.7	22.2	21.5
Less: Non respendable revenue	0.1	0.1	0.1	0.1
Plus: Cost of services received without charge	3.9	4.1	4.1	4.2
Net Cost of Program	24.6	26.7	26.2	25.6

Full Time Equivalent	161	161	161	161
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* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Adjustments are to accommodate approvals obtained since the Main Estimates and include Budget initiatives and Supplementary Estimates.

A. Financial Tables

Table 5.1: Source of Respendable and Non-Respendable Revenue

Respendable Revenue

(\$ millions)	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Office of the Registrar	-	-	-	-
Total Respendable Revenue	-	-	-	-

Non-respendable Revenue

(\$ millions)	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Office of the Registrar	0.1	0.1	0.1	0.1
Total Non-respendable Revenue	0.1	0.1	0.1	0.1

Total Respendable and Non-respendable Revenue	0.1	0.1	0.1	0.1
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Table 5.2: Net Cost of Program for the Estimates Year

(\$ millions)	Total
Net Planned Spending	22.7
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	3.3
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	0.8
Workman's compensation coverage provided by Human Resources Canada	-
Salary and associated expenditures of legal services provided by Justice Canada	-
	26.8
<i>Less: Non-Respendable Revenue</i>	0.1
2002-2003 Net Cost of Program	26.7

B. Contacts for Further Information

Supreme Court of Canada Building 301 Wellington Street Ottawa, Ontario K1A 0J1	General Enquiries Telephone: (613) 995-4330 Fax: (613) 996-3063
World Wide Web: http://www@scc-csc.gc.ca	Internet Access reception@scc-csc.gc.ca
Anne Roland - Registrar Telephone: (613) 996-9277	E-mail: rolanda@scc-csc.gc.ca
Louise Meagher - Deputy Registrar Telephone: (613) 996-7521	E-mail: meagherl@scc-csc.gc.ca
Irene O'Connor - Director General, Corporate Services Telephone: (613) 996-2860	E-mail: occonnori@scc-csc.gc.ca

C. Listing of Statutory and Departmental Reports

Supreme Court Reports

Pursuant to Section 17 of the Supreme Court of Canada, the Registrar or the Deputy Registrar, as the Chief Justice directs, is responsible for the publication of the judgments of the Court in the Supreme Court Reports, which include all the reasons for judgment rendered by the Court in a given calendar year.

D. Legislation Administered

<i>Supreme Court Act</i>	R.S.C., 1985, as amended
<i>Judges Act</i>	R.S.C., 1985, as amended

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