

# **Department of Justice Canada**

2001-2002 Estimates

Part III – Report on Plans and Priorities

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#### 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 to be tabled on or before 31 March 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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Ottawa, Canada K1A 0S9

Telephone: 1-800-635-7943

Internet site: http://publications.pwgsc.gc.ca

Catalogue No. BT31-2/2002-III-20

# **Department of Justice**

2001-2002 Estimates

A Report on Plans and Priorities

**Approved** 

A. Anne McLellan Minister of Justice and Attorney General of Canada

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## **Section I: Messages**

#### Minister's Message

As Minister of Justice and Attorney General of Canada, it is my pleasure to report to you my department's key goals and objectives for fiscal year 2001-2002.

Canadians want their justice system to reflect the values of fairness, equality, respect and accountability, while keeping pace with the changing needs of society. The Department of Justice is dedicated to meeting these goals and ensuring our justice system remains efficient, accessible and fair.

To this end, the department has developed an overall, strategic plan for 2001-2005. Its priorities are to serve Canadians, maintain our high standards and build on the department's strengths.

The department must be responsive to the needs of Canadians and their justice system - providing them with laws and services that are relevant and promote a safer society. Canadians can be proud of the department's achievements, and its work with various partners and stakeholders, in renewing certain sectors of our justice system.

The Department of Justice must also continue to adapt effectively to the changing role of the Government of Canada and its employees, and maintain a high level of service to federal departments and agencies. Each of these departments and agencies face new challenges in an ever-changing global environment and an era of technological change.

I am confident that the plans outlined here will meet these goals and maintain the Department of Justice's high standards and record of service. The success of this plan is essential to meeting the needs of Canadians and maintaining their confidence in our justice system and government.

A. Anne McLellan Minister of Justice and Attorney General of Canada

#### **Management Representation**

#### MANAGEMENT REPRESENTATION

#### Report on Plans and Priorities 2001-2002

I submit, for tabling in Parliament, the 2001-2002 Report on Plans and Priorities (RPP) for the Department of Justice.

To the best of my knowledge, the information:

- Accurately portrays the Department's mandate, priorities, strategies and planned results of the organisation.
- □ Is consistent with the disclosure principles contained in the *Guidelines for Preparing a 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's production.

The Planning and Reporting 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.

Morris Rosenberg Deputy Minister
 Date:

## **Section II: Departmental Overview**

#### 2.1 What's New

The Department of Justice is in the process of modernizing its strategic management and accountability practices. As a first step, the Department launched its Strategic Plan, 2001-2005 at the beginning of 2001.

Aligned with *Results for Canadians*, the Strategic Plan articulates three strategic directions--Serving Canadians, Providing High Value and Making Choices, and Capitalizing on Our Strengths. It also describes how the Department intends to make progress towards these directions by highlighting key departmental initiatives that need to be implemented.

#### Strategic Plan 2001-2005 - New Strategic Directions

#### **Serving Canadians**

We will strive to make the justice system relevant, accessible and responsive to the needs of Canadians and we will provide effective stewardship of that system.

#### **Providing High Value and Making Choices**

In an environment where our workload is increasing and the needs of government and our clients are changing, we will focus on efficiently and effectively delivering cutting edge leadership and excellence in those areas of law and policy that are integral to the role of government or that are focused on emerging government priorities.

#### **Capitalizing on Our Strengths**

We will integrate the law and policy dimensions of our work to better meet the needs of government. We will use our presence across Canada and in all departments to generate timely and strategic advice for the government. We will work together, share information and knowledge, and create an enabling work environment.

As next steps, the Department is developing a Strategic Action Plan and an on-going Department-wide planning process that has strategic and business plan components and links to government-wide planning and performance evaluation requirements such as the Planning Reporting and Accountability Structure and the Report on Plans and Priorities. The strategic directions and key departmental initiatives and strategies will be integral components of the Department's future planning and performance reports.

#### 2.2 Mandate, Roles and Responsibilities

The Department's work reflects the duties of its Minister's dual role as Attorney General of Canada and as Minister of Justice.

The Attorney General protects the interests of the Crown within the framework of existing legislation. This involves providing legal advice and services to federal departments and agencies, including the regulation and conduct of litigation. The Attorney General also prosecutes for violations of all federal legislation other than the *Criminal Code* in the provinces and for violations of all federal legislation, including the *Criminal Code*, in the territories.

The function of the Minister of Justice relates mainly to the policy considerations underlying those areas of substantive law that the Minister is directly responsible for. The Minister of Justice has general responsibility for federal policies related to the administration of justice, except for policing, corrections and parole.

The Minister has lead or shared responsibility for:

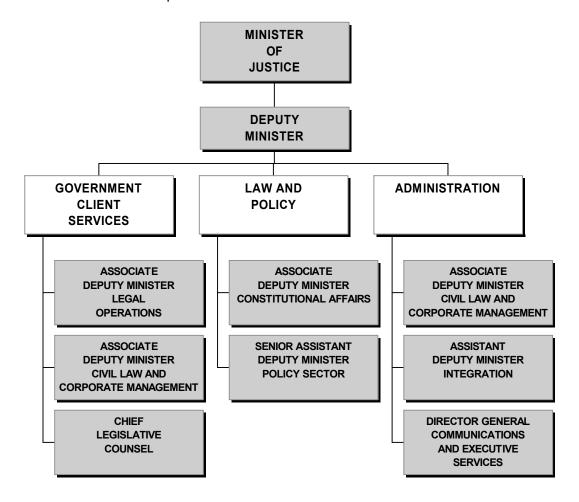
- policy in the area of
- √ criminal justice;
- √ human rights;
- $\sqrt{}$  family and youth law;
- √ administrative law;
- √ aboriginal justice,
- $\sqrt{}$  access to information and privacy;
- √ official languages;
- √ the Government's mandate for courts and judges; and for
- Canada's participation in the activities of international organizations working towards the development of private international law and the unification of private law.

The Minister is also responsible for:

- u the implementation of policy objectives through programs and services:
- □ issues relating to accessibility, fairness and equality in the justice system;
- the legal mechanisms used by departments and agencies to achieve the overall objectives of the Government;
- the drafting of government bills and regulations;
- □ the examination of regulations; and for
- ensuring that the government's legislation and regulations comply with the Canadian Charter of Rights and Freedoms and with other government policy and legislation.

### 2.2.1. Organizational Structure

The following chart shows the senior management positions responsible for the three business lines of the Department of Justice.



Business Line		(FTE)		
	Operating Budget	Grants & Contributions	Business Line Total	
Government Client Services	215.6	-	215.6	1,883
Law and Policy	190.2	380.9	571.1	313
Administration	62.3	-	62.3	384
Total	468.1	380.9	849.0	2,580

#### 2.3 Departmental Objective

The objective of the Department of Justice is

- □ to provide the Government of Canada and federal departments and agencies with high-quality legal services,
- u to have superintendence of all matters connected with the administration of justice in Canada which are not within provincial or territorial jurisdiction, and
- to implement policy and program initiatives in this context with a view to ensuring that Canada is a fair, just and law-abiding society with an accessible, equitable, efficient and effective system of justice.

#### 2.4 Planning Context

#### **Changing Societal Environment**

Rapid demographic, social, cultural, economic and technological change as well as globalization, are all putting pressures on Canada's justice system. Changes in technology, particularly biotechnological and information technology, raise new issues and bring new dimensions to old issues that continue to concern Canadians.

On another dimension, increasing diversity in the make-up and values of the Canadian population necessitates reform to the body of laws and the justice system itself to ensure both are reflective of the needs of a modern society and of the values of Canadians.

#### Globalization

Globalization is creating a borderless world where issues that used to be dealt with on a purely domestic basis, increasingly have to be dealt with more and more at the international level. This trend requires that Canada be a direct participant in international efforts to develop human rights and criminal justice instruments and to increase economic co-operation amongst other initiatives. At the same time, transnational crime --ranging from the illicit drug trade to terrorist crimes to technology-related crime --requires a globalized response.

The Department of Justice, within its approved mandate, is called to play an active and increased stewardship role in international justice and legal matters. This is effected principally through the establishment of ongoing working relationships with international partners increased participation in a widening circle of international forums; direct, practical contributions to international legal jurisprudence; effective follow-up to implement enactments or conventions domestically and in direct co-operation with other countries on a bilateral or multilateral basis.

#### **Public Expectations**

Public confidence is the cornerstone of a well functioning justice system. Canadians today have higher expectations of their justice system and are demanding a greater voice in policy-making and a greater responsiveness on the part of the system to their needs. They have been expressing a growing concern with the efficiency and effectiveness of the justice system, seeing it as fragmented, confusing, slow and expensive.

The Department is responding to these challenges by pursuing a sensible and sustainable approach to streamlining and strengthening the justice system that responds to Canadians' desire to feel more secure in their homes and communities. At the same time, it is promoting crime prevention and restorative justice approaches, decreasing reliance on costly correctional systems, and generally targeting justice system resources to where they can be most effective.

The Department is investing in Public Legal Education Program and public consultations on law and policy reform to address the need for citizens to better understand their justice system and play a meaningful role in it. The Department has recently updated its Internet site to provide more information to Canadians in an accessible manner.

#### **Efficiency of the Justice System**

The increasingly complex environment for Canada, both domestically and internationally, creates an impetus for new laws, procedures and programs. These pressures require the Department to look carefully at efficiency measures, to work with provinces and territories to streamline the administration of justice and criminal procedures, and to work on alternatives to traditional, costly court proceedings.

These same pressures have also led the Department into new areas of co-operation through partnerships and the development of horizontal approaches and solutions to complex issues. Developments on the federal-provincial front require ongoing attention given the shared jurisdiction in this policy area.

At the same time, the Department of Justice is committed to improving its own operations so that it can make its required contribution to maintaining and enhancing Canada's justice system in accordance with its mandate role.

#### **Demand for Legal Services**

The demand for legal services continues to increase mainly because of changes in the role of government and in the way it achieves its objectives. The increasing horizontal nature of the issues government deals with, increases the requirement for the consistent application of the law across federal institutions.

The Charter of Rights and Freedoms, technological and globalizations all mean that the Department of Justice is faced with increased workload and complexities in the legal issues the government has to address. This in turn, often leads to complex litigation that have a direct impact on public policies and on potential contingent liabilities of the Crown.

The ever increasing international dimension of the global economy and crime, as well as the judicialization of high profile societal issues, have also significantly contributed to increasing demand and workloads.

#### **Available Resources**

The demand for legal services will continue to stretch the amount of resources available to the Department. This issue is further compounded by the fact that the Department has limited ability to control the demand for its services as most of its activities are not discretionary in nature. Program integrity for the Department of Justice therefore hinges on continued improvements in the efficiency and effectiveness of the delivery of its programs.

#### Reference Level Review and Program Integrity

The Department of Justice has undertaken a fundamental review of its capacity to meet the ongoing workload of the Department, and the resources required to address this workload. This review has been undertaken in recognition of the growing requirement for policy, legal advisory, litigation and prosecution services and the increasing degree of difficulty in meeting these obligations within existing resources.

The review has also examined the ways and means available to Justice to improve its service delivery capacity through the application of technology, and management improvements. Management and re-engineering issues are being examined and key result areas will be incorporated in the Departmental Performance Report and a revised Planning, Reporting and Accountability Structure (PRAS).

New resources obtained as a result of this review are being applied to enhance the effectiveness and efficiency of the Department by increasing our capacity to deliver high quality legal advice to the Government, to produce and implement quality policy, programs and services to Canadians while engaging citizens in policy discussions and formulation, and to strengthen the administrative infrastructure necessary to support these activities.

# 2.5 Departmental Planned Spending

	Forecast	Planned	Planned	Planned
	Spending	Spending	Spending	Spending
(\$ millions)	2000-2001	2001-2002	2002-2003	2003-2004
Budgetary Main Estimates (gross)	657.5	717.1	706.3	684.9
Non-Budgetary Main Estimates (gross)	-	-	-	-
Less: Respendable revenue	-	-	-	-
Total Main Estimates	657.5	717.1	706.3	684.9
Adjustments**	227.3	131.9	109.4	69.7
Net Planned Spending	884.8	849.0	815.7	754.6
Less: Non-respendable revenue	45.1	25.1	22.4	14.0
Plus: Cost of services received without charge	37.4	30.8	30.5	30.1
Net cost of Program	877.1	854.7	823.8	770.7
1. Full Time Equivalents***	2,648	2,580	2,505	2,517

<sup>1.</sup> Full Time Equivalents\*\*\* 2,648 2,580 2,505 \* Reflects, as of January 31, 2001, 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 includes Budget initiatives, Supplementary Estimates etc.
\*\*\* Excludes FTEs funded by other departments.

# Section III Departmental Plans, Results, Activities and Resources

#### 3.1 Business Line Details - Government Client Services

#### 3.1.1. Business Line Objective

To respond, at the national, regional and local levels, to the requirements of the Government of Canada, its departments and agencies, for quality legal or legislative services, in the most effective and cost-efficient manner in compliance with the law and government policy.

The Government Client Services Business Line will strive to:

- Sustain the high quality of its legal practice and the value it adds to government policy making and operations;
- □ Enhance/strengthen its ability to effectively balance its central agency and services role:
- □ Increase its capacity to anticipate government directions and become a leader in emerging areas of law; and
- Increase its capacity to identify and implement management efficiencies.

#### 3.1.2. Business Line Description

The Government Client Services Business Line encompasses a range of services including:

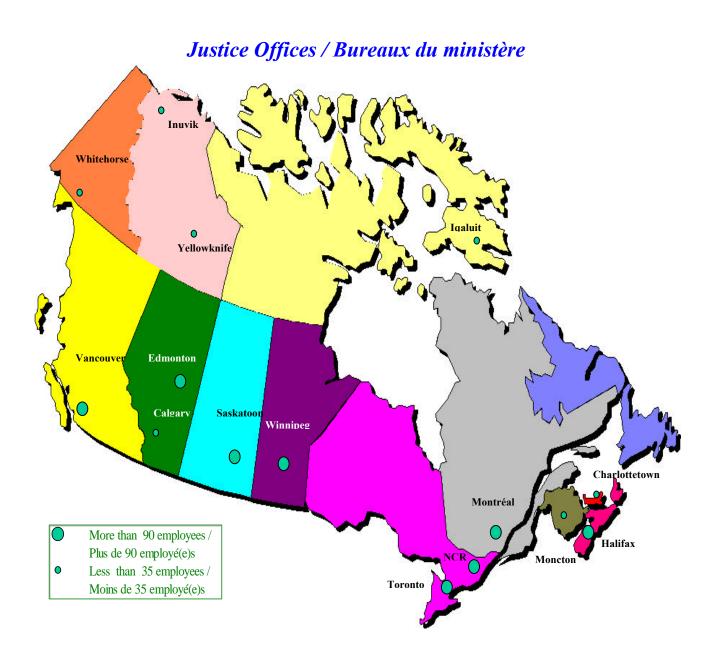
- Legislative drafting;
- Legal advice and opinions;
- □ Legal advice on policy development; and
- Monitoring and representation in the enforcement of federal law in litigation matters involving the federal government.

This business line also ensures that the government legislates in a consistent manner and within the law and provides legal direction and advice to government departments and agencies to facilitate the accomplishment of their policy and program objectives within the framework of the law. It also protects the interests of the government and the public and supports the concept of a national system of justice.

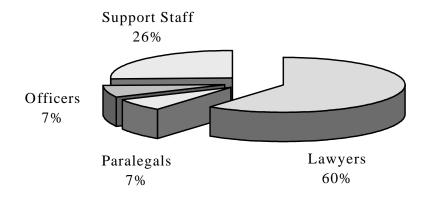
To ensure responsiveness, virtually all client departments incorporate legal services into their central administration. These legal services units provide a range of legal services

from legal advisory and litigation services, to legislative assistance, that cover all areas of the law that are of concern to the departments.

A network of Regional Offices (BC/Yukon, Prairies/NWT/Nunavut, Ontario, Québec, and Atlantic) ensures the provision of legal services across the country to meet the needs of the regional operations of government departments and agencies.



#### OCCUPATIONAL COMPOSITION



Functional direction is assumed through portfolio management. Legal advice or supervision, functional direction and resourcing implications are all managed through specific portfolios to meet the legal service requirements of client departments in both the Capital region and the Regional Offices. There are six portfolios: Tax Law Services, Citizenship and Immigration, Aboriginal Affairs, Business Law Group, Public Law and Central Agencies, and Regulatory Group. This organization ensures that the government's position is consistent and co-ordinated, and that *Civil Code* provisions are recognized.

#### 3.1.3. Planned Spending and Full Time Equivalents

Fore	Forecast		Planned		ned	Plar	nned
Spending		Spending		Sper	nding	Sper	nding
2000-2001		2001-2002		2002-	-2003	2003-	-2004
\$ millions	FTE	\$ millions	FTE	\$ millions	FTE	\$ millions	FTE
*252.6	1,910	215.6	1,883	208.7	1,842	209.1	1,840

<sup>\*</sup> Reflects the best forecast of total net planned spending to the end of the fiscal year.

# 3.1.4 Key Results Commitments, Planned Results, Related Activities and Resources

The Department continues to emphasize the need for client-focused services and shared accountability for the delivery of legal services. The demand for legal services however continues to grow as does the nature of those services, as our clients' needs, the government's and the needs of Canadians change.

The challenge is to manage growing workloads and changing needs by focussing resources and expertise on those areas that are the most important to the government, client departments and Canadians.

The challenge has given rise to six major initiatives, projects and activities, described below, aimed at achieving the goal of providing highest value and making choices.

#### Legal Services Policy Framework

Planned Results: Strategic partnerships between the Department and client departments and agencies The Legal Services Policy Framework provides a governance model in the delivery of legal services. The Framework defines the kind of business relationship the Department of Justice must have with client departments and agencies. It allows the Department of Justice and its clients

to explore innovative delivery approaches while ensuring that the Department of Justice continues to lead and have overall government responsibility for the management and delivery of legal services.

In order to ensure that services provide the best value at the most appropriate cost, the Department of Justice's partnership with clients features a joint planning process, shared responsibility for the costs of legal services and shared accountability for performance and for the allocation and use of resources.

The development and implementation of agreements with client departments is the major mechanism by which the Legal Services Policy Framework is implemented. The Department will continue to plan jointly and in partnership with client departments, identify legal service priorities, measure client satisfaction, develop efficient approaches, assess the true costs of the services provided and put in place policies and procedures that will make the provision of legal services more cost-effective.

The objectives under this framework for the next foreseeable future are to:

Enhance support to the planning process with client departments nationally;	anc

Develop and implement practice management tools.

To achieve the above objectives, for the next planning period the Department will:

Implement recommendations of a management review of the Client Driven Services process;

- □ Implement a national planning process, integrating policy and program and services delivery issues; and
- Provide performance and other data to assess resource management issues.

#### Federal Prosecution Service (FPS) Renewal

Planned Results: Supply and demand for prosecutions are measured and aligned

The FPS renewal is the departmental response to a changing public and legal environment with which every member of this department is familiar – the Charter, the forces of globalization, the changing expectations of Canadians, government

priorities that focus on zero tolerance, diversion, and restorative justice. Renewal plans build on successes by moving forward to strengthen the prosecution function in Canada. The vision is one of federal prosecutors working as members of an integrated team with provincial colleagues and partners in the criminal justice system across the country.

As a result of steady increases in the costs associated with the delivery of legal services, including federal prosecution services, Treasury Board asked us in 1999 to undertake a formal review, among other areas, of the federal prosecution function to identify both pressures and ways to create a more effective and efficient organization. The result was a two year process of examining how we work, both inside and outside the Department of Justice, and identifying the tools needed to support a renewed Federal Prosecution Service. From the beginning, the objective has been to define and resource a prosecution function that can meet the challenges of the 21<sup>st</sup> century. This renewed mandate will require the support and commitment not only of those working in the FPS, but also of their colleagues across the Department and outside it.

It is not simply a matter of creating an affordable FPS, but more importantly, of defining what the job is and building the tools and capabilities needed to get the job done.

Six overarching priorities have been identified to guide and inform the FPS renewal:

- Increasing Collaboration and Partnership;
- Alternatives to Prosecutions and Choice of Instruments;
- Strengthening Relationships;
- □ Unique Circumstances : The Needs of the North;
- Management of Complex Cases; and
- Management Priorities (including issues related to information management).

All six priorities contribute to the Department's vision of an FPS that is fully integrated with its partners in the justice system; all are intended to deliver both short-term and long-term results. The FPS renewal focuses on integration, practice efficiency, leadership and partnerships.

#### Legal Risk Management

Planned Results: Legal risks are managed strategically and efficiently

Our ability to deliver high value also depends on anticipating and providing unique, high-quality legal and policy expertise on emerging priorities such as e-government, international trade and

biotechnology. We have already begun to develop our ability to scan for, identify and respond to emerging issues in collaboration with other departments and organizations. We will also reinforce the research, evaluation and intergovernmental relations services required to support this effort.

Re-examining the nature of the legal services we provide also gives us an opportunity to take a hard look at how we deliver them. The Legal Risk Management Initiative is reviewing the government's approach to litigation and how it manages legal risk. This project has laid the groundwork that will permit us to work with central agencies, our clients and the provinces and territories to address the collective management of legal services, align service demands with resources, develop choices and alternatives to more traditional and sometimes less effective approaches, and increase the efficient management of law practice in the Department.

Improving the way we deliver legal services also demands that we come to terms with our dual responsibility to both satisfy the needs of client departments and present legal advice from a government-wide perspective. We are taking steps to reconcile diverse legal components of complex cases, both within the Department and with our clients, and to ensure that a national, government-wide and consistent perspective is integrated into our advice to clients at an early stage.

#### International Law and Activities

Planned Results: Leadership in international law and activities The primary goal of the work in the area of international law and activities is to prepare the Department to help the Government to meet the growing challenges it will face in the coming years in the area of international law. This will be

done by identifying international law issues that the Government is likely to face in the next several years, as well as assessing how the Department could best organize itself to serve the Government in the area of international law and activities. This will include determining how best to ensure that the Department has the necessary expertise, at junior and senior levels, to respond to these needs.

The work in the area of international law and activities will facilitate the work of employees through better long-term planning on substantive issues that will provide an opportunity to devote appropriate resources to international law and activities matters in a timely fashion. It will also determine whether organizational changes would be desirable both to enhance the Department's ability to serve the Government in the area of international law and activities and to provide better support to employees through increased definition of areas of practice, information sharing and horizon scanning.

#### Resource Management

Planned Results:
A simpler approach to cost recovery and budget allocation

The Department is committed to developing a simpler, consistently applied funding system for the provision of legal services, which provides clear accountability for service, cost and demand. To this end, it is working on a costing model with possible implementation during the next 12

months. Changes have already begun to simplify the cost recovery process for our clients. Further changes will results from other developments in timekeeping and the Legal Risk Management Initiative.

#### Succession Planning

Planned Results: Ensure the renewal of the workforce A number of human resources strategies and activities will be undertaken in the next year to ensure the renewal of the workforce and thereby ensuring our continued meaningful contribution to a better quality of life for all Canadians.

Competencies will be identified for senior lawyer level positions. A comprehensive and planned approach will be used for systematically recognising, evaluating and developing the leadership competencies of our staff to ensure there are qualified candidates for key positions in the organisation in both of the LA streams. This will benefit employees by investing in their careers and will result in the employee feeling that he/she is valued by the organisation. Employees will also have a defined sense of purpose and direction.

A number of senior practitioner positions will be created in various areas of the Legal Operations Sector to help address the need to augment the proportion of senior legal positions in our organisation, laying a foundation for workforce renewal and knowledge retention.

Senior developmental lawyer positions will also be created, such as deputy portfolio managers, to develop staff to ensure there are qualified candidates for key positions.

A Legal Excellence Programme was designed to attract some of the best students from law schools across Canada, providing them with experience through articling followed by two years of employment as LA-1's. This programme is a first step in recruiting and developing members of its legal community to their full potential.

A Legal Training Program will be implemented to recognise and deal with the need to have a very focussed learning process that:

- feeds the different intellectual needs of the specialists in every portfolio;
- □ helps newcomers understand the entire picture:
- keeps itself up-to-date and predicts trends and change;
- provides greater networking opportunities; and
- □ is delivered at the scheduled time.

A number of senior complement positions will be created to increase the ratio of senior/junior lawyers in the sector.

# Strategic Direction: Providing High Value and Making Choices

Key Results Commitment	
Legal services to the Government of Canada and its departments and agencies	

Planned Results	Initiatives and Related Activities
Strategic partnerships between the Department and client departments and agencies	Legal Services Policy Framework  ☐ Implement recommendations of a management review of the planning process with client departments; ☐ Implement a national planning process, integrating policy and program and services delivery issues; and ☐ Provide performance and other data to assess resource management issues.
Legal risks are managed strategically and efficiently	<ul> <li>Legal Risk Management</li> <li>□ Scan, identify and respond to emerging issues;</li> <li>□ Reinforce research, evaluation and intergovernmental relations; and</li> <li>□ Develop choices and alternatives to more traditional approaches.</li> </ul>
Federal prosecutions are managed such that:  - supply and demand for prosecutions are measured and aligned;  - delivery choices and alternatives for prosecutions are provided;  - law practice management and efficiencies are in place.	Federal Prosecution Services Renewal  □ Development of a collaborative approach to prosecutions with Provinces and Territories;  □ Development of alternatives to prosecutions and Instrument of Choice;  □ Strengthening relationships (e.g. with stakeholders such as the RCMP);  □ Responding to the unique needs of the North;  □ Management of Complex cases; and  □ Management of priorities (e.g. information management, training).
Leadership in international law and related activities.	International Law/Activities ☐ Identify international law issues that the Government is likely to face in the next few years.
A simpler approach to recovery and budget allocation.	Resource Management  Develop a simpler funding system and clear accountability for service cost and demand.
Renewal of the workforce	Succession Planning Identify leadership competencies; Design a recruitment and training program; and Increase the number of senior lawyer positions.

#### 3.2 Business Line Details - Law and Policy

#### 3.2.1 Business Line Objective

To ensure a responsive, fair, efficient and accessible national system of justice by managing the development, testing, promotion and implementation of justice policy, programs and services in respect of criminal law, family and youth law; and to ensure a fair, effective and responsible public administration by managing the government legal framework in respect of administrative law, constitutional law, international law, native law, human rights law and information law.

#### 3.2.2. Business Line Description

Rapid changes in Canadian society and heightened citizens' expectations have intensified the demand for policy leadership. As well, the Constitution ascribes key responsibilities to the federal government and in particular, the Minister of Justice in specific policy areas. As a result, the Department of Justice has lead responsibility for criminal justice policy as well as family and youth law policy.

The Department also has the lead role in constitutional law, human rights law, administrative law, aboriginal justice, access to information and privacy law, official languages law, and the Government's mandate for courts and judges, and is responsible for over 40 statutes, many with major policy ramifications.

The Department has to anticipate future legal and societal trends in order to provide timely, strategic and effective policy and legal responses; to provide leadership both to the government and the public in understanding the changing legal world; to provide guidance in achieving governmental objectives in a manner consistent with fundamental rights and freedoms; and to take steps to enhance the fairness, equality, accessibility, effectiveness and efficiency of legal policy.

To meet this challenge and ensure Canadians have a fair, efficient, accessible and inclusive national system of justice, the Department provides a range of services relating to the planning, co-ordination, development, promotion and implementations of justice related policies.

The Department of Justice is continuing the process of strengthening its Justice policy support infrastructure including:

- Improvements are underway to strengthen the Department's policy priority identification processes and link the Justice policy agenda better with that of other departments and jurisdictions within the framework of the government's overall policy agenda;
- An effective policy planning cycle is being developed to augment linkages between policy and program priorities, resource planning, evaluation and management functions; the focus on resource utilization and results in policy operations is being reinforced; and

Modernization of its strategic management and accountability practices associated with the policy development process with, as a first step, introduction of its Strategic Plan for 2001-2005 at the beginning of 2001.

The Department has strengthened its capacity to:

- carry out essential research, public consultation, evaluation and communications on the major policy initiatives for which the Minister of Justice has responsibility, including our capacity to work co-operatively with provinces and territories;
- ensure that policy options are based on a strong data and analysis foundation (including results of previous initiatives of the government and other jurisdictions); and
- ensure that there is the critical mass of resources available for sound, professional policy conceptualization, development, implementation and evaluation.

This will ensure that the emerging policy issues related to the justice system in modern Canadian society are appropriately addressed in a timely and effective fashion and that each Justice policy dollar is well spent.

#### 3.2.3. Planned Spending and Full Time Equivalents

Fore	Forecast		Planned		nned	Plar	ned
Spending		Spending		Spe	nding	Sper	nding
2000-2001		2001-2002		2002	2-2003	2003-	-2004
\$ millions	FTE	\$ millions	FTE	\$	FTE	\$ millions	FTE
				millions			
*579.4	371	571.1	313	544.2	281	482.3	295

<sup>\*</sup> Reflects the best forecast of total net planned spending to the end of the fiscal year.

# 3.2.4 Key Results Commitments, Planned Results, Related Activities and Resources

1. Introducing justice policies contributing to comprehensive, integrated federal policy responses with respect to families, children and youth, Aboriginal people and the information society.

#### National Children's Agenda

The Department of Justice supports the work of the federal provincial and territorial governments in the development of the National Children's Agenda (NCA) which was formally launched on May 7, 1999.

Based on public consultations with Canadians on the vision and direction of the NCA, a report entitled "National Children's Agenda: Developing a Shared Vision" was published in September 2000. This report is intended to provide the directions that will guide governments in their ongoing efforts to support children and families. As part of the ongoing Agenda, on September 11, 2000, the federal government announced \$23.4 billion of new federal investments over five years to support agreements by First Ministers on Health Renewal and Early Childhood Development. One of the targeted areas for these funds includes the strengthening of community supports of which the Department of Justice has a particular interest.

#### Youth Justice

Bill C-3, the Youth Criminal Justice Act, died on the Order Paper with the fall federal election of 2000. However, youth justice legislation remains the centrepiece of the government's commitment to renew Canada's youth justice system. New legislation to change how the justice system deals with young offenders was reintroduced as Bill C-7 on February 5, 2001.

The broader Youth Justice Renewal Initiative, a comprehensive, multidisciplinary approach to renewing youth justice, will continue to be implemented in collaboration with provincial and territorial governments, other federal departments, associations traditionally active in youth justice and organizations not traditionally involved with youth justice. Key activities planned for 2001-2002 will focus first on support for the passage of new youth justice legislation through the Parliamentary process and all steps necessary to ensure its effective implementation.

In addition, the Department will continue to encourage associations not traditionally involved in youth justice (arts and recreation; education; mental health; child advocates; etc.) to seek out a role in Canada's renewed youth justice system. It will also support aboriginal communities as they prepare to undertake their role in a renewed youth justice system.

Lastly, the Department will support provincial and territorial ministries responsible for youth justice as they prepare to implement a new regime.

#### Youth Justice Cost-Sharing Program

New five-year financial arrangements have been negotiated with the provinces and territories to support the implementation of the proposed youth justice legislation and the overall policy objectives of the Youth Justice Renewal Strategy. The new agreements will promote and support a wide range of services and programs considered most likely to assist in the rehabilitation and reintegration of young persons in conflict with the law, and in reducing our reliance on the youth court system and the use of custody and detention. These financial arrangements constitute a crucial component of the implementation of Youth Justice Renewal undertaken in close co-operation with other jurisdictions. The results of the Program will be monitored in co-operation with the provinces and territories, and compared to the expected outcomes that have been identified for the services and programs funded through the federal contribution.

#### **Child Support**

The federal child support reforms came into force May 1, 1997, including Federal Child Support Guidelines that make setting the amount of child support fair, predictable and consistent for the benefit of children. The legislative changes also include additional enforcement measures that help the provinces and territories ensure that family support obligations are being met. The federal government continues to provide financial assistance to the provinces and territories to assist them in integrating services for the benefit of children of families undergoing divorce or separation, including services to determine, re-calculate or enforce the amount of child support, parent education courses, and dispute resolution services.

The Child Support Team was set up within the Department to carry out key activities connected with the implementation of the child support reforms and the Department has completed a positive mid-term evaluation of the initiative.

The Department will report to Parliament by 2002 on the impact of the guidelines as required by the *Divorce Act*. In preparation for this report, a comprehensive program of research is underway. In addition, public consultations will take place, in co-operation with the provinces and territories, on the government's strategy for reforms in the area of child support in conjunction with those on custody and access.

#### Custody and Access

The Minister of Justice tabled the government's response to the Special Joint Committee on Child Custody and Access on May 10, 1999. The response outlines the Government of Canada's strategy for reform of the family law system dealing with child custody and access. It endorses reform in the area of custody and access but emphasizes that no one level of government can implement effective, sustainable solutions.

The strategy identifies fundamental reform objectives and principles based on a holistic and flexible, child-centered approach. It includes, for example, proposals that will be developed further, in partnership with the provinces and territories, to:

- shift the focus of the family law system away from parental rights to parental responsibilities;
- develop a flexible approach to custody and access issues that is less adversarial and responds better to the needs of children and families; and
- establish more effective mechanisms for managing disputes between parents that recognizes and responds to different levels of conflict.

While developing the Strategy, the Department of Justice will review recommendations of the Special Joint Committee. Further study and research undertaken in 2000 as part of this review will lead to public consultations during 2001 on specific proposals. These consultations, which will take place in co-operation with provinces and territories, will also deal with child support.

This initiative is tailored and timed so that the report to Parliament in May 2002 will cover custody and access as well as child support.

#### **Child Victims**

While major responsibility for child protection lies with the provinces, there is a key role for the criminal justice system in supporting provincial efforts in this area. This role is focused on strengthening the linkages between child protection and criminal justice. The objective of the federal government's *Child Victims and the Criminal Justice System* project is to contribute to the enhancement of public safety by improving protection for children against harm. As children are among the most vulnerable members of our society, measures to enhance their safety are an essential response to concerns about this important aspect of public safety.

Extensive consultations carried out under the project disclose four immediate issues of concern: control of pedophiles to avoid re-offending against children; ensuring that appropriate offences are available for prosecuting those who harm children; balancing the interests of child witnesses and the courts; and a need for federal leadership in assisting provinces to share research and best practices information across jurisdictions.

Efforts are being made to complete consultations as quickly as possible. As a next step, the Department of Justice will develop proposed options to address issues identified in consultation with its partners.

#### Modernizing Benefits and Obligations Project

Follow-up work is continuing to aid federal Departments in changing regulations and policies to make them consistent with the approach of Bill C-23 - the *Modernization of Benefits and Obligations Act*, which received Royal Assent on June 29th, 2000. Associated with this work, the Department is closely monitoring the work of the Law Commission of Canada on dependency.

2. Implementing the government's safety and security agenda through a balanced approach to criminal justice

#### **Organized Crime**

The Department is developing a package of proposed legislative measures to combat the growing threat of organized crime. These measures will assist law enforcement, prosecutors, the courts and the correctional system in targeting organized criminal activity. The proposed measures will:

- Address the intimidation of participants in the criminal justice process;
- □ Clarify the powers of law enforcement in relation to criminal liability;
- Specify the definition of "criminal organization";
- Create new offences targeting participation in, or contributing to, the activities of a criminal organization that enhance the ability of the organization to further, facilitate or commit indictable offences: and,
- □ Include amendments to the *Criminal Code* to strengthen proceeds of crime and forfeiture provisions.

Related initiatives include training programs to aid in the implementation of the new legislative measures, further research and consultation with stakeholders.

The Department will, in addition, augment the capacity of the Federal Prosecution Service (FPS) to target organized crime, enhance mutual legal assistance and technical assistance arrangements with other countries, and increase participation in international efforts to address organized crime. The related Intensive Organized Crime Prosecution Strategy will feature: dedicated organized crime FPS prosecutors, who will collaborate with law enforcement officials in investigating organized criminal activity; creation of specialized Justice disclosure units to manage evidence in such cases; and, specialized prosecution teams.

The Department's strategies in this area are closely linked to the efforts of other federal departments, and to provincial initiatives.

#### **Criminal Procedure Reform**

The objectives of Criminal Procedure Reform include simplifying trial procedures; modernizing the criminal justice system and enhancing its efficiency through the increased use of technology. The Reform also aims to protect victims and witnesses in criminal trials and provide speedy trials in accordance with *Charter* requirements.

The federal government has been working for some time on Phase III of Criminal Procedure Reform. Two previous phases were introduced as legislation in 1994

(Bill C-42, the *Criminal Law Amendment Act, 1994*) and 1996 (Bill C-17, the *Criminal Law Improvement Act, 1996*) which are now in effect. The first two phases have been successful in assisting jurisdictions to more effectively manage resources in the criminal justice system.

The Phase III reforms were developed in close collaboration with provincial and territorial counterparts and were introduced in the House of Commons on June 8, 2000, as part of an omnibus bill (Bill C-36). The reforms include proposals relating to:

- Modifying procedural aspects of the preliminary inquiry;
- □ Disclosure of expert evidence;
- □ Facilitating the establishment of rules of court in relation to case management and preliminary inquiries;
- □ Increasing the application of new technology (e.g. the use of electronic documents and expanding the potential for remote appearances);
- Codifying a plea comprehension inquiry scheme;
- Making it easier for Attorneys General to carry out the duty of supervising private prosecutions;
- □ Jury alternate amendments; and
- Restricting the right of agents to appear in summary conviction matters.

Bill C-36 died with the dissolution of Parliament for the November 27, 2000, federal election. The Department of Justice is now taking steps to assist the Minister to reintroduce these amendments in Parliament at the first opportunity.

#### Lawful Access

In partnership with Solicitor General and other departments, the Department of Justice is undertaking the Lawful Access project, which will implement a new framework to allow law enforcement and national security agencies appropriate access to new technologies for purposes of investigation and communication. Rapidly evolving technologies present complex challenges to government agencies and are being used by organized crime and others to shield activities such as drug trafficking, money laundering and terrorism. In particular, the Justice effort will focus on a comprehensive review of existing legislative and technological challenges pertaining to lawful access, and the development of a new, comprehensive legislative regime. Topics such as interception, evidence, cryptography and the overall structure of *Criminal Code* offences in this area are under consideration.

#### Criminal Law Amendments

In the 36<sup>th</sup> Parliament, the government introduced two "omnibus" criminal law amendments bills, C-17 and C-36. In 2001, the Minister of Justice re-introduced these measures in a consolidated *Criminal Law Amendments*, 2001, bill. The legislation will include important measures to target crime and to streamline the criminal justice process. Important proposed amendments include for example: increasing the maximum penalty for the offence of criminal harassment; making home invasions an aggravating circumstance for sentencing purposes; consolidating offences related to animal cruelty and increasing maximum penalties; and creating an offence of disarming, or attempting to disarm, a peace officer.

#### The Bill will also:

- Clarify the review process for applications to the Minister of Justice regarding allegations of a miscarriage of justice (see also Section 690 Criminal Code Conviction Review Process);
- Reform and modernize criminal procedure with respect to: preliminary inquiries; disclosure of expert evidence; electronic documents and remote appearances; a plea comprehension inquiry scheme; private prosecutions; selection of alternate jurors; restrictions on the use of agents; and
- Create new offences of luring children by means of the Internet; modernize child pornography provisions to ensure they apply to new technologies; and lastly, add new provisions to deal more appropriately with sentencing of paedophiles, child sex tourism, luring and forfeiture.

#### **Firearms**

The government's program to license all firearm owners and register all their firearms is entering the third year of a four-year implementation program. This important public safety initiative is already yielding a higher level of public safety by providing authorities with timely information which leads to more stringent screening of applicants. The licencing component of the Program has been a success and the focus over the coming year will be on the registration component which is scheduled for completion by January 1, 2003. Between now and then, the program will focus on the following priority areas:

- Information campaign to stimulate demand for registration of firearms and finalize the licensing phase.
- □ Establish more efficient and effective business processes in order to provide better service to Canadians.
- Modernization of the on-line version of the licencing and registration system to provide clients with simpler and more efficient processes for registration.
- Provide assistance to the firearms community through outreach efforts.

In addition to these endeavours, the program is implementing a long term management structure that will maximize effective management of the multi-partner consortium while maintaining the highest possible level of public safety.

Strengthening confidence and trust in the justice system and working towards an equitable and accessible justice system responsive to the evolving needs of a diverse population.

#### Victims of Crime

The proclamation of Bill C-79 in late 1999, the establishment of the Policy Centre for Victim Issues within the Department of Justice and the allocation of funding for the Policy Centre permits the full implementation of the Department of Justice's strategy for victims of crime as outlined in the December 1998 Response to the Fourteenth Report of the Standing Committee on Justice and Human Rights. The *Criminal Code* amendments build upon and expand reforms made in the preceding fifteen years and facilitate victim participation in the criminal process by, among other measures, encouraging the provision of information about victim impact statements, permitting the victim to read their statement aloud, protecting the victim's or witnesses' identity in appropriate circumstances, and enhancing victim safety by requiring decision makers (police officers, justices of the peace, judges) to consider the victim's safety and security when determining whether to release an accused person. A victim surcharge is now automatically imposed on convicted offenders to provide accountability to victims in general and to provide revenue to provinces and territories for victim services.

The Policy Centre for Victim Issues is mandated to co-ordinate all federal criminal justice initiatives pertaining to victims of crime, and to conduct research on emerging issues in victimization and criminal justice system response. The Centre is also tasked with consulting widely with victims and victim service providers to ensure their perspective is considered in the development of relevant policy and legislation and promoting initiatives to increase awareness about the impact of victimization and legislation, policies, services and assistance available to meet the needs of victims.

A Victims Fund supports non-governmental organizations in developing innovative responses to victim services and assistance, including public education, information and research. In addition, federal financial assistance to provinces and territories is intended to facilitate the implementation of *Criminal Code* reforms and provincial/territorial victim legislation.

#### Sentencing Reform and Restorative Justice

Following consultations with provincial and territorial officials and other partners in the justice system the Department will propose a number of changes to the *Criminal Code* designed to improve the effectiveness of the sentencing regime. The Department will continue to monitor sentencing patterns and jurisprudence relating to conditional sentences in the wake of recent landmark decisions of the Supreme Court of Canada. The Department is also engaged in a significant research effort dealing with sentencing guidelines and mandatory sentencing practices in use in other countries with a view to determining their effectiveness in those jurisdictions.

In the area of restorative justice the Department will continue its co-operative work with federal partners and other levels of government to advance the policy and program development of restorative approaches to resolving criminal conduct. In particular it will play a lead role in suggestions for the adoption of basic principles on the use of restorative programs both in Canada and internationally through a resolution the Canadian government introduced at the United Nation's Crime Commission in April, 2000.

#### Feasibility Study of Structural Reform of the Justice System

There is a need for the federal government to continually review existing mechanisms and structures to identify ways to increase the efficiency, effectiveness and accessibility of the justice system, without compromising the quality of justice provided. This need stems, in part, from concerns caused by delays and high costs associated with the current court system, and also from the fact that the current structure is often perceived as being unduly complex and inaccessible.

A number of provincial Attorneys General have recently expressed an interest in reforming court structure and, in particular, the concept of a unified criminal court (UCC). Accordingly, the Department of Justice is now leading a study to look at the feasibility of structural reform of the justice system. Some of the reform models the study will consider are: the UCC or single-level trial court model; the "Quebec" model of an expanded jurisdiction for the provincial court; and the merger of trial court administrations as well as the reclassification of offences.

It is expected that this study will be completed and the results reported to responsible Ministers in late 2001 or early 2002. The work plan for the feasibility study calls for the study to conclude with a report to Federal/Provincial/Territorial Ministers Responsible for Justice in late 2001 or early 2002.

#### Section 690 Criminal Code Conviction Review Process:

Section 690 of the *Criminal Code* allows a person who has been convicted of an indictable offence or sentenced by a court under Part XXIV of the *Criminal Code*, and who believes he or she has been wrongly convicted, to apply for a review of their case by the Minister of Justice. On June 8, 2000, the Minister of Justice introduced Bill C-36, which included amendments to section 690. At the same time, the Minister announced that administrative changes would be made to the conviction review unit. Bill C-36 died on the Order Paper when Parliament was dissolved in the autumn of 2000. The Minister intends to reintroduce the section 690 amendments. The legislative proposals and administrative changes are designed to make the conviction review process more open, accessible and accountable.

#### Comprehensive Review of the Canadian Human Rights Act

On April 8, 1999, the Minister of Justice announced the establishment of an independent Panel, chaired by Justice La Forest, to conduct a review of the *Canadian Human Rights Act* - the first comprehensive review since 1977. The Review Panel made its Report, entitled *Promoting Equality: A New Vision*, public in June 2000. The Report, a product of

extensive consultations with public and private stakeholders, contains 165 recommendations, which are cross-cutting and wide-ranging, including process and procedural changes to additional grounds of discrimination and exemptions.

Canadians expect the Government to address the key issues raised by the Panel. Our approach and priority for the 2001-02 fiscal year will be to do this in a balanced, practical and humanitarian manner. The Department will continue to review and assess these recommendations in close collaboration with other federal departments and interest groups.

#### Pay Equity Review

Further to the Government's announcement on October 29, 1999, to review pay equity, the Ministers of Justice and Labour agreed to collaborate and partner on this important initiative. In October 2000, the Ministers of Justice and Labour appointed Beth Bilson, Dean, College of Law, University of Saskatchewan, as Chair of the Pay Equity Task Force. Her first responsibilities as Chair included conducting consultations with major stakeholder organizations to identify issues and concerns. These consultations were completed in December 2000 and a Report was submitted to the Ministers of Justice and Labour.

During Phase II, a three-member independent Task Force, will conduct a comprehensive review of the current equal pay provisions of the *Canadian Human Rights Act*, as well as the *Equal Wages Guidelines*.

#### Privacy Protection

In August 2000, the Minister of Justice announced a review of the federal privacy regime. This review was suggested in part by the advent of information technology, biotechnology, and the coming into force of the Personal Information Protection and Electronic Documents Act, which addresses privacy in the private sector. The review will focus on whether current laws are adequate to protect the privacy of Canadians. As part of this review, the Department will consult federal departments and agencies, as well as consider previous calls for reform, including proposals by the Privacy Commissioner. The Department will also consult with Canadians widely.

#### Access to information

In response to concerns expressed by various parties including Private Members Bills, the Information Commissioner, and others, on August 21, 2000 the Minister of Justice and the President of the Treasury Board announced the establishment of the Access to Information Review Task Force. The Task Force is conducting a comprehensive review of the access to information regime including the need for administrative and legislative changes. The Task Force will make recommendations later this year. Some legislative amendments to the law may be necessary. The Department continues to monitor the concerns related to access to information and await the recommendations of the Task Force before undertaking any broad-based legislative reform.

#### Public Legal Education and Information

The Department will continue to be a leader in the area of public legal education and information (PLEI) by providing ongoing and project funding to provincial and territorial governments and organizations. The network of PLEI organizations plays a valuable role in ensuring that Canadians are aware of their legal rights and responsibilities. In addition, the department is launching a national discussion on future directions for PLEI as it reconsiders its vision in light of current departmental and government-wide priorities and objectives.

#### Legal Aid Agreements

The Department of Justice, in co-operation with the provinces and territories through the Federal/Provincial/Territorial Permanent Working Group on Legal Aid, will continue to focus on the renegotiation of the Federal/Provincial/Territorial agreements which expire on March 31, 2001.

4. Working towards an integrated justice system that is costeffective, citizen-centered and linked to the community.

#### **Community Safety and Crime Prevention**

The 1999 Speech from the Throne announced the federal government's commitment to expand the National Strategy on Community Safety and Crime Prevention. *Opportunity for All - The Liberal Plan for the Future of Canada*, released in November 2000, reiterated this commitment to increase funding for the Strategy by \$145 million over four years. The National Crime Prevention Centre is developing options for this announced expansion. An expanded Strategy would maintain a focus on pragmatic, collaborative and effective approaches to prevent crime that engage citizens at the community level.

During 2000, a mid-term evaluation of the Strategy was conducted. The purpose of this evaluation was to provide feedback and analysis of the overall structure and functioning of the Strategy. The results focussed on the accomplishments of the Strategy to date and highlighted areas for future enhancements. The evaluation framework also included a number of sub-studies focusing on benchmarking of current practices and information on crime prevention and this data will help in the evaluation of the impact of the National Strategy.

#### **Grants and Contributions**

The departmental Grants and Contributions program is used as a policy instrument to fund innovative projects which in turn facilitate program and legislative design. The current program is under evaluation. At the completion of the process, a strategy will be developed to ensure the revamped program is aligned to current needs and priorities.

#### Access to Justice Agreements (AJA)

These cost-sharing agreements with Nunavut, the Northwest Territories and the Yukon, cover the provision of Legal Aid, Native Courtworker and Public Legal Education and Information services in Canada's north. The existing terms and conditions for these initiatives come up for renewal on March 31, 2001 and are expected to be reapplied on an interim basis to allow the Department, in co-operation with its territorial counterparts, to address a number of issues including program design/delivery options which will have a bearing on the longer-term future of these innovative funding agreements.

#### Native Courtworker Program

In 2001-02 the Department will address all outstanding matters that were examined as part of the tripartite (federal, provincial/territorial, Aboriginal agency) review of the Native Courtworker (NCW) Program that was carried out in the late 1990s. The Department will:

- negotiate and enter into revised NCW cost-sharing agreements with provincial and territorial partners that reflect the evolving role of courtworkers in relation to the growing array of community-based justice initiatives and to other new developments in the administration of justice;
- endeavour to respond to the funding pressures on this Program; and
- in co-operation with its program partners, enhance the infrastructure that supports NCW Program implementation (by using tools such as a national database and developing a national courtworker training curriculum).

#### Judiciary

The Judicial Affairs Unit supports the Minister and Deputy Minister in their relationship with the federally appointed judiciary, and is regularly consulted by government departments and central agencies with respect to the judiciary and courts generally. Priorities for the coming year include implementing the Government response to the recommendations of the Quadrennial Judicial Compensation and Benefits Commission and policy work on court structures and court reform. Other priorities will involve litigation support in cases involving courts or the judiciary, as well as other matters that may arise on an urgent basis.

#### 5. Leadership on international justice issues

#### International Criminal Justice

The Department continues to play an important role in international forums such as the United Nations (UN), the Organization of American States (OAS), the Organization for

Economic Co-operation and Development (OECD), the Council of Europe and the G8 in addressing international criminal justice issues.

The *Crimes Against Humanity and War Crimes Act* came into force on October 23, 2000. The Act ensures that Canada is able to meet its obligations under the Rome Statute of the International Criminal Court and it strengthened the legislative foundation for the prosecution in Canada of genocide, crimes against humanity and war crimes. The Department continues to work with the Department of Foreign Affairs and International Trade to support the establishment of the International Criminal Court (ICC).

Departmental officials participated in the negotiation and development of the United Nations Convention against Transnational Organized Crime, which Canada signed on December 14, 2000. Canada also signed two supplementary protocols on that date: the Protocol Against the Smuggling of Migrants by Land, Sea and Air and the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children. The Department is actively involved in efforts to complete a final supplementary protocol on combating the illicit manufacturing of and trafficking in firearms.

Departmental officials played a significant role in the negotiation and development of the Council of Europe draft Convention on Cyber Crime, which is scheduled to be finalized in 2001. As well, the Department actively participated in working groups of the G8 relating to transnational organized crime, mutual legal assistance and high-tech crime. In 2001 the Department will continue to be active on a number of additional fronts including participation in a high-level G8 conference on building confidence and safety in cyber-space, to be attended by industry and law enforcement representatives in Japan. It also provided leadership to the Commonwealth Secretariat in developing Commonwealth initiatives to address computer crime, and will continue to play a leadership role within Commonwealth initiatives in 2001.

The Department continues to be active in international anti-corruption efforts, particularly in the UN, the OAS and the OECD. The Department is involved in the mutual evaluation process within the OECD to monitor each participating country's implementation of the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. It is also involved in the process to develop a follow-up mechanism to the Inter-American Convention against Corruption. The Department expects to play a key role in efforts to prepare for and to negotiate a new UN instrument against corruption.

The Department is playing a leadership role within the OAS in the establishment of an electronic network on mutual legal assistance in the field of criminal law within the hemisphere. The Department will continue assisting Solicitor General Canada in working bilaterally with the United States to address transnational fraud.

The Department will continue to participate in efforts to implement in Canada various international criminal law conventions, such as the Convention on the Safety of United Nations and Associated Personnel, the International Convention for the Suppression of Terrorist Bombings and the International Convention for the Suppression of the Financing of Terrorism.

#### Private International Law

The Department continues to contribute to the harmonization of private international law within international organizations such as the Hague Conference on Private International Law, Unidroit, the United Nations Commission on International Trade Law (UNCITRAL) and in regional organizations such as the Organization of American States (OAS). Current active areas include international commercial law, judicial co-operation and enforcement of judgements, family law and child/adult protection, as well as protection of property.

The most important international commercial law initiatives of this upcoming year include: the draft Convention on International Interests in Mobile Equipment and related draft Aircraft Equipment Protocol co-sponsored by Unidroit and the International Civil Aviation Organization (ICAO), which provides a framework for the creation and effects of an international interest in mobile equipment; the finalization of UNCITRAL's draft Convention on Assignments in International Trade; UNCITRAL's further work in the area of arbitration; and the signature and ratification of the World Bank Convention on the Settlement of Investment Disputes between States and Nationals of Other States (ICSID), which requires the agreement of all Canadian jurisdictions.

The Department of Justice will be working, in co-operation with the Uniform Law Conference of Canada (ULCC), in the coming year, to draft a uniform act to implement the Convention on International Interests in Mobile Equipment and the Protocol on matters specific to Aircraft Equipment.

As well, the Hague draft Convention on Jurisdiction and Foreign Judgements in Civil and Commercial Matters should be finalized late this year or in early 2002 and could become one of the most significant conventions in the area of jurisdiction and enforcement of foreign judgements. The Department of Justice will also continue to work closely with the ULCC in preparing a Uniform Enforcement of Foreign Judgements Act for August 2001 to ensure uniformity in provincial legislation in the field.

In the family law area, consultations will be undertaken with the provinces and territories to examine the interest of Canada in becoming party to the 1999 Convention on the International Protection of Adults and the 1996 Convention on Jurisdiction, Applicable Law, Recognition, Enforcement and Co-operation in Respect of Parental Responsibility and Measures for the Protection of Children. A ULCC Working Group with Department of Justice participation will undertake the preparation of uniform implementing legislation for both Conventions.

#### **Key Results Commitment**

A justice system that responds to public concerns about safety and security, meets the needs of a modern pluralistic society and reflects the values of Canadians

Planned Results	Related Activities
Introducing justice policies contributing to comprehensive, integrated federal policy responses with respect to families,	Contribute to the development of the National Children's Agenda in co-operation with the provinces and territories;
children and youth, Aboriginal people and the information	Reform Canada's youth justice system;
society.	Implement the recent child support provisions;
	Implement the Government of Canada's strategy for reform of the family law system dealing with child custody and access in cooperation with the provinces and territories;
	Establish measures to protect children from neglect, abuse and exploitation;
	Implement alternatives to formal justice processes and dispute resolution mechanisms including through the Aboriginal Justice Strategy; and
	Improve Canada's global competitiveness through enhancing the legal framework to support technology advances and readiness for e-commerce.
2. Implementing the government's safety and security agenda	Enhance effectiveness in combating organized crime;
through a balanced approach to criminal justice.	Streamline criminal trial procedures and increase ease of technology as well as address the reeds of victims of crime and witnesses in the trial process;
	Implement sentencing reform including expanded use of restorative justice principles in sentencing; and
	Reduce the incidence of violent crime through the implementation of firearms control measures.
Strengthening confidence and trust in the justice system and working towards an equitable and accessible justice	Enhance recognition of the needs of victims of crime in the justice system;
system responsive to the evolving needs of a diverse population.	Develop legislative proposals to improve the Criminal Code conviction review process;
	Develop proposals to improve the Canadian Human Rights Act including clarification of its pay equity provisions;
	Increase focus on issues related to privacy and access to information;
	Improve public knowledge of the law and the justice system; and
	Renegotiate funding arrangements on legal aid.
Working towards an integrated justice system that is cost-effective, citizen-centred and linked to the community.	Increase consultation with Canadians on reform of the justice system;
	Increase Canadians' involvement in making their communities healthier and safer;
	Support innovations in key justice policy areas;
	Improve access to justice:
	Enhance court services for Aboriginal Canadians; and
	Maintain an independent and effective federal judiciary.
5. Leadership on international justice issues through proactive and coherent policy and operations approaches.	Represent effectively Canada's interests on each of the many international justice issues affecting the country;
	Ensure harmonization and co-operation in international legal activities; and
	Investigate Individual war crime cases.

#### 3.3 Business Line Details - Administration Business Line

#### 3.3.1. Business Line Objective

To ensure effective strategic management of the administration of justice program by establishing corporate management and administrative frameworks and services that ensure the optimal internal management of the Department and its resources.

#### 3.3.2. Business Line Description

This activity encompasses the range of corporate management and administrative services required to support the Department's program delivery and internal administration.

#### 3.3.3. Planned Spending and Full Time Equivalents

Fore	Forecast		Planned		ned	Plar	nned
Spending		Spending		Sper	nding	Sper	nding
2000-2001		2001-2002		2002-	-2003	2003-	-2004
\$ millions	FTE	\$ millions	FTE	\$ millions	FTE	\$ millions	FTE
*52.8	367	62.3	384	62.8	382	63.2	382

<sup>\*</sup> Reflects the best forecast of total net planned spending to the end of the fiscal year.

# 3.3.4 Key Results Commitments, Planned Results, Related Activities and Resources

#### **Enhanced Financial Management Capacity**

The Department is working to ensure that its capacity to operate within a planning, reporting and accountability framework is significantly enhanced from the present. It also will be turning its attention to enhancing its capacity to plan through the identification and gathering of performance measurement information which will ensure that it knows in quantifiable terms what the trends are in its workload, and the effort required to address it.

The Department of Justice adopted and implemented a number of measures to enhance the way resources are allocated to the Department's three lines of business. It will continue to fine-tune and improve the processes involved and implement the Financial Information Strategy and Comptrollership, two government-wide initiatives.

In summary, the Department is moving to introduce modern comptrollership practices to enhance its decision-making capacity based upon complete and integrated financial and non-financial information.

#### Human Resources Management

*INVESTING IN PEOPLE* is the Department's Human Resources Plan for the period 2000/01 to 2003/2004. It provides a departmental human resources perspective on the allocation of Program Integrity resources and the structuring of various initiatives and key strategies to respond to our evolving needs and priorities. The Plan also serves as an internal monitoring mechanism to chart progress toward achieving results, measuring success and managing additional resources.

For many public sector organizations, including our own, human resource management has become one of the most significant strategic functions for the 1990s and 2000s. With the reality of world-wide competition for talent, organizations must increasingly rely on their ability to attract, retain, and motivate employees with drive, talent, and skills as the key success factor in this very competitive environment. Developing that ability is one aspect of the human resource management function in Justice.

The Department is faced with a multitude of human resource management challenges. First, as one of Canada's institutions of democracy, Justice must rely on the highest calibre of professionals and count on a workforce whose ethics, commitment, values and culture of inclusiveness are of the highest standard. To foster a workforce with these strengths, this must be a workplace of first choice by promoting public service values, leadership and innovation at all levels within its organization.

Second, retaining these highly qualified professionals requires a significant investment, especially in the face of Program Review resulting in the erosion of certain departmental resources without a corresponding decrease in the demand for legal services. The Department has struggled with the issue of financial pressures for a number of years and has now received an influx of funding as a result of RLR. Thus, appropriate planning for the spending of these additional resources is of utmost priority to ensure the effective and efficient use of monies. Finally, certain government operations have decentralized to regions, and this has meant that Justice's regional offices have assumed a greater and much more challenging role in providing legal services to those clients. DOJ regional offices have grown dramatically over the past years and will increasingly reflect the range and diversity of services offered and needed across the Government.

Workload management issues will be addressed through effective realignment of work with RLR resources, flexible work arrangements which help address balancing work and personal responsibilities and streamlining staffing so positions can be filled more effectively. DOJ will strengthen its approaches to leadership and career development to ensure a world-class talent pool is built and to ensure that its management culture is supportive of attracting, retaining and developing the best possible talent. In addition, the Department is committed to realizing its four corporate objectives:

- To address workload issues;
- □ To take concrete action to reduce reliance on term employment;
- □ To ensure every employee takes a minimum of five days of professional development each year; and
- □ To foster a harassment-free workplace.

#### **Communications**

Over the past year the Communications Branch has worked to meet several key challenges set out in our corporate plans and priorities. Justice Canada now has communications advisors in five regions across the country. With this network in place, the department will be able to improve its media relations capacity, monitor local media and public environments and identify regional issues more effectively and efficiently.

During fiscal year 2001-2002, the Communications Branch will continue to support the department's overall strategic plan. This will be done through the outreach programs and by providing communications advice and guidance to support the department's internal communications needs.

**Outreach Programs:** The Communications Branch is developing a coherent, consistent and sustained corporate image for the department to use in its outreach program. As part of this program, the Communications Branch is producing a new quarterly magazine for the legal community; is implementing a speakers outreach program; and is participating in exhibit programs aimed at recruiting and attracting new lawyers for the Canadian government.

Together, these activities provide a proactive approach to promoting awareness of the Department of Justice while also helping it meet the challenges of a more competitive work environment. Increasing public awareness of the department and its services will help make the justice system relevant, accessible and responsive to the needs of Canadians. Improving promotional capacity to support business and recruitment strategies will better position the department to deliver leadership and excellence in the areas of law and policy that are integral to the role of government.

**Work Environment:** The strategic plan is concerned with providing a work environment that responds to the needs of Department of Justice employees in a changing and growing environment. This new environment involves many emerging and long-term pressures which require the department to enhance the way it does business internally (with employees and client groups) and externally (in its relationship with the public).

During fiscal year 2001-2002, the Communications Branch will work with other departmental sectors to provide tools for implementing these changes. The tools will provide employees with easy access to the information they need to help them manage the transition to a new work environment.

**Core Services:** In addition to the specific items noted above, the Communications Branch will continue to provide high quality services to its clients. Through its Communications Advisors and Media Relations unit, the Public Affairs Division will provide the department and the Minister's Office with strategic communications planning and advice as well as a wide range of communications products. The Corporate Communications and Services Division will continue to support the department's internal communications needs by providing advice for electronic communications, print publishing and other communications services.

#### Information Management

The key priorities for information management in 2001-2002 will be to expand communications, facilitate the sharing of knowledge, and continue development of a management framework for information management and information technology.

The Department will focus on improving communications using Internet technology to address connectivity requirements between headquarters, the regions, departmental legal services units, tele-workers, clients, citizens and communities of interest. Secure remote access to electronic mail and departmental business applications will be an important component of this enhanced connectivity initiative. The Justice-on-Line project, as part of the wider Government-on-Line initiative, will be key to improving Canadians' ability to access the justice system through electronic access to information, services and resources.

The Department will continue to pursue opportunities to share knowledge and work products in support of its legal services and policy activities. A key initiative will be the building of an electronic collaboration and teamwork environment to enhance working relationships with provincial, territorial, national and international organizations. Other initiatives will include the development of executive information management systems and prototypes for electronic document management. Initiatives to reuse work products and increase efficiency in the use and management of information will be a positive factor in the Department's efforts to help employees address their increasing workload.

The governance model for the management of information management and information technology in the department will be further developed to ensure a clear framework is in place to delineate related roles and responsibilities and set priorities.

#### Key Results Commitment: Sound departmental management

Planned Results	Related Activities
Enhanced financial management capacity	<ul> <li>Enhance the Department's capacity to plan through the identification and gathering of both financial and non-financial performance measurement information</li> <li>Implement the Financial Information Strategy and Comptrollership</li> </ul>
Inclusive, citizen-centred, plain language communications in support of departmental priorities.	Provide a proactive approach to promoting awareness of the Department Improve promotional capacity to support business and recruitment strategies Provide employees with easy access to the information they need to help them manage the transition to a new work environment Provide strategic communications planning Provide advice for electronic communications, print publishing and other communications services

#### Key Results Commitment: Positioning the Department for the future through the development of its staff today

Expansion of communications and sharing of knowledge through information technology.	<ul> <li>Develop a management framework for information management and information technology</li> <li>Improve connectivity using Internet technology, including secure remote access to electronic mail and departmental business applications</li> <li>Develop executive information management systems and prototypes for electronic document management</li> </ul>
Workforce revitalization with a priority focus on recruitment, retention and career, personal development and learning	Recruitment  ☐ Develop better planning and forecasting tools ☐ Change the resources mix of the Department by: ☐ changing the occupational resource mix of the Department; ☐ shifting towards indeterminate staffing appointments; and ☐ realigning resources within the LA community. ☐ Creating and pursuing projects, policies and initiatives that assist in recruitment and management of additional resources: ☐ develop and implement a strategic hiring plan; ☐ establish the right classification and compensation regime for the Law Group; ☐ implement the Employment Equity Action Plan; and ☐ implement the Legal Excellence Program.
	Retention  ☐ Implement 4 corporate objectives; ☐ Implement the Employment Equity Action Plan; ☐ Implement the Awards and Recognition Program; ☐ Implement the Official Languages Program; and ☐ Re-institute the exit interview process.  Career, Personal Development and Learning ☐ Review and improve our performance management system; ☐ Implement the Mentoring program on a national basis; ☐ Introduce strategic continuity planning; and ☐ Ensuring the Department's learning center is a center of excellence.
Improved administrative and infrastructure support	□ Creating and pursuing programs, policies and initiatives to improve our administrative and infrastructure supports: - improving HR services through technology and decentralization of HR - reviewing staffing tools and processes - implementing the Staffing Delegation and Accountability Framework

# **Section IV: Joint Initiatives**

## **4.1 Horizontal Initiatives**

# **4.1.1Sustainable Development**

Planned Results	Related Activities
Sustainable development across government supported through the delivery of high-quality legal services and the development of legal infrastructure.	<ul> <li>Deliver excellent legal support for major sustainable development initiatives</li> <li>Develop new and enhanced legal instruments</li> <li>Continue to develop capacity to deliver high-quality legal services</li> <li>Enhance legal training for clients</li> <li>Promote dispute resolution and more efficient litigation</li> </ul>
Explore the implications of social and cultural factors for sustainable development, in the context of the Justice policy mandate.	<ul> <li>Promote sustainable development principles through Sustainable Communities Initiatives in Cape Breton and the Annapolis Valley</li> <li>Continue to pursue the Aboriginal Justice Strategy in accordance with the principles of developing sustainable communities</li> <li>Pursue crime prevention activity that furthers sustainable development principles</li> <li>Contribute to interdepartmental research on the links between social cohesion and sustainable development</li> </ul>
Reduce the direct environmental impact of Justice's physical operations	<ul> <li>Stabalize the level of paper use</li> <li>Decrease solid waste</li> <li>Increase environmental awareness of employees</li> </ul>

#### **Section V: Financial Information**

#### **5.1 Summary of Transfer Payments**

(\$ millions)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-03	Planned Spending 2003-04
Grants				
Law and Policy	26.1	31.2	21.9	21.9
Total Grants	26.1	31.2	21.9	21.9
Contributions				
Law and Policy	350.1	349.7	352.8	331.8
Total Contributions	350.1	349.7	352.8	331.8
Total Grants and Contributions	376.2	380.9	374.7	353.7

## **5.2 Details on Transfer Payments Programs**

## 5.2.1 Objective

To ensure a responsive, fair, efficient and accessible national system of justice by managing the development, testing, promotion and implementation of justice policy, programs and services in respect of criminal law, family and youth law; and to ensure a fair, effective and responsible public administration by managing the government legal framework in respect of administrative law, constitutional law, international law, native law, human rights law and information law.

#### 5.2.2 Planned Results

The Department's Grants and Contributions resources are used, in part, to inform timely, strategic policy and legislative responses and to support policy and legislative implementation. In addition, these funds promote the development of experimental projects and research in areas of interest to the Department with a view to garnering significant information and experience linked to current and future departmental and governmental policy priorities.

Grants and Contributions supported projects act as strategic levers to better inform and otherwise assist the Department in responding to an ever changing environment. The Department is working on ensuring that there is enhanced alignment between project

funding decisions and Departmental policy priorities, as well as working to ensure a more systematic engagement of NGOs (non-government organizations) and the public in developing innovative projects.

# 5.3 Source of Respendable and Non-respendable Revenue

#### 5.3.1 Non-respendable Revenue

Revenue

	Forecast	Planned	Planned	Planned
	Revenue	Revenue	Revenue	Revenue
(\$ millions)	2000-2001	2001-20002	2002-2003	2003-2004
Administration Business Line				
<ul><li>Central Registry of Divorce Proceedings</li></ul>	0.7	0.7	0.7	0.7
Law and Policy Business				
Line				
□ Firearms Program	43.1	23.0	20.2	11.7
<ul><li>Family Order and Agreements Enforcement Assistance Program</li></ul>	1.3	1.4	1.5	1.6
Total Non-respendable	45.1	25.1	22.4	14.0

# **5.4 Net Cost of Program for the Estimates Year**

(\$ millions)	Total
Net Planned Spending (Gross Budgetary and Non-budgetary Main Estimates plus Adjustments)	849.0
Plus: Services Received without Charge	40.0
Accommodation provided by Public Works and Government Services Canada (PWGSC)	19.8
Contributions covering employees' share of insurance premiums and expenditures paid by Treasury Board Secretariat	10.9
Workman's compensation coverage provided by Human Resources Canada	0.1
	30.8
Less: Non-respendable Revenue	25.1
2001-2002 Net cost of program	854.7

# **Section VI: Other Information**

# Table 6.1: Legislation Administered by the Department of Justice

#### The Minister has sole responsibility to Parliament for the following Acts:

Annulment of Marriages (Ontario) Canada Evidence Canada-United Kingdom Civil and Commercial Judgments Convention	R.S.C. 1970, c. A-14 R.S., c. C-5 R.S., c. C-30
Canadian Bill of Rights Commercial Arbitration Contraventions Crown Liability and Proceedings	1960, c. 44 R.S., c. 17 (2nd Supp.) 1992, c. 47 R.S., c. C-50
Divorce Escheats Extradition Family Orders and Agreements Enforcement	R.S., c. 3 (2nd Supp.) R.S., c. E-13 R.S., c. E-23 R.S., c. 4 (2nd Supp.)
Assistance Federal Court Firearms Foreign Enlistment	R.S., c. F-7 1995, c. 39 R.S., c. F-28
Foreign Extraterritorial Measures Fugitive Offenders Human Rights, Canadian Identification of Criminals	R.S., c. F-29 R.S., c. F-32 R.S., c. H-6 R.S., c. I-1
International Sale of Goods Contracts Convention Interpretation Judges	1991, c. 13 R.S., c. I-21 R.S., c. J-1
Justice, Department of Law Commission of Canada Marriage (Prohibited Degrees) Mutual Legal Assistance in Criminal Matters	R.S., c. J-2 1996, c. 9 1990, c. 46 R.S., c. 30 (4th Supp.)
Official Languages Official Secrets Postal Services Interruption Relief Prize, Canada	R.S., c. 31 (4th Supp.) R.S., c. O-5 R.S., c. P-16 R.S.C. 1970, c. P-24
Revised Statutes of Canada, 1985 Security Offences State Immunity Statute Revision	R.S., c. 40 (3rd Supp.) R.S., c. S-7 R.S., c. S-18 R.S., c. S-20
Statutory Instruments Supreme Court Tax Court of Canada United Nations Foreign Arbitral Awards Convention	R.S., c. S-22 R.S., c. S-26 R.S., c. T-2 R.S., c. 16 (2nd Supp.)
Young Offenders	R.S., c. Y-1

#### The Minister shares responsibility to Parliament for the following Acts:

Access to Information	R.S., c. A-1 (President of the Treasury Board)
Bills of Lading	R.S., c. B-5 (Minister of Transport)
Criminal Code	R.S., c. C-46 (Solicitor General of Canada and
	Minister of Agriculture and Agri-Food)
Garnishment, Attachment and Pension Diversion	R.S., c. G-2 (Minister of National Defence, Minister of
	Finance and Minister of Public Works and
	Government Services)
Privacv	R.S., c. P-21 (President of the Treasury Board)