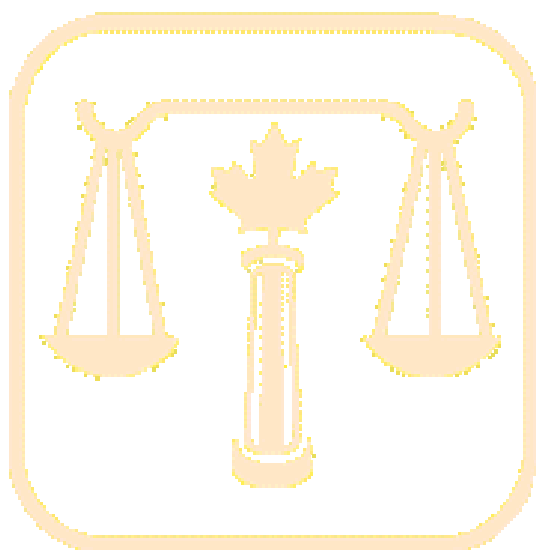


Department of Justice



2003-2004
Estimates

A Report on Plans and Priorities

Approved

Martin Cauchon
Minister of Justice and Attorney General of Canada

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Section I: Messages

Minister's Message

In the coming year, the Department of Justice will continue to provide a fair, accessible and responsive justice system for all Canadians. To ensure that the Canadian justice system is as fair and efficient as possible, we are working more closely with partners at all levels of government and beyond - with community and business leaders, with academics and other experts, and directly with the Canadian public. We are also collaborating with other countries' governments to effectively address global justice issues and transnational crimes.

In this planning period the Department will be focusing on three particular areas: ensuring safe and secure communities, providing accessible and inclusive justice for all Canadians, and improving governance.

Last year, we supported detection and early action on suspected terrorist activities. We are now looking at substantial changes to the *Criminal Code* to promote community safety and to protect the most vulnerable members of our society, especially our children. We are also increasing help to many communities to develop the tools they need to improve their own safety and security.

Canadians want a legal system that operates fairly and is available to all members of our society when they need it. The Department and its partners have taken important steps to enable Canadians to have access to justice in the official language of their choice. We now face the considerable challenge of extending this access to all communities across Canada. At the same time, we will continue our efforts to respond to the needs of families in crisis, to victims of crime, to the unique needs of our Aboriginal people, and to financially disadvantaged Canadians who count on the support of legal aid services. My Department is working closely with its provincial and territorial partners to assess legal aid needs and to develop a renewal strategy to address these needs.

Finally, it is clear that Canadians want to be more involved in the governance of the justice system and its affects on their daily lives. They want to participate in the processes that lead to policy decisions on such fundamental social issues as same-sex marriage and protection of personal information.

Canadians want – and deserve – an effective justice system that reflects Canadian values, while balancing individual rights with the interests of society. I am committed to provide such a system to our citizens while ensuring that my Department is accountable for its allocated resources and that these resources are used responsibly, efficiently and are focused on priorities that make the most difference in the management of Canada's justice system.

Martin Cauchon
Minister of Justice and Attorney General of Canada

Management Representation

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2003-2004

I submit, for tabling in Parliament, the 2003-2004 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;
- ☐ is consistent with the disclosure principles contained in the guidelines for preparing a report on plans and priorities;
- ☐ is comprehensive and accurate;
- ☐ includes accountability for results; and
- ☐ 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 *Mandate*

The role of the Department of Justice is to:

- Provide the Government of Canada and federal departments and agencies with high-quality legal services;
- Have superintendence of all matters connected with the administration of justice in Canada, which are not within provincial or territorial jurisdiction; and
- 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.

The duties and responsibilities of the Department are set out in the *Department of Justice Act*. The Department provides a full range of legal services to the Government of Canada: provision of legal advice, preparation of legal documents, drafting of legislation, and regulations, or conduct of litigation. The Department ensures that the administration of public affairs is carried out in accordance with the law. It also has the lead responsibility in the government for the substantive criminal law and criminal procedure, reflecting the Constitution's assignment of these legislative powers to the federal government. As such, the Department has a general responsibility for stewardship of Canada's criminal justice system.

The Department is also involved in the administration of the *Canadian Bill of Rights*, *Statutory Instruments Act* and the *Statute Revision Act*. The *Canadian Bill of Rights* and the *Department of Justice Act* require that the Minister of Justice examine all bills introduced by Ministers in the House of Commons, as well as all regulations submitted to the Clerk of the Privy Council for registration, to ensure that the provisions of these submissions are consistent with the purposes and provisions of the *Canadian Bill of Rights* and the *Canadian Charter of Rights and Freedoms*. In both cases, the Minister must report any inconsistency to Parliament. The *Statutory Instruments Act* requires that regulations be examined on the basis of the criteria set out in that Act. The *Statute Revision Act* provides for periodic revision and consolidation of public statutes of Canada and any related regulations.

The Department's work reflects the 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. He or she 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 **Minister of Justice** deals with policy considerations in those areas of law that he or she is directly responsible for. The Minister has general responsibility for federal policies related to criminal justice, except for policing, corrections and parole. He or she has lead or shared responsibility for policy in the following areas:

- Criminal justice;
- Family and youth law;
- Public safety;
- Administrative law;
- Aboriginal justice;
- Access to information and privacy and human rights;
- Official languages;
- The government's mandate for courts and judges; and
- Canada's participation in the development and unification of private international law.

The **Minister** is also responsible for:

- Implementation of policy objectives through legal mechanisms, programs and services;
- Issues relating to accessibility, fairness and equality in the justice system;
- Legal mechanisms used by departments and agencies to achieve the overall government objectives;
- Drafting of government bills and regulations;
- Examination of regulations; and
- Ensuring that the government's legislation and regulations comply with the *Canadian Charter of Rights and Freedoms* and with other government policy and legislation.

The portfolio of the Minister of Justice also includes the following independent organizations, which have a distinct mandate and prepare their own annual reports to Parliament:

- Canadian Human Rights Commission
- Canadian Human Rights Tribunal
- Commissioner for Federal Judicial Affairs
- Office of the Information Commissioner of Canada
- Office of the Privacy Commissioner of Canada
- Law Commission of Canada
- Supreme Court of Canada
- Federal Court of Canada
- Tax Court of Canada

2.2 Planning Overview

The Department of Justice funds its services and programs through operating expenditures and through grants and contributions, in approximately the same proportion. The Government Client Services and Law and Policy business lines represent the Department's core functions in providing quality legal advice and services to other federal government departments and agencies, and in leading the planning, development and implementation of government policies related to the administration of justice. This work is achieved through a network of teams in headquarters, regions and legal services units, which are co-located with the client government departments and agencies. In addition, the Department dedicates a significant portion of its resources to ongoing and new priorities that support its mission to enhance the security of Canada's citizens and provide them with an accessible and fair justice system that meets their diverse needs. These priorities are described in more detail in the next section of this report.

The Department's work continues to be driven by its five-year Strategic Plan, which focuses on longer-term commitments and helps the organization to concentrate on long-term benefits for Canadians. The Plan's three strategic directions, outlined below, continue to guide the Department's efforts to serve Canadians, provide high-value legal and policy services, and to use its unique expertise in supporting the administration of justice in Canada. To monitor and report on the results of the Department's activities and to better link plans and priorities to performance results, more efforts will be dedicated in the planning period to improve the existing performance measures and to develop new ones.

To improve its efficiency and to concentrate further on its service to the government and to Canadians, the Department underwent a substantial organizational change in 2001-02. The resulting new senior management structure has increased accountability and introduced a more effective decision-making process in the organization. At the same time, the Department is increasing its presence in regions across Canada to bring some of the programs and services to other government organizations and directly to Canadians in their communities. The Department's regional offices are now more involved in the justice policy and program agenda.

STRATEGIC DIRECTIONS

Serving Canadians

We will strive to make 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 the 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 and agencies to generate timely and strategic legal service for the government. We will work together, share information and knowledge, and create an enabling work environment.

What Will Affect Our Work in this Planning Period? Are we Ready to Tackle Our challenges?

Government's Commitment to More Responsible Spending and a Focus on Results

As outlined in the last Speech from the Throne and the last Federal Budget, the Department of Justice, along with other government departments and organizations, will take steps to better set priorities, build capacity, establish individual and team accountability mechanisms and reallocate its resources to those priorities that are of greatest importance to the government and to Canadians. Greater accountability for results in the Department will be achieved through specific financial commitments, outlined in the senior managers' accountability accords with their superiors. The biggest challenge will be to try to meet increased demand for its services with limited resources. The Department will work on reassigning its existing resources to meet new commitments, while striving to maintain the expected high quality of legal services to Canadian government and providing ongoing support to communities in areas such as legal aid, crime prevention and Aboriginal justice programs.

Concurrently, the department will continue its ongoing efforts to strengthen its performance management and measurement systems. These will provide Canadians with more explicit and comprehensive information about the effectiveness of departmental programs and services. These measures will evolve with experience with the result that, over time, the Department will be better able to quantify results, link future resources to these results, and better describe risks associated with resource reallocations. This type of information will be presented in future departmental performance reports.

Continued Concerns About Safety and Security

Continued concern around the world about the threat of terrorism requires the Department to remain vigilant and work closely with other federal agencies to detect, prevent and prosecute terrorist activity. The Department will continue to monitor the use and impact of the *Anti-terrorism Act* and to fulfill its responsibilities for federal prosecution, civil litigation, advisory services, and others, as necessary. It will also continue to work with the legal systems of other countries to ensure consistency of anti-terrorist measures, as outlined by the United Nations. Canadians continue to expect leadership from the Department of Justice in many other areas of public safety, such as challenges posed by organized crime, child pornography, and the need to improve the efficiency and cost-effectiveness of criminal procedures and the legal aid system.

Canadians' Needs

Canadians continue to call for a more active role in the making of justice policy. The Department is investing more efforts in informing the public about how the justice system works. The aim of this is to show Canadians how they can be more active in the system by participating in community-based justice activities and by supporting other government and non-governmental organizations in the administration of programs designed to promote a more secure environment in people's homes and communities.

One of the Department's main goals is to continue to maintain an accessible, fair, and efficient justice system in Canada, in partnership with other federal departments and with provincial, municipal, international and non-governmental partners, including non-profit and volunteer organizations.

A major piece of legislation to renew youth justice in Canada is scheduled to come into force in April 2003. The *Youth Criminal Justice Act* will introduce a number of specific measures to address young offenders' issues, to help rehabilitate them and reintegrate them into society.

Government Demand for High Quality and Prompt Legal Services

With the constant changes in the legal system in Canada and around the world, the pressure continues for more frequent and sophisticated legal advice, coordination of legal issues and services. The Department of Justice is becoming involved in more areas related to the administration of justice. The Department's legal expertise is sought in managing large and complex legal cases and assisting to address international crime. The increasing complexity of legal work and rising costs of services require that we build a team of highly skilled, specialized legal professionals. Recruitment and retention of these professionals represent an ongoing challenge for the Department.

Changes Within and Outside Canada

The advance of information technology, globalization, and emerging social issues demand faster and more integrated responses with new and revised policies and legislation that respect the needs and values of Canada's diverse society. The Department of Justice continues to play a significant role in international justice and legal matters. Partnerships with other countries' legal administrations are being strengthened and new ones are being forged.

Strategic Directions → Strategic Outcomes

Serving Canadians



Enhancing Security for Canadians

- Public Safety and Anti-terrorism
- Firearms Program
- National Crime Prevention Strategy
- Fighting Organized Crime
- Criminal Code Reform

Ensuring Relevant, Accessible and Fair Justice System

- Legal Aid Program
- Youth Justice Renewal
- Aboriginal Justice Strategy
- Child-Centred Family Law
- Victims of Crime Initiative
- Official Languages
- Public Legal Education and Information

Providing High Value and Making Choices



Providing High Value, Timely Policy and Legal Services to Government

- Legal Services to Client Departments and Agencies and Legal Risk Management
- Federal Prosecution Service
- Legislative Services
- International Law

Capitalizing on Our Strengths



Enhancing Enabling Work Environment

- Communications Program
- Human Resource Management
- Information Management/Technology
- Finance Management and Administration

Section III: Plans and Priorities by Strategic Outcome

3.1 Summary

The Department of Justice focuses on ensuring that Canadians have a fair and accessible justice system that responds to the needs of all segments of our diverse society and that ensures that Canada is a just and law-abiding society. This is achieved through provision of high-quality legal services and advice to other government organizations, through leadership in the administration of federal justice, and through implementation of policies and programs.

Priorities for 2003-2004:

- Ensuring safe and secure communities. This is directly related to our Strategic Outcome of **Enhanced Security for Canadians**. The specific results associated with this priority are outlined below.
- Providing accessible and inclusive justice for all Canadians. This is related to our Strategic Outcome of providing a **Relevant, Accessible and Fair Justice System**. The specific results associated with this priority are outlined below.
- Providing a focus on governance, by improving the Department's **outreach** to all Canadians on the justice issues that affect their daily lives. This priority is supported by all strategic outcomes.

The following chart and the subsequent sections of this report provide an overview of the key objectives and expected key results of the ongoing and new initiatives, managed by the Department of Justice.

MANDATE OF THE DEPARTMENT OF JUSTICE

Provision of high-quality legal services to government departments and agencies
Implementation of policy and program initiatives to ensure that Canada is a fair, just and law-abiding society with an accessible, equitable, efficient and effective system of justice
Superintendence of all matters connected with the administration of justice in Canada, not within provincial or territorial jurisdiction

KEY RESULTS BY DEPARTMENTAL STRATEGIC OUTCOME

ENHANCED SECURITY FOR CANADIANS	RELEVANT, ACCESSIBLE AND FAIR JUSTICE SYSTEM	DELIVERY OF HIGH VALUE, TIMELY POLICY AND LEGAL SERVICES TO GOVERNMENT	AN ENHANCED AND ENABLED WORK ENVIRONMENT
<ul style="list-style-type: none"> • Safer communities, borders • Safer travel • Reduced gun-related crime • Communities more involved in crime prevention • Organized crime cases prosecuted more effectively • Police better able to investigate organized crime • Reduced fear of crime, increased confidence in the criminal law as an effective means of addressing public concerns 	<ul style="list-style-type: none"> • Economically disadvantaged Canadians have access to criminal legal aid services • Young offenders rehabilitated • Reduced crime and victimization among Aboriginal people • Children protected against violence and abuse and in family break ups • Victims of crime have a voice in justice system • Canadians have access to justice system in language of choice • Exploration of decriminalization of cannabis • Measures introduced to protect children and other vulnerable groups 	<ul style="list-style-type: none"> • Greater consistency across government in managing legal issues • High quality legal advice to government • Modern, integrated civil litigation practice • Ability to anticipate and respond quickly to emerging legal issues • Well crafted and responsive federal laws • Full capacity to meet international legal challenges • Support to other countries in improving their justice systems • Choices and alternatives to traditional approaches to administration of justice • Integrated government approach to litigation 	<ul style="list-style-type: none"> • Department recognized for its unique expertise • High quality staff training and development • Canadians have faster, easier access to information on justice system • More and better information-sharing with partner organizations • Mechanisms in place for more efficient management of public funds

CHALLENGES AND RISKS BY DEPARTMENTAL STRATEGIC OUTCOME

ENHANCED SECURITY FOR CANADIANS	RELEVANT, ACCESSIBLE AND FAIR JUSTICE SYSTEM	DELIVERY OF HIGH VALUE, TIMELY POLICY AND LEGAL SERVICES TO GOVERNMENT	AN ENHANCED AND ENABLED WORK ENVIRONMENT
<ul style="list-style-type: none"> • Lack of tools for monitoring success in building safer communities and supporting safer travel • Complexity of cases, police perceptions of disclosure obligations, expansive judicial interpretation, and associated costs make disclosure obligations increasingly difficult to comply with • Resource and litigation difficulties often pose health issues for prosecutors involved in organized crime and mega-case prosecutions. • Effective management of demands on prosecution resources 	<ul style="list-style-type: none"> • Getting full support for alternatives to prosecution • Improving access to criminal legal aid for economically disadvantaged Canadians • Effectively reducing crime rate among Aboriginal people • Difficulties in measuring success in protecting children against violence and abuse • Building victims' confidence in justice system • Providing access to Justice system in client's language of choice in all communities across Canada 	<ul style="list-style-type: none"> • Ensuring consistency in all government organizations in managing legal issues • Providing high-quality legal services with limited resources to client departments • Building tools to respond quickly to new issues • Building capacity to address international legal challenges in a timely and efficient manner • Managing and controlling client demand for legal services • Increasing efficient management of law practice to provide better choices to traditional approaches to litigation and to prosecution 	<ul style="list-style-type: none"> • Measuring effectiveness of communication with Canadians and client organizations • Ensuring that Department is recognized and approached for its unique expertise • Attracting highest quality staff • Putting mechanisms in place to give the public faster and easier access to information on justice system • Implementing financial framework for more efficient resource distribution and better reporting on expenditures

3.2 Serving Canadians

The Department of Justice is dedicated to making the justice system relevant, accessible to all Canadians, and responsive to the needs of the diverse parts of our society. Resources are being directed at helping Canadians to better understand their justice system and giving them more opportunities to participate directly in making policy. Efforts are also being dedicated to giving all Canadians better access to the justice system and to making the system fair for all who depend on it. The Department will continue to have a key role in ensuring greater safety and security for Canadians.

3.2.1 Enhancing Security for Canadians

Terrorist events in the United States and around the world emphasized the need for enhanced safety and security measures, both within Canada and internationally. As one of the first responses to the events of September 11, 2001, the Department developed a major set of legislative measures to address a range of terrorist activities. It is undertaking a number of further initiatives to support the Canadian government in enhancing protection of our citizens and to support the suppression of terrorist activities in partnership with other democracies of the world.

Public Safety and Anti-terrorism

	2003 -04	2004-05	2005-06
Planned Spending	\$14.1 million	\$18.2 million	\$18.2 million

Canada must remain vigilant in the face of terrorist threats. The Department will continue to play a key role in the government's overall anti-terrorism efforts. The goals of the *Anti-terrorism Act*, which came into force on December 24, 2001, are to detect, deter and prosecute terrorism, and remain valid. The Department of Justice was instrumental in the efforts to pass a comprehensive package of amendments to the *Criminal Code* and other statutes, intended to enhance existing measures to investigate and punish those who would disrupt personal and economic security of Canadians. The counsel for the Minister of Justice and the Attorney General of Canada will continue to assist in the implementation of legislation in a manner that protects the rights enshrined in the *Canadian Charter of Rights and Freedoms*. Special litigation capacity will continue to be developed and enhanced to deal quickly and effectively with any cases that may threaten public security or that may challenge the validity of the legislation. Leading up to the mandatory, comprehensive parliamentary review of the legislation, the Department will monitor the use and impact of the act and will reach out to all groups in our society who have concerns and views on its impact. It will also continue to provide legal and policy advice and expertise on privacy and human rights to other government organizations engaged in public security and anti-terrorism initiatives.

Long Term Benefits	
<ul style="list-style-type: none"> • <i>Effective legislation in place to improve public security and prevent terrorist threats</i> • <i>Safer borders, safer society</i> • <i>Fulfillment of the Department's legal advisory mandate for criminal law, human rights and litigation</i> • <i>Tools in place to detect and combat terrorist activities</i> • <i>Canada's commitment met to the United Nations, Organization of American States and Commonwealth regarding anti-terrorism laws and international conventions</i> 	<p><i>Measures of Success: Implementation of new investigative and monitoring tools to detect and prevent terrorist activity; successful detection of illicit activity by partner organizations</i></p>
Strategy	
<ul style="list-style-type: none"> • <i>Increase awareness of provisions of Anti-Terrorism Act among governmental, non-governmental sectors and public.</i> • <i>Increase capacity to address civil and criminal litigation.</i> • <i>Promote effective cooperation among governmental and non-governmental sectors.</i> • <i>Monitor and review Anti-terrorism Act as well as address concerns of Canadians, in anticipation of the Parliamentary review of the Act.</i> • <i>Provide comprehensive and consistent legal services, related to issues of public safety and anti-terrorism.</i> • <i>Increase awareness among Justice counsel of the effects that advice may have on matters of national security, even when given in areas not directly related to public safety and anti-terrorism.</i> • <i>Support legislative amendments to introduce anti-terrorism measures in other countries, consistent with international conventions and facilitate cooperation with other countries on criminal matters related to public safety and anti-terrorism.</i> • <i>Provide advice on a range of legal issues by civil litigation, federal prosecution and human rights litigators.</i> 	
Activities	
<ul style="list-style-type: none"> • <i>Outreach meetings with ethno-cultural and civil liberties groups and with other legal system stakeholders.</i> • <i>Monitor use of Bill C-36 measures.</i> • <i>Work with Solicitor General Canada and the Canada-U.S. Cross-Border Crime Forum to ensure effective coordination of anti-terrorism and anti-crime measures.</i> • <i>Enhance sharing of legal information with clients and partners and provide better information to support partners in their efforts to protect citizens.</i> • <i>Fulfill statutory responsibilities of the Attorney General in relation to the Anti-Terrorism Act.</i> • <i>Support and provide ongoing training for police, prosecutors and litigators, incorporating best practices and lessons learned.</i> • <i>Expand number of counsel who have operational familiarity with the implementation of the Anti-Terrorism Act and related legislation.</i> • <i>Opinions provided on a range of legal issues, affecting public safety and anti-terrorism.</i> • <i>Participate in Commonwealth, G-8, Organization of American States, Council of Europe efforts.</i> • <i>Provide international assistance in relation to particular criminal matters, including requests made under the Mutual Legal Assistance in Criminal Matters Act and the Extradition Act.</i> • <i>Options provided to ensure the legislation continues to reflect solid principles and is Charter-compliant.</i> • <i>Build capacity to provide ongoing legal expertise on terrorism issues and address inquiries about Bill C-36.</i> 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> • <i>Close monitoring required of the use of the Anti-Terrorism Act, an extensive package of new measures.</i> • <i>Combating terrorism is a complex effort of the government and non-governmental participants, based on cooperation and confidence, with an understanding of the full range of legislative and non-legislative measures available.</i> • <i>The Department needs to prepare for the mandatory parliamentary review of Bill C-36 in three years.</i> 	<ul style="list-style-type: none"> • <i>To prevent terrorism and to ensure safety for Canadians and their communities, ongoing review of anti-terrorism legislation is necessary and other broad public safety and anti-terrorism measures must be maintained.</i> • <i>The Department must continue to develop strong partnerships with other federal, provincial and territorial departments and agencies, as well as with other countries' governments, to effectively contribute to the reduction of terrorist activities.</i>

Firearms Program

	2003 –04	2004-05	2005-06
Planned Spending	\$113.1 million	\$94.9 million	\$75.7 million

Note 1: Above planned spending amounts reflect the plan of action announced by the Minister of Justice on February 21, 2003.

Declining planned spending is based on: steady state of licensing intake; implementation of ASD; administration efficiency measures and the passage of C-10A by the start of the 03-04 fiscal year.

Note 2: The Alternate Service Delivery contractor has indicated that the scope of work to achieve certification exceeds the estimated efforts, due to unanticipated requirements. The additional work may cost as much as \$15 million and is not included in the planned spending. The scope of this work and the potential costs are currently being reviewed by the government contract authority, Public Works and Government Services Canada.

The government remains committed to the Canadian Firearms Program (CFP), which includes licensing of firearms owners and registration of firearms and will continue to aim to keep firearms from those who should not have them, while encouraging safe and responsible gun use by legitimate firearm owners. As of mid-January 2003, over 1.9 million firearm owners in Canada have been licensed, with almost 6 million guns registered. (More information on the Canadian Firearms Program can be found at <http://www.cfc-ccaf.gc.ca>).

The Canadian Firearms Program is a multi-departmental multi-jurisdictional program for which the Department of Justice has lead responsibility. The Department of Justice operates the electronic Canadian Firearms Registry System (CFRS). It also administers the Chief Firearms Officer responsibilities in British Columbia, Alberta, Saskatchewan, Manitoba, Newfoundland and Labrador, Yukon, Northwest Territories and Nunavut. Justice also funds the National Weapons Enforcement Support Team (NWEST). The Royal Canadian Mounted Police operates the Canadian Police Information Centre, which interfaces with CFRS and the Canada Customs and Revenue Agency is responsible for administering elements of the firearms program at Canada's borders. These federal activities are funded through the Canadian Firearms Program. The provinces of Nova Scotia, New Brunswick, Prince Edward Island, Quebec and Ontario administer the Chief Firearms Officer function within their own jurisdictions in a manner consistent with the *Firearms Act* and the direction from their governments. These provincial operations are also funded by the Government of Canada in accordance with contribution agreements. The Canadian Firearms Centre also works with Aboriginal and other community organizations to ensure that compliance with the legislation is facilitated for all program clients.

The 2002 Auditor General's Report raised a number of concerns about the management and administration of the Program. The government accepted the Auditor General's recommendations and asked an external expert, Raymond Hession, to assess the current systems, procedures, and controls within the CFP, and to recommend improvements to its operational efficiency and cost-effectiveness. Following the tabling of Mr. Hession's report in Parliament in January 2003, the Minister of Justice presented a plan of action on February 21, 2003, based on the recommendations in this report.

The Action Plan is a blueprint for lowering costs and improving management, enhancing service delivery, and increasing transparency and accountability.

Each of these objectives will be specifically advanced by the following activities:

- Reducing costs and improving management by:
 - Moving the National Weapons Enforcement Support Team to the RCMP, to align enforcement operations;
 - Streamlining and consolidating headquarter operations
 - Consolidating processing sites
 - Creating a Continuous Improvement Plan to generate ongoing efficiencies
 - Establishing national work performance measurements and cost standards for opt-in and out-out jurisdictions
 - Limiting computer system changes to those that are necessary to improve program efficiency.

- Enhancing service to the public by:
 - Extending Internet registration
 - Ensuring easy access to 1-800 telephone information services
 - Processing registration applications within 30 days of receipt
 - Implementing a targeted outreach program to help firearm owners comply with licensing and registration
- Strengthening accountability and transparency by:
 - Tabling an annual report to Parliament that provides full financial and performance information on the program
 - Hiring a Comptroller
 - Creating an annual audit and evaluation plan for all major program components, in support of the development, over time, of an overall risk management framework for the program.

The plan's objectives will also be advanced by seeking input from Parliamentarians, stakeholders and the public on how to improve program design and delivery; and by creating a Program Advisory Committee to seek expert advice on cost reductions, quality of service and the continuous improvement plan.

It should be noted that full implementation of the plan depends on passage of Bill C-10A by the beginning of the 03-04 fiscal year, as well as associated regulations thereafter. In addition to the impact on ASD, there are a number of elements within Bill C-10A that would provide for cost savings, without compromising public safety. These include provisions to conduct more types of lower cost electronic transactions and transitional provisions to permit the extension of license expiry dates to allow 'load-leveling'. Renewal of firearms licenses without load leveling will have a clear impact on the program's financial needs as all licenses will come up for renewal at the same time.

Lastly, a plan is being developed to transfer the Program to the portfolio of the Solicitor General of Canada, with a target date of April 1, 2003.

In addition to the restructuring of the CFP, the Department has initiated efforts to report on the full federal government costs of the Program in the upcoming Departmental Performance Report. Reporting on full Program costs to the government will require a close partnership with Treasury Board and with the other government organizations involved in the administration of the Program. The Canadian Firearms Centre proposes to use the chart shown on the next page to disclose the total past CFP expenditures as well as projected costs to the Canadian Firearms Centre and to the federal government as a whole, for the next three years. The chart will also include the past and projected revenues from the Program.

Long Term Benefits	
<ul style="list-style-type: none"> Non-violent character of Canada is maintained Responsible and accountable gun ownership in Canada Health and personal safety of Canadians are preserved Criminal use of firearms is prevented Firearms suicides and accidents are prevented Firearm licensing and registration is managed efficiently and effectively Police has access to critical information to investigate, trace firearms and to identify any illegal activities Firearm crime is reduced and dealt with by combining screening, tracking and sentencing <p>(See Note 1 below)</p>	<p><i>Measures of success: Number of revoked and refused licenses; percentage of firearm owners complying with registration; waiting period from application to issuance of registration certificate; number of registered firearms; public support for program; reduction in firearm accidents, robberies and homicides; reduction of missing and stolen firearms; frequency with which police rely on on-line registry</i></p> <p>(See Note 2 below)</p>
Strategy	
<ul style="list-style-type: none"> Review the Canadian Firearms Program (CFP) to make it more efficient, cost-effective and client-oriented, including simplifying compliance requirements and streamlining administrative and systems processes. 	
Activities	
<ul style="list-style-type: none"> Act on all of the recommendations in the Auditor General's report, including preparing an annual report and audit plan to be tabled in Parliament; working with Treasury Board, attempt to obtain program-related costs of other government departments; and implementing activity-based costing. Implement all aspects of the Action Plan, and, subject to Parliament's approval of Bill C-10A and any consequential regulations, finalize development and implementation of alternative service delivery. Continue to process applications for gun registration and issues licenses to legitimate gun owners. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Maintain public confidence in the benefits of the Program. Implementation plan announced February 2003. Obtain full cost information from partner organizations and provinces involved in the administration of Program. Clarify responsibility for Program performance management. Address technology risk of assessing capacity and performance impacts of volume surges and growth. Passage and adoption of Bill C-10A and related regulations are dependent on the will of Parliament. 	<ul style="list-style-type: none"> Provide Parliament with more meaningful, complete, accurate and up-to-date financial and management information. Administrative practices need to be refined to improve costing, measurement and reporting of Program activities.

Note 1: The long term benefits of the Program are not necessarily a direct correlation to many of the activities to be undertaken by the Program in the upcoming fiscal-year. However, over the longer term, CFP activities should impact and contribute towards many public safety benefits.

Note 2: Level of activity and results achieved for each of the measure of success are regularly updated and available on the CFP Web Site <http://www.cfc-ccaf.gc.ca>

Firearms Program
Full Federal Government Cost History / Planned Spending

ORGANIZATION	PAST SPENDING (1996- March 2002) (\$ million)	FORECAST SPENDING 2002-2003	PLANNED SPENDING (\$ million)			TOTAL ACTUAL AND PLANNED EXPENDITURES
			2003- 2004	2004- 2005	2005- 2006	
<i>Department of Justice – Direct Costs</i>	549.1	100.0	113.1	94.9	75.7	932.8
<i>Costs reimbursed to Other Government Departments – Direct Costs:</i>						
Canadian Customs and Revenue Agency	13.6					
Royal Canadian Mounted Police	91.7					
Human Resources Development Canada	32.7					
Public Works and Government Services	1.2					
<i>Sub-total (costs reported by Department of Justice)</i>	688.3	100.0	113.1	94.9	75.7	1,072.0
<i>Department of Justice – Indirect costs not charged to Firearms Program but included in the total departmental costs</i>						
<i>Other Federal Government costs not included</i>						
Solicitor General Canada						
Correctional Services Canada						
Human Resources Development Canada						
Royal Canadian Mounted Police						
Office of Information Commissioner						
Office of the Privacy Commissioner						
National Parole Board						
Department of Foreign Affairs and International Trade						
Public Works & Government Services Canada						
Canadian Customs and Revenue Agency						
TOTAL PROGRAM COST						
<i>Revenues generated by program</i>	58.7	12.5	16.3	23.5	35.2	146.2
NET PROGRAM COST						

This is for illustrative purposes, only
Full government costs will be reported in the Departmental Performance Report in October 2003

National Crime Prevention Strategy

	2003 –04	2004-05	2005-06
Planned Spending	\$74.4 million	\$74.4 million	\$76.9 million

The *National Crime Prevention Strategy* (NCPS) is being implemented by the National Crime Prevention Centre in the Department of Justice, in partnership with the Solicitor General of Canada. The NCPS promotes crime prevention through a social development approach, which deals with the social, economic and cultural circumstances that can contribute to an individual becoming an offender or a victim. Efforts are focused on priority groups that are especially vulnerable: children, youths, women, Aboriginal peoples, ethno-cultural groups, seniors, persons with disabilities, gays and lesbians, homeless persons, and official language minority communities. The strategy also aims to increase knowledge of crime prevention by identifying and promoting best practices and by increasing public awareness of the benefits of a social development approach to crime prevention. To meet the goals of the strategy, partnerships with key government (federal, provincial and territorial) and non-government stakeholders are crucial.

Long Term Benefits	
<ul style="list-style-type: none"> • Safer communities across Canada with reduced crime, victimization and fear of crime • Increased understanding of crime prevention and knowledge of what works to prevent crime • Increased community involvement in crime prevention initiatives • Improved partnerships with other federal departments, provincial and territorial governments, and non-profit and private sector organizations • Effective, sustainable crime prevention practices in place 	<p><i>Measures of success: Rates of crime, victimization and fear of crime prior to and after the implementation of the strategy in participating communities; public understanding of crime prevention; effectiveness of new measures to prevent crime; number and extent of communities involved in crime prevention initiatives; number and effectiveness of crime prevention information-sharing networks; increased government and private sector involvement in social development approach</i></p>
Strategy	
<ul style="list-style-type: none"> • Expand and increase public education and promote crime prevention through social development to better engage and sustain community involvement in local efforts to reduce crime, victimization and fear of crime. • Advance partnerships with provincial and territorial governments. • Develop, implement systems and structures to make good use of knowledge obtained from project results and evaluation. 	
Activities	
<ul style="list-style-type: none"> • Provide funds and support development and implementation of community-based projects by delivering the five programs available under the NCPS. • Invest in public education and awareness activities to increase knowledge of crime, victimization and fear of crime and encourage Canadians to participate in creating a safer environment. • Develop an infrastructure to ensure accountability and provide employees with tools to advance the NCPS. • Implement comprehensive city/community-based strategies at the local level. • Develop knowledge in specific focus areas and disseminate it to partners, stakeholders and Canadians. • Develop policy frameworks for the NCPS priority groups, such as Aboriginal peoples and seniors. • Disseminate United Nations Guidelines for Prevention of Crime and implement them in Canadian context. • Establish comprehensive evaluation and performance measurement strategies for individual funding programs. • Participate in committees and working groups, whose mandates help advance the NCPS. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> • Effectively tracking and reporting on results and lessons learned from funded projects on an ongoing basis and using what is being learned in ongoing funding and planning decisions. • Having a measurable impact in communities whose needs and risks are significant and unlikely to be measurably improved through individual initiatives. • Effectively implementing a large and recently expanded National Strategy with very limited human resources. 	<ul style="list-style-type: none"> • Difficult to measure impact in high-risk communities with “one-off” projects/initiatives; more comprehensive and focused approach needed to fund efforts in high-risk communities. • Need to establish comprehensive performance measurement systems to allow for better understanding and sharing of lessons-learned. • Need to better understand and incorporate contributions to “sustainable” crime prevention practices, determining which initiatives to fund, and whom to partner with.

Fighting Organized Crime

	2003 –04	2004-05	2005-06
Planned Spending	\$6.1 million	\$8.1 million	\$8.1 million

* Planned spending is for the Federal Prosecution Service's portion of fighting organized crime, only

Organized crime has a major effect on Canadian society. Economic crime alone, such as securities fraud and telemarketing scams, is estimated to cost Canadians more than \$5 billion each year (source: Auditor General's Report on Criminal Justice System, April 2002). Organized crime groups operating in Canada are heavily involved in drug importation, production and trafficking throughout Canada. The Department introduced a number of new aggressive measures in January 2002 to deal with organized crime, including protection of individuals who participate in the justice process to resolve organized crimes and introduction of new offences and tougher sentences (*Bill C-24*). The Federal Prosecution Service is also enhancing its capacity to efficiently prosecute organized crime. These actions fulfill the commitment announced in the 2001 Speech from the Throne, which made organized crime one of the top priorities on Canada's public safety agenda.

Long Term Benefits	
<ul style="list-style-type: none"> Enhanced ability to effectively prosecute organized crime cases Enhanced ability of police to effectively investigate organized crime Enhanced cooperation with provincial and territorial authorities to deter and disrupt organized crime activities and to manage major and complex prosecutions 	<p><i>Measures of Success: Improved understanding and use of legislative tools by prosecutors and police; improved management of disclosure obligations; timely and effective legal assistance and advice to police at investigative stage; greater prosecutor satisfaction with Crown briefs and quality of court preparation; greater integration between investigations and prosecution of cases</i></p>
Strategy	
<ul style="list-style-type: none"> Enhancement of the Federal Prosecution Service's capacity to provide timely and effective advice to police during investigations and to undertake complex organized crime prosecutions flowing from those investigations Creation of dedicated disclosure units to work in conjunction with prosecution teams and police to manage disclosure obligations effectively 	
Activities	
<ul style="list-style-type: none"> Staffing and assembly of prosecution and disclosure teams. Training of police and prosecutors in use of Bill C-24 provisions. Federal/provincial/territorial consultations on management of large, complex prosecutions. Development of best practices handbook for management of large, complex prosecutions. Pilot disclosure projects in Toronto and Vancouver; Justice staff co-located with police to assist in structuring investigations and managing disclosure obligations. Numerous ongoing prosecutions of large, complex organized crime cases. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Organized crime activities and investigations are increasingly complex and sophisticated. Complexity of cases, police perceptions of disclosure obligations, expansive judicial interpretation, and associated costs make disclosure obligations increasingly difficult to comply with. Orders for state-funded counsel increase costs and the litigiousness of prosecutions. Complexity and length of trials can overwhelm juries. Involvement of prosecutors at investigative stage risks their disqualification or being called as witnesses. Resource and litigation difficulties often pose health issues for prosecutors involved in organized crime and mega-case prosecutions. 	<ul style="list-style-type: none"> Need to keep cases as manageable as possible (numbers of accused, scope of allegations, number of counts and volume of evidence). Need for early consultation with police at investigative stage to ensure allocation of sufficient resources and proper preparation of prosecution. Need to respond to resource requirements for large, complex cases, including prosecution personnel, disclosure and state-funded counsel. Need for team approaches to allocate tasks and manage risk of prosecutors being disqualified or called as witnesses as a result of pre-charge involvement. Need for "wellness strategies" to address stress and workload of prosecutors.

Criminal Code Reform

	2003 -04	2004-05	2005-06
Planned Spending	\$3.9 million	\$3.9 million	\$3.9 million

* The above represents core funding for the Criminal Law Policy and Community Justice Branch. Funding of \$0.5 Million for each fiscal year for the Lawful Access project is also included. The funding, however, excludes funding for Victims of Crime initiative, Youth Justice Renewal, Fighting Organized Crime and other special allocations.

The Department of Justice is involved in an ongoing government agenda of reforms to the *Criminal Code* and related statutes with a view to enhancing public protection and modernizing and streamlining the criminal justice system. The Department is also exploring the possibility of decriminalizing the possession of marijuana (cannabis) as outlined in the Speech from the Throne and as recommended in the Report of the House of Commons Special Committee on Non-Medical Use of Drugs (December 2002). This may involve the use of the *Contraventions Act* to provide for tickets with set fines to be issued to persons found in possession of marijuana, rather than prosecuting them under the *Controlled Drugs and Substances Act*. No consideration is being given to legalizing the possession of small amounts of cannabis as proposed by the Report of the Senate Special Committee on Illegal Drugs in September 2002.

Over the last three years, major new legislation targeting organized crime and terrorism has been passed and implemented. The Department will continue to actively implement and monitor this legislation as well as pursue a range of criminal law reforms, as needed. It will support the passage of *Bill C-20* measures to protect children and other vulnerable groups, as well as other *Criminal Code* amendments, dealing with offences and criminal procedure. The government's Lawful Access initiative, designed to modernize the relationship between investigative powers and new technology, includes the Department's proposals for a new legal framework. The work of the Department on *Criminal Code* reforms complements that of the National Crime Prevention Strategy, the Policy Centre for Victims of Crime and the Youth Criminal Justice Renewal initiative.

Long-Term Benefits	
<ul style="list-style-type: none"> <i>A modern, streamlined, more cost-effective justice system</i> <i>Reduced fear of crime, increased confidence in the criminal law in addressing public concerns</i> 	<i>Measures of success: Reduced crime; more successful prosecution of targeted criminal activity; more efficient criminal procedure</i>
Strategy	
<ul style="list-style-type: none"> <i>Advancement of law reform proposals that respond to public concerns, Uniform Law Conference proposals, new court decisions, provincial government priorities</i> 	
Activities	
<ul style="list-style-type: none"> <i>New legislative packages to address reform priorities</i> <i>Legislation to provide a Lawful Access framework</i> 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> <i>Monitor the effectiveness of the new legislation targeting organized crime and terrorism.</i> <i>Ensure that the Department's law reform agenda is responsive to court decisions and developments in the criminal justice system.</i> 	<ul style="list-style-type: none"> <i>The Department has the expertise and capacity to react effectively to emerging issues that require legislative work.</i>

3.2.2 Ensuring a Relevant, Accessible and Fair Justice System

Canadians continue to be more and more engaged in the justice system, as they become better informed and access and use the system more frequently. The Department provides information and education to increase the public's knowledge of the justice system and the laws that affect them, and to help them make informed justice-related decisions. Providing this information is key to all programs and is an important tool to help meet the Department's objectives. Public consultations on major policy decisions remain a priority, as well as partnerships with other levels of government and communities across Canada to ensure better access to the justice system for all Canadians.

Legal Aid Program

	2003 -04	2004-05	2005-06
Planned Spending	\$126.4 million	\$126.4 million	\$126.4 million

Legal aid is a pillar of Canada's justice system, providing funding for criminal legal aid services for the economically disadvantaged and young offenders in serious criminal matters. The demand for legal aid services has been growing. The government has announced in the recent Budget that it would increase its funding support for legal aid to the provinces and territories. The Department has undertaken, in collaboration with its provincial and territorial partners, an extensive research program to identify and address factors that affect legal aid service delivery, such as high-cost, complex criminal cases and unmet criminal and civil legal aid needs. The Department is currently looking at the implications of the findings of this research, which will provide a policy base for a legal aid renewal strategy and the negotiation of new legal aid agreements with provinces and territories.

Long-Term Benefits	
<ul style="list-style-type: none"> Improved access to legal aid assistance for economically disadvantaged Canadians facing the likelihood of incarceration, and for young offenders Enhanced federal, provincial, territorial commitment to legal aid 	<p><i>Measures of success: Ongoing participation of provinces and territories in the development of a criminal legal aid strategy; policy work is informed by research and reflects federal priorities; improved criminal legal aid services</i></p>
Strategy	
<ul style="list-style-type: none"> Provide financial support to provinces and territories for the delivery of legal aid services (This funding is provided to the territories under the Access to Justice Agreements covering criminal and civil legal aid, Aboriginal court work and public legal education and information services). Address long-term legal aid issues and needs. Test alternative legal aid delivery mechanisms. Continue research to inform ongoing federal-provincial-territorial policy development. 	
Activities	
<ul style="list-style-type: none"> Annual funding to provinces and territories. Joint policy development with provinces/territories to address long-term criminal and civil legal aid issues, to identify the level of unmet need and to examine major legal aid factors that affect cost. Attention to legal aid needs of federal priority groups that experience barriers to accessing legal aid (Aboriginal peoples, members of official language minority groups, immigrants, refugees and members of visible minority groups). Research and pilot projects to test innovative and alternative service delivery methods for criminal and civil legal aid. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Addressing the complex nature of legal aid issues requires a sustained level of participation and co-operation by federal, provincial and territorial partners. 	<ul style="list-style-type: none"> Research is needed to keep pace with the changing legal aid environment and to inform future decision-making. There is an ongoing need to conduct pilot projects to explore innovative service delivery models and improve quality and cost-effectiveness of criminal and civil legal aid services.

Youth Justice Renewal

	2003–04*	2004-05	2005-06
Planned Spending	\$228.7 million	\$215.1 million	\$208.3 million

* Resource levels are higher at the time of the initiative coming into force to support its implementation.

The Department will continue to invest in the broad, comprehensive Youth Justice Renewal Initiative (YJRI) in partnership with other government and non-governmental organizations. New legislation will lead to a fairer and more effective youth justice system. The new system will include more appropriate use of courts by addressing less serious cases effectively outside of the court process; fairness in sentencing; effective reintegration of young persons into society; and a clear distinction between serious violent offences and less serious offences. The Department is involving key partners, such as provincial and territorial government representatives, police and members of the defense bar, as well as parties that are not traditionally involved in youth justice matters (school officials, medical experts, etc.), to provide a more integrated approach to youth justice renewal.

Long Term Benefits	
<ul style="list-style-type: none"> Fair and effective youth justice system Young persons in conflict with law rehabilitated and reintegrated into society Reduced reliance on youth court system on custody and detention 	<i>Measures of success: Responses by youth justice officials proportionate to the severity of the offence; reduced use of courts; reduced number of youths in custody; additional or enhanced rehabilitation and reintegration opportunities developed and used in the youth justice system; new and enhanced alternative approaches to youth justice practices; increased public confidence in the youth justice system</i>
Strategy	
<ul style="list-style-type: none"> Provide contribution funding to provinces and territories and other stakeholders (including professional groups, non-governmental organizations, public legal education and information organizations; Aboriginal organizations and community groups) to prepare for and implement the YJRI and new youth justice legislation Support implementation of the legislation to renew youth justice 	
Activities	
<ul style="list-style-type: none"> Support and monitor implementation activities in provinces and territories. Expand and solidify partnerships and approaches to achieve policy objectives for renewal of youth justice. Work with sectors not traditionally involved in youth justice (education, arts and recreation, child advocates, mental health professionals) to support them in taking on new roles in helping young Canadians in conflict with the law. Host and participate in roundtables, information sessions, conferences, etc., on the Youth Criminal Justice Act, and new partnership and funding opportunities in youth justice renewal. Support Aboriginal communities and organizations in their attempts to address the disproportionate number of Aboriginal youths in the youth justice system in Canada, especially in the northern territories, which have very high rates of youth crime. Identify and support innovative approaches to crime prevention, rehabilitation and reintegration of young persons and meaningful consequences for youth offences. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Public misperceptions about youth crime must be identified and removed through increased public awareness. Challenges are inherent in identifying, contacting and informing all traditional and non-traditional partners about the initiative and the Youth Criminal Justice Act. Program funding is bound by time limitations, adversely affecting the ability of partners to build capacity and gain momentum in efforts to provide services for youth in conflict with the law. 	<ul style="list-style-type: none"> Information sharing must be sustained and continuous to dispel public misperceptions Successful outcomes require collaboration with other federal government departments, provincial and territorial governments, non-governmental organizations and other stakeholders Communication must be sustained and continuous to engage and maintain partnerships with various stakeholders

Aboriginal Justice Strategy

	2003 -04	2004-05	2005-06
Planned Spending	\$11.9 million	\$11.8 million	\$11.9 million

The disproportionate number of Aboriginal persons in conflict with the law has been observed for some time. It is evident in both the offender and in the victim population. According to the latest available statistics, the proportion of the Aboriginal people in the federal offender population rose from 11% in 1991-92 to 17% in 1998-99. This number is expected to rise significantly in the next decade due to the rate of growth in the Aboriginal population. The Aboriginal Justice Strategy (AJS) seeks to address the over-representation of Aboriginal peoples in contact with the criminal justice system by increasing community participation and reflecting Aboriginal values in the mainstream justice system. This is a direct response to the Speech from the Throne commitments to reduce the rates of incarceration of Aboriginal peoples, and to expand community-based justice approaches, particularly for youth living on reserves and Aboriginal people in the North. Over the long term, along with other justice programs, this approach will contribute to a decrease in the rates of victimization, crime and incarceration among Aboriginal peoples in communities operating AJS programs.

Long-Term Benefits	
<ul style="list-style-type: none"> Assist Aboriginal peoples to assume greater responsibility for the administration of justice in their communities Reflect and include Aboriginal values within the justice system Over the long-term, along with other justice programs, contribute to a decrease in the rate of victimization, crime and incarceration among Aboriginal peoples in communities operating AJS programs 	<p><i>Measures of success: <u>Immediate Outcomes:</u> Improved community capacity to deal with justice issues; improved acceptance and collaboration among justice stakeholders; informed and knowledgeable stakeholders; increased public awareness of Aboriginal justice issues; <u>Intermediate Outcomes:</u> improved service delivery, community awareness and participation; positive change in community attitude towards the justice system through outreach; improved justice policy development affecting Aboriginal peoples; <u>Ultimate Outcomes:</u> increased Aboriginal community responsibility for local administration of justice; mainstream justice is responsive to the needs of Aboriginal peoples; reduced victimization, crime and incarceration in communities operating community justice programs.</i></p>
Strategy	
<ul style="list-style-type: none"> Continue to fund community-based programs that provide for increased local responsibility of administration of justice activities to improve social cohesion which will, in turn, contribute to reduction in the crime and victimization rates in the communities operating community justice programs. Increase coordination and collaboration with local Aboriginal community justice projects and programs to make the mainstream justice system more responsive and better at reflecting Aboriginal values. Follow the principles of the Social Union Framework Agreement. Support the federal response to social problems in Aboriginal communities. Align the strategy with other major initiatives (such as crime prevention & community safety, youth justice renewal). 	
Activities	
<ul style="list-style-type: none"> Provide direct community justice program funding and support to Aboriginal communities through cost-shared arrangements with provinces and territories. Negotiate memoranda of understanding with provincial and territorial jurisdictions to address Aboriginal justice issues. Provide funding to Aboriginal communities and organizations for training and development to build capacity in existing justice projects/programs and in communities wanting to start such projects. Continue to support negotiation of administration of justice provisions in self-government agreements by providing research and/or pilot project funding to First Nations and Aboriginal groups involved in self-government negotiations. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Program funding recipients require more complete understanding of program requirements and processes. Lack of compliance to financial and reporting requirements by the recipients of funding. Overlapping mandate and objectives with other programs and stacking of funding between federal programs. 	<ul style="list-style-type: none"> Regular contact with funding recipients and partners helps to reduce the risk of unsatisfactory or incomplete work. Some program recipients need support to develop skills to ensure that they meet the financial and reporting requirements. Strong linkages with other programs to ensure funding integrity.

Child-Centred Family Law

	2003-04	2004-05	2005-06
Planned Spending	\$26.7 million	\$26.4 million	\$36.7 million

As of 2001, approximately 2 million children (aged 19 and under) had experienced the separation or divorce of their parents, or had been born into a single-parent family. These children represented almost 25% of all children in Canada at that time. The number is increasing, with children experiencing their parents' separation at a younger age. Separation is a major disruption in a family's life with economic and emotional consequences for children. These difficulties are greater if parents become involved in long lasting, high conflict disputes over the terms of separation. The government cannot prevent or eliminate such conflicts, but it can help to address the needs and interests of the affected children through family law reforms dealing with the divorce process.

Long-Term Benefits	
<ul style="list-style-type: none"> Strengthened services provided to families experiencing separation or divorce Parenting arrangements that better meet the needs of children Reduction of negative impact of the process of separation and divorce on children Improved compliance with child support obligations to ensure that they are paid in full and on time Improved decision-making process with judges, expert in family law and familiar with services aimed at expediting the resolution of family disputes Expensive court proceedings only used for matters that cannot be resolved otherwise 	<p><i>Measures of success: Family justice services, including pilot projects, are provided by provincial and territorial partners; legislative reforms are passed by Parliament; commitment to creating and expanding UFCs is made by provinces and territories</i></p>
Strategy	
<ul style="list-style-type: none"> Continue to direct funding to provinces and territories to support implementation of family justice activities Reform to the Divorce Act, including moving away from the concepts of "custody" and "access" and adopting a new model, based on "parental responsibilities" with a list of criteria for children's best interests Provide judicial resources for new Unified Family Courts (UFC), with resulting provincial judicial salary savings committed to reinvestment in services in their jurisdiction Raise public awareness of parental responsibility to children in cases of separation and divorce and provide parents with tools to assist them in reaching parenting arrangements that are in the children's best interests 	
Activities	
<ul style="list-style-type: none"> Draft legislation to make changes to the Divorce Act to implement parenting orders with a list of criteria for determining the best interests of the child, and amendments to other federal legislation (Family Orders and Agreements Enforcement Assistance, Garnishment, Attachment and Pension Diversion Act, Criminal Code). Provide and co-ordinate funding to strengthen child-centred family justice services across Canada. Develop public education, professional training and communications materials. Request and review proposals from jurisdictions interested in Unified Family Court (UFC) expansion; negotiate federal, provincial, territorial agreements for provincial reinvestment of judicial salary savings in support services and for a commitment to provide data for evaluation of the UFCs. Conduct evaluation and data collection to support policy development, implementation of reforms and expansion of the UFCs. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Ensure that shared interest in family law reform is maintained amongst federal, provincial and territorial partners. Ensure that consolidation of jurisdiction over family law matters within the UFC does not reduce access to courts and family justice services, either geographically or in terms of services offered. Acknowledge that there has been no comprehensive national evaluation of experience with UFCs; however, current assessments of the UFC support its expansion and use. 	<ul style="list-style-type: none"> Consensus building requires time, patience and strong collaboration when developing policy initiatives in areas of shared jurisdiction.

Victims of Crime Initiative

	2003–04	2004-2005	2005-06
Planned Spending	\$1.9 million	\$1.9 million	\$1.9 million

The Victims of Crime Initiative (VCI) is the Department of Justice's response to the needs and concerns of victims of crime in Canada. The goal of the initiative is to increase the confidence of victims of crime in the criminal justice system. This is achieved through a broad range of activities: consultations, policy development, research, legislative reform and public legal education, as well as projects funded through the Victims Fund. The activities of the VCI are coordinated and implemented by the Policy Centre for Victim Issues (PCVI), established in 1999. The Centre works closely with federal, provincial and territorial partners to identify and prioritize federal activities to build on and to advance important milestones for victims of crime. The VCI, a new initiative, is in year three of a five-year mandate.

Long Term Benefits	
<ul style="list-style-type: none"> Victims of crime and their families aware of their role in the criminal justice system and the services and assistance available to them Increased awareness of criminal justice personnel, allied professionals and the public about the needs of victims of crime, legislative provisions designed to protect them, and services available to support them Enhanced capacity to develop policy, legislation, and other initiatives, which take into consideration the perspectives of victims 	<p><i>Measures of success: Improved knowledge of the criminal justice system by victims and their families; increased awareness and knowledge of victim's rights among criminal justice personnel and victims and their families; increased awareness of victim services available by all criminal justice professionals and victims; more integrated approach to victims' policy issues at the federal level; innovative approaches identified and developed to help victims of crime; enhanced capacity among victim service providers to deliver services; responsive federal legislation</i></p>
Strategy	
<ul style="list-style-type: none"> Continue to: Coordinate and develop federal legislative and policy initiatives on victim issues, including a strong link to the Solicitor General Victim Office jointly established by Correctional Service Canada and National Parole Board; Encourage and support mutually agreed-upon federal-provincial-territorial initiatives; Act as a central point of contact for provinces, territories, federal departments, and other agencies; Identify emerging national and international issues and trends in victim advocacy, legislation and services; Evaluate the VCI organization and activities and the Victims Fund to ensure objectives are being met; Develop and disseminate communications and public legal education materials for victims, their families, and criminal justice professionals; Address the need for greater victim resources, such as Victim Witness Assistants, to respond to high rates of crime and victimisation in the Northern Territories; and Explore more focused strategies to share information. 	
Activities	
<ul style="list-style-type: none"> Continue to collaborate on the impact of legislation, policy and programs on victims of crime to ensure victims' perspectives are taken into consideration. Evaluate Victims Fund projects, respond to recently completed VCI implementation evaluation, and begin VCI summative evaluation. Administer the Victims Fund and promote it to ensure that it is fully utilized. Develop new fact sheets on topical issues, key to victims of crime and advance other communications activities. Develop research work plan to identify needs of Aboriginal victims of crime. Conduct research, consultations, and case law reviews of Victim Impact Statements. Continue exploration of restorative justice and other alternatives to the criminal justice system. Organize and chair regular meetings with provincial and territorial directors of Victim Services through a federal-provincial-territorial working group on victims of crime to discuss emerging issues, solicit input from the jurisdictions on VCI activities, identify implementation challenges, and share information and best practices on victim service delivery across the country. 	

Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> The PCVI must respect the provincial and territorial jurisdiction and responsibility for the delivery of victim services while planning its activities. Work must be coordinated with the Correctional Services Victim Office to ensure clear and consistent federal responses to victims and their families, other levels of government, and service providers. Lack of a strong, representative, national organization dedicated to advocating on behalf of victims poses a challenge in effectively responding to the needs of victims of crime. 	<ul style="list-style-type: none"> The greatest need of victims of crime is for information about the criminal justice system, their role in it, and their rights. Federal-provincial-territorial network on victims of crime is an invaluable resource for the Department and provincial and territorial directors of victim services, and should continue to be supported. A targeted communications approach is needed to effectively inform criminal justice personnel, victims and their families about victims' rights. Program funding is bound by time limitations, which adversely affects the ability of non-governmental organizations' to build capacity and gain momentum in their efforts to assist victims of crime. Responding to the needs of Aboriginal victims requires a multi-faceted response and close partnerships between all levels of government.

Official Languages

	2003 -04	2004-05	2005-06
Planned Spending	\$ 8.6 million	\$13.1 million	\$15.1 million

The Department is committed to finding ways to provide access to the justice system to all Canadians in the official language of their choice. It is doing so through the implementation of Part VII of the *Official Languages Act* and by co-managing with Canadian Heritage a national program for the integration of both official languages in the administration of justice. The focus is on providing services to legal community and to official language minority community groups. Earlier this year, the Department sponsored a study on the availability of access to justice in both official languages in all provinces and territories. The study assessed the range of legal and judicial services available and services needed, bringing to light the main issues, and identifying solutions and best practices that can be applied to deliver these services in minority official languages.

Long-Term Benefits	
<ul style="list-style-type: none"> All Canadians have access to justice system in the official language of their choice, regardless of where they live 	<i>Measures of success: regular evaluation of initiatives and their expected results; performance indicators in place to measure and report annually on operational outputs</i>
Strategy	
<ul style="list-style-type: none"> Raise awareness of availability of services among parties to legal proceedings in official language minority communities Work with provinces and territories to improve access to the justice system in both official languages Work with NGOs to better inform linguistic minority communities on the justice system Establish a consultation mechanism with NGOs representing official language minority communities Provide Department's lawyers with training in the field of linguistic rights 	
Activities	
<ul style="list-style-type: none"> Consult with official language minorities to inform them about Contraventions Act. Continue work on providing legislation and regulations that reflect Canada's linguistic and legal duality. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Developing federal government's leadership role in this area to encourage and support provincial participation. Increasing capacity of judicial system to provide bilingual services. Transferring responsibility for community language rights to provinces and private sector. 	<ul style="list-style-type: none"> Administration of justice in both official languages is a priority for official language minority communities and has also been identified as such for the Commissioner of Official Languages and Senate Committee on Official Languages.

Public Legal Education and Information

	2003 -04	2004-05	2005-06
Planned Spending	\$1.0 million	\$1.0 million	\$1.0 million

* The above represents the funding provided to public legal education and information organizations in the provinces; most of the Department's programs also provide the public with targeted information on specific justice initiatives.

The Public Legal Education and Information (PLEI) program aims to ensure that there is an integrated departmental policy on providing information and education to Canadians on justice issues. The Department will continue to fund one PLEI organization in each province through the Justice Partnership and Innovation Program (in the territories, PLEI is funded, along with legal aid and the Aboriginal Courtwork Program, through the Access to Justice Agreements). These annual contributions provide limited funding to select organizations involved in justice system priorities, in partnership with the government. These organizations play a valuable role in informing Canadians, particularly those who do not have access to other sources of information, of their legal rights and responsibilities.

Long-Term Benefits	
<ul style="list-style-type: none"> Better informed and engaged public and legal community Increased capacity of partners to develop innovative solutions Contributing to policy development to serve a changing Canadian society 	<p><i>Measures of success: Extent to which access to information and training has increased; new or additional information on emerging issues; contribution of findings to policy development</i></p>
Strategy	
<ul style="list-style-type: none"> Provide information and education where the department has sole or shared administrative or policy responsibility Strengthen partnerships with provinces Place emphasis on needs of those traditionally not having access to justice system Promote linguistic duality and bilingualism in the justice system Strengthen links with court system to enhance access to justice 	
Activities	
<ul style="list-style-type: none"> Annual core funding to designated PLEI providers. Coordination with provinces to avoid duplication of effort, collaboration on activities, leveraging resources. Coordination of the PLEI function within DOJ to develop consistent program criteria, outcome measurement and evaluation. Annual national and regional meetings of designated PLEI organizations and related stakeholders in collaboration with the Public Legal Education Association of Canada. Evaluations and identification of trends in PLEI domestically and internationally. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> How to broaden the PLEI network to include non-traditional PLEI providers. 	<ul style="list-style-type: none"> Evaluation of the Grants and Contributions Program (renamed the Justice Partnership and Innovation Program) concluded that fostering partnerships is a successful component of the Program and should continue. PLEI is a vital mechanism to promote education and information sharing on specific priority areas within the Department (youth justice, child-centred family law, family violence, etc.)

Other Initiatives Aimed at Helping Ensure a Relevant, Accessible and Fair Justice System

Privacy

The Department of Justice continues to play a critical role in the protection of privacy rights of all Canadians. The Minister of Justice is responsible for the *Privacy Act* and takes a lead on issues relating to the government's

handling of personal information. During last year, the Department has provided extensive advice on a range of privacy matters related to genetics and biotechnology, government-on-line, as well as cross-border, law enforcement and other security operations requiring data collection and data sharing.

Access to Information

The Department of Justice remains committed to ensuring transparency in government as part of the Minister of Justice's overall responsibility for federal access to information legislation. The Access to Information Review Task Force, established in 2000 jointly with the President of the Treasury Board, did a comprehensive review of the access to information regime. The Department is preparing a joint response to this review with the Treasury Board, and will continue to be responsible for vetting any new legislative or regulatory proposals amending the access regime, as well as providing strategic policy advice on such issues to client departments.

Support to the Judicial Compensation and Benefits Commission

The Department coordinates the development of the government's position before the next inquiry of the Judicial Compensation and Benefits Commission. This commission, commonly referred to as "the Quadrennial Commission", is established under the *Judges Act* and meets every four years to determine the adequacy of the compensation of the superior court judiciary in Canada and to make recommendations in this regard to the Government of Canada. Its last inquiry began on September 1, 2002. The mandate of the Commission is to meet the principles of judicial independence, described by the Supreme Court of Canada. The Department's work assists the Commission in fulfilling its public interest mandate.

Pay Equity

Following a number of high profile, lengthy and expensive pay equity cases under Section 11 of the *Canadian Human Rights Act*, Departments of Justice and Labour established a Pay Equity Task Force to conduct an independent review of pay equity provisions. The Department of Justice will be responsible for evaluating the recommendations of the task force and initiating any changes needed to the *Act*.

Canadian Human Rights Act Reform

A comprehensive review of the *Canadian Human Rights Act* (CHRA) is under way to make the *Act* more effective and responsive to the needs of Canadians. Pressure for reform of the *Act* has been growing because of backlogs, insufficient resources for education and promotion and concerns of accessibility. Both procedural and substantive aspects of the *Act* are being examined. A number of policy options, costing and legal risk analyses are also being conducted in ongoing consultations with other departments. Input is also expected from the Canadian Human Rights Commission and the Canadian Human Rights Tribunal, both of which will be significantly affected by any major changes to the *Act*.

Other Programs

The Department manages a number of other programs that use grants and contributions to help meet its broad policy objectives. For example, funding is provided through contribution agreements with provinces and territories to support Native Courtworker services, which help Aboriginal people in conflict with the criminal justice system to obtain fair, equitable and culturally sensitive treatment. Another example is the Justice Partnership and Innovation Program, which includes a fund that allows the Department to promote or support justice system reforms and develop and improve delivery of justice services. Funding is provided to organizations, other levels of government and community members to help them develop and test new approaches to justice-related issues. Among the activities the program supports are the Legal Studies for Aboriginal Peoples Program (available to Métis and Non-Status Indians), and funding for justice-related programs in Nunavut.

3.3 Providing High Value and Making Choices

The Department of Justice helps the government to make the best choices in resolving legal matters related to the laws and policies it administers. It provides high quality, timely, and cost-effective legal and legislative services to some 50 client departments and agencies through a network of 2400 lawyers located across the country. Points of service include approximately 50 Legal Services Units, located within client organizations, 13 regional Justice offices, and 40 offices that serve clients in the National Capital Region. These include specialized advisory offices providing expertise in areas such as constitutional, international, privacy, and human rights law.

High value is provided by working closely and collaboratively with clients, by providing fair and independent advice, and by forging partnerships with clients to determine optimal resource use. In addition, the Department works with central agencies, its client departments and agencies and with provinces and territories to develop choices, alternatives, and innovative methods to the management of legal services and to the more traditional approaches, which can sometimes be less effective. The Department also partners with other countries to deal with issues of international private, public and trade law and to support these countries in the reform of their justice systems.

Legal Services to Client Departments and Legal Risk Management

	2003 –04	2004-05	2005-06
Planned Spending	\$198.4 million	\$179.0 million	\$177.8 million

* Planned spending for legal services to client organizations is projected to decline as a result of increased shared funding by client organizations.

Legal staff across the country aim to balance their role as client legal service providers with their role as government-wide guardians of the law. Complex policy considerations, risk management, and priority setting are taken into account. Legal services delivered include legal advice, dispute resolution, legislative and regulatory drafting, negotiation and drafting of other legal documents, litigation, and prosecution services (these relate to statutory programs administered by departments and agencies and enforceable in the courts of criminal jurisdiction).

The workload in providing legal services to the government and to client departments and agencies is expected to continue to increase in this planning period. The Department dedicates limited base resources to client services, but will continue to rely on client funding through a shared funding model, established in the Legal Services Policy Framework. The Department intends to continue to satisfy client legal service demand, while client departments and agencies ensure optimal performance of limited legal resources to meet their key priorities.

Demand continues to increase due to greater complexity of legal issues, changes in court rules and procedures, and frequency with which Canadians use the justice system to exercise their rights. Demand is also affected by continued growth in large litigation and advisory files, such as international disputes and class actions. To minimize high costs of litigation, client organizations are asking the Department for greater involvement in the early stages of policy-making, client training, and enhanced use of early dispute resolution processes.

In response to the growth in demand, legal services staff develop new ways to serve clients' needs and remain leaders in their professional practice. Some highlights of priorities and plans for legal service to clients are:

- Practice integrated civil litigation across Canada and develop strategic partnerships with client departments and agencies for resolution of civil disputes;
- Co-ordinate the refinement, development and implementation of strategies aimed at responding to Aboriginal disputes to expedite resolutions and settlements whenever possible, and ultimately to reduce the number of such disputes with First Nations;

- Continue to deliver legal advice to government departments on Aboriginal law issues, such as: Aboriginal rights and title; treaty rights; legislation administered by DIAND; housing, infrastructure and other social economic funding programs and constitutional and *Charter* issues relating to Aboriginal law;
- Represent the government in constitutional, administrative and employment law litigation, including areas of significant intersection between policy and law, such as same sex marriage, medical use of marijuana, the scope of Métis rights, and electoral law reform;
- Continue to provide legal services to the Canada Customs and Revenue Agency to support its work in respect of the development of tax policies and administration, compliance with federal tax laws, trade policies and legislation, customs and border administration, social policy initiatives, collection of tax revenues and resolution of disputes;
- Provide legal advice and litigation services to the Department of Citizenship and Immigration in support of its programs and priorities including the implementation and enforcement of the new *Immigration and Refugee Protection Act*; the government's public security and anti-terrorism agenda; and the War Crimes and Crimes against Humanities Program.
- Provide legal services on a national basis to more than 30 government departments and organizations whose mandates have in common a strong regulatory, public safety or business law component;
- Provide legal expertise and advice related to financial institutions, public service employment law, labour law, tax law, Crown law, financial law, money laundering, terrorism, machinery of government and the federal budget, thus ensuring ongoing management of critical horizontal legal, policy and operational issues related to the central agency functions of government;

The Department continues to pursue the Legal Risk Management (LRM) strategy, aimed at managing legal risks across government, to protect the interests of the Crown and to minimize overall litigation costs. A series of projects are underway to advance the goal of achieving a more effective approach to managing legal risks, by changing behaviors and by removing barriers. These projects include development of legal risk identification processes in each department, preparation and delivery of new training programs, launching of an initiative on instrument choice and research activities. It will be essential to continue to integrate the LRM concepts and practices into the ongoing work of Justice counsel together with client departments.

Long-Term Benefits	
<ul style="list-style-type: none"> • Excellence in the delivery of legal services to the government of Canada, client departments and agencies, and to Canadians • Leadership in changing domestic and global legal environment • Effective partnerships with client departments and agencies that are based on joint planning, shared funding and shared accountability for performance • Integration of broad policy objectives and legal services functions • Legal risk management that protects the interests of the Crown and minimizes overall cost 	<p>Measures of Success: Client feedback and legal awareness; feedback from legal community and the courts; meeting Justice and client key priorities; implementation of tools such as case management technology; successful recruitment and retention of leading specialists; participation and linkages in international fora; consultation with other jurisdictions, domestic and international stakeholders; matching resources (human and financial) with demand; meeting of performance targets; effective client service plans, funding and accountability frameworks; identification of policy considerations as part of legal issues coordination and pre- and post- litigation process; implementation of a comprehensive program of legal risk management in partnership with clients</p>
Strategy	
<ul style="list-style-type: none"> • Optimize partnerships with client departments and agencies in fulfilling Justice's service, policy and central agency roles • Create opportunities to develop innovative service strategies and linkages with other jurisdictions and international stakeholders • Continually improve models of cooperation and accountability with client partners • Promote initiatives through which management of the law is integrated with policy analysis • Improve ability to anticipate and react to emerging legal issues • Examine, analyze and avoid or minimize legal risks facing federal government 	
Activities	
<ul style="list-style-type: none"> • Continue consultations with clients to tailor services, determine key priorities, and further develop partnership models. • Train client officials, and promote legal awareness. • Conduct and follow-up on client satisfaction survey. • Continue to promote early dispute resolution. • Extensive use of information management technology and web-based technology for litigation, legal research. • Create internal and external opportunities for knowledge sharing and innovation. • Effective use of case management system and timekeeping to demonstrate performance and accountability for resources. • Develop awareness of policy role for all legal staff and integrate policy analysis in communications with clients. • Integrate LRM concepts and practices into the ongoing work of the department. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> • Department's ability to respond effectively and efficiently to emerging client legal issues and to increasing litigation will depend on obtaining an appropriate level of resources through a shared funding model. • Continued growth in the volume and complexity of legal files and the avoidance of risk to government resources, policies and programs, or increased contingent liability to the Crown. • Ensure that legal risk management is integrated into the ongoing operations of the department in a timely and effective manner. 	<ul style="list-style-type: none"> • Dealing with cases on Aboriginal issues in clusters is more efficient than addressing them as single projects. • A focused initiative with a series of special projects yields results to advance a more effective and sustainable approach to the management of legal risks. • Major litigation against the government involving interests of several client departments requires a multi-client funding mechanism to manage these large files effectively. • Policy function integration into all areas of the Department ensures that all organizational units are involved in the development and analysis of new policy.

Federal Prosecution Service

	2003 -04	2004-05	2005-06
Planned Spending	\$63.4 million	\$66.0 million	\$ 57.8 million

Federal Prosecution Service (FPS) plays an essential role in making the justice system relevant, accessible and responsive. To enhance this role, the Department has undertaken an extensive review of the Service. A number of priorities were identified, which will be focused on over the next several years. These are: enhance cooperative approaches with provincial and territorial governments to avoid duplication of efforts and to profit from joint expertise, training and policy development to address complex cases; strengthen working relationships within the Department, with other government organizations and with law enforcement agencies to provide more integrated service; develop a more focused capacity to serve the northern region of Canada, recognizing its unique needs and the Department's unique prosecution role in that area; develop and implement alternatives to prosecution (such as diversion, restorative justice and administrative sanctions) in collaboration with partners; and develop a stronger capacity to manage very large and complex cases.

Long Term Benefits	
<ul style="list-style-type: none"> Enhanced, cooperative approach with provincial and territorial governments More integrated service to public More focused service to the northern region Alternatives to prosecutions are in place Greater involvement of federal prosecutors in justice initiatives in northern communities 	<i>Measures of Success: More effective partnerships; demonstrated greater confidence in justice system; improved law processes, especially on large, complex cases; improved measurement and alignment of prosecutions' supply and demand; evaluation of alternative approaches to prosecutions</i>
Strategy	
<ul style="list-style-type: none"> Expand partnerships within the Department and with other departments, provinces and communities. Find and implement alternative ways to deal with prosecution cases. Concentrate on the management of mega prosecution cases. 	
Activities	
<ul style="list-style-type: none"> Cooperative approaches with provinces and territories: establish stronger national training capacity and teams or pools of experts on complex prosecution issues; continue development of shared technology tools. Strengthen relationships: conduct partnership evaluations to identify successes and weaknesses and recommend adjustments. The North: develop policy framework and harmonize program delivery in the North; finalize Victim-Witness Assistant training manual, implement training program; hold annual Crown-Victim Witness Assistant conference. Alternatives to drug prosecutions: evaluate deferred prosecution pilot; assess compliance with existing alternative measures, policy, and cost/benefits. Encourage community and restorative justice community initiatives as an alternative to mainstream prosecutions. Mega Cases: finalize and circulate best practices handbook; continue discussions with RCMP on mega cases and disclosure; develop training strategy for prosecutors and police. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Developing capacity to manage large/complex cases Enhancing support to northern region 	<ul style="list-style-type: none"> Partnerships with provinces and territories are essential to avoid duplication of efforts. Prosecution cases are becoming more complex, requiring more expertise and resources. Alternatives to prosecution are cost-effective and may provide better solutions for all involved.

Legislative Services

	2003 –04	2004-05	2005-06
Planned Spending	\$16.6 million	\$16.6 million	\$16.6 million

The Department of Justice provides support to all federal government organizations in the bilingual and bijural drafting, preparation and publishing of legislation (both bills and regulations). In accordance with the *Department of Justice Act*, the *Canadian Bill of Rights Act* and the *Statutory Instruments Act*, the Department ensures that bills and regulations are examined for consistency with the *Canadian Charter of Rights and Freedoms*, the *Canadian Bill of Rights* and that regulations are examined in respect of use of regulation-making authority.

Long-Term Benefits	
<i>Federal law is well crafted, consistent, reflective of a bilingual society based on two systems of law, and presented in easily readable language for the benefit of all Canadians</i>	<i>Measures of success: Client feedback (formal and informal correspondence); extent of consultations with legal community on specific topics; public feedback on Internet accessibility to the collection of federal laws; effectiveness of judicial interpretation of legislation</i>
Strategy	
<ul style="list-style-type: none"> • Ensure sustainable, trained work force through succession planning • Modernize drafting and publishing technology with key partners • Expand existing knowledge base on bijural terminology and bijural issues • Increase client understanding of issues surrounding instrument choice and the legislative process 	
Activities	
<ul style="list-style-type: none"> • Provide training and mentoring arrangements to continuously expand expertise in legislative drafting. • Develop and implement policies on bijural terminology and readability of legislative texts. • Develop and implement policies and provide information to clients regarding the legislative process and instrument choice. • Take advantage of modern technology tools for drafting and publishing of legislation and regulations to facilitate faster access to information on the internet. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> • Responding to public demand for immediate internet access to laws. • Raising awareness of bijural issues in the private sector and legal community continues to demand significant effort. • Sustainability of work force of legislative drafters is a challenge, given the specialization and aging trends of this group. 	<ul style="list-style-type: none"> • Despite limited resources, it is possible to achieve important information technology objectives through sound project planning.

International Law

The Department is very active in the area of international law, providing advisory services, engaging in policy development, litigation, negotiation of various international agreements, and in drafting of legislation. The work covers a full range of issues of interest to Canadians, from public security, anti-terrorism and transnational crime, trade and commerce, human rights and labour, culture, innovation and intellectual property, to transportation, health, environment and agriculture. Activities to address these issues take place in organizational units across the Department, with resources already accounted for in other priorities reported on in this document. The overall goal is to provide an integrated, coordinated and proactive legal and policy support to the Canadian government in support of Canada's foreign policy agenda.

Long-Term Benefits	
<ul style="list-style-type: none"> All new challenges in international law are addressed helping the government to achieve its objectives in accordance with international law All international law areas of importance to Canadians are dealt with in partnership with other countries and international organizations International measures relating to children and their safety are in place and are clarified 	<p><i>Measures of success: Increased awareness in the government of the impact of international law on domestic law and activities; enhanced coordination of international legal work and government priorities; effective coordination at federal, provincial and territorial level on private international law issues; more competitive domestic legislation</i></p>
Strategy	
<ul style="list-style-type: none"> Greater emphasis on links between the Department's international law work and Canada's foreign policy to ensure better coordination, integration and leadership in dealing with international law issues 	
Activities	
<ul style="list-style-type: none"> Continue to provide international law expertise and advice to government on negotiation and implementation of international legal instruments on human rights and on international and transnational crimes (terrorism, child pornography, organized crime, cyber crime, corruption, etc.). Coordinate operational activities to combat drug trafficking, money laundering and other organized crime activities, including cooperating with other states to bring criminals to justice. Investigate and prosecute modern war crimes and crimes against humanity, in partnership with RCMP and CIC. Coordinate Canada's position in international efforts to improve child support enforcement. Provide legal assistance that contributes to Canada's international policy on economic growth, financial stability and poverty reduction, including coordinating Canada's position on a range of social and commercial private international law initiatives. Continue to represent Canada in international trade litigation under the NAFTA and other trade agreements. Provide legal advice to develop, negotiate, interpret and implement international agreements in Canada, relating to refugees, immigration and citizenship, health, labour and social security, agriculture, energy, environmental protection, conservation and management of fisheries, marine, air and space law, trade, taxation and customs, telecommunications, biotechnology and intellectual property. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Diverse specialized international law expertise needs to be more integrated to ensure early identification of issues, development of common positions and leadership in support of the government's foreign policy agenda. 	<ul style="list-style-type: none"> International law activities take place in all areas of the Department and cannot be easily segregated from other activities; these issues must be managed horizontally across the different areas of the Department to provide effective international law leadership.

Other Initiatives, Aimed at Providing High Value and Making Choices

The International Cooperation Group (ICG)

	2003 -04	2004-05	2005-06
Planned Spending	\$2.5 million	\$2.7 million	\$2.9 million

The ICG is responsible for developing and implementing all of the Department of Justice's initiatives to help foreign countries reform their systems of justice, as well as for organizing international visits involving the Minister or the Deputy Minister of Justice. The ICG team includes lawyers, notaries and other professionals. It also uses expertise of individuals and institutions within and outside the Department (judges, academics, consultants), depending on the expertise required for particular projects. As a prosperous G-8 country with a well-developed and efficient system of justice and with the two major legal systems of Common and Civil Law, Canada represents a key source for assistance in the area of legal reform. The Department's presence in the field of international cooperation is a natural extension of its leading role in the national system of justice.

Long Term Benefits	
<ul style="list-style-type: none"> Support improved justice systems in foreign countries, contributing to greater peace and security Promote Canadian excellence abroad by providing opportunities for exporting legal expertise 	Measures of success: <i>Client feedback; number and extent of requests for aid; responses from visiting delegations</i>
Strategy	
<ul style="list-style-type: none"> Provide content-intensive assistance while respecting the recipient countries' culture and politics 	
Activities	
<ul style="list-style-type: none"> Conduct research and development activities to support foreign assistance initiatives. Provide assistance to justice reforms through various projects. Organize ministerial visits. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Keeping the highest level of quality in substantive matters while meeting the administrative requirements of funding agencies and seeking to achieve a significant degree of financial self-sufficiency. 	<ul style="list-style-type: none"> Need to ensure a high substantive content to projects. Need to avoid initiatives that are inconsistent with Department's longer-term objectives in this area.

3.4 Capitalizing on Our Strengths

The Department's presence in all other government organizations and in regional centres across Canada facilitates provision of the best quality service to the government and to Canadians. The department capitalizes on its presence across the country by establishing policy and program components in its regional offices. Capitalizing on its strengths also includes providing an effective work environment and flexible working arrangements that enable staff to succeed. The Department's staff has the tools and infrastructure required to provide high quality services and to share information and knowledge among themselves, and with clients and partners. In addition, formal and informal networks facilitate the sharing of ideas and information. As well, the Department's culture promotes creativity, knowledge sharing and the development and continuous improvement of skills.

Communications Program

	2003 -04	2004-05	2005-06
Planned Spending	\$4.0 million	\$4.0 million	\$3.8 million

The Department has built a solid long-term strategy to improve communications within and outside the Department. A number of initiatives are planned and some are already under way to ensure that all information available at the Department of Justice on the Canadian justice system is provided in an easily accessible, user-friendly and easily understandable format.

Long-Term Benefits	
<ul style="list-style-type: none"> Improved communications with government and non-government partners and Canadian public Useful and easily accessible information on Canada's legal system Increased public awareness of the roles of the Department, increased participation of Canadians in the policy-making process in Canada 	<i>Measures of success: client satisfaction; more frequent use of Department's web sites; frequent and more informed inquiries; better trained staff and management; work improvements as a result of daily media analysis; assessment of the Department's participation in public events; monitoring of effectiveness of plain language efforts; increased employee awareness of departmental goals</i>
Strategy	
<ul style="list-style-type: none"> Introduce better strategic communications planning Expand departmental management and staff training on communications Strengthen the Department's capability to anticipate changes that affect its work and Canadians' need for justice support, as well as their safety and security Improve communications support for high-profile litigation & legislation 	
Activities	
<ul style="list-style-type: none"> Provide media training to departmental spokespersons and litigators. Develop and deliver training courses and materials on internal communications for managers and staff. Launch daily media summary to provide up-to-date information on relevant events to employees. Conduct client satisfaction surveys. Track and document best practices in communications. Enhance the Department's Intranet (internal) and Internet (external) web sites, including a site for parliamentarians, increasing the amount and quality of information available on-line. Promote the Department's services to Canadians and other government departments. Promote the Department as workplace of choice; encourage highly skilled professionals to join it. Establish innovative partnerships to increase the Department's visibility at high-profile public events. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Limited resources to manage increasing demands within and from outside the Department 	<ul style="list-style-type: none"> As clients and staff become more aware of the need for more and clearer communication, it is essential that capacity to provide this service be enhanced.

Human Resource Management

	2003 -04	2004-05	2005-06
Planned Spending	\$6.9 million	\$6.9 million	\$6.9 million

The Department continues to implement its four-year Human Resources Plan, developed in December 2000. The activities set out in this plan will improve the capacity to anticipate human resources needs over a longer period of time, to realign staff within the organization to better meet client needs, and to improve the overall management of human resources in the Department. The HR Plan will also address priorities set out in the Speech from the Throne in October 2002 that support innovation, learning and bilingualism in the federal public service. The Department's prime user status of the legal professionals also brings unique complexities and responsibilities to managing our human resources in the legal stream, which will be addressed through the development and implementation of an integrated framework for the management of the lawyers' group.

Long-Term Benefits	
<ul style="list-style-type: none"> More effective recruitment methods and better retention of employees in the Department A continuous learning organization where employees are better trained and developed and where knowledge is shared A workplace that fosters diversity and where Employment Equity and Official Language goals have been achieved throughout the organization More effective and efficient achievement of business objectives through better alignment and allocation of resources A more stable organization, providing better service to its clients 	<p><i>Measures of success: Resources better aligned – greater efficiency achieved; improved HR planning and resourcing; improved employee retention; increase in number of persons recruited from outside Department; increase in number of employees using training and development opportunities; improved employee satisfaction; compliance with Employment Equity Act; achievement of Embracing Change benchmarks; increased use of alternative work arrangements; increased number of employees taking five days each year for their professional development; reduction in complaints about work environment; changes in employee tenure (more indeterminate staff); achievement of service standards</i></p>
Strategy	
<ul style="list-style-type: none"> Improve capacity to better predict resource needs Ensure appropriate resource mix in the Department to better achieve business objectives and organizational efficiency Continue to re-build the HR Management function Build an integrated human resources framework for management of the lawyers' group that recognizes Justice as a career department and the competencies to achieve the business objectives Strive toward the creation of an "exemplary workplace" as specified in the Speech from the Throne, which supports innovation, diversity, learning and bilingualism in the federal public service, among other priorities Continue to develop innovative recruitment and retention strategies to attract and retain a competent work force 	
Activities	
<ul style="list-style-type: none"> Continue to implement Employment Equity Action Plan, Embracing Change Action Plan, Official Languages and LA Recruitment Strategies. Develop and implement the integrated Human Resources Management framework for managing the LA Group, based on a competency-based management approach, which includes classification, recruitment and staffing, career development and compensation components. Implement measures to improve the performance management and performance evaluation systems. Continue to implement and/or monitor the implementation of the Employee Departure Feedback Program, the Awards and Recognition Program, the Mentoring Program and the corporate objectives. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Continued budgetary restraints and resource freezes within the department, while managing significant growth in the Department's workload. Shifting resource mix in the LA group and between other occupational categories to better meet the demand is a slow process; a more proactive approach is needed. Meeting and maintaining the Embracing Change benchmarks requires more innovative and proactive ways to attract and retain visible minority employees. 	<ul style="list-style-type: none"> Greater use of technology and innovation in recruitment and retention strategies is required in order to attract and retain the highest quality professionals in the technologically savvy and innovative work force. All policies, programs and initiatives need to support a culture of diversity that go beyond the goal of achieving employment equity numbers. Stronger management accountability for human resources management practices is required.

Information Management / Information Technology (IM/IT)

	2003 -04	2004-05	2005-06
Planned Spending	\$17.6 million	\$17.6 million	\$17.6 million

In support of the Government on-line initiative, the Department plans to invest \$52.8 million over the next three years to modernize its systems and introduce new ones to support its knowledge management requirements. The aim is to make information assets broadly accessible, regardless of source or location. As a knowledge-based organization, the Department will extend its management and sharing of knowledge with staff, legal professionals, partner organizations and citizens, providing support in drafting legislation and policies and tools to analyze and manage information that can be used in addressing public safety issues. Other initiatives will improve secure connectivity and knowledge sharing within the organization and with Canadian citizens and enhance litigation support by proposing standards, tools and best practices for managing the process electronically.

Long-Term Benefits	
<ul style="list-style-type: none"> Better service through staff connectivity to their organization, to clients and to partners Corporate knowledge stored in common databases and shared by different parts of the organization Effective links to other organizations through modern information technology Easier and faster access to knowledge, information, services and resources on the justice system and federal laws 	<i>Measures of success: Internal and external client satisfaction; effective and efficient management of and access to knowledge and information (annual client satisfaction surveys and meetings with clients and partners)</i>
Strategy	
<ul style="list-style-type: none"> Develop tools and processes to facilitate access to justice information for all users Promote and enhance sharing of information and knowledge within the Department and with external partners Implement recommendations of the IM/IT Spending and Governance studies 	
Activities	
<ul style="list-style-type: none"> Increase access to legal services units in all government departments and agencies. Promote public understanding of Canada's legal system through easily accessible information and services on the internet. Develop a strategy for the management of document collections. Support management of large complex litigation by establishing standards and best practices. Work with communities of interest through public consultations and an Internet site, including up-to-date on-line access to federal laws. Improve research through training employees in use of library and other information resources. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Rapid growth of the Department over the last three years, budgetary restraints, and greater need for services will put additional pressure on IM/IT. 	<ul style="list-style-type: none"> Despite resource constraints, ongoing operational requirements have been met. A number of investment decisions for new technology and projects were postponed.

Finance Management and Administration

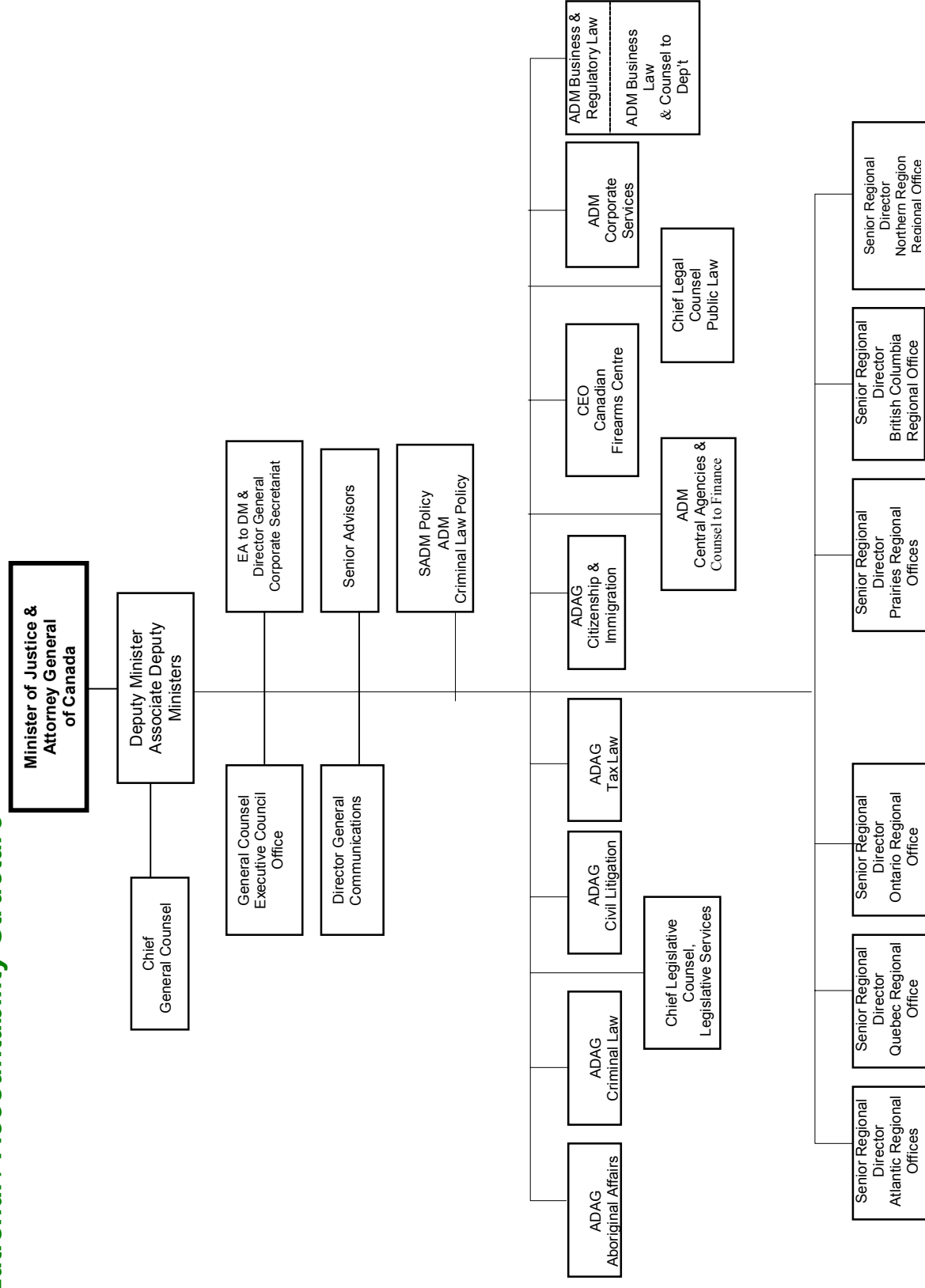
	2003 -04	2004-05	2005-06
Planned Spending	\$12.5 million	\$12.5 million	\$ 12.5 million

The Department will increase accountability for financial management decisions at all levels of the organization, by including specific reference to effective management of financial resources in the senior managers' accountability accords. New policies and procedures are in place to support this accountability and to reflect new financial management practices, for accommodations, contracts and materiel services. Financial management courses are also being developed for officers and managers on reporting to Parliament to increase the accuracy and effectiveness of the Department's reports. These and other measures will improve resource allocation process within the Department. Efforts to make the departmental facilities more efficient will continue, while a new employee safety and security guide will raise awareness among staff. Also in the area of general administration, the Department processes requests under the *Access to Information and Privacy Acts*, provides advice on disclosure of information under the federal legislation to all other government departments and agencies, as well as reviews records of harassment complaints and investigations.

Long-Term Benefits	
<ul style="list-style-type: none"> Greater accountability for decisions made More responsible management of public funds 	<i>Measures of success: Positive financial audit reports; greater control over financial resources</i>
Strategy	
<ul style="list-style-type: none"> Continue to refine financial policies and practices Promote decision-making and increase individual accountability Improve the channels of communication and consultation at all levels to ensure a more coordinated approach to resource allocation across the Department 	
Activities	
<ul style="list-style-type: none"> Implement improved contracting practices and procedures. Improve cost-recovery regime. Complete Modern Comptrollership Action Plan, based on results of a recent capacity assessment study. Implement the Contraventions Act. Provide security and employee safety awareness training, including protection of sensitive information in the Department. Continue processing some 700,000 garnishee actions each year, aimed at improving child support and reducing child poverty. Complete accommodation strategy, including integration of accommodation requirements into Department's business plans. Make significant effort to provide input to the Department's 2003 Sustainable Development Strategy. Process requests under the Access to Information and Privacy Acts, provide advice on disclosure of information and review records of harassment complaints and investigations. Develop financial management training for reporting to Parliament. 	
Risks / Challenges	Lessons Learned
<ul style="list-style-type: none"> Managing limited facilities to accommodate the Department's growth in the past years remains an ongoing challenge. 	<ul style="list-style-type: none"> Growth of the Department's workload will require ongoing attention to prudent and effective resource management. Strong partnerships with central agencies are essential to implementing long-term solutions to financial and administration management challenges.

Section IV: Organization

4.1 Organizational / Accountability Structure



4.2 Total Planned Spending: 2003-04

Business Line	Net Planned Spending (2003-04) (\$ millions)			2003-04 (FTE)
	Operating Budget	Grants & Contributions	Business Line Total	
Government Client Services	278.4	0.0	278.4	2,263.3
Law and Policy	172.5	461.2	633.7	731.7
Administration	78.3	1.6	79.9	416.2
Total	529.2	462.8	992.0	3,411.2

4.3 Three-Year Spending Plan

(\$ millions)	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Budgetary Main Estimates (gross)	764.4	885.1	829.0	690.8
Non-Budgetary Main Estimates (gross)	0.0	0.0	0.0	0.0
Less: Respendable revenue	0.0	0.0	0.0	0.0
Total Main Estimates	764.4	885.1	829.0	690.8
Adjustments**	217.5	105.3	110.5	235.5
Net Planned Spending	981.9	990.4	939.5	926.3
Less: Non-respendable revenue	16.2	20.0	27.2	38.9
Plus: Cost of services received without charge	51.7	50.8	50.1	50.6
Net cost of Program***	1,017.4	1,021.2	962.4	938.0
Full Time Equivalents***	3,577.5	3,411.2	3,272.0	3,080.2

* Reflects, as of January 31, 2003, the best forecast of total net planned spending to the end of the fiscal year.

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

*** Excludes FTEs funded by other departments.

Section V - Annexes: Financial Information, Key Government Themes and Management Initiatives, Horizontal Initiatives

5.1 Details on Major Capital Project Spending – Canadian Firearms Centre

Concept development work for the Canadian Firearms Registration System (CFRS) started in December 1995 when the Canadian Firearms Program was established with the passage of the *Firearms Act* (C-68). The intent of the work was to develop and establish, in a timely manner, an effective firearms registration, licensing and program management system.

Preliminary Project Approval:

On April 2, 1998 Treasury Board granted Preliminary Project Approval (PPA) for the development of the Canadian Firearms Registration System (CFRS). In granting PPA, Treasury Board noted that the CFRS project was to adhere to TB's Enhanced Management Framework with respect to aspects of the project related to Information Technology.

Effective Project Approval:

On May 28, 1998 Treasury Board granted Effective Project Approval to the Canadian Firearms Registration System (CFRS). Project activities which were deemed to be time limited tasks necessary to put the infrastructures in place for the new firearms control measures, received EPA from TB. On-going program activity components related to the new firearms measures such as policy development, program administration, system maintenance, and management services were not considered part of the CFRS project and subsequently did not require EPA approval.

Delegated Authority:

Contracts were awarded to EDS/System House for the development, implementation and support of the CFRS project through PWGSC as contracting authority. Contract amendments were also handled through PWGSC.

(\$ millions)	Current Estimated Total Contract Value	Forecast Spending to March 31, 2003	Planning Spending 2003-04
Canadian Firearms Registration System (CFRS)	149.5	142.6	

5.2 Summary of Transfer Payments

(\$ millions)	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-05	Planned Spending 2005-06
Grants				
Law and Policy	44.7	51.4	50.6	50.6
Total Grants	44.7	51.4	50.6	50.6
Contributions				
Law and Policy	407.5	411.4	405.6	385.1
Total Contributions	407.5	411.4	405.6	385.1
Total Grants and Contributions	452.2	462.8	456.2	435.7

Objective

The Department of Justice is committed to ensuring that Canada is a fair, just and law-abiding society with an accessible, equitable, efficient and effective national system of justice. The Department uses a variety of programs that involve grants and contributions to test new approaches to improving Canada's justice system and to help in developing, promoting and implementing legislation, policies, programs and services.

Expected Results

The Department's grants and contributions resources are used, in part, to develop strategic policy and legislative responses to justice issues and to help implement policies and legislation. This is achieved in several ways. For example, the Department enters into long-term funding arrangements with provinces and territories to support its policy directions through public legal education and information, legal aid, youth justice, and Native Courtworker services. In addition, the Department provides project-based funding through such programs as the crime prevention and Aboriginal justice strategies, victims of crime and family violence initiatives, and the Justice Partnership and Innovation Program. (See sections on "Enhancing security for Canadians" and "Ensuring a relevant, accessible, fair justice system", described earlier in this document, for more information on some of these programs).

Among other things, these funds promote experimental projects and research in areas of interest to the Department and Canadians, helping to gather information and experience relevant to current and future departmental and governmental policy priorities. These projects assist the Department in responding to an ever-changing legal environment.

Table 5.2.1: Transfer Payments by Business Line

(\$ dollars)	Forecast Spending 2002-03	Planned Spending 2003-2004	Planned Spending 2004-05	Planned Spending 2005-06
<u>GRANTS</u>				
Law and Policy				
Uniform Law Conference of Canada - Administration Grant	18,170	18,170	18,170	18,170
Institut international de droit d'expression française (IDEF)	1,140	1,140	1,140	1,140
Legal Studies for Aboriginal Peoples Program	0	0	0	0
Canadian Association of Chiefs of Police for the Law Amendments Committee	12,274	12,274	12,274	12,274
British Institute of International and Comparative Law	7,220	7,220	7,220	7,220
Hague Academy of International Law	8,620	8,620	8,620	8,620
Canadian Human Rights Foundation	26,600	26,600	26,600	26,600
National Judicial Institute	268,345	268,345	268,345	268,345
Canadian Society of Forensic Science	38,600	38,600	38,600	38,600
Canadian Association of Provincial Court Judges	100,000	100,000	100,000	100,000
Aboriginal Justice Strategy	170,000	150,000	100,000	75,000
Grants to individuals, non-profit professional organizations, societies or associations, other non- profit organizations, and educational institutions for policy, program development or training with respect to child-centred family law	50,000	50,000	50,000	50,000
Grants in support of the Justice Partnership and Innovation Fund	510,631	510,631	510,631	510,631
Grants to individuals, non-profit organizations, societies or associations, other non-profit organizations and institutions for activities in support of the Victims of Crime Initiative	500,000	500,000	500,000	500,000
Grants in support of the Youth Justice Renewal Fund	5,511,441	2,968,657	2,210,900	2,210,900
Grants in Support of Legal Aid research	300,000	0	0	0
Grants in support of the Safer Communities Initiative	37,132,561	46,168,061	46,168,061	46,168,061
Official Languages Initiatives	0	600,000	600,000	600,000
Total grants	44,655,602	51,428,318	50,620,561	50,595,561

	Forecast Spending 2002-03	Planned Spending 2003-2004	Planned Spending 2004-05	Planned Spending 2005-06
CONTRIBUTIONS				
Law and Policy				
Native Courtworker Program and other Native Projects	4,833,240	4,833,240	4,833,240	4,833,240
Contributions to the provinces to assist in the operation of legal aid systems	102,577,507	123,827,507	123,827,507	123,827,507
Contributions to the provinces and territories in support of youth justice services	196,515,059	195,702,596	188,652,100	178,685,747
Youth justice intensive rehabilitative custody and supervision program	1,475,000	4,897, 100	9,906,500	14,925,250
Contributions to provinces/territories for the Canadian Firearms Program	19,239,000	18,000,000	18,000,000	10,390,330
Contributions under the Justice Partnership and Innovation Fund	2,791,143	2,101,592	2,055,345	2,055,018
Contributions under the Aboriginal Justice Strategy Fund	7,400,000	7,400,000	7,350,000	7,325,000
Contributions under the Child-Centred Family Justice Fund	17,442,586	15,950,000	15,950,000	12,000,027
Contributions for activities in support of the Family Violence Initiative	400,000	0	0	0
Contributions to support the implementation of official languages requirements under the <i>Contraventions Act</i>	2,610,395	2,610,395	2,610,395	2,610,395
Contributions in support of the Safer Communities Initiative	13,134,392	11,207,531	11,207,531	11,042,531
Contributions for Access to Justice Services to the Territories (being Legal Aid, Aboriginal Court work and Public Legal Education and Information Services)	3,859,716	3,359,716	3,359,716	3,359,716
Contributions in support of the Youth Justice Renewal Fund	21,395,500	14,694,400	10,890,500	5,327,600
Contributions for the Victims of Crime Initiative	1,425,000	1,425,000	1,425,000	1,425,000
Contributions to the province of British Columbia for the Air India Trial	11,511,117	3,800,000	0	0
Contributions in support of legal aid research	900,000	0	0	0
Official Languages Initiatives	-	1,600,000	5,500,000	7,300,000
Total contributions	407,509,655	411,409,077	405,567,834	385,107,361
Total grants and contributions	452,165,257	462,837,395	456,188,395	435,702,922

5.3 Source of Respendable and Non-respendable Revenue

Non-Respendable Revenue

(\$ millions)	Forecast Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006
Government Client Services Business Line				
<input type="checkbox"/> Fines and Forfeitures	0.4	0.4	0.4	0.4
Administration Business Line				
<input type="checkbox"/> Central Registry of Divorce Proceedings	0.8	0.8	0.8	0.8
<input type="checkbox"/> Rent from Dwellings and Utilities	0.1	0.1	0.1	0.1
<input type="checkbox"/> Miscellaneous Revenues	0.7	0.7	0.7	0.7
Law and Policy Business Line				
<input type="checkbox"/> Firearms Program *	12.5	16.3	23.5	35.2
<input type="checkbox"/> Family Order and Agreements Enforcement Assistance Program	1.7	1.7	1.7	1.7

Total Non-respendable Revenue	16.2	20.0	27.2	38.9
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*Revenues were estimated on the basis of historical volumes of activities involving issuance of licences (new and renewals), transfers (retail sales and newly manufactured) and the import / export of firearms (individuals and business)

5.4 Net Cost of Program for the Estimates Year (2003-04)

(\$ millions)	Total
Net Planned Spending (Gross Budgetary and Non-budgetary Main Estimates plus Adjustments)	990.4
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	37.9
Contributions covering employees' share of insurance premiums and expenditures paid by Treasury Board Secretariat	12.8
Workman's compensation coverage provided by Human Resources Canada	0.1
	50.8
<i>Less: Non-respendable Revenue</i>	20.0
2003-2004 Net cost of program	1,021.2

5.5 Alternative Service Delivery – Canadian Firearms Centre

Contribution to organization	Status of ASD proposal	Implementation Date	Contact
<p>A contract was awarded to a partnership between CGI Group Inc. and BDP Business Data Services Limited, a unit of the Business Services Division of First Service Corporation for the solution realization phase of the Alternative Service Delivery project including the development, implementation, acceptance testing, and solution certification.</p> <p>Letting of second component of contract for the delivery by the contractor of: ongoing operations covering application processing, call centre administration, and technology provision and maintenance (including hardware and software support, user training and application support) is conditional upon Treasury Board Secretariat concurrence.</p>	<p>A contract amendment for the solution realization phase was issued in January 2003 to modify the Service effective date from January 9, 2003 to June 30, 2003.</p>	<p>Implementation by January 1, 2004 if Bill C-10A and its Regulations are passed by Parliament by December 31, 2003 or sooner.</p>	<p>Lyne Deshaies Manager, Alternative Service Delivery Management</p> <p>Telephone: (613) 946-1666</p> <p>Fax: (613) 941-1991</p> <p>e-mail: lyne.deshaies@justice.gc.ca</p>

5.6 Major Regulatory Initiatives – Canadian Firearms Centre

Legislation and Regulations	Planned Results
<p>The Department of Justice introduced amendments to the Firearms Act (Bill C-10A) and the Criminal Code that:</p> <ul style="list-style-type: none"> • Aim to facilitate public compliance with the Firearms Program; • Improve the administrative efficiency of the Act and reduce costs; and • Meet new international obligations. <p>Passage of Bill C-10A and associated Regulations will:</p> <ul style="list-style-type: none"> • Enable introduction of a staggered renewal application process (load leveling); • Permit issuance of licenses, registration certificates and authorizations by electronic means; • Establish a pre-application process for importation by non-residents; and • Consolidate administrative responsibilities. <p>The Alternative Service Delivery (ASD) model that the Canadian Firearms Centre is developing is dependant on the passage of C-10A and its Regulations.</p>	<p>Passage of Bill C-10A and its Regulations will enable the Firearms Program:</p> <ul style="list-style-type: none"> • Better alignment of administrative responsibility and authority with establishment of a Commissioner of Firearms and transfer of the Registrar from RCMP; • Simplified license renewal process through load-leveling; • Streamlined import-export requirements, including a pre-processing option for non-residents; • Enabling enhanced use of new technology (ASD) to serve clients better and reduce service delivery costs; • Meeting new international obligations, in particular the marking of imports and regulation of parts; and • Avoidance of additional administrative burden such as extending grandfathering of some handguns.

5.7 Key Government Themes, Management and Horizontal Initiatives

INITIATIVE	GOAL	LEAD ORGANIZATION		PARTNERS	KEY RESULTS
		JUSTICE	OTHER		
<i>Crime prevention</i>	Reduce crime and increase safety for Canadians and their communities	✓		RCMP, Solicitor General	<ul style="list-style-type: none"> Joint action of government and non-governmental partners to reduce crime and victimization. Increased community involvement in initiatives dealing with crime prevention and victimization, particularly as they affect children, youths, personal security of women and girls, and Aboriginal people. Increased understanding and knowledge of crime prevention activities.
<i>Public Safety and Anti-Terrorism</i>	Build personal and economic safety for Canadians		Solicitor General	RCMP, Health, Transport, Solicitor General	<ul style="list-style-type: none"> Enhanced legislation to improve public safety and prevent terrorist threats. Investigative & monitoring tools in place to detect/prevent terrorist activities. Department fulfills its legal advisory mandate for criminal law, human rights and litigation.
<i>Youth Justice Renewal</i>	Enhanced support for young Canadians in conflict with the law	✓		RCMP, HRDC, Solicitor General	<ul style="list-style-type: none"> Young persons in conflict with law rehabilitated and reintegrated into society. Fair, effective youth justice system. Greater engagement of parties not traditionally involved in youth justice matters (school officials, medical experts, etc.).
<i>Firearms Program</i>	Preserve health and personal safety of Canadians	✓		RCMP, HRDC, CCRA, Solicitor General, National Parole Board	<ul style="list-style-type: none"> All firearms are registered, providing vital information to law enforcement agencies. Combined screening, tracking and sentencing help to deter, prevent and prosecute firearm crime.
<i>Government On-Line</i>	Deliver government services on-line by year 2005.			Government-wide	<ul style="list-style-type: none"> In 2003-04 and 2004-05, implement tools to provide on-line information. Expand electronic access to knowledge, information, services and resources to employees, other organizations, and Canadians.
<i>Law Cluster</i>	Create a library of legal services for entire Government	✓		All departments	<ul style="list-style-type: none"> Establish a Justice/Law subject cluster site for use by citizens. Maintain up-to-date access to the Statutes/Regulations of Canada, to program information and services of the Department of Justice and of the partner departments, and provincial and other law-related sources of information.
<i>Modern Comptrollership</i>	Fully Implement Modern Comptrollership in the Department			Government-wide	<ul style="list-style-type: none"> Better management Greater accountability More responsible management of public funds
<i>Workplace of Choice</i>	Make the Department a workplace of choice for new and established employees			Government-wide	<ul style="list-style-type: none"> Implement initiatives to make Justice a progressive workplace Improve HR processes Provide opportunities for employee career development

5.8 Sustainable Development Strategy

The Department of Justice contributes to government-wide efforts to use natural and human resources to achieve social and economic goals, while minimizing harm to the environment, by supporting the integration of environmental considerations into economic and social decision-making. The Department also realizes that the law is an important instrument to advance these efforts, in large part through its legal support to client departments and agencies. Social and economic sustainability is addressed through social policy work in key areas that affect Canadians (criminal justice, human rights, justice and families, legal aid, aboriginal justice initiatives, children and youths) and through enabling Canadians to participate in policy decisions that affect them. Environmental responsibility is demonstrated through responsible administration of its operations to reduce the effect of its work on the environment.

As mandated by the Commissioner of the Environment and Sustainable Development, the Department is developing a new Sustainable Development Strategy (SDS) to cover the period from 2003 to 2007. The Department recently commissioned a review of the existing sustainable development strategy by an independent consultant. The review indicated that, although the Department has made a number of efforts to support the government-wide commitment to sustainable development, a number of elements of the planned strategy were not achieved. The Department has learned that there is a need for clearer, more measurable targets, for more focused planning of sustainable development projects and activities and for enhancements to its management systems to provide better information to managers for decision-making, related to sustainable development. The consultant's report includes a number of recommendations to achieve this. These recommendations are being reviewed and will be included in the renewed strategy. They will result in enhanced support to activities already under way and the initiation of new activities to enhance the Department's support of sustainable development.

The following objectives of the original strategy remain valid and will continue to provide focus for future efforts in this area:

Support Sustainable Development across government through the delivery of high-quality legal services and the development of legal infrastructure;

Explore the implications of social and cultural factors for sustainable development in the context of the justice policy mandate;

Reduce the direct environmental impact of the Department of Justice's physical environment.

Some of the current and ongoing sustainable development activities in the Department to achieve these objectives include:

- Providing comprehensive legal support to client departments and agencies across the federal government, including development of new and enhanced legal instruments to address sustainable development issues;
- Supporting new sustainable development government legislation, including the implementation of the *Canada National Marine Conservation Areas Act*;
- Supporting international efforts on sustainable development, including the *Kyoto Protocol*;
- Promoting and raising awareness of appropriate dispute resolution mechanisms to address disputes as early and effectively as possible to avoid the courts becoming the only venue of legal recourse;
- Supporting sustainable communities initiatives through crime prevention, Aboriginal Justice and restorative justice activities; a study of several pilot projects, currently under way, will produce practical ideas for communities across Canada to help them in becoming more self-sustained and engaged in the local administration of justice; and
- Reducing the effect of operations on environment, by reducing paper and solid waste, by purchasing and using environmentally friendly materials, as well as increasing environmental awareness among employees across Canada.

5.9 Relationship Between Business Line Structure and Strategic Outcomes for Total Planned Spending

	Strategic Outcomes				Total
(\$ millions)	Enhanced Security for Canadians	Relevant, Accessible and Fair Justice System	Delivery of High Value, Timely Policy and Legal Services to Government	Enhanced and Enabled Work Environment	
Business Line					
GCS			278.4		278.4
Law and Policy	200.8	432.9			633.7
Administration				79.9	79.9
Total	200.8	432.9	278.4	79.9	992.0

Section VI: Other Information

6.1 *Contacts for Further Information*

The Honorable Martin Cauchon, Minister of Justice and Attorney General of Canada, East Memorial Building, 284 Wellington Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 992-4621

Morris Rosenberg, Deputy Minister of Justice and Deputy Attorney General, East Memorial Building, 284 Wellington Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 957-4998

Sheila Bird, Director General, Communications Branch, East Memorial Building, 284 Wellington Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 957-4221, Fax: (613) 941-2329

Wendy Sailman, Director, Public Affairs Division, East Memorial Building, 284 Wellington Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 957-4211, Fax: (613) 948-2983

John Sims, QC, Associate Deputy Minister, East Memorial Building, 284 Wellington Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 957-4955, Fax: (613) 957-2546

Mario Dion, Associate Deputy Minister, St. Andrew's Tower, 275 Sparks Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 941-4073, Fax: (613) 941-4074

Mary Dawson, Associate Deputy Minister, St. Andrew's Tower, 275 Sparks Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 957-4898, Fax: (613) 952-4279

Joy F. Kane, Senior Assistant Deputy Minister, St. Andrew's Tower, 275 Sparks Street, Ottawa, Ontario, K1A 0H8, Tel: (613) 957-4781, Fax: (613) 957-9949

Monique Collette, Assistant Deputy Minister, Corporate Services, East Memorial Building, 284 Wellington Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 941-7890, Fax: (613) 957-6377

Wayne Ganim, Director General, Finance, Administration and Programs, East Memorial Building, 284 Wellington Street, Ottawa, Ontario, K1A 0H8; Tel: (613) 941-4095, Fax: (613) 946-1389

Web site: The Department of Justice Web site is at <http://canada.justice.gc.ca>

6.2 Legislation Administered by the Department of Justice

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

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

The Minister shares responsibility to Parliament for the following Acts:

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

6.3 Listing of Statutory and Departmental Reports

	Available Format H = hard copy I = internet
1998-1999 Status Report and Action Plan 1999-2002 for the Implementation of Part VII of the <i>Official Languages Act</i>	I
A Guide to the Making of Federal Acts and Regulations	I
A Quick Look at Canada's Firearms Law - (Mini Guide)	H,I
Questions and Answers about the Firearms Act Regulations and Support Material	
A Survey of the Preliminary Inquiry in Canada (April 1993)	I
Abuse Is Wrong In Any Language (JUS-P-677E)	H,I
For immigrant women who are suffering from abuse in a relationship or in a family.	
An Introduction to Canada's Firearms Law	H,I
For the Aboriginal Peoples of Canada (Questions & Answers)	
Canada's Court System (JUS-P-703)	H,I
For students and others interested in learning about Canada's court system.	
Canada's Department of Justice (brochure)	H,I
Canada's System of Justice (JUS-P-645)	H,I
For students and others interested in learning about Canada's justice system.	
Canada's War Crimes Program – Annual Report 2000- 2001	I
<i>Canada's Youth Criminal Justice Act – A New Law, A New Approach</i>	I
Canadian Charter of Rights and Freedoms	I
Canadian Charter of Rights Decision Digest (August 1999)	I
Canadian Custody and Access Provisions: A Legislative Comparison	I
Child Custody and Access in Foreign Jurisdictions: A Legislative Comparison of the United Kingdom, Florida, Indiana, Washington, Minnesota, California, Australia, and New Zealand.	I
Child Support – A Workbook for Parents (February 1998)	I
Helps parents calculate monthly child support payments.	
Child Support – The Complete Workbook (November 1997)	I
Helps the professional community estimate child support amounts using the Federal Child Support Guidelines.	
Child Support Initiative: Research Framework (March 1999)	I
Complaint and Redress Mechanisms Relating to Racial Discrimination in Canada and Abroad	I
<i>Constitution Acts 1867 to 1982</i>	I
Current Police Activity, January 2000	I
Estimates, Part III	I
2001-2002 Report on Plans and Priorities; 2000-2001 Report on Plans and Priorities	
Federal Child Support Guidelines Simplified Tables: Five or More Children	I
Federal Child Support Guidelines Simplified Tables: One to Four Children	I
Federal Child Support Guidelines: A Guide to the New Approach (JUS-P-725)	H
<i>Firearms Act</i> Regulation – March 1998	H, I