



# Department of Justice Canada

2020-21

## Departmental Plan

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The Honourable David Lametti, P.C., Q.C., M.P.  
Minister of Justice and Attorney General of Canada

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## From the Minister

I am pleased to present the Department of Justice Canada's 2020-2021 Departmental Plan.

Our department has a robust mandate for the coming year, one informed by the rapidly evolving world around us - both within Canada and beyond. As society shifts, our justice system responds and modernizes to make sure Canadians can trust their government institutions and have confidence in their justice system. The 2020-21 Departmental Plan sets the course to help guide our efforts in meeting these important objectives.



The coming fiscal year will see the Department continue its progress in making our justice system more effective and accessible for all Canadians, especially the most vulnerable. This lies at the heart of Canada's promise as a country in which all individuals enjoy equal entitlement to the protections of the law. These principles will guide our work as we take important steps forward with our government partners on social issues that have a direct impact on the lives of millions of Canadians, including the right to choose medically assisted death, Indigenous justice and rights, gun control, LGBTQ2S rights, and privacy rights, among others.

Notably, the Department is working closely with Health Canada to lead an inclusive process to review Canada's medical assistance in dying framework, in response to the Superior Court of Québec's September 2019 ruling. To this end, in January 2020, we consulted with Canadians, provinces, territories and key stakeholders to ensure our legal framework reflects Canadians' views on this complex and deeply personal issue. This remains a key priority in the coming year.

Another key shift in Canadian society is the momentum to advance reconciliation and build a renewed relationship between Indigenous and non-Indigenous peoples. Justice Canada is involved in a number of significant initiatives that are helping to move this process forward. In 2020-21, we will work with Crown-Indigenous Relations and Northern Affairs Canada on critical issues such as engaging with Indigenous groups on implementing the United Nations Declaration on the Rights of Indigenous Peoples through the co-development and tabling of legislation in that regard. These efforts also include responses to the Truth and Reconciliation Commission's Calls to Action, as well as continued support of the Government's response to the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice.

The Department will also focus on modernizing outdated policies and laws that no longer reflect the inclusive and open Canada we are building together. This includes supporting legislative measures to ban conversion therapy - a practice that is out of step with a modern Canada that is accepting of all people, no matter their identity or orientation. We will help advance Canada's Digital Charter by developing tools and strategies to keep Canadians, and their personal information, safe online, and will take steps to combat online crime and hate speech.

Work will also continue reducing court delays, and providing more legal support to survivors of sexual assault and intimate-partner violence. We are moving forward with legislation to help

ensure that judges participate in training in sexual assault law, thereby enhancing public confidence and the confidence of survivors of sexual assault. As part of amendments to the *Department of Justice Act* that came into force in December 2019, Charter Statements will be tabled for all new federal bills to inform parliamentary and public debate and help increase awareness and understanding of the Charter. As well, as part of our commitment to adopt the recommendations in the *Review of the Roles of the Minister of Justice and Attorney General of Canada* (McLellan Report), we will identify opportunities to inform Canadians and parliamentarians of the unique dual role of the Minister of Justice and the Attorney of General Canada.

In all of these measures, we will focus on promoting access to justice, providing real results for Canadians and continued improvements to the justice system. As Minister of Justice and Attorney General of Canada, I encourage Canadians to read this 2020-21 Departmental Plan and find out what we are doing to deliver on mandate commitments. I have full confidence that the Department will continue to serve all Canadians in an open and transparent way; helping them gain a greater understanding and confidence in their justice system.

The Honourable David Lametti, P.C., Q.C., M.P.  
Minister of Justice and Attorney General of Canada

## Plans at a Glance

Established in 1868, the Department of Justice Canada (the Department) supports the dual roles of the Minister of Justice and the Attorney General of Canada. Under the *Department of Justice Act*, the Minister is the legal advisor to Cabinet and ensures that the administration of public affairs is in accordance with the law. The Minister of Justice is responsible for matters connected with the administration of justice that fall within federal jurisdiction and fulfils this responsibility by developing policies, laws, and programs to strengthen the national framework.

Under the *Department of Justice Act*, the Attorney General of Canada is the chief law officer of the Crown. The Attorney General provides legal services to the government and its departments and agencies. These services include the provision of legal advice, the conduct of litigation and the drafting of legislation and regulations. The Attorney General also oversees federal prosecutions within the framework of the *Director of Public Prosecutions Act*. The Attorney General represents the Crown and not individual departments or agencies. Therefore, the Attorney General seeks to protect interests for the whole of government when providing legal advice and conducting litigation.

Through its core responsibilities of legal service delivery and justice system support, the Department supports a broad range of government initiatives and ministerial mandate letter commitments.

The Department applies a range of critical considerations to ensure strong and evidence-based public policy and good governance. These considerations include legal risk analysis; gender and diversity such as [Gender-Based Analysis Plus \(GBA+\)](#); <sup>i</sup> privacy; modern treaty implications; and strategic environmental assessment.

The following provides an overview of the Department's key priorities in 2020-21 for each of its core responsibilities as well as its internal services.

### Legal Services

The Department will support the implementation of many Government of Canada priorities through the delivery of high quality, integrated legal services – specifically, advisory, litigation, legal policy, and legislative services.

#### Key actions:

- Support the development of a proposal to establish an independent Criminal Case Review Commission to ensure that applications from potentially wrongfully convicted people are reviewed independently from the interests of the police and prosecution services who participated in the original trial process.
- Support the Government's commitment to ban the practice of conversion therapy.
- Continue to integrate [The Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples](#),<sup>ii</sup> which establishes guidelines, which litigators must follow in the context of civil litigation involving [section 35 of the Constitution Act, 1982](#)<sup>iii</sup> and Crown obligations towards Indigenous peoples.

- Lead an immediate and inclusive process, supported by the Minister of Health, work with provinces to respond to the recent court ruling regarding the medical assistance in dying framework.
- Work with Public Safety Canada and related agencies to implement measures to reduce firearms-related crime.

## **Justice System Support**

The Department will play an essential role in ensuring a fair, relevant and accessible justice system.

Key actions:

- Advance the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)<sup>iv</sup>, including introducing co-developed legislation, and pursuing the negotiation of administration of justice agreements with Indigenous communities, as recommended in the Truth and Reconciliation Commission of Canada's Calls to Action.
- Contribute to building the National Action Plan on Missing and Murdered Indigenous Women and Girls through increased access to culturally-grounded and trauma-informed services and support for families of missing or murdered Indigenous women and girls through the national Family Information Liaison Unit initiative.
- Promote greater use of restorative justice processes.
- Contribute funding to provinces and territories and organizations for public legal education and information and legal advice for those who have experienced workplace sexual harassment.
- Provide funding to support the long-term sustainability of the immigration and refugee legal aid program, given ongoing high numbers of asylum seekers.
- Develop proposals for reform of Canada's system of judicial governance and discipline; for mandatory training for judges on sexual assault and on unconscious bias and cultural competency; and for new superior court judges to reduce delays across the court system.
- Identify opportunities to support Canadians and parliamentarians in better understanding the unique dual role of the Minister of Justice and the Attorney of General Canada.

## **Internal services**

The Department will enable legal and business management excellence with a strategic focus on the workforce, innovation and collaboration, as well as open and accountable operations.

Key actions:

- Promote digital approaches and strategies for information sharing and collaboration, including communicating across multiple platforms to engage Canadians in conversations about key justice priorities.
- Minimize the impact of Pay Transformation implementation on Justice employees.
- Support the Department's legal community and strengthen its focus on professional excellence, including training and the introduction of a development program for junior counsel.

- Implement a Psychological Health and Safety Management System and the Safe Workspace Action Plan, including the establishment of an Ombuds office.

For more information on the Department of Justice Canada’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.



## Core Responsibilities: Planned Results and Resources, and Key Risks

This section contains detailed information on the Department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving these results.

### Legal Services

#### Description

The Minister of Justice and Attorney General of Canada provides legal services to the federal government and its departments and agencies. The Minister is responsible for seeing that the administration of public affairs is in accordance with the law. The Minister is also responsible for examining all government bills and regulations for consistency with the *Canadian Charter of Rights and Freedoms (Charter)*<sup>v</sup>. Additionally, the Attorney General is responsible for advising the heads of federal government departments on all matters of law, for the legislative drafting of all government bills and regulations and for conducting all litigation for federal departments or agencies on subjects within the authority or jurisdiction of Canada.

#### Planning Highlights

Legal work is increasingly complex and crosscutting and the practice of law is dynamic and continuously evolving. Moreover, demand for legal services continues to evolve, depending on the specific priorities of client departments and the risks they face with respect to implementing these priorities. Accordingly, the Department will continue to focus on collaboration and joint planning with client departments to ensure that it delivers effective and fiscally sustainable legal services.

As a provider of legal and legislative services to the Government of Canada, the Department has adopted a client-centric approach to improve its strategic partnerships. This will be done through an enhanced collaborative approach focused on supporting clients in their search for solutions that benefit Canadians.

The Department will continue to protect the rights of Canadians and ensure the *Charter*<sup>vi</sup> is respected. The guiding principles of *Gender-Based Analysis Plus (GBA+)*<sup>vii</sup> will continue to be applied in all areas of the Department's work in the provision of legal services to client departments and in advice to Cabinet.

The Department will continue to advance litigation strategy for the Government of Canada that is consistent with the *Principles guiding the Attorney General of Canada in Charter Litigation*<sup>viii</sup>, and *The Attorney General of Canada's Directive on Civil Litigation involving Indigenous Peoples*<sup>ix</sup>. To respond to the increase in class proceedings brought against the government, the Department will continue to leverage existing class actions expertise and develop emerging national talent while managing class proceedings nationally.

## Key Risks

There is a risk that, as legal practices and client priorities evolve, the Department's ability to provide effective and fiscally sustainable legal services could be impacted in certain areas, including specialized services.

To mitigate this risk, the Department continues to collaborate with client departments, including joint planning to meet government priorities. The Department will work with client departments to prioritize requests and will encourage the use of existing tools to ensure legal services are provided at the right time.

### 1. Key Result: High Quality Legal Services

In 2020-21, the Department will provide high quality legal advisory, litigation, and legislative services to advance the Government of Canada's ongoing commitment to working towards reconciliation with Indigenous Peoples through the continued renewal of nation-to-nation, Inuit-Crown, and government-to-government relationships as well as advance social, international, economic, and governmental affairs.

#### 1.1 Advancing Reconciliation

The Department will provide integrated legal and legal policy advice to federal departments and agencies to advance the Government's reconciliation agenda on a wide range of priority initiatives, including:

- Advancing the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)<sup>x</sup>, including the introduction of a co-developed legislation with Indigenous Peoples.
- Integrating the [Principles Respecting the Government of Canada's Relationship with Indigenous Peoples](#)<sup>xi</sup> in the provision of legal services including through the provision of training sessions to the Department's employees on the principles and cultural competency.
- Assisting with the implementation of requirements related to Indigenous peoples and Indigenous knowledge for impact assessments of designated projects under the [Impact Assessment Act](#)<sup>xii</sup>.
- Reviewing the [Privacy Act](#)<sup>xiii</sup>, including engagement with Indigenous peoples. This will include a public consultation process to follow up on the Department's earlier preliminary technical engagement with experts on *Privacy Act* modernization, which took place in the summer and fall of 2019.
- Continuing to conduct litigation consistently with the [Attorney General of Canada's Directive on Civil Litigation involving Indigenous Peoples](#)<sup>xiv</sup> and favoring where possible resolution, settlement, and opportunities to narrow litigation.
- Providing advice to advance the Government's objective of seeking a comprehensive, fair and equitable settlement to compensate First Nations individuals and communities negatively impacted by child and family policies and of resolving this matter outside the courts.

- Defending the constitutionality of the *An Act respecting First Nations, Inuit and Métis children, youth and families*<sup>xv</sup>, which affirms the rights of Indigenous peoples to determine their laws, policies and practices in relation to Indigenous child and family services.

The Department will provide legal and policy advice, and support to Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada on a wide range of economic development issues and initiatives regarding Indigenous peoples, including:

- Implementing Indigenous child and family services legislation and policy reforms.
- Supporting the elimination of all long-term drinking water advisories on reserve by spring 2021.
- Continuing the implementation of *Jordan's Principle*<sup>xvi</sup> that is a Government commitment to ensure that First Nations children have access to the health, social and educational support and services that they need, when and where they need them.
- Supporting the *Recognition of Indigenous Rights and Self Determination Tables*<sup>xvii</sup> by exploring new ideas and ways to reach agreements that will recognize the rights of Indigenous groups and advance their vision of self-determination.
- Advancing the implementation of the Recognition and Reconciliation of Rights Policy for Treaty Negotiations in British Columbia by supporting and enabling approaches to the negotiation of treaties, agreements and other constructive arrangements between Canada, British Columbia and participating Indigenous Nations in British Columbia.
- Working with First Nations to redesign federal policies on additions to reserves to align with the new *Addition of Lands to Reserves and Reserve Creation Act*<sup>xviii</sup> that came into force in August 2019.
- Continuing to work with First Nations on the process, policy and legislative reforms for the *Specific Claims process*<sup>xix</sup>, including exploring options on enhancing the independence of the process.
- Developing a new fiscal relationship between Canada and First Nations.

## 1.2 Social Affairs

In the area of social affairs, the Department will provide legal services to support:

- The Government's commitment to ban the practice of conversion therapy, which aims to change an individual's sexual orientation to heterosexual or gender identity to cisgender (a person who identifies with the gender assigned at birth).
- The Government in resolving litigation relating to sexual harassment, assault or misconduct, gender or sexual-orientation based harassment or discrimination in the workplace and advancing the Government's objective of real and lasting cultural change.
- Canadian Heritage and other government departments in the development of responses to online hate and harassment and other online harms such as radicalization, incitement to violence, exploitation of children, and the creation or distribution of terrorist propaganda.
- Canadian Heritage in the review of the *Official Languages Act*<sup>xx</sup> to better meet the expectations of Canadians, respond to new challenges, and reaffirm the importance of Canada's linguistic duality.
- Health Canada through the provision of legal advice, including drafting and reviewing any potential legislation intended to respond to the decision in *R v. Truchon*<sup>xxi</sup>, which

found *Criminal Code*<sup>xxii</sup> provisions around medical assistance in dying to be unconstitutional.

- Health Canada in strengthening Medicare and renewing health agreements with provinces in their priority areas, including the implementation of national universal pharmacare.
- Health Canada in the development and drafting of regulations related to vaping.
- Innovation, Science and Economic Development Canada and other government departments in the development of the regulation of online privacy rights.
- Client departments in implementing the changes to the *Access to information Act*<sup>xxiii</sup> resulting from Bill C-58.
- Public Safety Canada, the Canada Border Services Agency, and the Royal Canadian Mounted Police in the implementation of measures to reduce firearm-related crime and deter illicit access to firearms. The Department will also support the Minister of Public Safety and Emergency Preparedness Canada in the implementation of a ban on military-style firearms with an amnesty and a buyback program.
- Public Safety Canada and Correctional Services Canada in the implementation of *An Act to amend the Corrections and Conditional Release Act and Another Act*<sup>xxiv</sup> (former Bill C-83), which introduces a new correctional interventions model to eliminate segregation, strengthen health care governance, better support victims in the criminal justice system and consider the specific needs of Indigenous offenders.
- Public Safety Canada and related agencies further to the passage of *An Act respecting national security matters*<sup>xxv</sup> (former Bill C-59), which includes measures to enhance Canada's national security framework to keep Canadians safe and to respect the rights and freedoms protected by the *Charter*<sup>xxvi</sup> and the values of our free and democratic society.
- Transport Canada, Natural Resources Canada, Environment and Climate Change Canada and Fisheries and Oceans Canada to implement and further develop the Oceans Protection Plan to protect Canada's coastline and marine species at risk.
- Environment and Climate Change Canada and Fisheries and Oceans in reviewing the *Species at Risk Act*<sup>xxvii</sup>.

### 1.3 International Affairs

In the area of international affairs, the Department will provide legal services to support:

- Immigration, Refugees and Citizenship Canada and the Canada Border Services Agency in relation to the Canada Asylum Program and immigration, including the modernization of the Safe Third Country Agreement.
- Global Affairs Canada and other departments and agencies in the ratification and implementation of the *Canada-US-Mexico Agreement*<sup>xxviii</sup> (formerly NAFTA), including the drafting of regulations, support for passing implementing legislation, and related advisory support.
- Federal departments following the fatal crash of Ukrainian International Airlines flight PS752, including the assistance they are providing to families of victims.
- Global Affairs Canada in seeking to resolve or reduce the effects of continued U.S. blockage of the dispute settlement system at the *World Trade Organization (WTO)*<sup>xxix</sup>.

## 1.4 Economic Affairs

In the area of economic affairs, the Department will provide legal services to support:

- The Canada Revenue Agency in its commitments to crack down on tax evasion and combat tax avoidance and money laundering.
- The Canada Revenue Agency in ensuring the fairness and integrity of the tax system.
- The Department of Finance Canada by providing legal advisory services relating to housing affordability, healthcare, and tax treatment.
- Federal government officials in the development and implementation of the 2020 federal budget.
- The Department of Finance Canada and Environment and Climate Change Canada in their initiative to reduce greenhouse gas emissions, put a price on carbon, and increase climate change resilience. The Department will continue to defend the constitutionality of the *Greenhouse Gas Pollution Pricing Act*<sup>xxx</sup> before the courts.
- Canada's efforts to advance the development of major resources projects such as the Trans Mountain Expansion Project in collaboration with provincial and territorial governments, Indigenous peoples, and other partners.
- Canada's Regulatory Reform efforts to improve the competitiveness of Canadian businesses and transparency, while leveraging harmonization, maintaining high safety standards and reducing administrative burden.

## 1.5 Government Affairs

The Department will provide high quality legal services to support the effective work of the Government of Canada with a focus on:

- Horizontal cross-government and strategic partnership approaches will be applied in litigation cases that may impact departments, Indigenous groups, provinces, territories, industry and other stakeholders.
- Aligning and increasing resource capacity and expertise to meet increased demand for legal services.
- Treasury Board Secretariat in the implementation of the recently passed *Pay Equity Act*<sup>xxxi</sup> within the Public Service.

## Planned Results for Legal Services

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2016-17 Actual Result	2017-18 Actual Result	2018-19 Actual Result
Departments and agencies receive high quality legal services	Client satisfaction mean rating of 8.0 (or greater) on a 10-point scale on the overall quality of legal services	8 or greater	March 2020	Advisory: 8.5 Litigation: 8.3 <sup>1</sup> Legislative: N/A Regulatory: N/A <sup>2</sup>	Advisory: 8.8 Litigation: 8.5 Legislative: 8.6 Regulatory: 7.9 <sup>3</sup>	Advisory: 8.6 Litigation: 8.4 Legislative: 8.6 Regulatory: 8.0 <sup>4</sup>
	Client satisfaction mean rating of 8.0 (or greater) on a 10-point scale on the performance of legal services against the Service Standards for the provision of Legal Services in Government	8 or greater	March 2020	Responsiveness/ Accessibility: 8.7 Usefulness: 8.4 Timeliness: 8.2 <sup>5</sup>	Responsiveness/ Accessibility: 8.9 Usefulness: 8.6 Timeliness: 8.5 <sup>6</sup>	Responsiveness/ Accessibility: 8.8 Usefulness: 8.5 Timeliness: 8.3 <sup>7</sup>
	Percentage of litigation files resolved in a fiscal year that have a successful outcome (settled or adjudicated) from the Crown's perspective	75% or greater	March 2021	80%	79%	80%

<sup>1</sup> The results presented reflect interim feedback collected during Cycle III of the Legal Services Client Feedback Survey (2016-2017, 2017-2018 and 2018-2019). The Departmental Survey Report will be completed in 2019-20.

<sup>2</sup> There was an insufficient number of respondents to report results for this service.

<sup>3</sup> See note 1.

<sup>4</sup> See note 1.

<sup>5</sup> See note 1.

<sup>6</sup> See note 1.

<sup>7</sup> See note 1.

### Planned Budgetary Financial Resources for Legal Services

2020–21 Budgetary Spending (as indicated in Main Estimates)	2020-21 Planned Spending	2021-22 Planned Spending	2022-23 Planned Spending
210,473,297	210,473,297	213,543,076	214,065,266

N.B.: Financial Resources for Planned Spending are based on Main Estimates and are net of spendable revenues.

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available in the [GC InfoBase](#).<sup>xxxii</sup>

### Planned Human Resources for Legal Services

2020-21 Planned Full-Time Equivalents	2021-22 Planned Full-Time Equivalents	2022-23 Planned Full-Time Equivalents
3,275	3,276	3,278

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available in the [GC InfoBase](#).<sup>xxxiii</sup>

## Justice System Support

### Description

The Department plays an essential role in ensuring a fair, relevant and accessible justice system. This responsibility is shared among a broad range of players, including Parliament; the judiciary; federal departments and agencies; partners in provincial, territorial and municipal governments; a broad range of non-governmental organizations and stakeholders; and, ultimately, all Canadians.

### Planning Highlights

The Department develops and coordinates all federal justice legislative reforms, policy options and initiatives, and tests innovative approaches to strengthening the legal framework within various domains: criminal justice (including sentencing, criminal procedure, youth criminal justice and justice for victims of crime); family and children's law (including marriage and divorce); access to justice; bijuralism; human rights; privacy; access to information; official languages; and Indigenous justice.

The Department provides justice system support to realize three key results:

1. Laws and policies abide by the rule of law and promote respect for rights and a fair, accessible and relevant legal framework in Canada;
2. The criminal justice system supports alternative ways of responding to the causes and consequences of offending;
3. Canadians in contact with the justice system have access to appropriate services enabling a fair, timely and accessible justice system.

As the Department works to achieve these results, it must remain ready to respond to the accelerated pace at which new policy issues emerge or unfold. Adding to this complexity, the broad scope of justice issues and the multi-tiered nature of Canada's justice system require the involvement and collaboration of many partners and stakeholders.

### Key Risks

There are risks that the Department may not be able to maintain appropriate capacity to respond to future policy priorities in a timely manner and that relationships with essential justice system partners and stakeholders could weaken if they are not actively maintained. To mitigate these risks, the Department will continue to monitor emerging trends to inform its forward planning and maintain policy and program responsiveness.

## 1. Result: Laws and Policies Abide by the Rule of Law and Promote Respect for Rights and a Fair, Accessible and Relevant Legal Framework in Canada

The Department remains committed to engaging with provincial and territorial governments, Indigenous organizations and communities, other countries, and domestic and international organizations, as well as an increasingly diverse community of stakeholders. It will focus efforts on the identification of emerging issues, the development of various options (including policy, legislative and operational responses), and the implementation of reforms to improve the criminal, family and youth justice systems and promote public confidence.

More specifically, the Department will build upon its review of the criminal justice system and sentencing reforms to ensure that Canadians are kept safe, while also continuing to address the overrepresentation of vulnerable groups in the system, including Indigenous people and those with mental illness and substance use disorders. This work will improve data and metrics for the Department's new online [State of the Criminal Justice System Report \(SOCJS\)<sup>xxxiv</sup>](#) and [Dashboard<sup>xxxv</sup>](#), which will provide Canadians with easily accessible information on the performance of the criminal justice system. The SOCJS report and Dashboard will:

- underscore the importance of having the right data to make decisions that can affect the lives of Canadians;
- improve accountability and transparency about the criminal justice system to Canadians;
- promote open government by making information about the system easier to access;
- identify information gaps that limit the ability to monitor the performance of the system; and,
- respond to the Truth and Reconciliation Commission of Canada's Call to Action to report, monitor, and evaluate progress in addressing the issue of Indigenous people being overrepresented in the criminal justice system.

The Department will also work in collaboration with provincial and territorial partners towards the full implementation of [An Act to amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts<sup>xxxvi</sup>](#) (former Bill C-75), which is aimed at reducing delays and the overrepresentation of Indigenous and vulnerable populations in the criminal justice system. These reforms include modernizing and streamlining bail, enhancing the response to minor administration-of-justice offences, restricting the availability of preliminary inquiries, reclassifying offences, strengthening case-management tools, facilitating remote appearances, improving the jury selection process, enhancing responses to intimate-partner violence, and, reinstating the victim surcharge.

In the field of family law, the Department will continue its work towards the full implementation of [An Act to amend the Divorce Act, the Family Orders and Agreements Enforcement Assistance Act and the Garnishment, Attachment and Pension Diversion Act and to make consequential amendments to another Act<sup>xxxvii</sup>](#) (former Bill C-78), which makes federal family laws more responsive to Canadian families' needs. This work includes amending seven existing regulations and creating two new regulations to reflect the changes included in the bill; updating existing public legal education and information materials to explain the changes to Canadian families, and developing training modules and presentations for legal professionals.

With the support from Crown-Indigenous and Northern Affairs Canada, the Department will lead the co-development of legislation with Indigenous Peoples to implement the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)<sup>xxxviii</sup>. The Department will continue to work with other Federal-Provincial-Territorial government partners, National Indigenous Organizations and other stakeholders to respond to and implement the [Calls to Action of the Truth and Reconciliation Commission](#)<sup>xxxix</sup>, and the Calls for Justice of the Inquiry into Missing and Murdered Indigenous Women and Girls that relate to the mandate of the Department.

As a first step towards fulfilling our commitment to adopt the recommendations of the [McLellan Report](#)<sup>xl</sup>, we will work to identify opportunities where the Department can support Canadians and parliamentarians in better understanding the unique dual role of the Minister of Justice and the Attorney of General Canada.

Lastly, in an effort to support greater transparency, accountability and diversity in Superior Court appointments, the Department will consider further measures to refine and strengthen the superior court appointments process. The Department will also develop proposals for the reform of Canada's system of judicial governance and discipline; for mandatory training for judges on sexual assault and on unconscious bias and cultural competency; and for new superior court judges to reduce delays across the court system.

## Planned Results for Justice System Support

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2016-17 Actual Result	2017-18 Actual Result	2018-19 Actual Result
Justice Canada laws and policies abide by the rule of law and promote respect for rights and a fair, accessible and relevant legal framework in Canada	Canada's international ranking with respect to the rule of law	Top 10%	March 2021	10.6% <sup>8</sup> (12/113)	8.0% <sup>9</sup> (9/113)	7.1% <sup>10</sup> (9/126)
	Percentage of Canadians who think that the criminal justice system is: a) fair, and b) accessible	TBD <sup>11</sup>	TBD	Not available	Not Available	<b>57%</b> of Canadians have moderate to high confidence the Criminal Justice System is fair  <b>62%</b> of Canadians have moderate to high confidence the criminal justice system is accessible <sup>12</sup>
	Number of constitutional challenges in the provincial and territorial courts of appeal and the Supreme Court of Canada	TBD <sup>13</sup>	TBD	Not available	Not available	Provincial/ Territorial Courts of Appeal: 56  Supreme Court of Canada Appeals: 5

<sup>8</sup> World Justice Project Rule of Law 2016, [https://worldjusticeproject.org/sites/default/files/documents/RoLI\\_Final-Digital\\_0.pdf](https://worldjusticeproject.org/sites/default/files/documents/RoLI_Final-Digital_0.pdf)

<sup>9</sup> World Justice Project Rule of Law Index, 2017-18 [https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2018-June-Online-Edition\\_0.pdf](https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2018-June-Online-Edition_0.pdf)

<sup>10</sup> World Justice Project Rule of Law Index 2019, [https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2019-Single%20Page%20View-Reduced\\_0.pdf](https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2019-Single%20Page%20View-Reduced_0.pdf)

<sup>11</sup> Target establishment under review.

<sup>12</sup> National Justice Survey 2018, Final Report [http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/justice\\_canada/2019/061-18-e/report.pdf](http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/justice_canada/2019/061-18-e/report.pdf)

<sup>13</sup> Performance Indicator under review.

## **2. Result: The Criminal Justice System Supports Alternative Ways of Responding to the Causes and Consequences of Offending**

To support alternative ways of responding to the causes and consequences of offending, the Department will provide funding for the delivery of services and programs through the [Youth Justice Services Funding Program<sup>xli</sup>](#), the [Youth Justice Fund<sup>xlii</sup>](#), the [Intensive Rehabilitative Custody and Supervision Program<sup>xliii</sup>](#), the [Drug Treatment Court Funding Program<sup>xliv</sup>](#) and the [Indigenous Justice Program<sup>xlv</sup>](#).

More specifically, the Department will engage and strengthen partnerships with other federal government departments to further determine policy and program responses relating to diversion programs for at-risk youth. Diversion means holding an accused accountable through means other than a trial. Options for diversion could include community service, mediation, and referrals to specialized programs for counselling and treatment. Diversion programs allow a more meaningful response to young persons alleged to have committed an offence than just going through the courts.

Through the Indigenous Justice Program, the Department will offer financial support to Indigenous community-based justice programs that provide culturally relevant restorative justice approaches to address the overrepresentation of Indigenous people as offenders, victims and accused. These programs are community-led and designed to reflect the cultures, values and specific justice needs of the communities in which they are situated. This contributes to the government's commitment to renew its relationship with Indigenous peoples based on rights, recognition, respect and cooperation.

Lastly, the Department will assess the existing criminal law sentencing framework, including its fundamental purpose, objectives and guiding principles, in order to identify reforms that ensure public safety and provide for a sentencing regime that is fair and equitable and promotes the rule of law. This review should identify proposals for reform that will contribute to public safety, ensure offender accountability, and promote public confidence in the criminal justice system.

## Planned Results for Justice System Support

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2016-17 Actual Result	2017-18 Actual Result	2018-19 Actual Result
The criminal justice system supports alternative ways of responding to the causes and consequences of offending	Number and type of restorative justice programs/processes available	Maintain baseline level of 448 or increase	March 2021	Not available	Not available	448 restorative justice programs <sup>14</sup>
	Number of people who have used the available restorative programs/processes. <sup>15</sup>	TBD	TBD	Not available	Not available	Not available
	Number/percentage of court-imposed community-based sentences as compared to number/percentage of incarceration sentences	35% custody sentences	March 2025	38%	38%	Not available <sup>16</sup>
	Percentage of individuals who were referred to an Indigenous justice program and participated in the program	90% or greater	March 2022	Not available	Not available	Not available
	Percentage of youth court cases receiving a non-custodial (community-based) sentence as compared to previous reported years	85% or greater	March 2021	87% <sup>17</sup>	87%	Not available <sup>18</sup>
	Percentage of identified, eligible intensive Rehabilitative Custody and Supervision cases receiving specialized treatment	100%	March 2021	100%	100%	100%

<sup>14</sup> Self reported in the Directory of Restorative Justice, <https://www.justice.gc.ca/eng/cj-jp/rj-jr/sch-rch.aspx>

<sup>15</sup> Performance indicator under review because of lack of data.

<sup>16</sup> Most recent data published by Statistics Canada is for 2017-18.

<sup>17</sup> Restated given updated data.

<sup>18</sup> See note 16.

### 3. Result: Canadians in Contact with the Justice System Have Access to Appropriate Services Enabling a Fair, Timely and Accessible Justice System

Through the [Legal Aid Program](#)<sup>xlvi</sup> (under Legal Representation), the Department will provide contribution funding to provincial governments for the provision of legal aid services to economically disadvantaged persons.

The Department will also continue to provide funding to programs like the [Indigenous Courtwork Program](#)<sup>xlvii</sup> and the [Access to Justice Services Agreements](#)<sup>xlviii</sup> with the territories. The Indigenous Courtwork Program ensures that Indigenous people involved in the criminal justice system obtain fair, just, equitable and culturally relevant services. The Access to Justice Services Agreements support the delivery of legal aid (both criminal and civil), Indigenous courtwork services, and public legal education and information in the territories.

The [Justice Partnership and Innovation Program](#)<sup>xlix</sup> will fund activities that respond effectively to the changing conditions that affect Canadian justice policy. This will include supporting activities that promote the revitalization of Indigenous laws and activities related to the implementation of the [Truth and Reconciliation Commission of Canada Call's to Action](#)<sup>1</sup>.

At the federal level, the Department will advance policy and program initiatives through the [Federal Victims Strategy](#)<sup>li</sup> that recognize and support the rights of victims of crime, including the implementation of the [Canadian Victims Bill of Rights](#)<sup>lii</sup>. The Department will continue to fund and support [Family Information Liaison Units](#)<sup>liii</sup> to ensure that family members of missing or murdered Indigenous women and girls have access to all available information about their loved ones and have access to culturally grounded and trauma-informed services and support. The Department will develop policy and provide enhanced and ongoing funding to address the specific needs of vulnerable victims, notably victims of human trafficking, victims of sexual offences and child victims. This funding will address gaps in services for the identified vulnerable groups in order to further support the Federal Victims Strategy's goal of giving victims a more effective voice in the criminal justice and federal corrections systems.

The Department will contribute funding for public legal education and information and legal advice for those who have experienced workplace sexual harassment. Projects under this initiative will implement a [gender-based analysis plus \(GBA+\)](#)<sup>liv</sup> approach to take into account relevant intersectional factors, such as ethnicity, socioeconomic status, sexuality, age, disability, language, and immigration status to address the experiences of complainants of sexual harassment in the workplace.

Furthermore, the Department will contribute to the development of a National Action Plan on Missing and Murdered Indigenous Women and Girls in response to the recommendations put forward in the [Final Report of the National Inquiry](#)<sup>lv</sup>. The Department will explore and negotiate innovative administration of justice agreements with Indigenous communities.

Through the [Canadian Family Justice Funds](#)<sup>lvi</sup> the Department will continue supporting families that are experiencing separation and divorce. Examples of these programs and services are

information on making parenting arrangements, determining child/spousal support and promoting compliance with family agreements and orders.

Budget 2019 proposed to provide the Department with \$21.6 million over five years, starting in 2020-21, to support legislative amendments to improve access to justice in both official languages in the family justice system. This would allow Canadians to file for a divorce in the official language of their choice. The Department will continue to engage with the provinces and territories on the implementation of new linguistic provisions in the *Divorce Act*<sup>lvii</sup> in order to promote access to justice in both official languages in court proceedings as well as family justice services, such as information programs for parents and mediation.

Finally, the Department will provide funding to provinces, territories and municipalities through the *Contraventions Act Fund*<sup>lviii</sup> to ensure that language rights are respected in relation to the issuing and processing of federal contraventions tickets.

The *Office of the Federal Ombudsman for Victims of Crime*<sup>lix</sup>, which operates at arm's length from the federal government, will provide direct information, referrals and complaint-review services to its primary clients, including victims, victims' family members or representatives, victim-serving agencies, and other stakeholders.

## Planned Results for Justice System Support

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2016-17 Actual Result	2017-18 Actual Result	2018-19 Actual Result
Canadians in contact with the justice system have access to appropriate services enabling a fair, timely and accessible justice system	Percentage of federal funds accessed by provinces, territories, non-governmental organizations and other stakeholders to deliver targeted services consistent with federal priorities	100%	March 2021	98%	98%	98%
	Percentage of Indigenous Courtwork Program clients indicating a level of satisfaction of “satisfied” or “very satisfied” with the usefulness of the information provided	80% or greater	March 2023	Not available <sup>19</sup>	95%	Not available <sup>20</sup>
	Number of times duty counsel provide assistance in criminal matters	1,000,000 or greater	March 2021	925,123 <sup>21</sup>	993,971 <sup>22</sup>	Not available <sup>23</sup>
	Number of full service criminal legal aid applications approved	270,000 or greater	March 2021	276,936 <sup>24</sup>	266,263 <sup>25</sup>	Not available <sup>26</sup>
	Percentage of Office of the Federal Ombudsman for Victims of Crime (OFOVC) client inquiries or complaints that are assessed and acted upon	100%	March 2021	Not available New indicator	Not available New indicator	100%

<sup>19</sup> The Indigenous Courtwork client survey is only administered every five years in the course of program evaluations. The next evaluation is scheduled for 2022-2023.

<sup>20</sup> See note 19.

<sup>21</sup> Legal Aid in Canada, 2016-17, <https://www.justice.gc.ca/eng/rp-pr/jr/aid-aide/aid-aide.pdf>

<sup>22</sup> Legal Aid in Canada, 2017-18, <https://www.justice.gc.ca/eng/rp-pr/jr/aid-aide/1718/1718.pdf>

<sup>23</sup> To be published in Legal Aid in Canada, 2018-19 annual report.

<sup>24</sup> Legal Aid in Canada, 2016-17, <https://www.justice.gc.ca/eng/rp-pr/jr/aid-aide/aid-aide.pdf>

<sup>25</sup> Legal Aid in Canada, 2017-18, <https://www.justice.gc.ca/eng/rp-pr/jr/aid-aide/1718/1718.pdf>

<sup>26</sup> To be published in Legal Aid in Canada, 2018-19 Annual Report.

## **United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

As a signatory to the United Nations 2030 Agenda and its 17 [Sustainable Development Goals \(SDGs\)](#)<sup>lx</sup>, the Government of Canada is committed to the overarching vision, To Leave No One Behind. Of particular relevance is SDG 16, which calls for peaceful, just and inclusive societies that provide access to justice for all and are based on respect for the rule of law. The Department is responsible for advancing SDG 16.

The Department's new Access to Justice Secretariat will serve to accelerate the Department's leadership role to advance SDG 16 and will provide a focal point for the Government's efforts to promote access to justice for all, domestically and internationally, through partnerships with government and civil society actors at home and abroad. This will include working with partners to promote the inclusion of a civil justice indicator for measuring SDG 16 progress and supporting the roll-out of the Canadian Legal Problems Survey. With the aim of fostering greater collaboration, the Department will champion and advance the theme of access to justice and other SDG 16-related themes more broadly, among key partners and stakeholders, including within the federal, provincial and territorial contexts and through discussion at the ministerial and deputy ministerial level.

The Department will also support the advancement of the overall 2030 Agenda, including SDGs 5 – (Gender Equality), 8 – (Decent Work and Economic Growth), 10 – (Reduced Inequalities) and 17 – (Partnerships for the Goals).

### **Experimentation**

The Department will innovate and test improvements in program design and delivery. Additionally, the Department will explore opportunities to utilize emerging technologies in delivering legal services, such as the possible use of artificial intelligence and tools to manage documentary evidence.

The Department also seeks opportunities to improve delivery of legal services by exploring the adoption of new and innovative technologies. The Department will continue to pilot and adopt new electronic tools to support litigation and evidence management. Such tools are expected to generate new insights into services delivered to clients (e.g. identification, preservation and collection of evidence).

The Department will explore options for social financing, a tool that seeks to mobilize private capital for the public good, in support of the Department's efforts to transform the criminal justice system. This follows a recognition that problems facing the criminal justice system require a whole-of-society approach involving partnerships with other social systems and the private sector. The aim of this initiative is to achieve improved service delivery and the adoption of evidence-based solutions that serve the public interest.

The Department is also proposing a pilot project for the administration of justice agreements with Indigenous groups that are not part of the Recognition of Indigenous Rights and Self-

Determination discussion tables, (i.e. part of stand-alone agreements). These projects would recognize a greater role for Indigenous communities in the administration, enforcement, prosecution and adjudication of laws under the *Indian Act*<sup>lxi</sup>, the *First Nation Land Management Act*<sup>lxii</sup>, and federal, provincial or territorial laws and regulations. Control over the administration of justice would be a way for some Indigenous groups to develop internal capacity and abilities, which are required for lasting and transformational change.

#### Planned Budgetary Financial Resources for Justice System Support

2020-21 Budgetary Spending (as indicated in Main Estimates)	2020-21 Planned Spending	2021-22 Planned Spending	2022-23 Planned Spending
478,120,142	478,120,142	477,119,774	459,614,652

N.B.: Financial Resources for Planned Spending are based on Main Estimates.

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available in the [GC InfoBase](#).<sup>lxiii</sup>

#### Planned human resources for Justice System Support

2020-21 Planned Full-Time Equivalents	2021-22 Planned Full-Time Equivalents	2022-23 Planned Full-Time Equivalents
293	293	293

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available in the [GC InfoBase](#).<sup>lxiv</sup>

## Internal Services: Planned Results

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the ten distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

1. Management and Oversight Services
2. Communications Services
3. Legal Services
4. Human Resources Management Services
5. Financial Management Services
6. Information Management Services
7. Information Technology Service
8. Real Property Management Services
9. Materiel Management Services
10. Acquisition Management Services

### Planning Highlights

Initiatives under the Internal Services program will enable business and legal excellence with a focus on the Department's workforce and modernization efforts.

### Supporting Employees

The Department will continue to implement strategies to provide improved support to employees experiencing pay issues and to minimize future issues. This will be achieved through the continued use of dedicated resources to improve internal processes, enhance analytical capacity, monitor performance, and build awareness.

Additionally, efforts in 2020-21 will include a focus on recruitment, employee development, and talent-management strategies to strengthen the Department's workforce. The Department will build expertise in emerging areas, provide opportunities for continuous learning, and ensure the development and retention of employees with the right skills and competencies to meet its business needs. For instance, the Department is establishing a training and development program for junior counsel.

The Department will continue to foster a psychologically healthy and safe, respectful and inclusive workplace through the implementation of a Psychological Health and Safety Management System and the Safe Workspace Action Plan, including the establishment of an Ombuds office. Additional concrete actions and strategies, including the development of tools and workshops, will also be taken to address mental health, harassment, diversity and employment equity, and accessibility.

## Modernization

Committed to enhancing the delivery of its services, the Department will continue to encourage learning through experimentation, promote collaboration, and leverage digital technologies to improve and modernize its operations and systems. The Department will ensure that employees are equipped with tools that support and adapt to changing operational needs and remain connected through the use of digital platforms. The Department will also continue to explore ways to incorporate the use of new technologies in delivering legal services.

The Department will continue its efforts to develop the National Workplace Accommodations Strategy to establish a vision of workplace modernization that supports the legal professional into the future.

Through the implementation of its Data Strategy, Justice will support the objectives from the Data Strategy Roadmap for the Federal Public Service, while tailoring the strategy to meet the Department's needs. The strategy will be implemented in phases over five years, with the first year focusing on establishing principles and guidelines to proactively manage data quality, usability, privacy, privilege and access, as well as defining data-related roles and responsibilities for employees. This will result in improved information for evidence-based decision-making and will support government-wide efforts for greater openness and transparency.

The Department will also continue to support the Federal Sustainable Development Strategy (FSDS)<sup>lxv</sup>. Developing mindsets and behaviors that support these goals will continue to be a focus for the Department in building a strong sustainable development culture.

### Planned Budgetary Financial Resources for Internal Services

2020-21 Budgetary Spending (as indicated in Main Estimates)	2020-21 Planned Spending	2021-22 Planned Spending	2022-23 Planned Spending
80,423,780	80,423,780	79,729,341	80,115,630

N.B.: Financial Resources for Planned Spending are based on Main Estimates and are net of spendable revenues.

### Planned Human Resources for Internal Services

2020-21 Planned Full-Time Equivalents	2021-22 Planned Full-Time Equivalents	2022-23 Planned Full-Time Equivalents
1,070	1,070	1,070

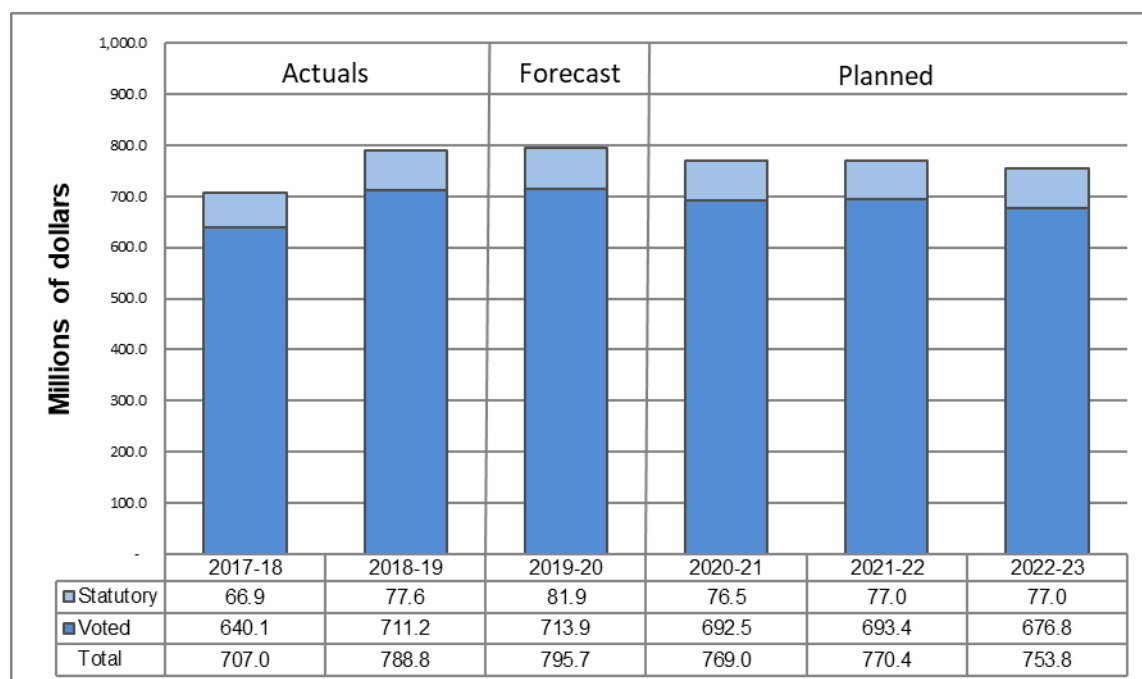
## Spending and Human Resources

This section provides an overview of the Department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

### Planned Spending

#### Departmental Spending 2017–18 to 2022–23

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



\*Differences may arise due to rounding

The Department of Justice’s total net planned spending for 2020-21 is \$769.0 million:

- \$210.5 million for Legal Services (27%);
- \$478.1 million for Justice System Support (63%); and
- \$80.4 million for Internal Services (10%).

As the primary provider of legal services to federal government departments and agencies, the Department has a Vote-Netted Revenue Authority to collect and spend revenue received from the provision of such services. For the purpose of departmental reporting, these responsible revenues reduce total departmental authorities and expenditures in Vote 1 (operating expenditures). For comparability purposes, “planned spending” is net of responsible revenues.

## Budgetary Planning Summary for Core Responsibilities and Internal Services

The following table shows actual, forecast and planned spending for each of the Department of Justice Canada's Core Responsibilities and Internal Services.

Core Responsibilities and Internal Services	2017-18 Expenditures*	2018-19 Expenditures	2019-20 Forecast Spending**	2020-21 Budgetary Spending (as indicated in Main Estimates)	2020-21 Planned Spending***	2021-22 Planned spending***	2022-23 planned spending***
Legal Services	180,732,263	243,874,771	213,520,623	210,473,297	210,473,297	213,543,076	214,065,266
Justice System Support	430,621,197	448,180,851	467,093,292	478,120,142	478,120,142	477,119,774	459,614,652
<b>Subtotal</b>	<b>611,353,460</b>	<b>692,055,622</b>	<b>680,613,915</b>	<b>688,593,439</b>	<b>688,593,439</b>	<b>690,662,850</b>	<b>673,679,918</b>
Internal Services	95,648,611	96,751,723	115,113,112	80,423,780	80,423,780	79,729,341	80,115,630
<b>Total</b>	<b>707,002,071</b>	<b>788,807,345</b>	<b>795,727,027</b>	<b>769,017,219</b>	<b>769,017,219</b>	<b>770,392,191</b>	<b>753,795,548</b>

\* Financial Resources for Planned Spending are based on Main Estimates and are net of spendable revenues.

\*\* 2017-18 prior year expenditures have been realigned from the Program Alignment Architecture (reporting structure until March 31, 2018) to the Departmental Results Framework (Core Responsibilities) for presentation and comparability purposes. Official results for those years are presented in the Public Accounts of Canada and the Departmental Results Reports of each department.

\*\*\* Forecast as of October 31, 2019.

The \$26.7 million decrease between 2019-20 forecast spending and 2020-21 planned spending is mainly attributable to additional funding the Department received in 2019-20 from Treasury Board Central Votes (such as compensation funding for retroactive payments associated with collective agreements and Operating Budget Carry Forward) that are not included in future years' planned spending. The planned spending for 2020-21 and future years reflects only funds already approved through the Main Estimates.

The Department's forecast spending in 2019-20 (\$795.7 million) had increased slightly by \$6.9 million compared to 2018-19 spending (\$788.8 million). This spending increase is primarily explained by the net impact of retroactive compensation payments related to collective agreements signed in 2018-19 and 2019-20. It is also explained by an increase in contribution spending for programs such as criminal legal aid, immigration and refugee legal aid, and the Access to Justice in Both Official Languages Support Fund.

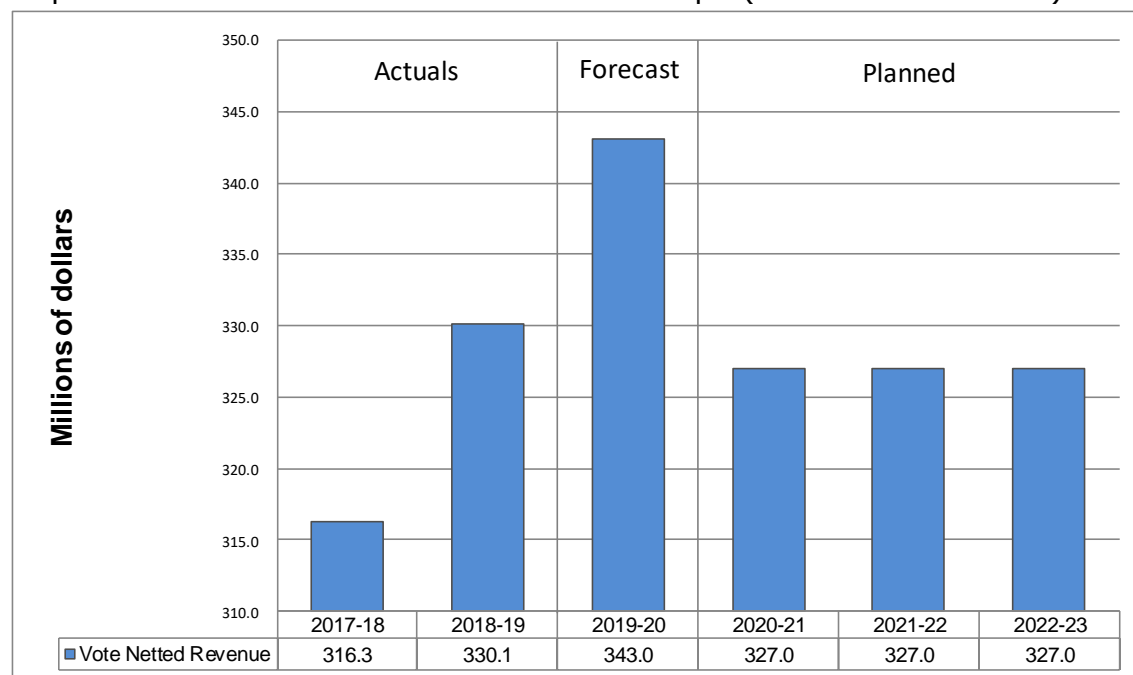
## 2020-21 Budgetary Planned Gross Spending Summary

The following table reconciles gross planned spending with net planned spending for 2020-21.

Core Responsibilities and Internal Services	2020-21 Planned Gross Spending	2020-21 Planned Revenues Netted Against Expenditures	2020-21 Planned Net Spending
Legal Services	486,922,297	276,449,000	210,473,297
Justice System Support	478,120,142	0	478,120,142
<b>Subtotal</b>	<b>965,042,439</b>	<b>276,449,000</b>	<b>688,593,439</b>
Internal Services	130,974,780	50,551,000	80,423,780
<b>Total</b>	<b>1,096,017,219</b>	<b>327,000,000</b>	<b>769,017,219</b>

The Department's Vote-Netted Revenue Authority (VNR) amounts to \$327 million, with a corresponding offset to the Operating Budget. The VNR is notionally distributed between the Legal Services and Internal Services programs. The actual revenues distributed between programs could vary depending on numerous factors, such as legal service rates approved periodically by Treasury Board, fluctuation in client departments' demand for legal services, and the actual amount of revenues collected over or below the authority. As shown in the graph below, the forecast amount of respendable revenues as of October 31, 2019, for the Department is expected to reach \$343.0 million in 2019-20.

### Departmental Vote Netted Revenue Trend Graph (in millions of dollars)



## Planned Human Resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each Core Responsibility in the Department of Justice Canada's Departmental Results Framework and Internal Services for the years relevant to the current planning year.

Human Resources Planning Summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2017-18 Actual Full-Time Equivalents*	2018-19 Actual Full-Time Equivalents	2019-20 Forecast Full-Time Equivalents**	2020-21 Planned Full-Time Equivalents	2021-22 Planned Full-Time Equivalents	2022-23 Planned Full-Time Equivalents
Legal Services	3,044	3,122	3,275	3,275	3,276	3,278
Justice System Support	296	291	293	293	293	293
<b>Subtotal</b>	<b>3,340</b>	<b>3,413</b>	<b>3,568</b>	<b>3,568</b>	<b>3,569</b>	<b>3,571</b>
Internal Services	971	973	1,070	1,070	1,070	1,070
<b>Total</b>	<b>4,311</b>	<b>4,386</b>	<b>4,638</b>	<b>4,638</b>	<b>4,639</b>	<b>4,641</b>

\*2017-18 prior year FTEs shown have been realigned from the Program Alignment Architecture (reporting structure until March 31, 2018) to the Departmental Results Framework (Core Responsibilities) for presentation and comparison purposes. Official results for those years are presented in the Departmental Results Reports.

\*\*Forecast as of October 31, 2019.

## Estimates by Vote

Information on the Department of Justice Canada's organizational appropriations is available in the [2020–21 Main Estimates](#).<sup>lxvi</sup>

## Future-Oriented Condensed Statement of Operations

The condensed Future-Oriented Statement of Operations provides an overview of the Department of Justice Canada's operations for 2019-20 and 2020-21.

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

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Department of Justice Canada's [website](#).

Future-Oriented Condensed Statement of Operations for the Year Ending  
March 31, 2021 (in thousands of dollars)

Financial Information	2019-20 Forecast Results	2020-21 Planned Results	Difference (2020-21 Planned Results Minus 2019-20 Forecast Results)
Total expenses	1,230,339	1,178,091	(52,248)
Total revenues	343,026	327,000	(16,026)
Net cost of operations before government funding and transfers	887,313	851,091	(36,222)



## Corporate information

### Organizational profile

**Appropriate minister(s):** David Lametti, P.C., Q.C., M.P.

**Institutional head:** Nathalie G. Drouin, Ad. E.

**Ministerial portfolio:** Justice

**Enabling instrument(s):** *Department of Justice Act*<sup>lxvii</sup>

**Year of incorporation / commencement:** 1868

### Raison D'être, Mandate and Role: Who we are and What we do

“Raison d'être, mandate and role: who we are and what we do” is available on the [Department of Justice's website](#).

For more information on the Department's organizational mandate letter commitments, see the “[Minister's mandate letter](#)”.

### Operating Context

Information on the operating context is available on the Department of Justice's [website](#).

## Reporting Framework

The Department of Justice's approved departmental results framework and program inventory for 2020-21 are as follows.

Departmental Results Framework	Core Responsibility 1: Legal Services		Core Responsibility 2: Justice System Support		Internal Services
	Departmental Result: Departments and agencies receive high quality legal services.	<u>Indicators</u> <ul style="list-style-type: none"><li>▪ Client satisfaction mean rating of 8.0 (or greater) on a 10-point scale on the overall quality of legal services.</li><li>▪ Client satisfaction mean rating of 8.0 (or greater) on a 10-point scale on the performance of legal services against the Service Standards for the Provision of Legal Services in Government.</li><li>▪ Percentage of litigation files resolved in a fiscal year that have a successful outcome (settled or adjudicated) from the Crown's perspective.</li></ul>	Departmental Result: Justice Canada laws and policies abide by the rule of law and promote respect for rights and a fair, accessible and relevant legal framework in Canada.	<u>Indicators</u> <ul style="list-style-type: none"><li>▪ Canada's international ranking with respect to the rule of law.</li><li>▪ Percentage of Canadians who think that the criminal justice system is a) fair; and b) accessible</li><li>▪ Number of constitutional challenges in the provincial and territorial courts of appeal and the Supreme Court of Canada.</li></ul>	
		Departmental Result: The criminal justice system supports alternative ways of responding to the causes and consequences of offending.		<u>Indicators</u> <ul style="list-style-type: none"><li>▪ Number and type of restorative justice programs/processes available.</li><li>▪ Number of people who have used the available restorative justice programs/processes.</li><li>▪ Number/percentage of court imposed community based sentences as compared to number/percentage of incarceration sentences.</li><li>▪ Percentage of individuals who were referred to an Indigenous Justice Program and participated in the Program.</li><li>▪ Percentage of youth court cases receiving a non-custodial (community-based) sentence as compared to previous reported years.</li><li>▪ Percentage of identified, eligible Intensive Rehabilitative Custody and Supervision cases receiving specialized treatment.</li></ul>	
Program Inventory	<u>Programs</u> <ul style="list-style-type: none"><li>▪ Advisory Services</li><li>▪ Litigation Services</li><li>▪ Legislative Services</li></ul>		Departmental Result: Canadians in contact with the justice system have access to appropriate services enabling a fair, timely and accessible justice system.	<u>Indicators</u> <ul style="list-style-type: none"><li>▪ Percentage of federal funds accessed by provinces, territories, non-governmental organizations and other stakeholders to deliver targeted services consistent with federal priorities.</li><li>▪ Percentage of Indigenous Courtwork Program clients indicating a level of satisfaction of "satisfied" or "very satisfied" with the usefulness of the information provided.</li><li>▪ Number of times duty counsel provide assistance in criminal matters.</li><li>▪ Number of full service criminal legal aid applications approved.</li><li>▪ Percentage of Office of the Federal Ombudsman for Victims of Crime (OFOVC) client inquiries or complaints that are assessed and acted upon.</li></ul>	
		<u>Programs</u> <ul style="list-style-type: none"><li>▪ Legal Policies, Laws and Governance</li><li>▪ Legal Representation</li><li>▪ Drug Treatment Court Funding Program</li><li>▪ Contraventions Regime</li><li>▪ Victims of Crime</li><li>▪ Youth Justice</li><li>▪ Family Justice</li><li>▪ Indigenous Justice</li><li>▪ Justice System Partnerships</li><li>▪ Ombudsman for Victims of Crime</li></ul>			

## Supporting Information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Department of Justice’s program inventory is available in the [GC InfoBase](#).<sup>lxviii</sup>

## Supplementary Information Tables

The following supplementary information tables are available on the Justice Department’s website:

- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus \(GBA+\)](#)

## Federal Tax Expenditures

The Department of Justice’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21. Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>lxix</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

## Organizational Contact Information

### **Mailing Address**

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Canada K1A 0H8

**Telephone:** 613-957-4222

**TDD/TTY:** 613-992-4556

**Email:** [webadmin@justice.gc.ca](mailto:webadmin@justice.gc.ca)

**Website(s):** <https://www.justice.gc.ca/eng/index.html>



## Appendix: Definitions

**Appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

**Budgetary Expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

**Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

**Departmental Plan (plan ministériel)**

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

**Departmental Priority (priorité ministérielle)**

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

**Departmental Result (résultat ministériel)**

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

**Departmental Result Indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

**Departmental Results Framework (cadre ministériel des résultats)**

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

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

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

**Experimentation (expérimentation)**

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be

an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**Full-Time Equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**Gender-Based Analysis Plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

**Government-Wide Priorities (priorités pangouvernementales)**

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**Horizontal Initiative (initiative horizontale)**

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

**Non-Budgetary Expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**Performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**Performance Indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**Performance Reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

**Plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**Planned Spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**Program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**Program Inventory (répertoire des programmes)**

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

**Result (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**Statutory Expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**Target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**Voted Expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.



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