

Department of Justice Canada

2023-24

Departmental Plan

The Honourable David Lametti, P.C., K.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 2023–24 Departmental Plan.

This annual report sets out the Department's key priorities and objectives and describes the results we hope to achieve over the next fiscal year. It provides details on initiatives and activities we will undertake to support the Government of Canada and ensure a fair, accessible and relevant justice system for all Canadians.



Keeping Canadians safe is always a top priority for the Department of Justice Canada. To that end, one of the important Government of Canada objectives for 2023-2024 is to develop and introduce legislation to combat the proliferation of hate and the abuse and exploitation of children online. The Department of Justice Canada will also continue to support work to keep our communities safe, including through the development of legislation, as needed. The Department of Justice Canada will continue to provide support to victims of crime, and seek ways to ensure that victims are treated with dignity and respect in the criminal justice system.

The Department of Justice Canada will also continue to further meaningful reconciliation with First Nations, Inuit and Métis. The Department of Justice Canada is actively involved in the Government's efforts to strengthen and renew relationships based on the upholding of rights, respect, cooperation and partnership. We continue to play a key role in the ongoing work to implement the *United Nations Declaration on the Rights of Indigenous Peoples Act* and the legislative reforms to support Indigenous child and family services, and ongoing development of the Indigenous Justice Strategy. We will also continue to support the implementation of the Truth and Reconciliation Commission's Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice, the National Action Plan and Federal Pathway, as well as the work of the Special Interlocutor for Missing Children and Unmarked Graves and Burial Sites associated with Indian Residential Schools.

Over the next year, the Department will continue work to address systemic discrimination in the justice system, particularly the overrepresentation of First Nations, Inuit and Métis, racialized Canadians, and members of marginalized communities, including as victims of crime. This will include developing, in consultation and collaboration with Indigenous peoples, provinces, territories and other partners, an Indigenous Justice Strategy and Canada's Black Justice Strategy.

As Canada continues to recover from the effects of the COVID-19 pandemic, the Department of Justice Canada will support the ongoing work of the Action Committee on Court Operations in Response to COVID-19, which is studying the legacy of the pandemic in Canada's courts. Our courts and others working in the justice system have shown great resilience and innovation in responding to these unprecedented challenges. In the process, they have revealed possibilities for improving access to justice and service to the public. Justice Canada can learn from the

experience too, and we will continue to seek opportunities to improve the delivery of legal services by exploring emerging and innovative technologies as we adapt and modernize our justice system.

As usual, during this new fiscal year, the Department will support a wide range of Government of Canada priorities by providing legal advice, litigation, legislative and other expert services, as well as funding for programs and services to support the Canadian justice system.

I encourage everyone to read this Departmental Plan to learn more about what we are doing to deliver on mandate commitments. I have full confidence that the Department of Justice Canada will continue to provide excellent service to the Government and to the Canadian public in the year ahead.

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

Plans at a Glance

Through its [core responsibilities](#) of Legal Services Delivery and Justice System Support, the Department of Justice Canada supports a broad range of government initiatives and ministerial mandate letter commitments. To ensure strong and evidence-based public policy and good governance, the Department applies a range of critical considerations to its work, including legal risk analysis; diversity and inclusion using [Gender-Based Analysis Plus](#)ⁱ (GBA Plus) tools; privacy; modern treaty implications; strategic environmental assessments; and a people-focused approach to justice.

This section provides an overview of the Department of Justice Canada's key priorities in 2023–24 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 advisory, litigation and legislative services.

Key actions:

- Provide legal advisory services to federal departments and agencies to further the Government's commitment to advancing meaningful reconciliation with Indigenous peoples.
- Provide legal advice and support to develop and introduce legislation to combat serious forms of harmful online content (including online hate and harassment and the abuse and exploitation of children), hate groups, and ideologically inspired violent extremism to protect Canadians and hold social media platforms and other online services to account.
- Provide bilingual and bijural legislative drafting services to implement the Government's forward legislative and regulatory agenda.
- Provide legal advice and support in relation to the [Canada Health Act](#)ⁱⁱ and strengthen Canadians' access to medical and dental care, prescription drugs, and associated services.
- Provide legal and legal policy advice and support in relation to the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)ⁱⁱⁱ (UN Declaration Act) and the Action Plan.
- Provide legal advice in efforts to engage with subject matter experts, the Assembly of First Nations, and other First Nations organizations and groups, as well as federal, provincial and territorial partners, to co-develop a legislative framework for First Nations policing services.
- With respect to litigation, provide strategic advice and guidance in the development and national implementation of legal positions and strategies for complex cases.

Justice System Support

The Department will play an essential role in promoting respect for rights and in ensuring a fair, relevant and accessible legal framework and justice system that supports alternative ways of responding to the causes and consequences of offending.

Key actions:

- Contribute to a renewed relationship with Indigenous peoples by continuing to collaborate

with federal, provincial, territorial, and Indigenous governments, national Indigenous organizations, and other partners and key stakeholders to accelerate progress on Indigenous-specific justice initiatives and priorities, such as advancing implementation of the UN Declaration Act; responding to the [National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice](#)^{iv}; and addressing the Justice-specific [Calls to Action of the Truth and Reconciliation Commission](#)^v, including pursuing negotiations on administration-of-justice agreements.

- Continue work to address systemic discrimination and the overrepresentation of First Nation, Inuit and Métis, racialized groups, and other marginalized populations in the criminal justice system, including supporting development of an Indigenous Justice Strategy and Canada's Black Justice Strategy.
- Continue to support the Minister in establishment of an independent Criminal Case Review Commission to improve access to justice and make it easier and faster for potentially wrongfully convicted people to have their applications reviewed.
- Continue to support the Minister in his role as co-chair of the Action Committee on Court Operations in Response to COVID-19. The Action Committee will encourage reflection on, and learning from, the experience of Canada's courts in responding to the COVID-19 pandemic, consider the legacy of the pandemic in Canada's courts, and establish an Indigenous Advisory Group to ensure Indigenous perspectives are adequately considered.

Internal Services

The Department will promote legal and business excellence, with a strategic focus on its workforce, on innovation and collaboration, and on open, transparent and accountable operations.

Key actions:

- Promote a more representative, respectful, inclusive, accessible and barrier-free workplace to strengthen the Department's workforce through measurable initiatives outlined in the 2021–2024 Anti-Racism and Anti-Discrimination Results Framework, the Employment Equity Plan 2022–25, and the 2022–2025 Justice Accessibility Plan.
- Provide continued support to managers and employees with respect to the implementation and transition to the new government-wide hybrid model.
- Continue to support a work environment that is healthy and safe – both psychologically and physically – by implementing measures identified in the Workplace Assessment and Workload Management Strategy and updating the Department's Hazard Prevention Program.
- Promote digital transformation through innovative approaches and strategies for information sharing, collaboration and data literacy, while ensuring that effective safeguards, including disposition practices, are maintained.
- Advance the implementation of strategies to minimize the impacts of Phoenix pay system issues on employees.

For more information on the Department of Justice Canada's plans, see the "[Core Responsibilities: Planned Results and Resources, and Key Risks](#)" section of this plan.

Core Responsibilities: Planned Results and Resources, and Key Risks

This section contains 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 those 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 inconsistency with the [Canadian Charter of Rights and Freedoms](#)^{vi} (the Charter). Additionally, the Attorney General is responsible for advising the heads of departments on all matters of law and for conducting all litigation for federal departments or agencies on subjects within the authority or jurisdiction of Canada.

Planning Highlights

Legal work has become increasingly complex and crosscutting, and the practice of law is constantly evolving. Moreover, demands for legal services may shift, depending on the specific priorities of client departments and the various risks they face in implementing these priorities. As a provider of legal services to the Government of Canada, the Department has adopted a client-centric approach to improve its strategic partnerships and ensure that it delivers effective and fiscally sustainable legal services that meet Government and client department priorities. It will continue to do so through an enhanced collaborative approach that focuses on supporting client departments in their search for solutions that benefit all. In all areas of its work, the Department remains committed to protecting the rights of Canadians and ensuring that the Charter is respected.

1. Departmental Result: Departments and Agencies Receive High-Quality Legal Services

In 2023–24, the Department will continue to provide high-quality legal advisory, litigation and legislative services to its federal client departments and agencies.

Advisory Services

The Department will contribute to advancing meaningful reconciliation and self-determination, closing socio-economic gaps, and eliminating systemic barriers facing First Nations, Inuit, and Métis peoples, in accordance with the [UN Declaration Act](#)^{vii} and the [Principles respecting the Government of Canada's relationship with Indigenous peoples](#)^{viii}. To do so, the Department will continue to provide legal advisory services to clients in support of:

- the implementation of the [Truth and Reconciliation Commission Calls to Action](#)^{ix}, including [initiatives related to unmarked burial sites connected to former Indian residential schools](#)^x.
- respecting and upholding section 35 of the [Constitution Act, 1982](#)^{xi}, the duty to consult,

honour of the Crown, fiduciary duties, historical and modern treaties, Aboriginal and treaty rights, including Aboriginal title.

- the negotiation and implementation of modern treaties, self-government agreements and other constructive arrangements that reflect a recognition-of-rights approach and the establishment of a new fiscal relationship with Indigenous peoples, as well as legal support to the Deputy Ministers' oversight committee for the implementation of modern treaties and related work.
- the implementation of Indigenous child and family services legislation, including the negotiation and conclusion of coordination agreements pursuant to *An Act respecting First Nations, Inuit and Métis children, youth and families*^{xii}, as well as defending the constitutionality of the Act.
- the continued implementation of *Jordan's Principle*^{xiii}, 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.
- the work with First Nations to co-develop options for reforms of the *Specific Claims Policy*^{xiv} and *process*^{xv} to facilitate the just and timely resolution of specific claims and to continue the review and support of the negotiation and settlement of outstanding specific claims as efficiently as possible under the current Policy in the meantime.
- the objectives of eliminating all long-term drinking water advisories on reserves and co-developing safe drinking water legislation.
- the *review of the First Nations Land Management Act*^{xvi} and the *Addition to Reserve Policy*^{xvii}.
- the ongoing implementation of the UN Declaration Act, including the advancement of training and capacity-building efforts across Justice to ensure that consistent, high-quality advice on the UN Declaration Act is being provided by Justice counsel to all client departments.

In addition, the Department will provide legal advisory services and support to:

- PS, the RCMP, and the Canada Border Services Agency (CBSA) to support the Government's renewed commitments on firearms control, including strengthening measures to control the flow of illegal guns into Canada, and increasing maximum firearms trafficking and smuggling penalties.
- PS in their work to strengthen laws and investigative powers related to major financial crimes and to bring forward a proposal to establish a Canada Financial Crimes Agency.
- PS and ISC in their efforts to engage with subject-matter experts, the Assembly of First Nations and other First Nations organizations and groups, as well as federal, provincial and territorial partners, to co-develop a legislative framework for First Nations policing services. A related priority is to provide legal advice in relation to urgent and emerging First Nations policing needs under the current program framework. This also includes related litigation support.
- Fisheries and Oceans Canada in the development of a plan for the long-term implementation of Atlantic First Nations' treaty right to fish in pursuit of a moderate livelihood.

- Canadian Heritage to develop and introduce legislation to combat the proliferation of hate and the abuse and exploitation of children online.
- The Minister of Housing and Diversity and Inclusion in developing a National Action Plan on Combatting Hate, including bolstering Canada's Anti-Racism Strategy.
- Health Canada (HC) in relation to the [Canada Health Act](#)^{xviii} and strengthening Canadians' access to medical and dental care, prescription drugs, and associated services.
- Canada Revenue Agency in its sustained efforts to combat tax evasion and avoidance and ensure the fairness and integrity of the tax system, as well as in its responsibilities for administering new social benefit programs to deliver on the Government's Affordability Plan for Canadians.
- The Office of the Superintendent of Financial Institutions in its organizational transformation, which focuses on culture, data and the supervisory framework of financial institutions, as well as the financial risks related to digitalization and climate change.
- Environment and Climate Change Canada on its initiatives, activities and actions to reduce emissions of greenhouse gases.
- Treasury Board Secretariat (TBS) in its strategic policy review of government programs and policies focusing on achieving net-zero emissions, improving fairness and equality, and promoting quality of life and growth. The Department will also help TBS to advance the Government Digital Agenda by replacing outdated information technology systems, modernizing the way government delivers benefits and services to Canadians, and exploring digital-delivery approaches for major projects that better serve Canadians, such as a trusted digital identity platform for Canadians.
- Natural Resources Canada (NRCan) for the proposed Atlantic Loop Project, an 825km electricity transmission line from Quebec to New Brunswick and Nova Scotia with a target service date of 2030. Specifically, the Department will assist in drafting commercial agreements and in providing advice with respect to the Crown's legal duty to consult and on any environmental and regulatory implications.
- NRCan for the implementation of the [Critical Minerals Strategy](#)^{xix}, including delivering programming streams to help increase the competitiveness of Canadian critical mineral exploration, development, processing, manufacturing and recycling.
- Public Services and Procurement Canada in advancing government-wide [Supplier Diversity Action Plan](#)^{xx} initiatives to increase the diversity of bidders on government contracts, including small businesses and businesses led by Indigenous people, Black and racialized Canadians, women, 2SLGBTQI+¹ Canadians, and other underrepresented groups.

Litigation Services

The Department will further refine and adjust its litigation strategy, integrating it into government public policy making and ensuring consistency with the Charter and Justice Canada's values, commitments, and related principles and directives.

Justice Canada will collaborate with client departments on litigation positions that consider all

¹ 2SLGBTQI+ stands for Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex, and additional sexual and gender diverse people.

government departments and include early resolution or settlement, resolution through government initiatives and programs, or legislative and regulatory reform. A cross-governmental approach will continue to be applied.

More specifically, the Department will continue to:

- Advance approaches to litigation strategy for the Government of Canada consistent with the *United Nations Declaration on the Rights of Indigenous Peoples*^{xxi}, the *Principles guiding the Attorney General of Canada in Charter Litigation*^{xxii}, the Principles respecting the Government of Canada's relationship with Indigenous peoples, and the *Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples*^{xxiii}.
- Strategically manage litigation and litigation management frameworks, for example in responding to class actions.
- Collaborate with client departments in support of the strategic management of litigation cases involving Indigenous peoples, using a whole-of-government approach, favouring resolution, settlement, and opportunities to narrow litigation.
- Work with departments through committees at the Assistant Deputy Minister, Deputy Minister and Cabinet levels to support the review of litigation strategies and consideration of policy, financial and legal implications of complex litigation involving the Government of Canada.

Legislative Services

In addition to legal advisory and litigation support, the Department will continue to provide high-quality drafting services to federal departments and agencies in delivering on the Government of Canada's legislative and regulatory agenda. For example, the Department will provide legal support to:

- Innovation, Science and Economic Development (ISED) with respect to the modernization of the *Personal Information Protection and Electronic Documents Act*^{xxiv} and introduction of the *Digital Charter Implementation Act*^{xxv}. The Department will also provide legal support to ISED to modernize the *Investment Canada Act*^{xxvi} and to strengthen Canada's ability to respond to economic-based threats to national security.
- Finance Canada by providing legal advisory services relating to housing affordability, transfers for healthcare, dental care benefits, financial institutions and the safety and security of the financial system, as well as legislative drafting services relating to federal taxation. Justice Canada will also support Finance Canada in the preparation of Budget 2023 and the related Budget Implementation Acts.
- HC with respect to the independent review and the parliamentary review of *Bill C-39*^{xxvii}, *An Act to amend An Act to amend the Criminal Code (medical assistance in dying)*, including any possible legislative or regulatory work that may be required to address concerns over the provisions governing mental illness.
- Global Affairs Canada and other departments and agencies to pursue the identification, seizure, forfeiture and redistribution of assets seized under Canada's sanctions legislation. The Department will also lead on drafting any applicable Orders-in-Council, bring applications for forfeiture to provincial superior courts, and defend government decision making if challenged in the context of a judicial review.

Gender-Based Analysis Plus

Gender-Based Analysis Plus^{xxviii} (GBA Plus) is an analytical approach used to support the development of responsive and inclusive initiatives, including legislation, policies, programs, and services. An intersectional GBA Plus approach helps to clarify who is impacted by an issue and how it affects them by taking into consideration different identity factors that go beyond biological (sex) and socio-cultural (gender) differences. It includes the examination of a range of other intersecting identity factors (including age, sexual orientation, disability, education, language, geography, religion and spirituality, racialization and ethnicity, culture, immigration status, and economic status). In addition, GBA Plus involves the analysis of structural and systemic barriers, including developing mitigation strategies to address them and to achieve more inclusive and equitable results for Canadians.

As part of the **departmental GBA Plus policy**^{xxix}, the guiding principles of GBA Plus will continue to be broadly applied to all areas of the Department's work, including the provision of legal services to client departments and policy and legal advice to Cabinet. For example, they will inform the Department's work to help combat intimate-partner and gender-based violence and self-harm involving firearms in the course of supporting PS, CBSA and the RCMP in the implementation of measures to reduce firearms-related crime and deter illicit access to firearms. The implementation of the guiding principles will help foster greater gender equality and diversity and inclusive outcomes that are responsive to the needs of diverse groups of Canadians. Integrating a GBA Plus approach into decision-making processes helps to identify and address existing systemic barriers and improve access to justice.

In the area of international trade and investment, and specifically in negotiating and applying the dispute-settlement provisions in Canada's Free Trade Agreements and Foreign Investment Promotion and Protection Agreements, the Department will continue to advocate for increased diversity, including in the appointment of arbitrators and panelists appointed to adjudicate disputes under international treaties.

The Department will also continue to support the Government's commitment to employment equity, diversity and inclusion in the federal public service. This will be done by providing integrated legal advisory and drafting services on the development of policies and regulatory changes for equity-seeking groups and on the development of the Federal Internship Program for Canadians with Disabilities and other recruitment strategies to hire at least 5,000 people with disabilities over a period of five years, in accordance with the **Accessibility Strategy for the Public Service of Canada**^{xxx}.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

As a signatory to the **United Nations 2030 Agenda for Sustainable Development**^{xxxi}, the Government of Canada is committed to its 17 Sustainable Development Goals (SDGs) and to the overarching vision to leave no one behind. The Department, specifically its Access to Justice Secretariat, leads Canada's efforts to advance **SDG 16**^{xxxii} domestically and abroad. SDG 16 calls for peaceful, just and inclusive societies that promote the rule of law, nationally and

internationally, the provision of equal access to justice for all, and the building of institutions that are effective, accountable and inclusive at all levels.

To foster greater collaboration, the Department will champion and advance the theme of access to justice and other SDG 16-related themes among key partners and stakeholders at the federal, provincial, territorial and international levels. While SDG 16 is an essential component in the advancement of the overall 2030 Agenda, Justice Canada provides support for a number of other SDGs, including SDG 5 (Gender Equality), SDG 6 (Clean Water and Sanitation), SDG 10 (Reduced Inequalities), and SDG 11 (Sustainable Cities and Communities).

Departmental activities that will contribute to advancing SDGs include:

- Providing legal advisory services to CIRNAC and ISC to assist them with their continued work to eliminate all long-term drinking water advisories on reserves and co-develop safe drinking water legislation, which support the SDG's objective of ensuring access to water and sanitation (SDG 6).
- Supporting Canada's Anti-Money Laundering and Anti-Terrorist Financing Regime (SDG 16, target 16.4).
- Supporting efforts of the [International Assistance Group](#)^{xxxiii}, as Canada's central authority for extradition and mutual legal assistance, to promote international cooperation and compliance with international agreements (SDG 16, targets 16.4, 16.5).
- Participating in multilateral international negotiations and forums (e.g. G7, United Nations Convention against Corruption Working Group on International Cooperation, Commonwealth Secretariat, Organization of American States (OAS)) aimed at improving the international legal framework for law enforcement and cooperation in relation to the prosecution of serious transnational crimes (SDG 16, targets 16.4, 16.5).
- Continuing to require legal agents acting for the Minister to abide by Canada's anti-corruption and anti-bribery legal framework in Canada and abroad (SDG 16, target 16.5).
- Providing Justice Canada experts as training resources in supporting the capacity-building work of international agencies and organizations (e.g. United Nations Office on Drugs and Crime, International Institute for Justice and the Rule of Law, Commonwealth Secretariat, OAS) (SDG 16, target 16.11a).
- Providing legal advisory services with respect to the identification, investigation and mitigation of threats posed by ideologically motivated violent extremism and terrorist activities, including those related to online harms and combatting hate, to counter the growing presence of these threats (SDG 11).
- Providing legal support in implementing [Bill C-21](#)^{xxxiv}, *An Act to amend certain Acts and to make certain consequential amendments (firearms)*, including support to help municipalities create safer communities, to help combat intimate-partner and gender-based violence and self-harm involving firearms, and to counter gun smuggling and trafficking (SDGs 11, 16, target 16.4).
- Providing legal advice to address systemic inequities in the criminal justice system and to reduce the overrepresentation of First Nations, Inuit and Métis. The Department will continue to support Indigenous-led community engagement in the areas of crime prevention, policing and diversion, courts, corrections, and reintegration, as well as collaboration between Indigenous groups and government (SDGs 10, 11, 16).

Innovation

The Department of Justice Canada will seek opportunities to improve the delivery of legal services by exploring the adoption of emerging and innovative technologies. For instance, as part of the Digital Exchange Platform Pilot, the Department will be able to share information electronically via a SharePoint site without involving the court or third-party process servers. In addition, as part of the second phase of the Next Generation Litigation Software project, Justice Canada plans to establish a government-wide standing offer of software solutions that are available to departments and agencies to facilitate the management of litigation holds and the identification and preservation of documents in response to requests made by litigation teams.

In 2023–24, the Department will also test the Nuix Discover document review platform² on the Secret-cleared Government of Canada Secure Infrastructure (GCSI). This will allow for improved collaboration between departments active on GCSI that are working on documents in support of litigation. Finally, Justice Canada will continue to explore the secure exchange of documents with client departments and other parties (including the courts) using electronic platforms (Titan File, CaseLines Application, MS365, etc.). Since courts will likely choose to use different tools, counsel may need to work within multiple cloud-based document-sharing platforms. As part of this work, the Department intends to establish guidelines on document-sharing platforms with external stakeholders.

Key Risks

Cultivating and maintaining productive relationships with client departments, partners and stakeholders enables Justice Canada to achieve its expected results. As legal practices, client priorities, and demands for legal services evolve, there may be risks for particular relationships to be weakened if not actively maintained. To mitigate these risks, the Department will advance its priority of strengthening client-centric partnerships by continuing to improve business processes, provide meaningful legal risk assessments, and act as a trusted and collaborative partner. It will continue to focus on collaboration and joint planning with client departments and partners in central agencies to meet Government and client priorities. The Department will also continue to update the [Legal Services Client Feedback Survey](#)^{xxxv} to ensure it remains relevant and aligned with client needs.

² The Nuix Discover document review platform is a Web-based documentary evidence management software that allows legal teams to manage, review and produce evidence electronically.

Planned Results for Legal Services

The following table shows, for Legal Services, the planned results, the result indicators, the targets and the dates to achieve targets for 2023–24, as well as the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2019-20 Actual Results	2020-21 Actual Results	2021-22 Actual Results
Departments and agencies receive high-quality legal services	Client satisfaction mean rating on the overall quality of legal services	8 or greater on a 10-point scale	March 2024	8.5 ³	8.5 ⁴	8.6 ⁵
	Client satisfaction mean rating on the provision of legal services against service standards	8 or greater on a 10-point scale	March 2024	8.5 ⁶	8.7 ⁷	8.8 ⁸
	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 2024	85%	92%	92%

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available on [GC InfoBase](#)^{xxxvi}.

³ Cycle III of the CFS was completed in 2019–20, and the [CFS Survey Results – Cycle III \(2016–2019\) report](#) was published in January 2021. The disaggregated results are the following: Advisory: 8.5; Litigation: 8.4; Legislative: 8.6; Regulatory: 8.4. A weighting strategy was applied to ensure accurate representation of client feedback.

⁴ The result presented for 2020–21 reflects interim feedback collected during Cycle IV of the CFS. The disaggregated results are the following: Advisory: 8.6; Litigation: 8.4; Legislative: 8.6; Regulatory: 8.8. A weighting strategy was applied to ensure accurate representation of client feedback.

⁵ The result presented for 2021–22 reflects interim feedback collected during Cycle IV of the CFS. The disaggregated results are the following: Advisory: 8.6; Litigation: 8.6; Legislative: 8.7; Regulatory: 8.6. A weighting strategy was applied to ensure accurate representation of client feedback.

⁶ Cycle III of the CFS was completed in 2019–20, and the [CFS Survey Results – Cycle III \(2016–2019\) report](#) was published in January 2021. The disaggregated results are the following: Responsiveness/Accessibility: 8.7; Usefulness: 8.4; Timeliness: 8.2. A weighting strategy was applied to ensure accurate representation of client feedback.

⁷ The result presented for 2020–21 reflects interim feedback collected during Cycle IV of the CFS. The disaggregated results are the following: Responsiveness/Accessibility: 9.0; Usefulness: 8.6; Timeliness: 8.4. A weighting strategy was applied to ensure accurate representation of client feedback.

⁸ The result presented for 2021–22 reflects interim feedback collected during Cycle IV of the CFS. The disaggregated results are the following: Responsiveness/Accessibility: 9.0; Usefulness: 8.8; Timeliness: 8.5. A weighting strategy was applied to ensure accurate representation of client feedback.

Planned Budgetary Spending for Legal Services

The following table shows, for Legal Services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 Budgetary Spending (as indicated in Main Estimates)	2023–24 Planned Spending	2024–25 Planned Spending	2025–26 Planned Spending
234,869,583	234,869,583	235,869,615	235,881,621

N.B.: Financial resources for planned spending are based on Main Estimates and are net of [respendable revenues](#). These exclude any funding to be received through Budget 2023.

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available on [GC InfoBase](#)^{xxxvii}.

Planned Human Resources for Legal Services

The following table shows, in full-time equivalents, the human resources the Department will need to fulfil this core responsibility for 2023–24 and for each of the next two fiscal years.

2023-24 Planned Full-Time Equivalents	2024-25 Planned Full-Time Equivalents	2025-26 Planned Full-Time Equivalents
3,681	3,688	3,693

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available on [GC InfoBase](#)^{xxxviii}.

Justice System Support

Description

The Department of Justice Canada plays an essential role in ensuring a fair, relevant and accessible Canadian justice system. This is a shared responsibility among a broad range of players, including Parliament, the judiciary, federal departments and agencies, partners in provincial, territorial and municipal governments, 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. It also tests innovative approaches to strengthening the legal framework within various domains, notably Indigenous justice, criminal justice (including sentencing, criminal procedure, youth criminal justice and victims of crime), family law (including marriage and divorce), access to justice, bijuralism⁹, human rights, privacy, access to information, and official languages.

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

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. In addition, 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.

1. Departmental 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 other federal departments and agencies, provincial, territorial, municipal and Indigenous governments, as well as other countries, domestic and international organizations, and an increasingly diverse community of stakeholders. It will focus efforts on identifying emerging issues; developing various options (including policy, legislative, program and operational responses) that take into consideration the lived experiences of Canadians; and implementing reforms to improve the criminal, family and youth justice systems and to promote public confidence.

⁹ Bijuralism is the coexistence of two legal traditions within a single state. Since the common law and civil law coexist in Canada in both official languages, Canada is said to be a bijural country.

In 2023–24, the Department will continue to support the Minister of Justice and the Government of Canada in implementing legislation to ensure that the justice system is relevant and accessible, just, and fair for all.

<p>The UN Declaration Act came into force in June 2021.</p> <p>In 2023-24, Justice Canada will continue to implement the Act, and will release an Action Plan to achieve the objectives of the Declaration following a broad, inclusive and distinctions-based consultation and engagement process with First Nations, Inuit and Métis, their representative organizations and other key partners, ensuring that diverse views of Indigenous people across the country are taken into consideration. In consultation and cooperation with First Nations, Inuit and Métis, the Department will also develop measures to ensure the consistency of federal laws with the Declaration, and develop and table the second annual progress report.</p>	<p>The Department will contribute to a renewed relationship with First Nations, Inuit and Métis peoples. It will do so by collaborating with federal, provincial, territorial, and Indigenous governments, national Indigenous and representative organizations, and other Indigenous partners to accelerate progress on various initiatives that relate to the Department's mandate. These include continued work on advancing the implementation of the Justice-led Calls to Action of the Truth and Reconciliation Commission^{xxix} (TRC) and responding to the Justice-specific Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls^{xl} (MMIWG). This also includes continuing to lead on the implementation of the UN Declaration Act^{xli}, in partnership with Indigenous peoples and in collaboration with Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and other government departments. The Department will also continue to examine whether to introduce a non-derogation clause related to upholding section 35 Aboriginal and treaty rights in the Interpretation Act^{xlii} following consultation and cooperation with Indigenous partners. This early legislative initiative would be responsive to section 5 of the UN Declaration Act.</p> <p>In addition, the Department will continue supporting the Deputy Minister Committee on Indigenous Reconciliation by providing timely and integrated horizontal advice and support for whole-of-government initiatives.</p> <p>In June 2022, the Minister of Justice announced the appointment of Kimberly Murray as Independent Special Interlocutor for Missing Children and Unmarked Graves and Burial Sites</p>
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Associated with Indian Residential Schools. The Independent Special Interlocutor will make recommendations, including a new federal legal framework to ensure the protection and respectful and culturally appropriate treatment of unmarked graves and burial sites of children associated with former Indian Residential Schools. She will provide an Interim Report in June 2023 and a Final Report in June 2024, delivered concurrently to the Minister and to First Nations, Métis and Inuit communities, survivors and families.

The Department will focus on implementing criminal justice system reforms to address the overrepresentation of First Nations, Inuit and Métis, Black and racialized Canadians, and members of marginalized populations in the criminal justice system by:

- Continuing to collaborate with Black communities in the development of Canada's Black Justice Strategy (CBJS). The development of the CBJS will be informed by broad and inclusive consultations with Black communities, experts and stakeholders that reflect the diversity of backgrounds, experiences and expertise of Black communities across Canada. These consultations will be complemented by the review of existing literature and studies on the treatment and experiences of Black individuals with the criminal justice system.
- Continuing to co-lead, alongside PS, the Pan-Canadian Strategy to address the overrepresentation of Indigenous people in the criminal justice system (PCSOI). Further actions will include the FPT Aboriginal Justice Working Group's continued work on concrete actions in the identified priority areas of the PCSOI, which may support other key initiatives, such as the Indigenous Justice Strategy (IJS), the implementation of the Truth and Reconciliation Commission's Calls to Action 30 and 38 on eliminating the overrepresentation of Indigenous adults and youth in custody, and the MMIWG Calls for Justice. This work is undertaken collaboratively via the FPT Aboriginal Justice Working Group, which also serves as the main conduit for the IJS provincial and territorial engagement.
- Supporting the implementation of [Bill C-5^{xliii}](#), *An Act to amend the Criminal Code and the Controlled Drugs and Substances Act*, which received Royal Assent in November 2022. This new law repeals all the mandatory minimum penalties in the [Controlled Drugs and Substances Act^{xliv}](#), as well as those for certain offences under the [Criminal Code^{xlv}](#), provides the courts with greater judicial discretion to impose sentences and allows for greater use of early diversion programs, and further provides that past and future convictions for simple possession are to be kept separate and apart from other criminal convictions after a certain period of time.
- Improving the collection and use of disaggregated data by conducting and commissioning research under the Justice Data Modernization Initiative, including establishing agreements and contracts for research aimed at predicting the potential for social interventions within and outside of the justice system to reduce criminalization and overrepresentation of Indigenous and racialized people in the criminal justice system.
- Understanding perceptions of key justice issues through a GBA Plus lens applied to the National Justice Survey (NJS). The NJS annually collects information on confidence in the justice system and topical justice issues. Data are collected in a way that allows for disaggregation by gender as well as other intersecting identity factors such as age, region, Indigenous identity, ethnocultural group, education, income, and labour force characteristics. In 2023–24, the data for the 2023 National Justice Survey will be published and the data for the 2024 National Justice Survey will be collected. These data can be used to support the development of programs, policy and legislation.

The year 2023 marks 20 years since the [Youth Criminal Justice Act^{xlvi}](#) came into force. To mark this milestone, Justice Canada will lead an internal review of Canada's youth criminal justice system. This legislation, along with broader youth justice renewal initiatives, has been extremely successful in meeting policy objectives that were set out in the late 1990s with respect to youth criminal justice, such as reducing the number of cases going into the courts and the number of youth going into custody and increasing the use of early intervention measures to divert less

serious cases out of the system. Despite the successes, challenges remain, including the continued overrepresentation of Indigenous and Black youth in the criminal justice system and issues that youth face in transitioning out of the youth justice system. The review will highlight successes achieved over the past 20 years and will identify policy priorities to address ongoing challenges.

Other justice system initiatives to be undertaken by the Department include:

- the Government's commitment to address online safety, including hate propaganda and the sexual exploitation and abuse of children, through amendments to the *Criminal Code*, the *Canadian Human Rights Act*^{xlvi}, and the *Mandatory Reporting Act*^{xlvi}.
- Canada's criminal justice priorities on the international stage (including the United Nations, the Canada – United States Cross-Border Crime Forum, the Council of Europe, the Organization for Economic Co-operation and Development (OECD), the Organization of American States (OAS) and the Commonwealth).

In an effort to strengthen Canadians' confidence in the judicial system, Justice Canada will continue to support the Minister of Justice through the parliamentary process for *Bill C-9*^{xlix}, *An Act to amend the Judges Act*, to reform Canada's federal judicial conduct process and ensure it is fair, effective and efficient. The Department will continue to work with relevant stakeholders, including the Office of the Commissioner for Federal Judicial Affairs Canada, by offering advice on policies or initiatives that align with the Government's commitment to increase diversity on the federally appointed bench, along with relevant diversity data on appointees.

Justice Canada will also continue to support the implementation of the new language rights provision in the *Divorce Act*, which is intended to ensure that Canadians in every part of the country can obtain a divorce in the official language of their choice. The former *Bill C-78*^l, *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*, provides provinces and territories with the flexibility needed to implement the new language rights provision at different times, in light of their readiness to do so. As announced in Budget 2019, Justice Canada is receiving funding over five years, which started in 2020–21, to support the implementation of the new language rights provision, which will be provided to provinces and territories through two of the Department's existing Transfer Payment Programs: The Canadian Family Justice Fund and the Access to Justice in Both Official Languages Support Fund.

The Department will continue to lead the substantive review of the *Privacy Act*^{li} – including engagement with Indigenous partners – to develop specific proposals to amend the Act that keep pace with the effects of both technological change and evolving Canadian values. Further to its legal policy development work and the introduction of the *Privacy Act Extension Order, No. 3*^{lii}, which extends the right to access one's personal information to all individuals, whether or not they are in Canada, the Department will continue to support the Treasury Board Secretariat and other federal government institutions with respect to the implementation of the Order, which came into force in July 2022.

In 2023–24, the Department will provide legal advice and support in relation to Canada’s federal laws on medical assistance in dying.

As laid out in Budget 2018, the Department will continue to contribute to regulatory reform that focuses on supporting innovation and economic growth. Specifically, Justice Canada will support the implementation of the roadmaps from the first round (2018–19) and the second round (2019–21) of the Targeted Regulatory Reviews, which were delayed as a result of the demands and changes in priorities associated with the COVID-19 pandemic. These roadmaps set out public deliverables, present requirements on drafting services, and impact government-wide prioritization of regulatory initiatives.

Justice Canada will also continue to support the drafting of Annual Regulatory Modernization Bills. This initiative was established as part of Budget 2018 to support departments in updating their enabling authorities in a way that would promote regulatory modernization. It is also used to implement, in part, the legislative amendments identified in the regulatory reviews.

Planned Results for Justice System Support

The following table shows, for Justice System Support, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2019-20 Actual Results	2020-21 Actual Results	2021-22 Actual Results
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 2024	7.0% (9 th /128) ¹⁰	8.6% (12 th /139) ¹¹	8.6% (12 th /140) ¹²
	Percentage of Canadians who have confidence that the Canadian criminal justice system is fair to all people ¹³	70% or greater ¹⁴	March 2025 ¹⁵	Not available ¹⁶	51% of Canadians have moderate to high confidence that the Canadian criminal justice system is fair ¹⁷	50% of Canadians have moderate to high confidence that the Canadian criminal justice system is fair ¹⁸
	Percentage of Canadians who have confidence that the Canadian criminal justice system is accessible to all people ¹⁹	70% or greater ²⁰	March 2025 ²¹	Not available ²²	52% of Canadians have moderate to high confidence that the Canadian criminal justice system is accessible ²³	58% of Canadians have moderate to high confidence that the Canadian criminal justice system is accessible ²⁴

¹⁰ World Justice Project, Rule of Law Index 2020 (https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2020-Online_0.pdf)

¹¹ 11 countries were added to the Rule of Law Index 2021 (World Justice Project, <https://worldjusticeproject.org/sites/default/files/documents/WJP-INDEX-21.pdf>).

¹² One country was added to the Rule of Law Index 2022 (World Justice Project, <https://worldjusticeproject.org/rule-of-law-index/downloads/Index-2022.pdf>).

¹³ In previous Departmental Plans, this indicator was labelled: Percentage of Canadians who think that the criminal justice system is a) fair; and b) accessible. For reporting purposes, this indicator was split into two.

¹⁴ The target was established as part of the 2022–23 Departmental Plan.

¹⁵ The date to achieve the target was established as part of the 2022–23 Departmental Plan.

¹⁶ The National Justice Survey was not conducted in 2019 because of the election period. The 2020 National Justice Survey was cancelled because of impacts of the COVID-19 pandemic.

¹⁷ The 2021 National Justice Survey asked respondents to first rate their confidence “before the pandemic” and then their confidence “today”. The percentages reported for 2020–21 reflect respondents who reported that they were moderately to very confident that the criminal justice system is fair/accessible to all people on the day surveyed. National Justice Survey 2021, Final Report, <https://www.justice.gc.ca/eng/rp-pr/jr/njs-snj.html>

¹⁸ The 2022 NJS was in field from February 15 to March 10, 2022. (National Justice Survey 2022, Final Report, <https://www.justice.gc.ca/eng/rp-pr/jr/njs-snj.html>)

¹⁹ See note 12.

²⁰ See note 13.

²¹ See note 14.

²² See note 15.

²³ See note 16.

²⁴ See note 17.

	Number of constitutional challenges in the provincial and territorial courts of appeal, the Federal Court of Appeal, and the Supreme Court of Canada	Not applicable ²⁵	Not applicable	Provincial/territorial courts of appeal: 32 Federal Court of Appeal: 3 Supreme Court of Canada appeals: 10	Provincial/territorial courts of appeal: 27 Federal Court of Appeal: 5 Supreme Court of Canada appeals: 10	Provincial/territorial courts of appeal: 17 Federal Court of Appeal: 1 Supreme Court of Canada appeals: 4
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Financial, human resources and performance information for the Department of Justice Canada's program inventory is available on [GC InfoBase](#)^{liii}.

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

In support of ongoing policy work aimed at developing and implementing alternative measures for responding to the causes and consequences of offending, the Department will continue to focus efforts on ensuring that the criminal justice system is used where it is needed to keep the public safe, while also addressing systemic inequities in all stages of the criminal justice system. In addition, the Department will continue to provide funding to provinces, territories and non-governmental organizations for the delivery of services and programs through the [Youth Justice Services Funding Program](#)^{liv}, the [Youth Justice Fund](#)^{lv}, the [Intensive Rehabilitative Custody and Supervision Program](#)^{lvi}, and the [Drug Treatment Court Funding Program](#)^{lvii} (DTCFP).

The DTCFP will continue to implement the funding announced in [Budget 2021](#)^{lviii} by negotiating and entering into new funding agreements with provinces and territories for Drug Treatment Courts for fiscal years 2023–28. Drug Treatment Courts allow non-violent offenders with problematic substance use to complete a court-monitored drug treatment program as an alternative to incarceration. The DTCFP contributes to the [Canadian Drugs and Substances Strategy](#)^{lix} led by Health Canada and provides court-monitored treatment and community service support for eligible non-violent offenders whose offence was motivated by substance abuse.

The Department will also continue to explore opportunities to promote the use of restorative justice in the criminal justice system. More specifically, the [Indigenous Justice Program](#)^{lx} provides financial support to Indigenous community-based justice programs that offer culturally relevant restorative justice alternatives in appropriate circumstances. The Department will also continue its work with provincial, territorial and Indigenous community partners to support the implementation of [Gladue Principles](#)^{lxi} in the justice system, particularly post-sentence *Gladue* aftercare community programming. In addition, in 2023–24, it will put in place an Indigenous Partnership Fund to support the capacity of Indigenous partners to continue to participate in the implementation and monitoring of the UN Declaration Act.

In 2023–24, Justice Canada will continue to work in consultation with provinces, territories and Indigenous partners to develop an Indigenous Justice Strategy (IJS) to address systemic discrimination and the overrepresentation of Indigenous people in the criminal justice system.

²⁵ Measure not appropriate for establishing a target. The indicator is better suited to demonstrating trends and is under review.

Justice Canada recognizes that the development of an IJS must be informed by First Nations, Inuit, and Métis peoples. The overrepresentation of Indigenous people in the criminal justice system is a serious and complex issue rooted in systemic discrimination and Canada's legacy of colonialism. Making meaningful, lasting changes is just as complex and require a long-term commitment to transform not only legislation, policies, and programs, but also the way the federal government, provinces, and territories collaborate with Indigenous communities and organizations. The IJS is being developed using a broad, collaborative, inclusive, distinctions-based and regionally based engagement process with Indigenous peoples, provinces and territories, and justice stakeholders and practitioners, consistent with the principles set out in the UN Declaration Act, respecting existing relationships, and embodying the spirit of nation-to-nation and Inuit-Crown, government-to-government relations.

Budget 2021 announced \$11 million over three years to support Indigenous-led engagement on actions in the areas of crime prevention, policing and diversion, courts, corrections, and reintegration, as well as collaboration between Indigenous groups and the federal government. Through a call for proposals, the Department was able to provide grants to support 38 Indigenous communities and organizations to take on the work of conducting their own engagement processes throughout the 2023–24 fiscal year. The Department is expecting to receive interim reports on Indigenous-led engagement from partners in December 2023. In addition, the Department is supporting Justice-led engagements that are taking place alongside those of Indigenous partners in 2023–24. Together, both Indigenous-led engagements and Justice-led engagements will contribute to the development of the IJS, which is intended to be shared with partners in 2024.

Planned Results for Justice System Support

The following table shows, for Justice System Support, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2019-20 Actual Results	2020-21 Actual Results	2021-22 Actual Results
The criminal justice system supports alternative ways of responding to the causes and consequences of offending	Number of restorative justice programs available ²⁶	456 or greater	March 2024	448 restorative justice programs ²⁷	450 restorative justice programs ²⁸	462 restorative justice programs ²⁹
	Percentage of adult court cases which received a non-custodial sentence ³⁰	Between 52% and 56%	March 2024	52% of adults received a non-custodial sentence ³¹	56% of adults received a non-custodial sentence ³²	Not available ³³
	Percentage of youth court cases which received a non-custodial sentence ³⁴	85% or greater	March 2024	88% ³⁵	90% ³⁶	Not available ³⁷
	Number of youths receiving specialized treatment through the Intensive Rehabilitative Custody and Supervision Program ³⁸	90 or greater	March 2024	109	100	105

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available on [GC InfoBase](#)^{lxii}.

²⁶ In previous Departmental Plans, this indicator was labelled: Number and type of restorative justice programs/processes available.

²⁷ The [Directory of Restorative Justice](https://www.justice.gc.ca/eng/cj-jp/rj-jr/sch-rch.aspx) (<https://www.justice.gc.ca/eng/cj-jp/rj-jr/sch-rch.aspx>) only provides information on the number of self-reported restorative justice programs available. Please note that not all programs reported in the Directory received funding from the Department of Justice Canada.

²⁸ See note 26.

²⁹ At the time of the publication of this plan, the number of programs listed in the Directory of Restorative Justice may be different from the number shown in the table above. The Directory will be updated to reflect the number reported at a later date.

³⁰ In previous Departmental Plans, this indicator was labelled: Number/percentage of court-imposed community-based sentences as compared to number/percentage of incarceration sentences. The previous indicator reported on the percentage of adult court cases which received a custodial sentence as opposed to non-custodial sentence which is the case now.

³¹ In 2019–20, 52% of adults found guilty under the *Criminal Code* (excluding traffic offences) received a non-custodial sentence (Statistics Canada, [Table 35-10-0031-01 Adult criminal courts, guilty cases by most serious sentence](https://doi.org/10.25318/3510003101-eng), <https://doi.org/10.25318/3510003101-eng>). Result from previous Departmental Plan has been restated to indicate percentage of non-custodial sentences instead of custodial sentences.

³² In 2020–21, 56% of adults found guilty under the *Criminal Code* (excluding traffic offences) received a custodial sentence (Statistics Canada, [Table 35-10-0031-01 Adult criminal courts, guilty cases by most serious sentence](https://doi.org/10.25318/3510003101-eng), <https://doi.org/10.25318/3510003101-eng>). Result from previous Departmental Plan has been restated to indicate percentage of non-custodial sentences instead of custodial sentences.

³³ 2021–22 data will be published by Statistics Canada in fall 2023.

³⁴ In previous Departmental Plans, this indicator was labelled: Percentage of youth court cases receiving a non-custodial (community-based) sentence as compared to previous reported years.

³⁵ In 2019–20, 12% of youth found guilty under the *Criminal Code* (excluding traffic offences) received a custodial sentence, whereas 88% received a non-custodial (community-based) sentence (Statistics Canada, [Table 35-10-0042-01 Youth courts, guilty cases by most serious sentence](https://doi.org/10.25318/3510004201-eng), <https://doi.org/10.25318/3510004201-eng>).

³⁶ In 2020–21, 10% of youth found guilty under the *Criminal Code* (excluding traffic offences) received a custodial sentence, whereas 90% received a non-custodial (community-based) sentence (Statistics Canada, [Table 35-10-0042-01 Youth courts, guilty cases by most serious sentence](https://doi.org/10.25318/3510004201-eng), <https://doi.org/10.25318/3510004201-eng>).

³⁷ 2021–22 data will be published in fall 2023.

³⁸ This indicator has been added following an in-depth review of the departmental result indicators in 2022–23.

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

The Department will continue to support the implementation of the Federal Victims Strategy (FVS) and efforts to support the implementation of the [Missing and Murdered Indigenous Women and Girls National Action Plan](#)^{lxiii}.

Throughout 2023–24, the FVS will continue to:

- Undertake activities that increase access to victim services and improve the experience of victims of crime in the criminal justice system, particularly in the context of the wide range of current justice related national actions and strategies that have a victim component or that will impact victims of crime.
- Strengthen partnerships and seek opportunities for collaboration in support of culturally grounded victim services and for families of missing and murdered Indigenous women, girls and 2SLGBTQIA+ people. This includes the intention to continue policy and program support for Family Information Liaison Units to ensure families have access to all the available information they are seeking about their missing and murdered loved ones from multiple government sources as well as access to available community based supports.
- Work with governmental and non-governmental partners to implement the [Canadian Victims Bill of Rights](#)^{lxiv} and other victim-focussed federal legislation.
- Increase awareness of ongoing and emerging victim issues and enhance capacity among criminal justice and allied professionals to respond, in a trauma-informed and culturally responsive manner, to the varied needs and experiences of victims across Canada (based on the nature of the crime, the victim's community, age, cultural background or gender).

Through the [Justice Partnership and Innovation Program](#)^{lxv} (JPIP), the Department will continue to support activities that respond to changing conditions affecting Canadian justice policy. For instance, the JPIP will support:

- Projects to increase access to culturally appropriate and accessible legal information, supports and advice for racialized communities across Canada by helping these communities increase their understanding of the law and their rights, exercise those rights in legal matters, and make informed decisions.
- Projects that promote the revitalization of Indigenous laws and legal traditions, in support of the implementation of the Truth and Reconciliation Commission's Call to Action 50. This initiative will support renewed relationships with Indigenous peoples through the funding of projects that will support the development, use and understanding of Indigenous laws.
- Pilot Community Justice Centre (CJC) projects. CJsCs are an innovative approach for moving justice out of the traditional courtroom and into a community setting, bringing together justice, health, and social services to collectively address the root causes of crime, break the cycle of offending, and improve public safety and community well-being.

The Department, through the [Victims Fund](#)^{lxvi} and the JPIP, will continue to support projects that will help victims of sexual assault and intimate-partner violence with improved access to independent legal advice and representation. This initiative supports the implementation of the

Federal Strategy to Prevent and Address Gender-Based Violence, led by Women and Gender Equality (WAGE).

The Department will continue to develop innovative approaches to Indigenous justice systems, guided by the [TRC Calls to Action](#)^{lxvii} (CTAs) and the [MMIWG Calls for Justice](#)^{lxviii}. In particular, the Department will lead negotiations on administration-of-justice agreements with Indigenous partners by working collaboratively with interested Indigenous organizations and communities, as well as provinces and territories. Justice Canada is currently engaged in negotiations at approximately 18 tables across the country to advance the priorities of Indigenous communities to reclaim jurisdiction over the administration of justice and the revitalization of Indigenous laws, legal systems and traditions. This work will continue in 2023–24. Further, Justice Canada will work to identify obstacles to the enforcement and prosecution of First Nations laws by developing recommendations and identifying pathways to implementation through enforcement-related tripartite forums, including the Ontario Tripartite Collaborative Table.

The above initiatives provide a foundation for the development of a new conceptual framework for Indigenous nations to assume a greater role in the administration of justice within their communities, which will advance self-determination, promote community development, increase public safety, and develop capacity for change that is enduring and transformational.

The Department remains committed to addressing the MMIWG Calls for Justice, including by continuing to contribute to the Horizontal Initiative Reporting Framework on Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+ People to help track the implementation of initiatives related to justice that are reflected under the Justice Theme of the Federal Pathway, which is a component of the National Action Plan. As noted in the first Federal Pathway Annual Progress Report, a number of initiatives and investments have supported the implementation of key pieces of legislation and policy to strengthen Indigenous-led community-based programs and build an Indigenous Justice Strategy. The second MMIWG Federal Pathway Annual Progress Report is expected to be released in 2023. The Department will also continue to advance the implementation of the Justice-led TRC CTAs, including providing support to other government departments as appropriate. Moving forward, Justice Canada will continue to work closely with CIRNAC on communicating progress in responding to the TRC CTAs. This will include quarterly and as needed updates to the Reconciliation webpage, hosted on CIRNAC's website, and the inclusion of links to CTAs in related communications efforts such as ministerial announcements, statements and social media campaigns.

To help sentencing judges take into consideration the disadvantages and systemic racism that contribute to racialized Canadians' interaction with the criminal justice system, the Department will provide contribution funding for the implementation of [Impact of Race and Culture Assessments \(IRCA\)](#)s^{lxix} across Canada. IRCA are pre-sentencing reports that provide information on the impacts of discrimination on a racialized offender. The funding will support the development of a training curriculum for IRCA assessors, as well as awareness programs and continuing professional development education on IRCA for criminal defence lawyers, Crown prosecutors, judges, and other justice system participants. Moreover, funding will be made available to all provincial and territorial legal aid programs to support the preparation of IRCA

reports for eligible racialized accused Canadians, with the goal of making this important tool a part of the criminal justice system across the country.

Through the [Legal Aid Program](#)^{lxx}, the Department will provide contribution funding to provincial governments and legal aid service providers for the provision of legal aid services to economically disadvantaged persons. Specifically, through an increased investment in criminal legal aid, funding to provincial governments will help address the overrepresentation of Indigenous people, individuals from Black and other racialized communities, as well as those with mental health issues before the criminal courts. The Department will continue to work with provincial and territorial partners by providing funding for the management of State-Funded Counsel cases where the Attorney General of Canada is ordered by a court to provide funded defence counsel.

In addition, the Department will provide funding to support the delivery of immigration and refugee legal aid in seven provinces. I&R legal aid funding supports access to justice for economically disadvantaged asylum seekers and individuals involved in certain immigration proceedings.

The Program will also provide funding to support public legal education and information and legal advice for those who experience workplace sexual harassment. This initiative will increase public awareness, knowledge and understanding of legal rights in regard to sexual harassment in the workplace, improve access to justice for complainants, and increase self-reporting.

In addition, the [Indigenous Courtwork Program](#)^{lxxi} will provide funding for Indigenous courtwork services, which help support Indigenous people in contact with the justice system to obtain fair, just, equitable and culturally relevant treatment. Justice Canada will work with provincial and territorial partners to implement the funding announced in fall 2020 to support the writing of *Gladue* reports, as well as the final year of Family Court funding announced in Budget 2021.

The [Canadian Family Justice Fund](#)^{lxxii} supports activities and services for Canadian families experiencing separation and divorce. In 2023–24, activities will continue to include funding projects to implement amendments to the [Divorce Act](#)^{lxxiii}, specifically updating public legal education and information. In addition, the Fund will focus on projects and activities that target underserved populations. Through funding support over five years (2021–22 to 2025–26), the Department will help provinces and territories provide services relating to the supervision of parenting time between a child and a parent in cases of separation and divorce, particularly in cases where there may be concerns about the safety of a child or another family member due to family violence.

The Department's [Access to Justice in Both Official Languages Support Fund](#)^{lxxiv} supports projects and activities that foster the recognition and use of both English and French in the Canadian justice system and enhance the vitality of official language minority communities. In 2023–24, this will include funding a wide variety of activities that provide legal information to the public and specialized training for legal professionals, as well as operational and core funding to non-governmental organizations.

Through the [Contraventions Act Fund](#)^{lxxv}, the Department continues to support provinces and territories in fulfilling their duty, on behalf of the federal government, to ensure that offenders' official language rights are respected within the context of proceedings under the [Contraventions Act](#)^{lxxvi} regime.

Justice Canada will continue to support the safe, efficient and effective operation of criminal proceedings, with a view to enhancing access to justice for all participants during the pandemic and beyond as well as assessing and supporting ways to reduce delays and backlogs in the criminal justice system. For instance, it will lead the monitoring of former [Bill S-4](#)^{lxxvii}, *An Act to amend the Criminal Code and the Identification of Criminals Act and to make related amendments to other Acts (COVID-19 response and other measures)*, which will help address the challenges faced by criminal courts, particularly those caused or highlighted by the COVID-19 pandemic by granting courts increased flexibility in criminal proceedings; enhancing rules for remote hearings; and, improving processes for jury selection, telewarrants and fingerprinting. The Department will also support the Minister in his role as co-chair of the Action Committee on Court Operations in Response to COVID-19. The Action Committee will encourage reflection upon, and learning from, the experience of Canada's courts in response to the COVID-19 pandemic. It will consider the legacy of the pandemic in Canada's courts, in terms of innovative practices that should be retained and challenging situations that need to be addressed, such as case backlog and delays. In recognition of the unique position of Indigenous peoples in Canadian society, the Action Committee has established an Indigenous Advisory Group to support the Action Committee's mandate and ensure Indigenous perspectives are considered.

The [Office of the Federal Ombudsperson for Victims of Crime \(OFOVC\)](#)^{lxxviii}, which operates at arm's length from the federal government, will continue to provide direct information, referrals and complaint-review services to victims of crime, their family members or representatives, victim-serving agencies, and other stakeholders. In addition to its direct work with victims, the Office will also work to ensure that policy makers and other criminal justice personnel are aware of victims' needs and concerns and to identify important issues and trends that may negatively impact victims. A new Ombudsperson, Benjamin Roebuck, was appointed and started on October 24, 2022.

Planned Results for Justice System Support

The following table shows, for Justice System Support, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2019-20 Actual Results	2020-21 Actual Results	2021-22 Actual Results
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	Between 97% and 100%	March 2024	98%	98%	97%
	Number of Indigenous people who received services from an Indigenous Courtworker ³⁹	68,000 or greater	March 2024	67,368 ⁴⁰	Not available	Not available
	Number of times duty counsel provided assistance in criminal matters	1,000,000 or greater	March 2024	1,036,525 ⁴¹	670,286 ⁴²	Not available ⁴³
	Number of full-service criminal legal aid applications approved	190,000 or greater ⁴⁴	March 2024	253,786 ⁴⁵	199,767 ⁴⁶	Not available ⁴⁷
	Percentage of Office of the Federal Ombudsperson for Victims of Crime client inquiries or complaints that are assessed and acted upon ⁴⁸	100%	March 2024	100%	100%	100%

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available on [GC InfoBase](#)^{lxxix}.

³⁹ This indicator has been added following an in-depth review of the departmental result indicators in 2022–23.

⁴⁰ Reporting results are partial as two jurisdictions provided an incomplete count of Indigenous people who received services.

⁴¹ Legal Aid in Canada 2019–20 (<https://canada.justice.gc.ca/eng/rp-pr/jr/aid-aide/1920/index.html>).

⁴² Legal Aid in Canada 2020–21 (<https://www.justice.gc.ca/eng/rp-pr/jr/aid-aide/2021/index.html>).

⁴³ Results for 2021–22 will be published in the annual report for Legal Aid in Canada 2021–22, which is expected to be released in 2023.

⁴⁴ The target for this indicator was recalibrated to account for changes in approach in the delivery of legal aid services. Provinces and territories have implemented various systems and streamlined services by legal aid plans that reduce the need for some clients to submit formal applications. In addition, many legal aid plans offer services that would not be considered "full service," such as early case resolution, enhanced duty counsel and unbundled services.

⁴⁵ See note 40.

⁴⁶ See note 41.

⁴⁷ See note 42.

⁴⁸ In previous Departmental Plans, this indicator was labelled: Percentage of Office of the Federal Ombudsman for Victims of Crime client inquiries or complaints that are assessed and acted upon.

Gender-Based Analysis Plus

To help reduce inequality in Canada and to help achieve fair and inclusive outcomes for all Canadians, the Department will continue to take [Gender-Based Analysis Plus](#)^{lxxx} (GBA Plus) considerations into account in all areas of its work, including under the Justice System Support core responsibility.

Applying an intersectional GBA Plus approach requires rigorous analysis that goes beyond biological (sex) and socio-cultural (gender) differences to examine how these and multiple other identity factors intersect to impact how federal initiatives are experienced by diverse individuals. In addition, GBA Plus involves critical consideration of the historical, social and political contexts, and the systems of power, privilege, discrimination and oppression that create inequities, as well as applying a meaningful approach to address them. Key data to help support the application of a GBA Plus approach will be gathered through the annual National Justice Survey, which collects disaggregated data on the public's knowledge of and attitudes towards key justice issues in Canada. The Justice Data Modernization initiative will be used to collect and analyse disaggregated data aimed at informing responses to the overrepresentation of Indigenous people and Black and other racialized groups in the criminal justice system.

For instance, Justice Canada will continue to apply a GBA Plus lens in its response to the [Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls](#)^{lxxxi}, as well as in the subsequent National Action Plan. Further, this lens will continue to be applied to the implementation of the Truth and Reconciliation Commission Calls to Action. This approach will help ensure that the proposed initiatives reflect the diverse perspectives and voices of Indigenous peoples, including Elders, Indigenous women, men, youth, and gender-diverse and 2SLGBTQI+ individuals.

With respect to the new conceptual framework for Indigenous groups to assume a greater role in the administration of justice within their communities, the Department is committed to including the perspectives and experiences of diverse groups within Indigenous communities, specifically Elders, women, youth, and 2SLGBTQI+ persons, throughout the various phases of the process, as well as addressing their particular needs. Administration-of-justice agreements are expected to help reduce the victimization of certain groups through the development of community-led and community-focused justice agreements. The Department intends to emphasize GBA Plus considerations in discussions with Indigenous communities about the administration of justice.

The Department's engagement approach with Indigenous people, their representative organizations and other Indigenous groups on the implementation of the UN Declaration Act will be broad, inclusive and distinctions-based to ensure that the diverse views of Indigenous partners across the country are taken into consideration, including women, Two-spirit and gender-diverse individuals, Elders and youth, and people with disabilities. The design and delivery of engagement activities are aligned with a GBA Plus approach and are inclusive and accessible for diverse participants, as well as being culturally safe and respectful of key Indigenous protocols, principles and traditions.

Projects under the Legal Aid Program are required to implement a GBA Plus approach and to consider intersectional factors to address the experiences of diverse complainants of sexual harassment in the workplace. To date, legal education and information, as well as legal advice, have been provided to support diverse population groups, including women, Indigenous, racialized, and 2SLGBTQI+ persons, and persons with disabilities, as well as rural and remote communities across Canada. Special focus will continue to be placed on assisting groups that are disproportionately impacted by workplace sexual harassment, such as workers in low-wage and/or precarious jobs, those who provide personal services, and women in general, especially those who work in male-dominated industries, and newcomer women.

Funding for criminal legal aid supports economically disadvantaged individuals, many who are overrepresented before the courts, including Indigenous people, individuals from racialized communities and those affected by mental health and addiction issues. Funding for Impact of Race and Culture Assessments provides Black and other racialized offenders with pre-sentencing reports that inform judges of the systemic racism and other disadvantages the offender has faced.

Individuals receiving immigration and refugee legal aid are very likely to belong to one or more of the following vulnerable groups: newcomers from a wide range of ethno-cultural origins; non-official language speakers with limited knowledge of English or French; 2SLGBTQI+ individuals; and persons with possible/probable personal histories of trauma.

In support of increasing access to the justice system for racialized communities, the Department will provide contribution funding through the JPIP to projects that will develop culturally appropriate and accessible legal education and information and access to free independent legal advice for diverse racialized communities, including Indigenous communities.

Finally, as part of the [Federal Strategy to Prevent and Address Gender-Based Violence](#)^{lxxxii}, the Victims Fund and the JPIP will support projects that provide access to free legal advice and representation for victims and survivors of sexual assault and intimate-partner violence. In addition, the JPIP will support improvements to family justice system responses to intimate-partner violence. Disaggregated data on different identity characteristics, including age, gender, race and ethnicity, language and geography, will be collected and reported annually.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

Justice Canada's Access to Justice Secretariat supports the Department in its leadership role for advancing [Sustainable Development Goal \(SDG\) 16](#)^{lxxxiii} and provides a focal point for the Government's efforts to promote access to justice for all, domestically and internationally. The Department is building on existing efforts to foster a more inclusive society through ongoing initiatives to collect disaggregated data to help measure progress on SDG 16. Justice Canada will continue to champion a people-focused approach to justice and the advancement of the overall 2030 Agenda among key partners and stakeholders.

Departmental activities that will contribute to advancing sustainable development goals include:

- Contributing to the National Action Plan and Federal Pathway in response to the Calls for Justice and Final Report of the National Inquiry into MMIWG, as well as to the TRC Calls to Action, such as providing input to a second Federal Pathway Annual Progress Report by June 2023, which will serve as an accountability mechanism in relation to progress on MMIWG Calls for Justice (SDGs, 5, 10, 16).
- Leading discussions on administration-of-justice arrangements with Indigenous partners, as well as collaborative work with interested Indigenous organizations and communities and with provinces and territories (SDGs 10, 16).
- Engaging with Indigenous partners in relation to the *Privacy Act*^{lxxxiv} modernization initiative (SDGs 16).
- Implementing the UN Declaration Act (SDGs 5, 10, 16).
- Protecting Canadians from online harms, including through the proposals set out in former *Bill C-36*^{lxxxv}, *An Act to amend the Criminal Code and the Canadian Human Rights Act and to make related amendments to another Act (hate propaganda, hate crimes and hate speech)* (SDGs 5, 16).
- Participating in multilateral international negotiations and forums (e.g., United Nations, G7, Council of Europe, Commonwealth Secretariat, OAS, and OECD) aimed at promoting a rules-based international order and the rule of law at the national and international levels and ensuring equal access to justice for all. This would include the negotiation of a Convention on International Cooperation in the Investigation and Prosecution of the Crime of Genocide, Crimes against Humanity and War Crimes and a UN Convention on Cybercrime (SDGs 3, 4, 5, 10, 11, 16, 17).
- Reviewing the Justice Pro Bono Policy and associated processes with a view to updating the policy and enhancing opportunities for participation (SDGs 10, 16).
- Collaborating with the U.S. Justice Department's Office for Access to Justice on a range of issues of mutual interest, including the sharing of innovative data collection and research efforts on systemic racism and the overrepresentation of Indigenous people and Black people in the criminal justice system (SDGs 10, 16).
- Contributing to international initiatives aimed at strengthening the rule of law, reinforcing democratic values and enhancing access to justice, such as the OECD Global Access to Justice Roundtables and its Justice Advisory Group, the Open Government Partnership, and the Justice Action Coalition led by Pathfinders for Peaceful, Just and Inclusive Societies (SDG 16).

Innovation

The Department of Justice Canada will continue to innovate and test improvements in program design and delivery to enable agile responses to legal, policy, business and corporate needs. For example, through the Justice Data Modernization Initiative, Justice Canada will partner with Statistics Canada to improve the collection, use, quality and availability of disaggregated data. This will allow for the examination of how government interventions can reduce criminal justice system involvement, with a focus on reducing overrepresentation of Indigenous, Black and racialized people in the criminal justice system. The Department will conduct and commission

research to examine the impact of social programs, policies and legislation on criminal justice system involvement for different population groups. The pilot phase of this work began in 2022–23 and will continue until 2024–25.

Key Risks

Actively maintaining productive relationships with essential justice system partners and stakeholders is important to ensuring Justice Canada’s ability to meet priorities and expected results. To mitigate the risk to these essential relationships, the Department will continue to take a people-centred approach to consultation and engagement. The goal is to design activities that are more accessible, inclusive and meaningful, as well as trauma-informed, anti-oppressive, and respectful. This people-centred and evidence-based approach will inform departmental decision making that responds to today’s challenges with increasingly forward-looking and innovative laws, policies, and programs.

For instance, work on Indigenous-related matters such as the Indigenous Justice Strategy, the MMIWG Calls for Justice, the TRC Calls to Action, the implementation of the UN Declaration Act, and the development of the Pan-Canadian Strategy, relies heavily on maintaining productive relationships with external partners. Without sufficiently broad and diverse participation in these initiatives, it may be difficult to achieve these priorities.

With a view to helping ensure successful outcomes for the Government’s reconciliation agenda, the Department will continue to seek opportunities to regularly engage with national and regional Indigenous organizations, treaty nations, Indigenous governments and representative organizations, including those representing Indigenous women and 2SLGBTQI+ individuals, as well as federal, provincial, territorial and industry partners and other stakeholders. This will include advancing work through alternative and virtual means, as well as using coordinated approaches and leveraging existing forums in order to mitigate “engagement fatigue.”

Planned Budgetary Spending for Justice System Support

The following table shows, for Justice System Support, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 Budgetary Spending (as indicated in Main Estimates)	2023-24 Planned Spending	2024-25 Planned Spending	2025-26 Planned Spending
667,792,826	667,792,826	575,236,726	559,797,561

N.B.: Financial resources for planned spending are based on Main Estimates. These exclude any funding to be received through Budget 2023.

Financial, human resources and performance information for the Department of Justice Canada’s program inventory is available on [GC InfoBase](#)^{lxxxvi}.

Planned Human Resources for Justice System Support

The following table shows, in full-time equivalents, the human resources the Department will need to fulfil this core responsibility for 2023–24 and for each of the next two fiscal years.

2023-24 Planned Full-Time Equivalents	2024-25 Planned Full-Time Equivalents	2025-26 Planned Full-Time Equivalents
372	372	372

Financial, human resources and performance information for the Department of Justice Canada's program inventory is available on [GC InfoBase](#)^{lxxxvii}.

Internal Services: Planned Results

Description

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

- ▶ Management and Oversight Services
- ▶ Communications Services
- ▶ Legal Services
- ▶ Human Resources Management Services
- ▶ Financial Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services

Planning Highlights

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

Supporting Employees

Employment Equity, Diversity and Inclusion

Justice Canada is committed to cultivating diversity, inclusion and a healthy work environment. To fulfil these commitments, the Department will implement measurable initiatives to foster a more representative, respectful, inclusive, accessible and barrier-free workplace to strengthen its workforce. The Justice Employment Equity Plan 2022–2025 serves to outline both ongoing and new commitments and initiatives to be undertaken by Justice Canada to ensure that it has an inclusive, diverse, representative, and productive workforce. Initiatives that will take place in 2023–24 include training for employees, targeted recruitment for equity groups, mentorship and sponsorship to promote career progression, and use of Statistics Canada's advanced dynamic population projection model to project active labour force data for future-oriented hiring targets. These efforts will ensure that the Department is well equipped to monitor and ultimately achieve the Plan's objectives. The Department will also identify and implement additional measures to support Black employees, and, more broadly, support a restorative engagement process and actions to further address harassment, discrimination and other barriers in the federal workplace.

The 2021–2024 Anti-Racism and Anti-Discrimination Results Framework and the Employment Equity Plan 2022–25 propose actions that will be key to achieving substantive transformation of the organization's culture. Both documents focus on raising awareness of anti-racism, equity, diversity and inclusion for all employees and on providing a work environment where members

of equity groups feel a sense of belonging so they can contribute and participate fully in the organization.

The 2022–2025 Justice Accessibility Plan aims to eliminate barriers to access for employees and those served by the Department. Justice Canada will implement several initiatives outlined in the 2022–2025 Justice Accessibility Plan, to improve knowledge and awareness and build a culture of accessibility. For example, in 2023–24, Justice Canada will provide accessibility guides and tools to all employees as well as support to those designing services to ensure that accessibility is incorporated from the onset.

Mental Health

The Department will continue to promote a psychologically healthy and safe, respectful, and inclusive workplace by implementing measures to address psychological and physical risks identified in the Workplace Assessment and update the Hazard Prevention Program. The Department will also continue to implement the initiatives within its Mental Health Action Plan to support a healthy work environment and resilient workforce.

Human Resources Management

Justice Canada aims to build capacity for the future in a workplace that is safe, supportive and adaptable through innovative, client-focused solutions. Through its Human Resources Management Strategy 2021–2024, the Department will continue to advance strategic recruitment, development and retention of a diverse and inclusive workforce with the skills and competencies needed to meet current and future business needs and support a healthy and safe workplace.

Justice Canada will also participate in the review of the staffing appointment framework and resulting policies following recent modifications to the *Public Service Employment Act*^{lxxxviii} to ensure that departmental practices and processes are aligned to further strengthen diversity and inclusion and remove or mitigate potential barriers faced by equity-seeking groups.

Compensation and Phoenix

The Department will continue to implement strategies, in collaboration with the Government of Canada Pay Centre, to minimize employee compensation-related issues resulting from the Phoenix pay system. This will be achieved by providing additional dedicated departmental compensation resources to improve internal processes, including direct one-on-one support and guidance for employees. In addition, Justice Canada will continue to focus on addressing the backlog of pay-related transactions by repatriating additional pay transactions from the Pay Centre, using a new departmental pay file reconciliation tool, and providing managers and employees with critical information on roles and responsibilities and ways to prevent compensation-related issues.

Promoting Innovation and Collaboration

Future of Work

The Department will draw on the new tools and techniques that have been developed during the COVID-19 pandemic to adapt to a new hybrid work model, where both on- and off-site work

models co-exist. As Justice Canada adjusts to this new way of working, best practices and lessons learned through this period of experimentation will be shared internally to help modernize how the Department works. These efforts will need to align with the implementation of the National Workplace Accommodations Strategy. Using an iterative approach, the Department's work in this area will help shape the design and use of Justice Canada workspaces in the future.

Digital and Data Capabilities

Justice Canada is committed to prioritizing digital and data capabilities to support its mandate and better inform legal, policy and program decisions. To achieve this, the Department continues to focus on the user experience in promoting digital information sharing and technology to improve collaboration within the organization, across government, and with external partners, while maintaining rigorous cybersecurity practices. With improved network infrastructure and access to new software and reliable digital platforms, the Department will continue to ensure employees have the necessary tools to support their work. In 2023–24, Justice Canada will build upon the existing Justice Cloud infrastructure advancements and tool deployment to provide secure integrated Cloud services for all Justice employees. The Department will also advance the migration of the Department's Digital Workspace and Corporate Repositories to the Cloud and roll out the Power Apps platform.

The Department will also make further progress on implementing a strategy to embed data-driven insight and intelligence into decision-making and provide better services to clients and Canadians. This will include actions that ensure stronger internal standards for how data are gathered, stored, processed, and disposed of. Additionally, Justice Canada will develop data-analysis expertise and experiment with artificial intelligence to leverage the data collected to better deliver on the Department's mandate.

Inclusive and Digital-by-Design Communications with Canadians and Employees

The Department will continue its efforts to provide plain language, accessible, inclusive communications that can be easily understood by Canadians. These efforts inform Canadians about the Minister's priorities and aim to meet the diverse information needs of the public. The Department will also continue to create visually appealing online content that takes a user-centred approach informed by user experiences, feedback and analysis.

Justice Canada will continue to improve efforts to meet the information and engagement needs of employees through the renewal of its intranet site. Work is ongoing to make the site more accessible for employees across the Department, including those who work in departmental legal services units. The goal is to position the site as the authoritative source and central communications channel for employees for high-level departmental information (priorities, news, and corporate messages), and to provide simplified access to Justice Canada and Government of Canada resources, services, and tools. The renewal project will also include user research and usability testing by departmental stakeholders, including employees. The information gathered will help inform improvements to information architecture, design, accessibility and usability.

Sustainable Development

In support of the Federal Sustainable Development Strategy 2022–26 and the Justice Sustainable Development Strategy (JSDS) 2020–23, the Department will continue to shift to low-carbon, climate-resilient and green government. To improve awareness of greening initiatives at Justice Canada, the Department will host regular outreach activities and training. Additionally, the Department will continue exploring new initiatives, technologies and partnerships to strengthen existing commitments and identify new ones to support greening of services and operations.

Progress made on commitments outlined in the JSDS 2020–23 is tracked and monitored annually through the Departmental Sustainable Development Strategy Report. The JSDS 2023–27, which will be published in November 2023, will build upon the Department’s ongoing efforts to green business practices and will set out actions that contribute to the advancement of Federal Sustainable Development Strategy goals and departmental priorities.

Innovation

Workplace Management

Justice Canada will explore ways to better manage the use of workplace accommodations in implementing the hybrid work model. The Department will experiment with different technologies that allow employees to reserve an on-site workspace, while integrating required health and safety policies and protocols.

Justipedia

Through its official legal knowledge management system, Justipedia, Justice Canada will experiment with tools to help legal professionals be more efficient. Different avenues will be explored to offer, among other things, writing and research assistance as well as automation of data extraction.

In 2023–24, the Department intends to accelerate innovation through new pioneering opportunities. This will include new technologies that automatically generate additional content such as keywords, summaries and newsletters, in order to improve the quality of the departmental data set and search relevancy. Also, a succession planning component is being implemented to enhance legal knowledge management services. Finally, Justice Canada will explore new possibilities offered by the Cloud, such as automatic translation of documents and chatBot assistance.

Artificial Intelligence Solutions

The Department will examine new possibilities available through artificial intelligence and machine learning. Different teams will collaborate to develop solutions that could be used across Justice Canada, such as a translation tool. In 2023–24, Justice Canada will leverage Deep Learning Artificial Intelligence language models to build an automated legal document summarizer. The Department is developing pilot projects focused on court decisions and will adjust the tools based on the results of the projects to produce higher-quality summarization. The Department will release an early beta version of the product in 2023–24.

Key Risks

There is a risk that an increased use of and reliance on technology, driven in part by remote work and digitization, will expose the Department to new cyber threats, losses or disruption through attacks on, or breaches of, technological infrastructure. This risk is heightened by an increased reliance on information technology (IT) infrastructure and the migration to cloud-based IT solutions. Justice Canada continues to mitigate this risk through departmental cybersecurity activities in collaboration with Shared Services Canada, Public Safety Canada, Public Services and Procurement Canada, the Communications Security Establishment and the Canadian Centre for Cyber Security, and other partners.

Taking into account the changing context in which we work, the Department must also ensure it manages risks related to sustaining a skilled workforce that is representative of the Canadian population. It will also be important to address workload across the Department, which could affect internal capacity to deliver effective and timely services while responding to new priorities. These risks will continue to be addressed through initiatives outlined in the Department's Human Resources Strategy.

Planning for Contracts Awarded to Indigenous Businesses

Justice Canada will increase procurement with Indigenous businesses through two primary planning strategies. First, major procurements will consider whether an Indigenous set-aside strategy is viable at the procurement planning stage. This approach, where senior management project sponsors must consider Indigenous procurement for major projects, is now included as a step in all procurement proposals that require Project and Procurement Review Board (PPRB)⁴⁹ approval. Procurement officers will also consider voluntary set-asides for Indigenous businesses whenever applicable and feasible. Second, the Department will conduct various Indigenous procurement awareness activities for stakeholders involved in procurement processes, including engagement, training, working groups and communiqués. The Department's contracting team has conducted a series of specific engagement discussions with key internal procurement stakeholders to sensitize, promote and encourage Indigenous procurement within the Department. In addition, Indigenous procurement is regularly reported on to senior management to monitor progress to achieve the minimum 5% target.

⁴⁹ The PPRB is an internal board that reviews, assesses, challenges, guides, advises, and makes decisions regarding project planning or management and procurement, thereby supporting the Deputy Minister in meeting stewardship responsibilities relating to these areas.

The table below lists the forecasted Indigenous procurement value for 2022–23 and 2023–24. The forecasted percentage is based on monthly Indigenous procurement reports for 2022–23 and historical procurement data, in conjunction with potential planned Indigenous procurement files for 2023–24. Note that contracts may be signed with Indigenous businesses that are not registered in the Indigenous Business Directory, which may result in an underestimation of the business provided to Indigenous companies.

5% Reporting Field Description	2021-22 Actual % Achieved	2022-23 Forecasted % Target	2023-24 Planned % Target
Total percentage of contracts with Indigenous businesses	N/A	Phase 1: 6%	5%

In 2023–24, the Department will continue to conduct various procurement processes and activities in an effort to increase Indigenous procurement volume and awareness at the departmental level. For example, the PPRB will continue its oversight of Indigenous procurement considerations on major procurement files. Furthermore, the Contracting Division’s Indigenous Procurement Working Group will provide guidance and best practices on Indigenous procurement. Monthly Indigenous procurement reports will continually monitor progress toward the Department’s Indigenous procurement target.

Planned Budgetary Spending for Internal Services

The following table shows, for Internal Services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023-24 Budgetary Spending (as indicated in Main Estimates)	2023-24 Planned Spending	2024-25 Planned Spending	2025-26 Planned Spending
84,890,347	84,890,347	84,175,143	84,315,541

N.B.: Financial resources for planned spending are based on Main Estimates and are net of [respendable revenues](#). These exclude any funding to be received through Budget 2023.

Planned Human Resources for Internal Services

The following table shows, in full-time equivalents, the human resources the Department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023-24 Planned Full-Time Equivalents	2024-25 Planned Full-Time Equivalents	2025-26 Planned Full-Time Equivalents
1,127	1,127	1,127

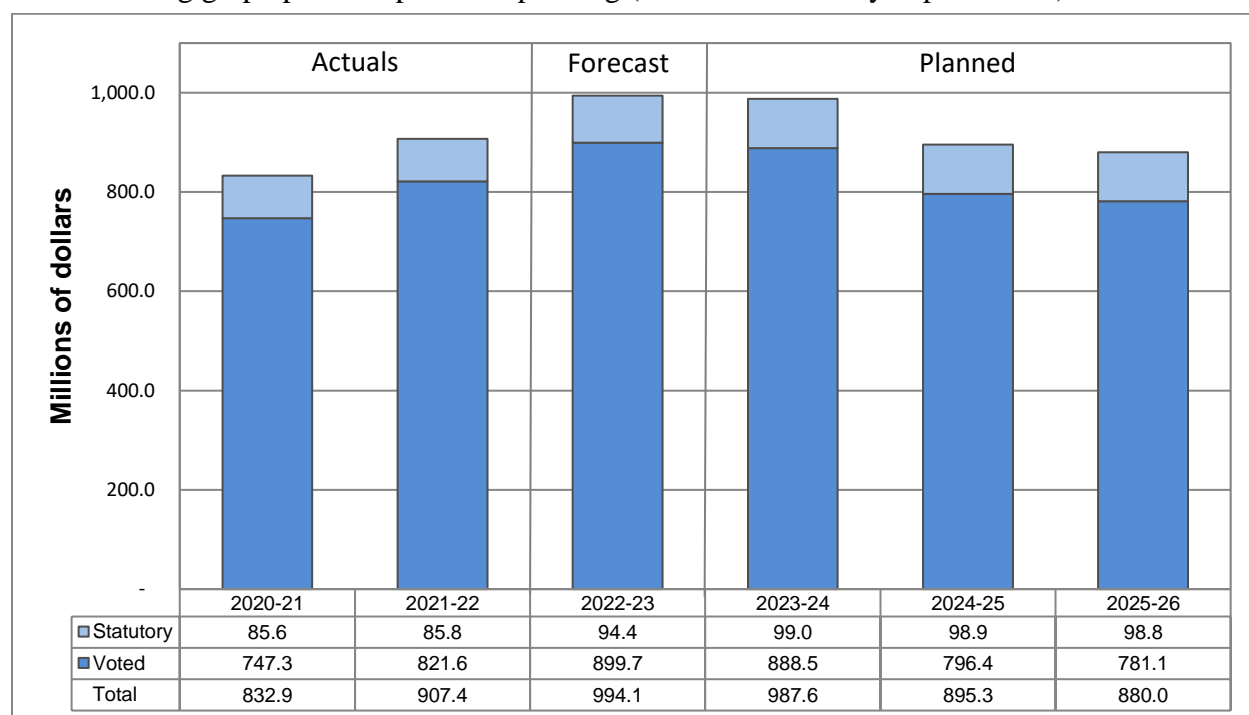
Planned Spending and Human Resources

This section provides an overview of the Department's planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

Planned Spending

Departmental Spending 2020–21 to 2025–26

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



* Differences may arise due to rounding.

The Department of Justice Canada's total planned spending for 2023–24 is \$987.6 million:

- \$234.9 million for Legal Services (24%)
- \$667.8 million for Justice System Support (68%)
- \$84.9 million for Internal Services (8%)

As the primary provider of legal services to federal government departments and agencies, the Department of Justice Canada has a Vote-Netted Revenue (VNR) authority to collect and spend revenue received from the provision of such services (respendable revenue). For the purpose of departmental reporting, this respendable revenue reduces total departmental authorities and operating expenditures. For comparability purposes, “planned spending” is net of respendable revenues.

Variance between 2022–23 Forecast Spending and 2023–24 Planned Spending

The Department's planned spending for 2023–24 (\$987.6 million) projects a net decrease of \$6.5 million when compared with forecast spending for 2022–23 (\$994.1 million). The decrease is mainly under the Internal Services core responsibility and is attributable to expenditures related to funding from Treasury Board Central Votes (such as the Operating Budget Carry Forward) that the Department received and is forecasting in 2022–23, which are not included in 2023–24 planned spending. The planned spending for 2023–24 and future years reflects only funds already approved through the Main Estimates. This decrease is offset mainly by an increase in the planned spending under the Legal Services core responsibility.

Variance from 2023–24 Planned Spending to 2025–26 Planned Spending

The Department's planned spending projects a decrease from 2023–24 (\$987.6 million) to 2025–26 (\$880.0 million). This \$107.6 million overall reduction is mainly attributable to decreases in funding and sunseting of temporary funding announced under previous federal budgets (initiatives approved under Budgets 2018 to 2022) under the Justice System Support core responsibility.

Budgetary Planning Summary for Core Responsibilities and Internal Services (dollars)

The following table shows information on spending for each of the Department of Justice Canada's core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core Responsibilities and Internal Services	2020–21 Actual Expenditures	2021–22 Actual Expenditures	2022–23 Forecast Spending*	2023–24 Budgetary Spending (as indicated in Main Estimates)	2023–24 Planned Spending**	2024–25 Planned Spending**	2025–26 Planned Spending**
Legal Services	228,106,265	222,168,257	212,527,734	234,869,583	234,869,583	235,869,615	235,881,621
Justice System Support	497,598,856	582,469,495	668,726,797	667,792,826	667,792,826	575,236,726	559,797,561
Subtotal	725,705,121	804,637,752	881,254,531	902,662,409	902,662,409	811,106,341	795,679,182
Internal Services	107,148,024	102,779,851	112,824,919	84,890,347	84,890,347	84,175,143	84,315,541
Total	832,853,145	907,417,603	994,079,450	987,552,756	987,552,756	895,281,484	879,994,723

* Forecast as of October 31, 2022.

** Financial resources for planned spending are based on Main Estimates and are net of [respendable revenues](#). These exclude any funding to be received through Budget 2023.

In the table above, the Legal Services core responsibility shows a decreasing trend in net spending from 2020–21 to 2022–23. This is due to the fact that revenues collected under Legal Services, which act to offset expenditures, have been increasing as demand climbs.

The Justice System Support core responsibility shows an increasing trend from 2020–21 to 2022–23, which is mainly attributable to an increase in spending in Grants and Contributions for the following programs:

- Youth Justice Services Funding Program^{lxxxix}
- Criminal Legal Aid Program^{xc}
- Justice Partnerships and Innovation Program^{xc i}
- Indigenous Justice Program^{xc ii}
- Immigration and Refugee Legal Aid Program^{xc iii}
- Canadian Family Justice Fund^{xc iv}
- Victims Fund^{xc v}
- Indigenous Courtwork Program^{xc vi}
- Access to Justice in Both Official Languages Support Fund^{xc vii}
- Drug Treatment Court Funding Program^{xc viii}

The decreasing trend in Justice System Support planned spending for future years is mainly explained by the sunsetting of temporary contributions funding for the Criminal Legal Aid Program.

The decrease in planned spending in Internal Services for 2023–24 and future years is because future years' planned spending does not include funds received from Treasury Board Central Votes (such as the Operating Budget Carry Forward).

2023–24 Budgetary Gross and Net Planned Spending Summary (dollars)

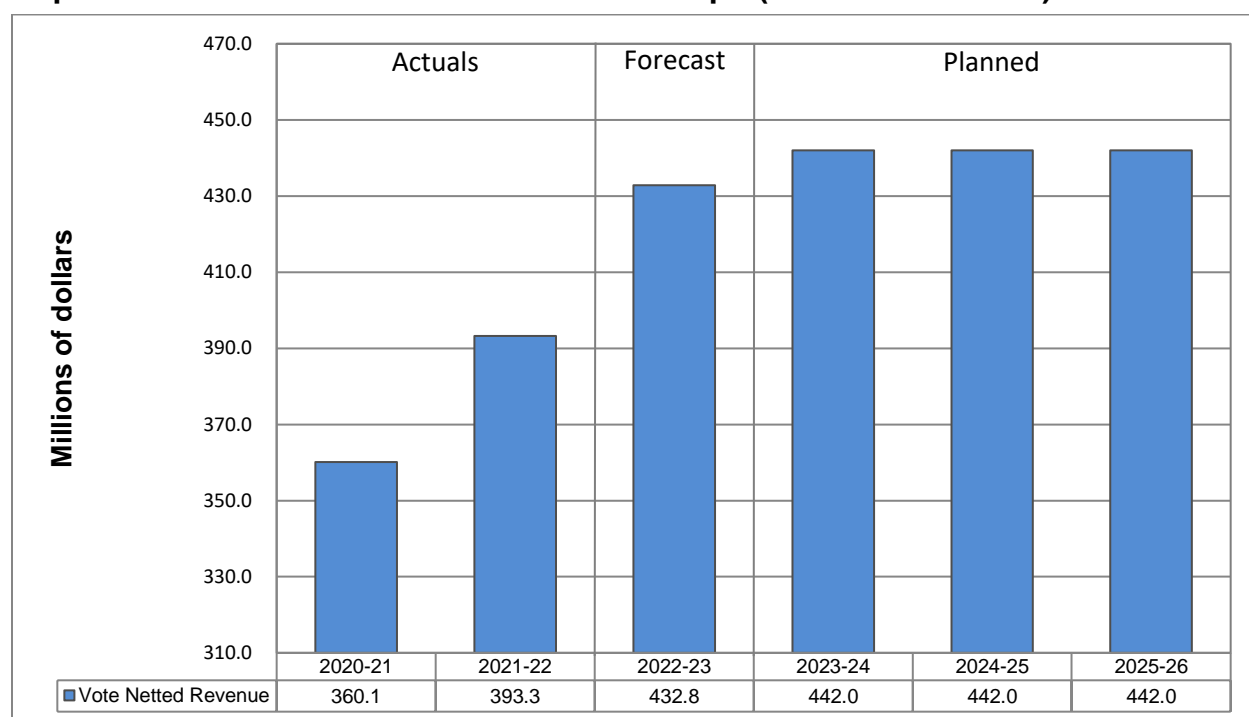
The following table reconciles gross planned spending with net planned spending for 2023–24.

Core Responsibilities and Internal Services	2023-24 Planned Gross Spending	2023-24 Planned Revenues netted against Spending	2023-24 Planned Net Spending
Legal Services	617,151,583	382,282,000	234,869,583
Justice System Support	667,792,826	0	667,792,826
Subtotal	1,284,944,409	382,282,000	902,662,409
Internal Services	144,608,347	59,718,000	84,890,347
Total	1,429,552,756	442,000,000	987,552,756

The table above reflects the Department's planned gross spending for 2023–24, which includes the **VNR** authority of \$442.0 million. The Department's 2023–24 VNR authority (\$442.0 million) has increased by \$75.2 million compared to the 2022–23 VNR authority (\$366.8 million). This increase is to better align with the expected revenue, which is higher due to the increased demand for legal services.

The Department's **VNR** authority is notionally distributed between the Legal Services core responsibility and Internal Services. 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 in excess of or less than the authority.

Departmental Vote-Netted Revenue Trend Graph (millions of dollars)



As shown in the graph above, the forecasted amount of **VNR** for the Department, as of October 31, 2022 is expected to reach \$432.8 million in 2022–23. This forecast is higher than actual **VNR** for 2021–22 (\$393.3 million) due to higher demand for legal services for a broad variety of client departments and agencies in such areas as tax and Indigenous matters.

Planned Human Resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Department of Justice Canada’s core responsibilities and for its internal services for 2023–24 and the other relevant years.

Human Resources Planning Summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2020–21 Actual Full-Time Equivalents	2021–22 Actual Full-Time Equivalents	2022–23 Forecast Full-Time Equivalents*	2023–24 Planned Full-Time Equivalents	2024–25 Planned Full-Time Equivalents	2025–26 Planned Full-Time Equivalents
Legal Services	3,361	3,477	3,671	3,681	3,688	3,693
Justice System Support	308	332	366	372	372	372
Subtotal	3,669	3,809	4,037	4,053	4,060	4,065
Internal Services	1,053	1,091	1,123	1,127	1,127	1,127
Total	4,722	4,900	5,160	5,180	5,187	5,192

* Forecast as of October 31, 2022.

Overall, there is an increasing trend in FTEs over the three-year period from 2020–21 to 2022–23. The Legal Services core responsibility shows an increase of 310 FTEs; this is largely explained by an increase of the workforce to meet the increased demand for legal services.

The Justice System Support core responsibility shows an increase of 58 FTEs; this is mainly explained by an increase of the workforce to support the delivery of new initiatives for which new funding was approved in Budget 2021 and Budget 2022.

Internal Services shows an increase of 70 FTEs; this is mainly explained by an increase of the corporate support workforce to meet the needs of the Department in such areas as: Human Resources Management Services, the delivery of new initiatives for which new funding was approved in Budget 2021 and Budget 2022, as well as other projects and initiatives such as the creation of an Anti-Racism and Anti-Discrimination Secretariat.

Estimates by Vote

Information on the Department of Justice Canada's organizational appropriations is available in the [2023–24 Main Estimates](#)^{xcix}.

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides an overview of the Department of Justice Canada's operations for 2022–23 to 2023–24.

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

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

Future-Oriented Condensed Statement of Operations for the Year Ending
March 31, 2024 (thousands of dollars)

Financial Information	2022-23 Forecast Results	2023-24 Planned Results	Difference (2023-24 Planned Results minus 2022-23 Forecast Results)
Total Expenses	1,522,957	1,526,547	3,590
Total Revenues	432,834	442,000	9,166
Net Cost of Operations Before Government Funding and Transfers	1,090,123	1,084,547	(5,576)

Total expenses are forecasted to increase by \$3.6 million, from \$1,522.9 million in 2022–23 to \$1,526.5 million in 2023–24. This variance is mainly explained by the following:

- Increase in the vote-netted revenue authority due to the increase in demand for legal services, which is accompanied by a corresponding increase in the operating budget;
- Increase of expenses related to the following initiatives:
 - Funding for the Implementation of the UN Declaration Act;
 - Funding to support Government-wide Legislative and Regulatory Initiatives.

Offset by:

- A decrease in operating expenditures, primarily explained by funding received in 2022–23 from Treasury Board Central Votes being included in the 2022–23 forecast, but excluded from 2023–24 planned spending.

The variance in revenues shows an increase of \$9.2 million, from \$432.8 million in 2022–23 to \$442.0 million in 2023–24, which is in line with the expected increasing demand for legal services.

Corporate Information

Organizational Profile

Appropriate Minister: David Lametti, P.C., Q.C., M.P.

Institutional Head: Shalene Curtis-Micallef

Ministerial Portfolio: Justice

Enabling Instrument: *Department of Justice Act*^{ci}

Year of Incorporation / Commencement: 1868

Raison D'être, Mandate and Role: Who We Are and What We Do

Information on the Department of Justice Canada's raison d'être, mandate and role is available on the [Department of Justice Canada's website](#)^{cii}.

Information on the Department of Justice Canada's mandate letter commitments is available in the [Minister's mandate letter](#)^{ciii}.

Operating Context

Information on the operating context is available on the [Department of Justice Canada's website](#)^{civ}.

Reporting Framework

The Department of Justice Canada's approved Departmental Results Framework (DRF) and program inventory for 2023–24 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">Client satisfaction mean rating on the overall quality of legal services.Client satisfaction mean rating on the provision of legal services against service standards.Percentage of litigation files resolved in a fiscal year that have a successful outcome (settled or adjudicated) from the Crown's perspective.	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">Canada's international ranking with respect to the rule of law.Percentage of Canadians who have confidence that the Canadian criminal justice system is fair to all people.Percentage of Canadians who have confidence that the Canadian criminal justice system is accessible to all people.Number of constitutional challenges in the provincial and territorial courts of appeal, the Federal Court of Appeal, and the Supreme Court of Canada.		
Program Inventory	<u>Programs</u> <ul style="list-style-type: none">Advisory ServicesLitigation ServicesLegislative Services		<u>Programs</u> <ul style="list-style-type: none">Legal Policies, Laws and GovernanceLegal RepresentationDrug Treatment Court Funding ProgramContraventions RegimeVictims of CrimeYouth JusticeFamily JusticeIndigenous JusticeJustice System PartnershipsOmbudsperson for Victims of Crime			

Changes to the approved reporting framework since 2022–23

Justice Canada has made a number of changes to the Departmental Results Indicators under Core Responsibility 2 – Justice System Support for fiscal year 2023–24. The changes are meant to improve the Department’s ability to report while focusing on results that matter for Canadians. These changes are reflected in the [DRF Table](#).

In addition, the OFOVC has changed the English title of its program from “Ombudsman for Victims of Crime” to “Ombudsperson for Victims of Crime.” This reflects a recent change to the English position title. The French title for the program remains unchanged.

Structure		2022-23	2023-24	Change	Reason for change
CORE RESPONSIBILITY		Legal Services	Legal Services	No change	
	PROGRAM	Advisory Services	Advisory Services	No change	
	PROGRAM	Litigation Services	Litigation Services	No change	
	PROGRAM	Legislative Services	Legislative Services	No change	
CORE RESPONSIBILITY		Justice System Support	Justice System Support	No change	
	PROGRAM	Legal Policies, Laws and Governance	Legal Policies, Laws and Governance	No change	
	PROGRAM	Legal Representation	Legal Representation	No change	
	PROGRAM	Drug Treatment Court Funding Program	Drug Treatment Court Funding Program	No change	
	PROGRAM	Contraventions Regime	Contraventions Regime	No change	
	PROGRAM	Victims of Crime	Victims of Crime	No change	
	PROGRAM	Youth Justice	Youth Justice	No change	
	PROGRAM	Family Justice	Family Justice	No change	
	PROGRAM	Indigenous Justice	Indigenous Justice	No change	
	PROGRAM	Justice System Partnerships	Justice System Partnerships	No change	
	PROGRAM	Ombudsman for Victims of Crime	Ombudsperson for Victims of Crime	Title change	Note 1

Note 1: Reflects the transition from “Ombudsman” to “Ombudsperson” as officially approved in September 2022.

Supporting Information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Department of Justice Canada's program inventory is available on [GC InfoBase^{cv}](#).

Supplementary Information Tables

The following supplementary information tables are available on the [Department of Justice Canada's website^{cvi}](#):

- ▶ [Details on transfer payment programs^{cvi}](#)
- ▶ [Gender-based analysis plus^{cvi}](#)
- ▶ [United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals^{cix}](#)

Federal Tax Expenditures

The Department of Justice Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures^{cx}](#). This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Organizational Contact Information

Mailing Address

Department of Justice Canada
284 Wellington Street
Ottawa, Ontario
Canada K1A 0H8

Telephone: 613-957-4222

TDD/TTY: 613-992-4556

Email: webadmin@justice.gc.ca

Website: www.justice.gc.ca

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

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside a department's 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 a department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

full-time equivalent (équivalent temps plein)

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

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; taking bolder climate action; fighting harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

High-impact innovation (innovation à impact élevé)

High-impact innovation varies with organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

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.

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

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