

# Law Commission of Canada

## Report on Plans and Priorities 2004-2005 Estimates



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*Irwin Cotler*  
Minister of Justice



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# Messages

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## President's Message

Canadians have great expectations when it comes to their laws and legal systems. They want their laws to operate with justice and to be adapted to new realities. The Law Commission of Canada works towards this goal: it has the mandate to provide advice and recommendations on how to modernize and improve the law in Canada.

The Commission is committed to a vision that ensures that the promises of law become realities: that laws are not only coherently drafted but that they meet the needs of all Canadians, today and in the future. The work of law reform is one of on-going dialogue on the way in which law is lived by Canadians and how it can be improved to better fulfill Canadians' aspirations. "Engaging Canadians in the renewal of law" is the mission of the Commission and it has supported a participatory approach toward law reform, where all are invited to reflect and share their views.

In year 2004-2005, the Commission will pursue its work in many key areas that are particularly important for Canadians:

### ***The increased impact of globalization on the lives of Canadians.***

The Commission has undertaken a project to study how our legal concepts must be adapted to reflect Canada's position as a nation in an interdependent world. The objective is to ensure that our laws not only support Canadian interests but are not contrary to processes conducive to prosperity and peace throughout the world. The Commission is also interested in the way in which the pace of change has affected workers. Its project on the "Vulnerable Worker" examines the extent to which our labour laws may not be adapted to the new realities of the labour markets.

### ***The diversity of the Canadian population and its changing demographics.***

The Commission has been active in exploring the ways in which diversity and demographic realities must be reflected in our laws. In the coming year, it will pursue its work on "Does Age Matter? Law and Relationships between Generations", as well as its projects and partnership with the Indigenous Bar Association on "Aboriginal Legal Traditions". Finally, it will publish a report that recommends improvements to the electoral system so that it is better adapted to changing notions of democratic representation.

### ***The complex demand for security.***

Canadians, like many people around the world, crave reassurance that their lives are secure. The traditional tools to manage risks, whether they be environmental degradation, violence, terrorism or disease, are being challenged by this high demand.

The Commission has explored the many dimensions of this demand for security: the pressures that it exerts on institutions that deliver policing and the implications that it has had for the use of criminal law and the management of risks in other sectors such as the environment. During the coming year it will report back to Parliament on the results of its policing project and pursue its studies on the role and limitations of criminal law.

The Law Commission is committed to an innovative program of studies and activities that seek to stimulate critical debate about the role of law. The multidisciplinary nature of its work and its engagement strategies designed to allow Canadians to participate in the renewal of their law are features that make it a leader in law reform in the world. The work planned for the year 2004-2005 will continue to reflect these commitments.

A handwritten signature in black ink, reading "Nathalie Des Rosiers". The signature is written in a cursive, flowing style.

Nathalie Des Rosiers  
President

## Management Representation Statement

### *Report on Plans and Priorities 2004-2005*

I submit, for tabling in Parliament, the 2004-2005 Report on Plans and Priorities (RPP) for the Law Commission of Canada.

To the best of my knowledge the information:

- Accurately portrays the Commission's mandate, priorities, strategies and planned results of the organisation.
- Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

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

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

Name: \_\_\_\_\_

Date: \_\_\_\_\_

# Raison d'être

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## Mission

The raison d'être of the Law Commission of Canada is best expressed in its mission statement, which is:

**To engage Canadians in the renewal of the law to ensure that it is relevant, responsive, effective, equally accessible to all, and just.**

Information about the Law Commission of Canada and its mission are available on its Web site at <http://www.lcc.gc.ca/en/>.

## Mandate

The mandate of the Law Commission of Canada is derived from the *Law Commission of Canada Act*, which came into force in April 1997. The mandate of the Commission is “to study and keep under systematic review, in a manner that reflects the concepts and institutions of the common and civil law systems, the law of Canada and its effects.” The Commission is directed under section 3 of the *Law Commission of Canada Act* to focus on four orientations:

- **New Concepts of Law:** The Commission is to work toward the development of new concepts of law and new approaches to law.
- **Efficiency and Accessibility:** The Commission is to consider measures to make the legal system more efficient, economical and accessible.
- **Stimulating Critical Debate:** The Commission is charged with stimulating critical debate about the law and how it operates in Canadian society. It is encouraged to forge productive networks with academic and other communities to ensure cooperation and coordination in law reform initiatives.
- **Eliminating Obsolescence and Anomalies:** The Commission is to work toward the elimination of obsolescence and anomalies in the current law.

The *Law Commission of Canada Act* can be found on the Commission's Web site at <http://www.lcc.gc.ca/en/about/lcca.asp>.



# Planning Overview

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## Resources

The Commission is funded primarily through parliamentary appropriations and it is authorized to spend income collected over the course of the year from the sale of publications. Salaries, research contracts and operational overhead costs account for most of the Commission's expenditures.

An overview of the Commission's expenditures can be found in Annex 1.

## Background

Democratic societies have major expectations with regard to their law. It is one of the characteristics of our modern societies to rely on law as a mechanism of social control. Democratic societies want to be subject to the rule of law and, therefore, desire a law that is relevant and which allows everyone to participate fully. Social and economic changes continually test the capacity of the law to adequately respond to these expectations. Citizens, therefore, demand that the law be reformed and respond well to evolving change in society and with regard to social issues. Citizens' expectations and their diagnosis on the impact of social changes on the law are often contradictory. The Commission has the challenge of facilitating an informed public discussion of the issues involved in law reform.

The social and legal issues facing Canadians are complex. Some issues are not fully understood and require multidisciplinary study and investigation—involving social, economic and cultural considerations—simply to determine their nature and scope.

To fulfill its mandate, the Commission must develop research and consultation processes that lead to proposals for the improvement of our law. The Commission's work includes three components: cutting-edge research, innovative consultation, and the development of relevant recommendations.

### Cutting-edge Research

The research effort is multidisciplinary and consultative. It is based on empirical data and must be at the cutting-edge of knowledge on social changes. It must also assess the solutions, which have been developed and tested in Canada and throughout the world.

The objective for the year 2004-2005 is to continue to keep abreast of developments in national and international research, to extend the network of researchers and to create partnerships, which have the benefit of support from all sectors: academic, governmental, private, and voluntary.

## **Innovative Consultation Mechanisms**

The research must be made available to citizens. The Commission's task is to engage Canadians in a process of critical reflection on the law, thus allowing citizens to participate in the solutions. Changes in the law must support citizens' ability to shape their institutions in a just and accessible way.

The Commission has, therefore, developed an innovative consultation methodology, which focuses on citizen participation in law reform issues and their ability to continue to make themselves heard. The Commission's aim, therefore, is to facilitate the contribution of citizens to the creation of a living law which meets their needs, and their continuing involvement in justice issues.

## **Relevant Recommendations**

The recommendations made by the Commission emerge from its research and its consultations. The process involves making available to decision-makers solutions that may appropriately respond to problems in our society. The recommendations made by the Commission are not only directed at governmental actors, they are intended for all actors involved in a reform: justice institutions, as well as non-governmental organisations, the private sector, employers, consumers and users. To be effective, a reform must involve a multitude of citizens in their different roles and institutions.

# Plans and Priorities

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## Strategic Outcome

The strategic outcome of the Commission is independent advice on reforming Canadian laws, institutions and procedures to ensure that they are aligned with the changing needs of individual Canadians and society.

## Key Target Areas

Given the nature of the Commission's mission and mandate, and the research and discussion required to achieve the strategic outcome, results are defined in relation to the Commission's ability to stimulate research and discussion on matters of public interest, to advance new concepts of law, and to develop recommendations for consideration.

Ultimate outcomes such as renewal of the law require a long-term perspective and depend on the agenda of various governments and other actors and their willingness to implement the Commission's recommendations. Such ultimate outcomes are therefore not considered to be directly within the Commission's control.

To achieve its strategic outcome, the Commission conducts activities in four key target areas. These areas reflect issues of concern for Canadians and get to the heart of Canadians' relationship with the law and legal system.

- **Personal relationships**  
Much of Canadian law is based on assumptions about how people organize their private lives, and how they relate to their partners, parents, children and others close to them. These assumptions may not adequately or accurately reflect the reality of current relationships. The Commission examines how laws can be designed to respond more effectively to Canadians' personal relationships.
- **Governance relationships**  
Canadians are disengaging from public institutions, and are more sceptical about the capacity of institutions to respond to legitimate expectations. Increasingly, Canadians expect their public institutions to embrace values such as pluralism, choice and diversity. These expectations suggest a change in how Canadians perceive "citizenship". Increasingly, "citizenship" is perceived as active participation in democratic politics within the context of Canada's position in the global community.

- **Economic relationships**  
The changing character of the workplace, the creation of new forms of property and wealth, the recognition of the significance of both paid and unpaid work, new methods of doing business, globalization, and the emergence of a knowledge-based economy all have important consequences for those entering the labour market, and for those whose current employment is threatened. The Commission explores how best to structure the law to enhance Canada's economic strength while protecting fundamental social values.
  
- **Social relationships**  
Harmonious and healthy social relationships are built on trust, interdependence and respect. Disagreement and conflict are inevitable products of everyday life and human interaction. The law often relies on public institutions such as the criminal justice system and the police to resolve conflict and ensure security. Increasingly, however, Canadians are relying on more informal methods of conflict resolution and on private institutions to ensure their security.

Such a framework emphasizes the supremacy of relationships and the supporting role of the law in the type of relationships between individuals in modern society. It is these very relationships and not specific rules in the law, which constitute the starting point of the research. Our studies analyse relationships not as passive reflections of legal concepts, but rather as dynamic social institutions.

The Commission also began work on a fundamental question that involves all four key target areas: what is a crime? The objective of this research is to identify why certain behaviours are conceptualized as crimes, and to determine the impact of this conceptualization on personal, social, economic and governance relationships.

The Commission has also undertaken an assessment of its management framework with the help of Treasury Board. The report on the assessment will be available in 2004 and the recommendations it contains are in the process of being implemented.

The next section presents a summary of commitments, activities and expected results for each key target area.

## Planned Activities and Expected Results:

<b>Key Target Area: Personal Relationships</b>		
<b>Commitment</b>	<b>Main Activities</b>	<b>Expected Results</b>
<p><b><i>Justice Between the Generations</i></b></p> <p>The objective of the Commission’s research and discussion in this area is to explore how the law constructs personal relationships, and how it may, in consequence, palliate or exacerbate power imbalances that can lead to abuse and exploitation.</p> <p>In 2003-04, the Commission published a discussion paper titled <i>Does Age Matter? Law and Relationships between Generations</i>. The Commission will continue to pursue this issue by conducting research that will examine both the intended and unintended consequences of using age as a criteria for allocating benefits or determining levels of responsibility within different policy fields</p> <p>For 2004–2005, the Commission is committed to engaging Canadians in a discussion on the question “Does Age Matter?”, particularly Canadians that are not often called upon to participate in public debates – youth and older adults.</p>	<p>In 2004-2005, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Conduct cross-Canada consultations with youth groups, seniors’ groups, and policy makers. Participate in national and international fora in order to disseminate the ideas contained in its discussion paper and solicit feedback.</li> <li>▪ Conduct additional research targeted at specific areas of law and public policy involving debates surrounding issues of age and relationships between generations, for example, insurance, economic security, employment and human rights.</li> </ul>	<p>The Commission’s research and recommendations will provide policy makers with a framework for how to develop policy and law in a way that does not reaffirm stereotypes based on age. The results of this project are intended to lead policy makers to re-evaluate laws and policies that use age as a marker and that prevent people from participating fully in our society.</p>

<b>Key Target Area: Governance Relationships</b>		
<b>Commitment</b>	<b>Main Activities</b>	<b>Expected Results</b>
<p><b><i>Electoral Reform</i></b></p> <p>In its investigation of what kinds and forms of law best meet the notion of citizenship and citizen capacity that underlies a liberal-democratic state, the Commission is studying decision-making and institutions, both public and private, and is exploring processes for effective governance in a framework of openness and accountability.</p>	<p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Table a report to Parliament that reviews the current electoral system and recommends that Parliament move toward an electoral system that better reflects Canada's democratic values.</li> </ul>	<p>The Commission's project on electoral reform will help clarify the debate surrounding electoral reform by reviewing arguments advanced to justify change, evaluating their relevance and cogency, and proposing a strategy for electoral reform that will help invigorate Canadian democracy. The substantive recommendations put forward by the Commission will generate momentum among politicians and citizens to reform the electoral process.</p>
<p><b><i>Aboriginal Legal Traditions</i></b></p> <p>Although many communities in Canada demonstrate ongoing commitment to concepts and values from Indigenous laws and traditions, frequently such concepts and values have been ignored or overruled by non-Indigenous law. Canada has been able to benefit from the enrichment of two legal traditions, civil law and common law. It should also benefit more from the Aboriginal heritage and legal traditions.</p>	<p>In 2004-05, the Commission is committed to:</p> <ul style="list-style-type: none"> <li>▪ Publish a discussion paper that will develop a broader framework for understanding and respecting Indigenous legal traditions, including the issue of institutional change, the capacity of Canadian governments and society to address it, and the choice of the tools to effect this change.</li> <li>▪ A partnership between the Indigenous Bar Association, the Université de Montréal and the Law Commission to sponsor comparative research in three areas, Indigenous Corporate Governance, Indigenous Family Property and Indigenous Penal Justice Organizations.</li> </ul>	<p>This project will create the appropriate framework for more respectful relationships between Indigenous and non-Indigenous people in Canada, and in the process, contribute to the social and economic development of aboriginal communities and Canada.</p>

<b>Key Target Area: Economic Relationships</b>		
<b>Commitment</b>	<b>Main Activities</b>	<b>Expected Results</b>
<p><b><i>Governance Beyond Borders</i></b></p> <p>Globalization pressures are felt in many areas of our governance and an increasing number of Canadians recognize that they are "citizens of the world." The current legal framework is based on a territorial model of governance that may not respond to this changing perspective and the new realities of globalization. There is a perception that the current model is no longer sufficient to meet the governance needs of "Canadian citizens of the world."</p>	<p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Conduct research to explore new meanings of 'citizenship' (Legal Dimensions Initiative).</li> <li>▪ Publish an issue paper that will explore new concepts for understanding sovereignty in a world beyond borders and question the traditional, territorial model of governance.</li> </ul>	<p>The Commission's project will lead to more creative thinking about sovereignty and the connection between national and international preoccupations. It will provide an assessment of the tools and concepts of law used to face the impact of globalization.</p>
<p><b><i>Governance and Freedom of Choice</i></b></p> <p>Research examining how the concept of freedom of choice is a predominant feature of our political, social and legal thinking, but we rarely reflect on all the implications of this idea.</p>	<p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Conduct empirical and theoretical research on diverse questions concerning respect for the freedom of choice of individuals and communities, particularly in the context of structural analyses of our law and society.</li> </ul>	<p>The Commission's project on Governance and Freedom of Choice will provide research in the areas of law and cities, reproductive technology, social regulation and Aboriginal oral history.</p>
<p><b><i>Leveraging Knowledge Assets</i></b></p> <p>In 2003-04, the Commission drafted a report to Parliament that examines constraints on using knowledge assets such as intellectual property rights as security for investment purposes.</p>	<p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Table its report to Parliament.</li> <li>▪ Pursue a partnership with the Uniform Law Conference of Canada with a view to modernize Canadian commercial law.</li> </ul>	<p>The report includes recommendations to remove ambiguities in Canadian federal law relating to security interests in intellectual property.</p>

<b>Key Target Area: Economic Relationships (cont'd)</b>		
<b>Commitment</b>	<b>Main Activities</b>	<b>Expected Results</b>
<p><b><i>The Bank Act</i></b></p> <p>The <i>Bank Act</i> is fundamental to the regulation of commerce in Canada; yet there exist within the Act anomalies, anachronisms and redundancies.</p>	<p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Review aspects of the <i>Bank Act</i> that have been deemed redundant in recent years.</li> </ul>	<p>This project will lead to recommendations to Parliament to remove from the <i>Bank Act</i> certain anomalies, anachronisms and redundancies in order to improve the efficiency of economic transactions.</p>
<p><b><i>The Vulnerable Worker</i></b></p> <p>Economic security is most often associated with work. However, work encompasses more than a paid job and it does not always lead to economic security.</p> <p>The Commission has, therefore, undertaken a project, with the goal of studying the ways in which the law allows people to attain economic security or the manner in which it impedes them in achieving this security. The law plays an important role in determining the types of work that are recognized, valued and rewarded, as well as those that are downgraded, poorly regarded and prohibited.</p> <p>The Commission will attempt to determine if the law provides adequate and appropriate support for the promotion of economic security of those engaged in work in the broad sense of the term.</p>	<p>Research and discussion examining the ways in which the law allows people to attain economic security or impedes them from doing so:</p> <p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Publish a discussion paper.</li> <li>▪ Organize a workshop titled “The New Realities of Work” at the annual meetings of the Canadian Bar Association.</li> <li>▪ Pursue its work to enable workers in vulnerable positions to better participate in public policy and law reform.</li> <li>▪ Participate in research projects in partnership with the Canadian Policy Research Networks.</li> <li>▪ Sponsor the Roderick A. Macdonald high school essay contest.</li> <li>▪ Publish research conducted for the Commission.</li> </ul>	<p>This project will provide not only a descriptive portrait of those workers who are having difficulty achieving economic security, it will also develop a useful framework for evaluating the various policy and regulatory options available. Based on cross-Canada consultations with Canadians about what they see as dominant trends and needs for work-related law and policy changes, the Commission aims to provide, in its final report, a sound empirical and theoretical basis upon which to engage in law reform.</p>



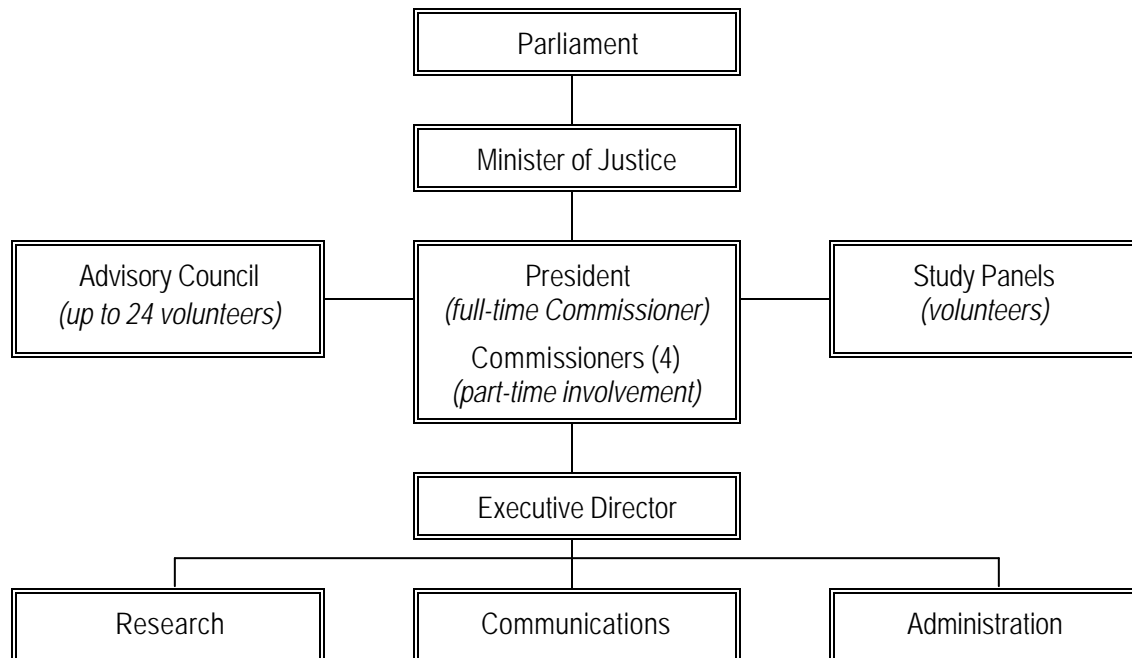
<b>Key Target Area: Social Relationships</b>		
<b>Commitment</b>	<b>Main Activities</b>	<b>Expected Results</b>
<p><b><i>In Search of Security</i></b></p> <p>The objective of the Commission's research and discussion in this area is to explore the complex relationships that are emerging between public police and private security enterprises in Canada.</p>	<p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Table a Report to Parliament that will make recommendations related to the relationship between public police and private security and the implications this has on the lives of Canadians.</li> </ul>	<p>This project will stimulate debate in the government, the media, in other policy forums and in policing institutions about the role of private security firms and how they should be regulated.</p> <p>The Report to Parliament will identify the need for better communication and partnerships among the police and private security agencies, and will recommend steps to make this happen.</p> <p>The final report will increase awareness among provincial registrars of initiatives undertaken in each jurisdiction and of approaches to regulating private security agencies, as well as a commitment to reconvene and continue discussions.</p>
<p><b><i>Conflict Resolution: Toward Participatory Justice</i></b></p> <p>In 2003-04, the Commission tabled a report to Parliament titled <i>Transforming Relationships through Participatory Justice</i>. The Report examined the principles and practices of restorative justice and mediation.</p>	<p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Conduct follow-up consultations with stakeholders to determine the degree to which the Commission's recommendations are implemented.</li> </ul>	<p>The follow-up consultations will result in greater awareness of benefits of participatory justice process, for individuals involved in disputes and for the Canadian legal system as a whole.</p>

<b>Other Target Areas</b>		
<b>Commitment</b>	<b>Main Activities</b>	<b>Expected Results</b>
<p><b><i>What is a Crime?</i></b></p> <p>Apart from the four thematic areas forming the Commission's strategic plan, work has also been conducted on an issue with links to the four themes. The objective is to understand the reasons why certain patterns of behaviour are identified under the concept of crime, and to check the impacts of such a concept on personal, social, economic and governance relationships, by assessing the various options available for regulating undesirable behaviour.</p> <p>In 2004-05, the Commission is committed to undertaking extensive consultations with Canadians to allow the various stakeholders to participate in the discussions, as well as conduct additional research.</p>	<p>Following the release of its discussion paper <i>What is a Crime?</i>, the Commission selected six case studies to better explore the implications defining particular activities as crime (fraud against by medical professionals; the legalization of gambling and its consequences; 'welfare fraud' as crime; perceptions of Incivilities among residents in social housing; informational privacy; the criminalization of Aboriginal hunting and fishing).</p> <p>In 2004-05, the Commission will:</p> <ul style="list-style-type: none"> <li>▪ Finalize its research on case studies.</li> <li>▪ Publish a collection of research on the subject in conjunction with the University of British Columbia Press and Les Presses de l'Université Laval.</li> <li>▪ Develop a national consultation strategy.</li> <li>▪ Prepare for an international conference that will take place in 2005-06.</li> <li>▪ Sponsor a graduate student competition titled "The Place of Justice".</li> </ul>	<p>As a result of the Commission's project, Canadians are able to reflect on the strategies used to confront unwanted behaviour, and to search for strategies that are efficient and just. The aim of the project is to provide policy makers with a framework that can be used to assess the consequences of choosing the criminal law and other intervention strategies as a response to unwanted behaviour.</p>

# Organisation

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The Law Commission is an independent departmental corporation accountable to Parliament through the Minister of Justice. The Governor in Council appoints the President and four part-time Commissioners on the recommendation of the Minister for terms not exceeding five years. The Commission is supported by a small Secretariat headed by an Executive Director.



The Commission has an Advisory Council of up to 24 volunteers who reflect Canada's socio-economic and cultural diversity and represent a broad range of disciplines. The Council provides advice on the Commission's strategic direction, long-term research program, performance review and other relevant matters.

Study panels are appointed as needed to provide advice on specific research projects. Each panel is headed by a Commissioner and comprises volunteer experts from multiple disciplines and members of affected communities. To support the study panels, research contracts are given to recognized experts in the private sector and academia.

## Business Line Description

The Commission fulfills its mandate through the promotion of relevant research that directly engages Canadians in the renewal of the law. The Commission develops and conducts research programs to further understand the role the law can and should play in Canadian society.

The Commission uses a variety of approaches to consult with Canadians. Aside from the publication and distribution of reports, the Commission takes advantage of other media and fora, disseminating studies electronically, producing videos and radio programs, sponsoring conferences and seminars, and organizing news conferences and town hall meetings.

The Commission's findings and proposals are summarized in discussion papers that are widely disseminated. On occasion, these discussion papers may be formulated into recommendations to Parliament and other decision-makers.

## Independence

As directed by the *Law Commission of Canada Act*, the Commission is responsible for providing independent advice on reforming Canadian law. This advice is to be based on the knowledge and experience of a wide range of groups and individuals. Accordingly, the Commission operates as an autonomous organization, accountable to Parliament through the Minister of Justice.

Independence from the Department of Justice permits the Commission to undertake multidepartmental law reform projects that are not necessarily driven by the government's legislative agenda. As an independent agency, the Commission can be effective at taking a longer-term view of the legislation, institutions and policies necessary to respond to complex, evolving issues.

## Partnerships

Many law reform issues have both federal and provincial dimensions, and require concerted action by many governments. The Commission works with provincial law reform commissions and departments of justice on research into coordinated policy responses to law reform issues. The Commission also works with many organizations to conduct research, organize or participate in fora and conferences, and publish and distribute research material.

The Commission regularly solicits and formally assesses proposals from potential partners. Partnerships are considered essential to creating economies of scale and leveraging synergies with interested parties.

Examples of partnerships include the following:

- “Relationships in Transition”—an annual competition for researchers from all disciplines, held in association with the Social Sciences and Humanities Research Council;
- an annual competition to recruit two virtual scholars in residence at the Commission, held in association with the Social Sciences and Humanities Research Council;
- a multiyear agreement with the Canadian Association of Law Teachers, the Canadian Law and Society Association and the Council of Canadian Law Deans to hold an annual competition entitled “Legal Dimensions,” in which participants prepare research documents on an issue related to the Commission's research program;

- a partnership with the Canadian Policy Research Networks on the vulnerable worker and the Institute On Governance on various democratic governance issues;
- close collaboration with several community and voluntary organizations, both national and international (for example, the Commission works with YOUCAN on electoral reform, with the Indigenous Bar Association on Aboriginal legal traditions;
- advice and assistance from other government departments and agencies, including Elections Canada (in the area of electoral reform) and the Department of the Solicitor General of Canada; and
- partnerships with various publishers for the publication and distribution of Commission research: publishers include Les Presses de l'Université Laval, UBC Press, the University of Ottawa Press, Les Éditions Thémis, the University of Toronto Press and Carswell.

## Commitment to Modern Management

The Commission established a Project Management Office responsible to coordinate and oversee the implementation of Modern Management. The Project Management Office includes the Executive Director as Champion for the Commission's Modern Management Initiative, and a Project Manager from the Canadian Human Rights Commission who provides guidance, advice and support.

In September 2003, the Commission completed its Modern Comptrollership Capacity Assessment. Improvement opportunities were identified to build on existing activities and strengthen management practices in other areas. The Commission also examined expectations from the Management Accountability Framework (MAF) issued by Treasury Board Secretariat, and is developing an action plan that will address modern management improvement opportunities in all ten areas of the MAF.

## Annexes

**Table 1. Commission Planned Spending**

(thousands of dollars)	Forecast Spending 2003-2004*	<b>Planned Spending 2004-2005</b>	Planned Spending 2005-2006	Planned Spending 2006-2007
Budgetary Main Estimates (gross)	3,110.0	<b>3,150.0</b>	3,150.0	3,150.0
Non-Budgetary Main Estimates (gross)	-	-	-	-
Less: Respendable revenue	-	-	-	-
<b>Total Main Estimates</b>	3,110.0	<b>3,150.0</b>	3,150.0	3,150.0
Adjustments **	88.6	-	-	-
<b>Net Planned Spending</b>	3,198.6	<b>3,150.0</b>	3,150.0	3,150.0
Less: Non-respendable Revenue	-	-	-	-
Plus: Cost of services received without charges	157.2	<b>172.0</b>	172.0	172.0
<b>Net cost of Program</b>	3,355.8	<b>3,322.0</b>	3,322.0	3,322.0

<b>Full Time Equivalents</b>	11	<b>11</b>	11	11
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\* Reflects the best forecast of total net planned spending to the end of the fiscal year.

\*\* Adjustments are to accommodate approvals obtained since the Main Estimates and are to include Budget Initiatives, Supplementary Estimates, etc.

**The major difference between the planned spending of 2003-2004 and 2004-2005 is due to the 2002-2003 carry forward of \$69,803 included in the 2003-2004 forecast. In addition, the cost of services received without charges will increase over the next few years as the Commission has moved to a new location in November 2003 resulting in higher accommodation costs.**

**Table 2 : Net Cost of Program for 2004-2005**

(thousands of dollars)	<b>Total</b>
<b>Net Planned Spending</b>	<b>3,150.0</b>
<i>Plus : Costs of services received without charges</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	<b>103.5</b>
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	<b>68.5</b>
	<b>172.0</b>
<b>2004-2005 Net Cost of Program</b>	<b>3,322.0</b>

## Statute Administered by the Law Commission of Canada

*Law Commission of Canada Act (S.C., 1996, c. 9)*

### Contacts for Further Information

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