



Department of Justice Canada

**2000-2001
Estimates**

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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Department of Justice

**2000-2001
Estimates**

**A Report on Plans and
Priorities**

Approved

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

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Section I: Minister's Message

Our strong and stable justice system is the foundation for Canada's reputation as a nation of freedom and social justice. Canadian values of respect for democracy, diversity and human rights and the rule of law, are all reflected in our justice system, which plays a pivotal role in enhancing the daily lives of Canadians.

As Minister of Justice and Attorney General of Canada, my priority is to help ensure that Canada's national system of justice remains responsive to Canadian values and that it evolves in ways that increase Canadians' confidence in our justice system. To this end, I am pleased to present the Department Report on Plans and Priorities for 2000-2001.

The Report details how policy, legislative and program development will continue in areas of prime concern to Canadians. Initiatives that respond directly to Canadians' concerns about personal and family safety and security, including the Youth Criminal Justice Act, and the need to strengthen crime prevention initiatives in Canadian communities, and to enhance the role of victims in the justice system, will remain a central focus for action.

On the domestic and international front, steps to enhance legislative and prosecutorial approaches to combat the growing problem of organized and transnational crime will be undertaken.

Respect for Canadian diversity is the hallmark of the Department's work. Initiatives will continue to be developed with increased attention being paid to gender and cultural issues, and to community-based aboriginal justice processes. Broad consultations with Canadians from all walks of life and backgrounds will help inform and strengthen the Department's policy development, legislative and programming plans.

As we enter the 21st century, the Department of Justice Canada is seeking ways to work more efficiently. I am confident that the course that has been set will result in the continued delivery of high quality, timely and cost-effective legal advice and services to federal departments and agencies and ultimately to the Canadians we serve.

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

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2000-2001

I submit, for tabling in Parliament, the 2000-2001 Report on Plans and Priorities (RPP) for the Department of Justice.

To the best of my knowledge, the information:

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

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

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

Morris Rosenberg
Deputy Minister

Date:

Section II: Departmental Overview

A. Mandate, Roles and Responsibilities

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

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

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

The Minister has lead or shared responsibility for:

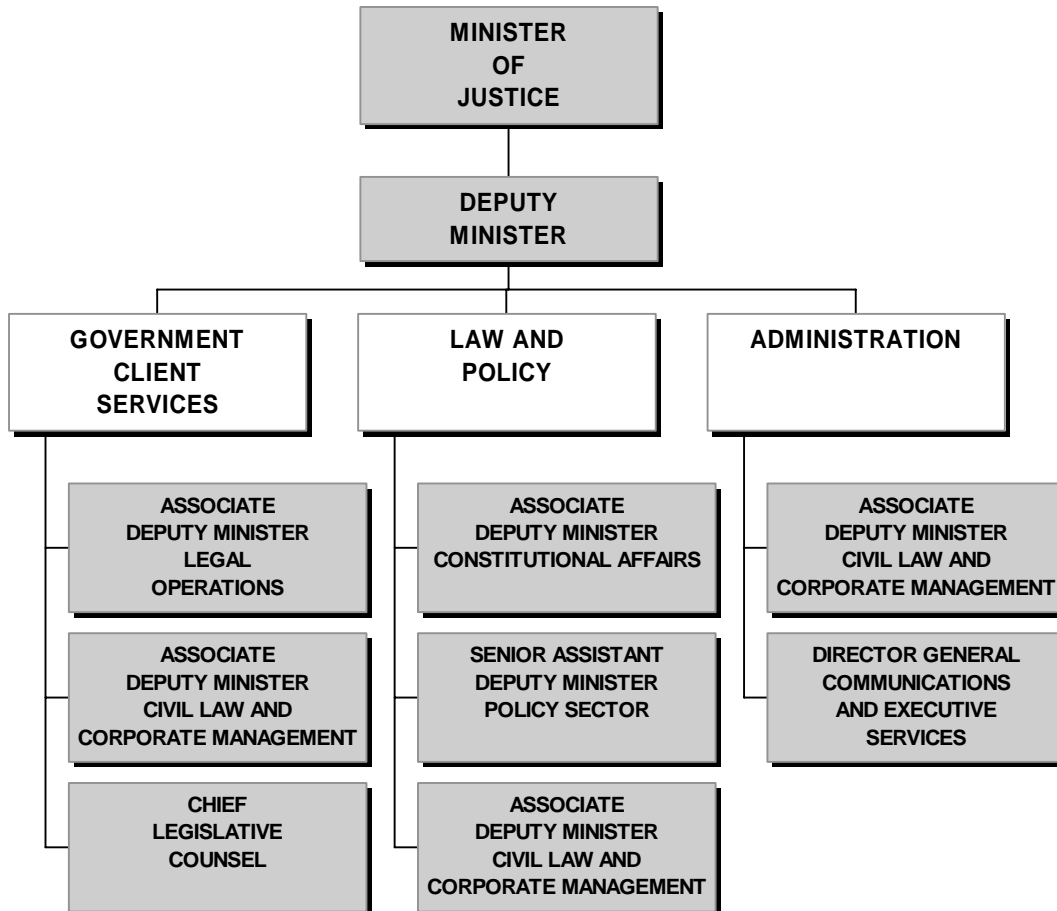
- policy in the area of
 - √ criminal justice;
 - √ human rights;
 - √ family and youth law;
 - √ administrative law;
 - √ aboriginal justice,
 - √ access to information and privacy;
 - √ official languages;
 - √ the Government's mandate for courts and judges; and for
- Canada's participation in the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

The Minister is also responsible for

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

Organizational Structure

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



B. Objective

The objective of the Department of Justice is

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

C. External Factors Influencing the Department

Changing Societal Environment

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

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

Globalization

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

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

Public Expectations

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

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

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

Efficiency of the Justice System

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

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

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

Demand for Legal Services

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

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

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

Available Resources

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

Reference Level Review and Program Integrity

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

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

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

D. Departmental Planned Spending

(\$ millions)	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Budgetary Main Estimates	540.5	657.5	480.0	473.7
Non-Budgetary Main Estimates	-	-	-	-
Less: Respendable revenue	-	-	-	-
Total Main Estimates	540.5	657.5	480.0	559.0
Adjustments**	185.6	65.2	222.8	231.9
Net Planned Spending	726.1	722.7	702.8	705.6
Less: Non-respendable revenue	17.5	149.4	67.5	76.4
Plus: Cost of services received without charge	30.0	36.5	29.7	29.3
Net Cost of Program	738.6	609.8	665.0	658.5
Full Time Equivalents***	2,648	2,670	2,449	2,419

*Reflects the best forecast of total planned spending to the end of the fiscal year.

**Adjustments are to accommodate approvals obtained since the Annual Reference Level Update (ARLU) exercise and to include Budget initiatives.

***Excludes FTEs funded by other departments.

Section III: Plans, Results and Resources

Government Client Services Business Line

A. Planned Spending (\$millions) and Full-Time Equivalents (FTE)

Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$186.0 1,910	\$236.3 1,967	\$216.6 1,823	\$213.5 1,793

B. Government Client Services Business Line Objective

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

The Government Client Services Business Line will strive to:

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

C. Description

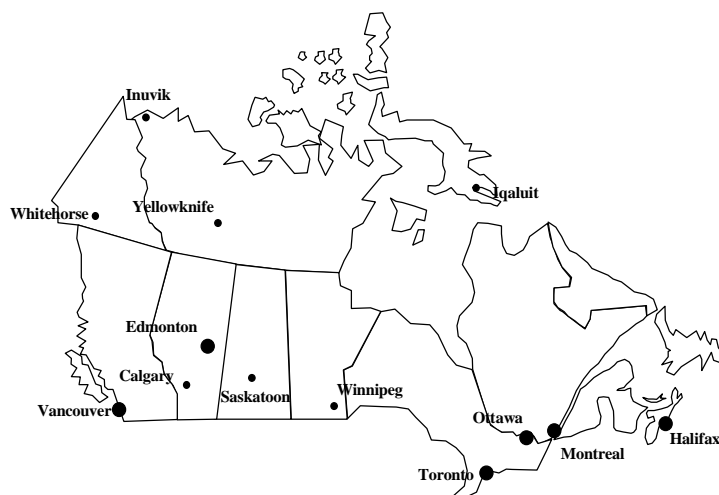
The Government Client Services Business Line encompasses a range of services including:

- legislative drafting,
- legal advice and opinions,
- legal advice on policy development and
- monitoring and representation in the enforcement of federal law in litigation matters involving the federal government.

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

To ensure responsiveness, virtually all client departments incorporate legal services into their central administration. These legal services units provide a range of legal services from legal advisory and litigation services, to legislative assistance, that cover all areas of the law that are of concern to the departments. A network of Regional Offices (BC/Yukon, Prairies/NWT/Nunavut, Ontario, Québec, and Atlantic) ensures the provision of legal services across the country to meet the needs of the regional operations of government departments and agencies.

Regional Offices



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

D. Government Client Services Key Results Commitments, Planned Results, and Related Activities

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

Planned Results	Related Activities
1. Strategic partnerships between the Department and client departments and agencies	<ul style="list-style-type: none"> • Implement the Legal Service Policy Framework and Client Driven Services
2. New and innovative legal service delivery mechanisms <ul style="list-style-type: none"> • Flexibility and innovation in the design of service delivery mechanisms for individual clients while ensuring continued stability in the provision of legal services to government • Efficiencies and optimal use of resources • Simplification of processes 	<ul style="list-style-type: none"> • Review the criminal prosecution function • Review legal risk management • Support and advance Dispute Resolution practices • Restructure the federal prosecution service • Develop a Legislation Information Management System (LIMS) • Draft legislation in plain language
3. Client satisfaction with timeliness, cost-effectiveness and quality <ul style="list-style-type: none"> • Greater savings to the client • Increased quality in drug prosecutions and other related services 	<ul style="list-style-type: none"> • Monitor and improve the Crown Agents Program • Improve the government's management of civil litigation • Review legislative and regulatory processes • Improve management of Aboriginal litigation cases • Harmonize federal legislation with the Civil Law of Quebec
4. Leadership, nationally and internationally, in emerging areas of law	<ul style="list-style-type: none"> • Implement Crimes against Humanity and War Crimes legislation

Since 1995, the Department has been reviewing and redesigning the structure of its services, emphasizing the need for client-focused services and shared accountability for the delivery of legal services. These efforts have given rise to a number of initiatives, cost containment approaches, projects and activities aimed at achieving the goal of delivering quality and cost-effective legal services. In fact, these approaches have given rise to several changes in managerial approaches.

The Department is committed to

- fostering an environment whereby it will function as a modern organization
- implementing efficient management frameworks and efficiencies and tailored technologies so as to ensure that the Department of Justice is well placed to anticipate, adjust and adequately respond to emerging challenges.

The Reference Level Review exercise confirmed that workload and demand had increased significantly and that the Government Client Services Business Line was considerably underfunded; resources were indeed required to support the delivery of legal services for criminal prosecutions, legal advice and litigation.

The Department of Justice recognizes that the resolution of its resource challenges requires not only additional resources, but also measures that will strengthen and improve the way in which it will operate in the future.

Initiatives aimed at supporting the objective of delivering quality and cost-effective legal services include:

**1. Planned Results:
Strategic
partnerships
between the
Department and
client departments
and agencies**

Legal Service Policy Framework and Client Driven Services (CDS)

The Legal Services Policy Framework is a document that provides a governance model in the delivery of legal services. The Framework defines the kind of business relationship the Department of Justice must have with client departments and agencies. It allows the Department of Justice and its clients to explore innovative delivery

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

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

The development and implementation of CDS agreements and annual service plans is the major mechanism by which the Legal Services Policy Framework is implemented. The Department will continue to plan jointly and in partnership with client departments, identify

legal service priorities, measure client satisfaction, develop efficient approaches, assess the true costs of the services provided and put in place policies and procedures that will make the provision of legal services more cost-effective. For the next planning period, the Department will:

- Conclude CDS agreements and annual service plans with all client departments and agencies; and,
- Undertake and conclude a comprehensive review of the CDS process (negotiation, implementation, monitoring).

2. Planned Results: New and innovative legal service delivery mechanisms

Measures of Economy and Efficiency

The Department will work with its partners to identify and implement efficiencies and economies that will enable it to better manage workload and more effectively deliver on its mandate. The Department of Justice will complete

two major activities toward that effort:

- **Criminal Process Efficiencies Review:** The primary goal of this review is to re-examine the operations and the resourcing level of the Federal Prosecution Service. The review will identify, examine and cost policy and administrative options for bringing resources and demand into balance. The review is limited to criminal prosecution services, but as it involves possible changes to policies, practices or laws that would impact on other federal programs, it will be carried out in consultation with stakeholders.
- **Government Legal Risk Management:** The overall objective of this review is to identify means for better strategic management of civil litigation and legal risk, in general, across the federal government. There are two key issue areas to be explored: (i) defining the nature and volume of litigation across government today, describing how litigation and legal risk is currently managed and identifying the associated costs; and (ii) identifying and developing mechanisms to better manage legal risk government-wide.

On-going initiatives include:

Dispute Resolution (DR)

As governments, the courts, business and private individuals increasingly recognize the benefits of non-litigious means of resolving disputes, the Department is uniquely placed to play a key role in the ongoing development of DR practice, building upon the solid foundation it has established as a leader in the DR field in Canada.

During the planning period, the Department will:

- support and advance the DR activities of client departments and agencies, focussing on those which show the greatest need and most potential for meaningful, measurable results;

- continue training departmental employees and client representatives, providing a strong basis upon which to proceed with broad-scale DR implementation;
- complete the administration of the DR Fund for the current fiscal year and seek to renew this initiative, which was originally established for a two-year period to provide funds to federal organizations to design and implement DR programs;
- work with its Regional Offices to ensure that the requisite expertise and support is available on-site to ensure that DR opportunities are identified and acted upon;
- administer the “shared mediators” program, a collaborative inter-departmental initiative established last year to provide mediation services in instances of harassment and conflict in the federal workplace;
- continue its programs and activities designed to inform, educate and encourage the development of DR in Canada, including the “DR Award in Law Studies” which operates to support scholarship in DR in university law programmes across the country; participate in DR organizations and events in Canada and internationally; share departmental experiences; and
- support the co-ordination of federal DR efforts across government.

Prosecution Litigation Policy

The Department is committed to its Criminal Litigation policy, which will become a key element of the Federal Prosecution Service new Deskbook. It involves a restructuring of federal prosecution services to alter the focus of the criminal justice system. The aim is to aggressively prosecute serious cases, to explore and implement innovative and expeditious approaches for minor offences and routine cases, and to clear current court backlogs. It is projected that this litigation policy may yield economies and support efficiencies in administering criminal prosecutions.

Legislative and Regulatory Review

The Department, in consultation with the Privy Council Office and client departments, is continuing its review of the legislative and regulatory processes with a view to rationalizing them and making them work more effectively and efficiently and identifying possible savings to both the Department and its clients.

Planning for the legislative and regulatory review will take into account the following objectives:

- ensure that the full range of regulatory instruments are considered when deciding how to implement policy objectives;
- improve the planning and management of legislative and regulatory projects; and
- build the capacity of government officials to support the Government in achieving its policy objectives, whether through legislation, regulations or by other means.

Legislation Information Management System (LIMS)

The Department will work with the House of Commons, the Senate, Privy Council Office and Public Works and Government Services Canada on the development of a new system for drafting, consolidating, managing and publishing legislation (bills, statutes and regulations) with the goals of improving the quality and timeliness of services provided by the Department while reducing its costs. The new system will enable the timely publication of legislation on the Internet, improve searches and historical access, and reduce legislation research costs and processing costs for both government and the private sector.

Plain Language Initiative

In co-operation with Human Resources Development Canada (HRDC), the Department began a pilot project in 1997 to redraft the Employment Insurance (EI) Act in plain language, without changing the policy, law or parameters of the EI program. Since then, the Act has been completely reorganized, a new format and layout have been developed and Part I of the current Act (containing the provisions on eligibility for and payment of unemployment benefits) has been redrafted. Consultations with employers, unions and representatives of the unemployed have continued since the beginning of the project, and HRDC has recently signed a contract to test the readability of the plain language version of Part I of the Act.

The Department's objective is to complete the drafting of the Act in the next two years and then "road test" the plain language version in the regional offices of HRDC. A Bill will be introduced in Parliament in the third year.

The Act and the Regulations made under it will be presented in a new format designed to meet readers' needs to find and understand the law. This modernized format will be developed in consultation with the Privy Council Office, other Ministers and Parliamentarians and serve as a model for other legislation. The plain language techniques and the new format developed on the pilot project will subsequently be used in drafting legislation for other departments and agencies. Plain language statutes are expected to result in substantial savings for departments and agencies in down-stream administrative and legal costs.

<p>3. Planned Results: Client satisfaction with timeliness, cost-effectiveness and quality</p>

Crown Agents

During the last year, the delivery of legal services by legal agents (including both criminal and non-criminal agents) was identified as a major program and its management structure revised accordingly. The use of legal agents was

also identified as an important component of the Criminal Process Efficiencies Review. The Agents Program is an essential component in the departmental ability to support the Minister of Justice and Attorney General of Canada prosecutorial functions and in her ability to provide timely and efficient legal services to the government as a whole.

Over the next few years, work done by agents will continue to be monitored with a view to achieving greater savings and more efficient service delivery. The overall objective is to ensure that decisions to purchase services from Crown Agents are based upon sound business principles.

The Department will continue to closely monitor work volumes and resource utilization with a view to achieving efficiencies and an optimal mix of resources. The Department will also incorporate results yielded from the Reference Level Review and the Criminal Process Efficiencies Review.

The financing of criminal agents, which represents more than half the overall agents budget, is done through the Drug Prosecutions Fund. The Fund was transferred from Health Canada in 1996 to improve the quality of drug prosecution services and reduce resource needs.

During the planning period, the Department will:

- Finalize and implement a management structure for the Agents Program;
- Implement an improved tracking system for agent work;
- Provide training to managers within Legal Services Units and client departments involved in the purchase of Crown Agents' services; and
- Develop and implement consistent reporting capabilities and methodologies in order to provide sound managerial and forecasting tools to managers and to provide valuable information to clients on their annual agent utilization and trends.

Civil Litigation

As part of the Legal Service Policy Framework, the Department's Civil Litigation function will continue to be responsive to the interests of government across the country and across client departments through joint planning, shared funding and shared accountability.

In support of the work of the Legal Risk Management Project, the Department is committed to improving the government's management of civil litigation, enhancing its capacity to undertake environmental scanning and finding solutions aimed at litigation avoidance.

The Department will also examine ways to resource the government's major litigation so that the Department is ready to respond to cases in a timely manner.

Work will continue on assessing the impact of the Federal Court Rules and the creation of a practice development centre to support the national practice using appropriate technology in partnership with government stakeholders in high impact litigation.

Harmonization of Federal Legislation with the Civil Law of the Province of Quebec

During the planning period, the Department will work on the harmonization of Bills before their tabling, in particular in the areas of fiscal and social benefits. The Department will

also undertake harmonization work on existing acts and regulations chosen on the basis of their impact on Canadians in areas such as corporate and commercial matters, *Criminal Code violations*, public safety and national security, environment, health protection, intellectual property, international relations, labour, governmental institutions and operations, and fiscal and social benefits.

Aboriginal Law

- **Residential Schools Resolution Strategy:** Canada is facing lawsuits from over 5,000 individuals and several groups alleging abuse at Indian Residential Schools. To deal with this large and growing number of sensitive and complex matters, the Department of Justice has forged a new partnership with the Department of Indian and Northern Development (DIAND) to manage jointly the issues arising in litigation and at the same time, to develop and implement a series of dispute resolution pilot projects.

The overall objective is to respond to all abuse claims, whether dealt with through litigation or in alternatives to it, in ways which are credible and which advance the goals of safety, healing, closure and reconciliation.

A specific objective is to work co-operatively with survivor groups and the churches which ran the schools to test, through pilot projects, the potential to develop innovative models, responsive to the particular circumstances in each situation, through which the claims can be heard and appropriate redress offered to those whose claims are validated. Whether achieved through litigation or in the pilots, resolutions and the ways they are reached are intended to support the government's desire for a new partnership relationship with Aboriginal people.

- **Virtual Team Concept:** Although this initiative is not limited to Residential Schools litigation, the Department will implement a virtual team initiative in its Regional offices that manage large volumes of Residential Schools litigation. The virtual team concept will take advantage of recent technological advancements in the area of data scanning, storage and retrieval and networking to link together the various individuals involved in a litigation case in various geographical locations, thereby allowing them to work together as a single dedicated unit.
- **DIAND Litigation Re-engineering Initiative:** In partnership with the Department of Indian and Northern Development, the Department of Justice examined how it can change litigation practices and procedures to make the most effective use of resources dedicated to the Department of Indian and Northern Development litigation. Departments are working towards implementation of a number of recommendations including: management of cases by portfolio, the early and continuous assessments of cases, the formal risk assessment of cases and the development of automated tools for legal research and preparation of legal documents.
- **Métis Litigation Strategy:** Métis litigation presents significant challenges to the Federal Government as it seeks to manage the conduct and possible consequences of this litigation. The Department will identify various options for better managing Métis litigation with the involvement of other key departments such as the Privy Council Office and the Department of Indian and Northern Development.

**4. Planned Results:
Leadership,
nationally and
internationally, in
emerging areas of
law**

Crimes Against Humanity and War Crimes

The Department will continue to provide strong leadership in the crimes against humanity and war crimes field and will continue to work in close co-operation with the Department of Foreign Affairs and the Department of Citizenship and Immigration to ensure that all available avenues are used to bring to justice persons suspected of

committing genocide, crimes against humanity, war crimes and other reprehensible acts during times of conflict.

In December, 1999, the Minister of Justice and Attorney General and the Minister of Foreign Affairs introduced the Crimes Against Humanity Bill in the House of Commons. The new law will implement in Canada the Rome Statute of the International Criminal Court (ICC) and replace the current war crimes provisions of the Criminal Code. It will strengthen the legislative foundation for criminal prosecutions in Canada and reaffirm Canada's pledge that Canada will not be a safe haven for war criminals.

For the next fiscal year, the Department's Crimes Against Humanity Section will:

- continue work on the World War II program and work with the Minister of Citizenship and Immigration and the RCMP on revocation of citizenship cases where it is suspected that an individual obtained citizenship by fraudulently concealing wartime activities;
- further develop and strengthen the modern war crimes program to ensure that persons suspected of committing genocide, crimes against humanity, war crimes or other reprehensible acts during times of conflict will face prosecution in Canada under the new Crimes Against Humanity Act, or be extradited to international criminal courts or tribunals to face prosecution, or be denied landing or citizenship in Canada, or have Canadian citizenship revoked if the person is a Canadian citizen.

Law and Policy Business Line

A. Planned Spending (\$millions) and Full-Time Equivalents (FTE)

Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$491.4 371	\$438.3 323	\$437.5 246	\$442.6 246

B. Law and Policy Business Line Objective

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

C. Description

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

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

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

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

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

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

The Department is strengthening its capacity to:

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

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

D. Law and Policy Key Results Commitments, Planned Results, and Related Activities

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

Planned Results	Related Activities
1. Introducing justice policies contributing to comprehensive, integrated federal policy responses with respect to families, children and youth, Aboriginal people and the information society.	<ul style="list-style-type: none"> • Contribute to the development of the National Children's Agenda in co-operation with the provinces and territories; • Reform Canada's youth justice system; • Implement the recent child support provisions; • Implement the Government of Canada's strategy for reform of the family law system dealing with child custody and access in co-operation with the provinces and territories; • Establish measures to protect children from neglect, abuse and exploitation; • Implement alternatives to formal justice processes, and dispute resolution mechanisms including through the Aboriginal Justice Strategy; and • Improve Canada's global competitiveness through enhancing the legal framework to support technology advances and readiness for e-commerce.
2. Implementing the government's safety and security agenda through a balanced approach to criminal justice.	<ul style="list-style-type: none"> • Enhance effectiveness in combating organized crime; • Streamline criminal trial procedures and increase use of technology as well as address the needs of victims of crime and witnesses in the trial process; • Implement sentencing reform including expanded use of restorative justice principles in sentencing; and • Reduce the incidence of violent crime through the implementation of firearms control measures.
3. Strengthening confidence and trust in the justice system and working towards an equitable and accessible justice system responsive to the evolving needs of a diverse population.	<ul style="list-style-type: none"> • Enhance recognition of the needs of victims of crime in the justice system; • Develop legislative proposals to improve the <i>Criminal Code</i> conviction review process; • Develop proposals to improve the <i>Canadian Human Rights Act</i> including clarification of its pay equity provisions; • Increase focus on issues related to privacy and access to information; • Improve public knowledge of the law and the justice system; and • Renegotiate funding arrangements on legal aid.
4. Working towards an integrated justice system that is cost-effective, citizen-centred and linked to the community.	<ul style="list-style-type: none"> • Increase consultation with Canadians on reform of the justice system; • Increase Canadians' involvement in making their communities healthier and safer; • Support innovations in key justice policy areas; • Improve access to justice; • Enhance court services for Aboriginal Canadians; and • Maintain an independent and effective federal judiciary.
5. Leadership on international justice issues through proactive and coherent policy and operations approaches	<ul style="list-style-type: none"> • Represent effectively Canada's interests on each of the many international justice issues affecting the country; • Ensure harmonization and co-operation in international legal activities; and • Investigate individual war crime cases.

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

National Children's Agenda: The Department of Justice supports the work of the federal, provincial and territorial governments in the development of a National Children's Agenda (NCA) which was formally launched on May 7, 1999. Public consultations were held across Canada from June to September to seek the views of Canadians on the vision and direction of the NCA. A public report will be prepared, which will include a summary of the input provided and a revised statement of the NCA vision.

The Department of Justice will be involved in this important multi-sectoral work and is fully aware that many of the solutions to issues that are dealt with by our justice system are to be found in preventative measures, such as supporting families and providing effective intervention for children when needed.

Many Justice priorities contribute to the NCA:

Youth Justice Renewal

On October 14, 1999, the Minister of Justice reintroduced the Youth Criminal Justice Act (Bill C-3), which will replace the Young Offenders Act. The Bill proposes comprehensive and detailed legislation to deal with all aspects of the criminal justice system as it applies to youth. The Bill is part of a broader initiative to renew youth justice, which will continue to be implemented in collaboration with the provincial and territorial governments, other federal departments, as well as traditional and non-traditional youth justice partners.

The implementation strategy calls for

- expanding the range of partners working collaboratively on the renewal of youth justice and on testing innovative approaches for attaining that goal;
- a major commitment to work with Aboriginal peoples and their communities to ensure their active involvement in the renewal of youth justice; and
- communicating with the general public about youth justice as well as developing and distributing a wide range of public legal education and information materials.

Youth Justice Cost-Sharing Agreements

New long-term financial arrangements are being negotiated with the provinces and territories to support the implementation of the proposed youth justice legislation (Bill C-3) and the overall policy objectives of the Youth Justice Renewal Initiative. These new arrangements would cover some of the incremental costs associated with the legislative reform, and promote and support a wide range of services and programs that can greatly assist in achieving the objectives of the Initiative. These negotiations and the resulting agreements constitute a crucial component of the flexible implementation phase that is to be undertaken in close co-operation with the jurisdictions.

Child Support

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

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

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

Custody and Access

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

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

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

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

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

Child Victims

The Department of Justice is consulting widely on the issues raised in a paper on Child Victims and the Criminal Justice System in order to determine how the Criminal Code can support provincial/territorial efforts to protect children from extreme forms of abuse, neglect and exploitation.

The Department is also working with the provinces/territories on ways to improve linkages between justice agencies and the early warning, prevention and enforcement stages of child protection.

It is expected that this initiative will result in more effective measures to protect children from extreme forms of neglect, abuse and exploitation.

Aboriginal Justice

The Aboriginal Justice Strategy is a joint initiative of the Department of Justice, the Department of the Solicitor General, and the Department of Indian Affairs and Northern Development. The objectives of the Strategy are to provide Aboriginal people with greater involvement in the justice system, to reduce barriers to justice and to begin to address the problem of over-representation of Aboriginal people in the criminal justice system.

During the planning period, the Department will

- build on its solid partnerships with Provinces and Territories, and with Aboriginal communities and organizations;
- develop and deliver alternative justice programs in the criminal, civil, and child and family service areas;
- develop innovative dispute resolution mechanisms, including alternate dispute resolution in child and family services, and Justice of the Peace and Peacemaker Courts; and
- continue its ongoing development of a policy framework for self-government negotiations on the administration of justice, and its work with a National Advisory Committee and Elders' Panel to develop a national network of experts who can support and promote change in the administration of justice.

The Department is developing proposals aimed at renewing the Aboriginal Justice Strategy for year 2001-2002 and beyond, to enable the Department to continue to work with Aboriginal peoples to develop innovative means of addressing problems with the current justice system.

Electronic Commerce

Bill C-6, now before Parliament, contains provisions for a legal framework to enable government to do business electronically. In preparing this legislation and plans for necessary follow-up, the Department will continue to work with provincial authorities and international organizations to establish and promote a uniform approach to electronic commerce issues. Such initiatives serve effectively to bolster Canada's global competitiveness through technological advances and readiness.

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

The Department has increased its focus on legislative and prosecutorial strategies for combating the growing problem of organized criminal activity. A consultation document has been circulated addressing the problem of intimidation by organized crime elements of prosecutors, witnesses, judges, juries, correctional officials and others.

Moreover, the issue of "lawful access" by law enforcement and national security agencies to new technology and communications will receive increased attention. Such technology is being used to shield such activities as drug trafficking, money laundering, smuggling, child pornography and terrorism; investigative agencies require the appropriate authorizations to access the relevant technology. The Department is also working in close partnership with other relevant departments in this effort.

Lastly, work has begun in federal-provincial committees and working groups to assess the need for new legislation and ways of improving national and interprovincial co-operation on major organized crime cases.

Criminal Procedure

The Department continues to make progress on Phase III of Criminal Procedure Reform, which is aimed at

- simplifying and streamlining trial procedures for cases presently attracting lower sentences
- modernizing the system and enhancing its efficiency through increased use of technology,
- addressing the needs of victims of crime and witnesses in the trial process, and
- providing speedy trials in accordance with the requirements of the *Charter of Rights and Freedoms*.

Provincial governments continue to be supportive of passage and implementation of the legislative changes needed to achieve these objectives.

Sentencing Reform

In its October 12, 1999 Speech from the Throne, the government referred to the value of restorative justice in helping victims overcome the trauma of crime and providing non-violent offenders with a chance to help repair the damage caused by their actions. This reference is in part recognition of widespread use of and support for more restorative approaches for responding to crime in Canada. The Department of Justice aims to ensure that restorative principles are integrated into all of its policy work, as they are a key component of a modern, effective justice system. In this regard, program and policy development involving Aboriginal justice, youth criminal justice reform and victims will play a particularly prominent role.

Firearms

The government's program to license all firearm owners and register all their firearms is entering the second of a four-year implementation program. This important public safety initiative is already yielding a higher level of public safety by providing authorities with timely information which leads to tougher screening of applicants. There have been growing pains as with any major new initiative. Full implementation is expected in 2003. Between now and then, staff will focus on the following priority areas:

- Information campaign to stimulate demand for licensing and diminish errors on client-supplied information.
- More efficient and effective business processes in order to provide better service to Canadians.
- Enhancements to the continuous screening mechanisms on the registry in order to match incidents of violence or mental instability with existing participants in the registry.
- Providing assistance to the firearms community through outreach efforts.
- Refinements to the on-line version of the registry for police and law enforcement officers.

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

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

Victims of Crime

With the coming into force of Bill C-79 in late 1999, the Department began the implementation phase of its victims initiative with the establishment of a Victims Office. The amendments to the *Criminal Code* ensure that victims receive information about opportunities to make a victims impact statement and make it easier in other ways for victims to have input to the trial and sentencing processes that concern them. The law was also amended in the areas of victim fine surcharges and the needs of victims in the decision-making process on bail applications.

Section 690 Criminal Code Conviction Review Process

The Department completed the consultation process and a number of possible options for reforming the current system of conviction review in Canada have been identified. The Minister is considering the options. Any reform to the current system must result in a system of review that best balances the principles of fairness, timeliness, openness and accountability.

Comprehensive Review of the *Canadian Human Rights Act*

The Human Rights Act was designed to provide an informal, expeditious and inexpensive mechanism for the resolution of human rights complaints. The Auditor General, the Canadian Human Rights Commission and others have requested that the government review the Act. On April 8, 1999, the Minister of Justice announced the appointment of an independent panel of experts to conduct a comprehensive review of the *Canadian Human Rights Act* to determine whether or not the Act reflects our current understanding of human rights principles. The review will also address the recommendations of the Auditor General in his 1998 report as to how the human rights system might be made more effective in resolving allegations of discrimination. The Review Panel has concluded its public consultations and is to report back to the Minister of Justice by spring 2000.

Pay Equity Review

The government has announced that it will be reviewing the existing pay equity provisions of the *Canadian Human Rights Act*, with a view to ensuring clarity in the way that pay equity is implemented.

Privacy Protection

The advent of electronic commerce and the recent progress of Bill C-6 through the legislative process have stimulated the interest of Canadians in the adequacy of laws pertaining to privacy. Concerns have been expressed that current laws are inadequate to

protect the privacy of Canadians. As part of its ongoing work, the Department will closely monitor privacy issues to determine the development of trends and to assess the need to reform, and will propose appropriate policy action as required.

Access to Information

Concerns have been expressed that the *Access to Information Act* may not be as effective as it could be, and there is likely room for improvement in the administration of the *Act*. Legislative amendments to the law may be necessary to take into consideration technological changes. As a result, access to information questions are receiving increasing attention within the Department of Justice with a view to assessing how best to ensure that Canadians can access information in a timely and efficient way.

Public Legal Education and Information

The Department of Justice will continue to support one organization in each province and territory to provide public legal education and information. This network of organizations plays a valuable role in informing Canadians, especially those who lack access to other sources of information, of their legal rights and responsibilities.

The Department also supports the Access to Justice Network (ACJNet) which provides law and justice information and education through the Internet. Finally, the Department's Public Legal Education and Information Program is assessing future directions with respect to facilitating electronic access to the law and justice issues.

Legal Aid Agreements

The Department of Justice, in co-operation with the provinces and territories through the F/P/T Permanent working group on legal aid, will continue to focus on the renegotiation of the F/P/T funding arrangements on criminal legal aid and youth offender legal aid.

4. Working towards an integrated justice system that is cost-effective, citizen-centred and linked to the community.

Crime Prevention

In the 1999 Speech from the Throne, the government re-stated its commitment to building safer communities and support for a balanced approach to crime. It announced that it will combine specific initiatives that support community-based prevention efforts with special actions to deal with crime such as modernizing legislation to ensure better public security. It also announced that it was considering expansion of the National Strategy on Community Safety and Crime Prevention. The National Crime Prevention Centre is currently implementing Phase II of the Strategy and developing options for this possible expansion. A mid-term evaluation is expected to begin in April 2000.

On April 12, 1999, the Minister of Justice and Attorney General of Canada launched the Business Action Program on Crime Prevention to support innovative efforts by the private

sector to prevent crime and promote community safety. In the coming years, this new shared-cost program and funding initiative of the National Strategy will promote and foster partnership between the government and the business and voluntary sectors across Canada to stimulate active participation in crime prevention.

The National Crime Prevention Centre has developed four policy frameworks to support its work with targeted groups: children, youth, Aboriginal people and women's personal security. Some of these frameworks are currently being finalized through consultation processes and, expectations are that they will be ready for implementation for the beginning of fiscal year 2000-2001. These frameworks will ensure that crime prevention related priorities are addressed in a manageable and suitable way.

Grants and Contributions

The Department will continue to use grants and contributions to support innovations in key policy areas. The knowledge gained from funded projects will assist the Department in responding to an ever changing Justice environment. The Department will ensure the systematic engagement of NGO's (non-government organizations) and the public in developing innovative projects.

Access to Justice Service Agreements

The Department of Justice will endeavour to renew Access to Justice Agreements (expiring March 31, 2001) with Nunavut, the Northwest Territories and the Yukon Territory. These arrangements, which cover Legal Aid (adult, criminal, young offender and civil), Aboriginal Courtwork and Public Legal Education and Information services, provide the territories with the flexibility they need to meet the distinct challenges of delivering justice services in the North.

Native Courtworker Program

As follow-up to a recently-completed tripartite (federal, provincial/territorial, Aboriginal agency) review of the Native Courtworker (NCW) Program, the Department will

- revise the policy and program instruments that govern this Program to take account of the evolving role of courtworkers in relation to the growing array of community-based justice initiatives in Aboriginal communities today;
- formalize the tripartite NCW policy development forum that it is establishing with its external partners.

In addition, the Department is reviewing the funding pressures on this Program, including the growing demand for its services, the evolving role of courtworkers, and the possible expansion of the program into jurisdictions where it does not currently operate.

Judiciary

An independent and effective judiciary is an essential component of our justice system and of our democratic system. Priorities for the coming year include participating in the Quadrennial Judicial Compensation and Benefits Commission and preparing the government responses to the Commission's recommendations.

5. Leadership on international justice issues

International Criminal Justice

The Department plays a major and increasing role in international forums such as the United Nation, the Council of Europe and the Organization of American States as they address cross-border crime and human rights issues.

In collaboration with the Minister of Foreign Affairs, the Department brought forward legislation to create the Crimes Against Humanity Act which implements in Canada the Rome statute and the International Criminal Court (ICC). The Department will continue to work internationally and domestically to support the establishment and operations of the Court.

The Department will also continue to participate in the development and implementation of various international conventions, e.g. legislative amendments to implement the Convention on the Safety of United Nations and Associated Personnel and the International Convention on the Suppression of Terrorist Bombings.

Private International Law

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

War Crimes

The War Crimes Unit will continue to investigate individual cases. At the same time, the Department is addressing the need for *Criminal Code* reform in view of the decision in Finta and other decisions.

Administration Business Line

A. Planned Spending (\$millions) and Full-Time Equivalents (FTE)

Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$48.7 367	\$48.1 380	\$48.7 380	\$49.5 380

B. Administration Business Line Objective

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

C. Description of the Administration Business Line

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

D. Administration Key Results Commitments, Planned Results, and Related Activities

Key Results Commitment: Sound departmental management
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Planned Results	Related Activities
1. Enhanced comptrollership capacity	<ul style="list-style-type: none"> • Enhance the Department's capacity to plan through the identification and gathering of both financial and non-financial performance measurement information • Implement the Financial Information Strategy and Comptrollership
2. Inclusive, citizen-centred, plain language communications in support of departmental priorities.	<ul style="list-style-type: none"> • Provide plain language materials in a variety of formats • Review responsiveness to the increasing number of Canadians who request information • Provide specialized media training for litigators • Provide on-line access to the work of the Department's sectors and branches

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

1. Expansion of communications and sharing of knowledge through information technology.	<ul style="list-style-type: none"> • Improve connectivity using Internet technology
2. Attracting and retaining high calibre professional resources	<ul style="list-style-type: none"> • Develop and implement new outreach recruitment strategy • Strengthen articling and mentoring programs • Promote learning culture • Strengthen the Rewards and Recognition Program • Implement the Exit and on-job interview strategy
3. Strengthening organizational capacity: an effective HR management and employment framework	<ul style="list-style-type: none"> • Conduct the Employment Systems Review and implement the Canadian Human Rights Commission audit action plan
4. Building clear and accountable leadership	<ul style="list-style-type: none"> • Review and strengthen accountability mechanisms • Promote learning and leadership-building culture • Implement competency-based selection for managerial positions • Develop leadership development approaches • Strengthen leadership training • Strengthen leadership component of the Rewards and Recognition Program
5. Creating an enabling work environment	<ul style="list-style-type: none"> • Promote an inclusive culture • Strengthen conflict resolution and sensitivity training • Develop leadership, communication and people skills • Promote respect for balancing work and personal needs, management rights and obligations and well being of employees • Increase employee knowledge and participation in the Department's strategic directions and foster a positive working environment.

Modern Comptrollership

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

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

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

Human Resources Management

As a knowledge-based organization, attracting and retaining high calibre professional resources is mission-critical. The overarching priority for the planning period is to ensure that the Department is continually positioning itself for the future through the development of its staff today.

In this context, the Department is moving to establish a human resources management framework that will respond to the changing dynamics of client needs and program responsibilities.

The Department developed a La Relève Plan as part of the government's initiative to renew and modernize the Public Service of Canada. The Plan outlines a comprehensive Human Resources Strategy aimed at assisting the Department to achieve its business goals and objectives.

As a result of broad ranging consultations with employees, in 1999-2000, the Department adopted four corporate objectives to respond to concerns raised. These objectives are:

- To address workload issues;
- To take immediate, concrete action to reduce reliance on term employment by 2000-2001;
- To enable all employees to take a minimum of five days of professional development each year, based on corporate competencies and professional learning needs; and
- To implement a new orientation program by March 31, 2000.

Implementing the Human Resources Strategy and achieving the four corporate objectives are priorities for the planning period.

Communications

The Department of Justice Canada responds to Canadians' concerns about quality of life issues as far ranging as access to justice, personal safety, victims rights, and support for children. In keeping with the Minister's priority to increase public confidence in the justice system, the Department's focus will be on inclusive, citizen-centred, plain language communications in support of departmental policy development, innovative programming, litigation and legislative initiatives that respond to these concerns and to other quality of life issues of interest to Canadians.

Canadians will be kept informed about the Minister's priority policy and legislative initiatives including the new *Youth Criminal Justice Act*, the review of the *Canadian Human Rights Act*, departmental contributions to the National Children's Agenda, crime prevention, as well as Aboriginal justice initiatives to promote community-based justice processes. Plain language materials in a variety of formats, and, where appropriate, in languages other than Canada's two official ones, describing these and other priority initiatives, such as legislative and prosecutorial approaches to combating the growing problem of transnational crime, including terrorism, will be used to promote increased regional accessibility and citizen involvement in the justice system.

Departmental litigators in all regions of Canada will receive specialized media training to help ensure accuracy of public information on high profile cases of concern to Canadians.

In order to better serve the public, the Department will review its responsiveness to the increasing number of Canadians who e-mail or phone the Department for information. The Department's Internet home page has been revamped to provide easier access departmental information on youth justice, crime prevention, child support and other issues of interest to Canadians. Links to related sites and to the Department's new Millennium site are also provided.

The Department's internal communications program is intended to increase employee knowledge and participation in the Department's strategic directions and to foster a positive working environment. The Department's internal *Intranet* carries information about corporate objectives, as well as the Department's internal newsletter, and information on the work of the Department's sectors and branches.

Information Management

The two key priorities for information management and information technology efforts during the planning period 2000-2003 will be to expand communications and to facilitate the sharing of knowledge.

The Department will focus on improving connectivity using Internet technology to address communication requirements between headquarters, the regions, departmental legal services units, tele-workers, clients and citizens. Secure remote access to departmental business applications and electronic mail will be an important component of the enhanced connectivity initiative.

The Department will also continue to pursue opportunities to share knowledge and work products in support of its legal services and policy activities. The ability to reuse work products will have a positive impact on the Department's initiative to help employee's address the Department's increasing workload.

Section IV: Horizontal Initiatives

Sustainable Development Strategy

Planned Results	Major Activities/Strategies
<ul style="list-style-type: none"> • Updated strategy to achieve continuous progress in Sustainable Development 	<ul style="list-style-type: none"> • Update the Department's 1997-2000 Sustainable Development Strategy
<ul style="list-style-type: none"> • Enhanced knowledge and awareness of the legal implications of Sustainable Development 	<ul style="list-style-type: none"> • Ongoing internal training and information sharing
<ul style="list-style-type: none"> • Support for law reform that promotes Sustainable Development 	<ul style="list-style-type: none"> • Support Departments in key law reform initiatives, such as the review of the <i>Canadian Environmental Assessment Act</i>
<ul style="list-style-type: none"> • Enhanced infrastructure to promote high quality legal support for Sustainable Development initiatives 	<ul style="list-style-type: none"> • Projects to ensure maximum efficiency in managing litigation • Dispute resolution projects
<ul style="list-style-type: none"> • Improved physical stewardship <ul style="list-style-type: none"> • Reduced waste • Increased recycling • Increased green procurement 	<ul style="list-style-type: none"> • Ongoing activity to increase awareness and train staff • Collaboration in development of government-wide guidelines on stewardship, and implementation within the Department

Section V: Financial Information

Table 5.1	Summary of Transfer Payments
Table 5.2	Source of Respendable and Non-Respendable Revenue
Table 5.3	Net Cost of Program for the Estimates Year

Table 5.1: Summary of Transfer Payments

(\$ millions)	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-02	Planned Spending 2002-03
<u>Grants</u>				
Law and Policy	23.2	29.4	26.4	25.4
Total Grants	23.2	29.4	26.4	25.4
<u>Contributions</u>				
Law and Policy	304.5	340.8	338.3	348.3
Total Contributions	304.5	340.8	338.3	348.3
Total Grants and Contributions	327.7	370.2	364.7	373.7

Table 5.2: Source of Respendable and Non-Respendable Revenue

(\$ millions)	Forecast Revenue 1999-2000	Planned Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002- 2003
Total Respendable Revenue	-	-	-	-
Non- Respendable-Revenue	-	-	-	-
Sources of non-respendable revenue				
Law and Policy	17.5	149.4	67.5	76.4
Total Non-Respendable Revenue	17.5	149.4	67.5	76.4
Total Respendable and Non-Respendable Revenue	17.5	149.4	67.5	76.4

Table 5.3: Net Cost of the Administration of Justice Program for 2000-2001

(\$ millions)	Total
Net Planned Spending	722.7
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	25.5
Contributions covering employees' share of insurance premiums and expenditures paid by TBS	10.9
Workman's compensation coverage provided by Human Resources Canada	0.1
	36.5
Less: Non-Respendable Revenue	149.4
2000-2001 Net cost of Program	609.8

Section VI: Other Information

Table 6.1: Legislation Administered by the Department of Justice

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

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

The Minister shares responsibility to Parliament for the following Acts:

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

Table 6.2: References

Another Way - Mediation in Divorce and Separation (JUS-P-479)

- basic information concerning mediation in divorce and separation.

How Can I Get my Child Back to Canada? (JUS-P-543)

- information regarding the Hague Convention on the Civil Aspects of International Child Abduction. Includes how the Convention can assist in the return of an abducted child taken from Canada, and how to initiate an application.

What the Constitution Says about Aboriginal Peoples (JUS-P-276)

Canada's System of Justice (JUS-P-645), Canada's Court System (JUS-P-703)

- intended for students and others who are interested in learning about Canada's justice system.

The 1988 Official Languages Act (JUS-P-563)

- overview of the Act and basic information on legislative and other instruments, the administration of justice, services to the public and the language of work, the participation of both language groups and advancement of official language minorities, as well as the investigation of complaints and possible court remedy.

The Secret of the Silver Horse (JUS-P-533)

- a children's book instructing children that secrets about sexual abuse should not be kept.

Abuse is wrong in any language (JUS-P-677)

- for immigrant women who are suffering from abuse in a relationship or in a family.

True or False? What the Young Offenders Act Really Says (JUS-P-697, quiz)

Justice Agenda Progress Report (2nd ed., April 1997)

Canada Firearms Safety Course (JUS-P-666, brochure)

Peace Bonds (JUS-P-696, brochure)

Protecting Canadians and their Families - Measures to Deal with High-risk Violent Offenders (brochure)

Child Support Guidelines (JUS-P-711, pamphlet)

Federal Child Support Guidelines: A Guide to the New Approach (JUS-P-725, 28 page publication)

The New Firearms Act: Here are the facts (JUS-P-700, brochure)

Canada's Proposed Firearms Regulations (brochure)

Firearms Acquisition Certificates (JUS-P-626, brochure)

Stalking is a crime called criminal harassment (JUS-P-695, brochure)

What to do when a child tells you of sexual abuse: Understanding the Law (JUS-P-536, brochure)

PUBLICATIONS ON THE WEB

The following publications are available in their entirety on the Department of Justice website at <http://canada.justice.gc.ca>:

1999-2000 Estimates, Part III - Department of Justice Report on Plans and Priorities

1998-1999 Estimates, Part III - Department of Justice Report on Plans and Priorities

1998-1999 Estimates, Part III - Department of Justice Performance Report for the period ending March 31, 1999

Canadian Charter of Rights Decisions (posted September 6, 1996)

Crown Counsel Policy Manual (January 1993 Edition)

Information and Education

Reports and Analysis

Safer Communities (crime prevention publication)

Child Support documents

- ***Child Support: Public discussion paper***
- ***The financial implications of child support guidelines: research report***
- ***The financial implications of child support guidelines: executive summary***

Department of Justice Conferences

Justice on the Electronic Highway

Symposium on Digital Technologies and Copyright

Report on Communications Between Justice Officials and The Courts - The Honourable Charles L. Dubin QC, LL.D (September 1996)

Working Against Discrimination - The Facts

The Amendment to the Canadian Human Rights Act (May 1996)

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