

# Department of Justice Canada

2019–20

## **Departmental Plan**

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

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## Minister's Message

I am pleased to present the Department of Justice's Departmental Plan for 2019-20.

This year's plan provides detailed information on the Department's activities and our plans and priorities for 2019-20. The report details the results we are planning to deliver for Canadians and the transformations we would like to introduce to the justice system. The Departmental Plan also provides information on our programs and services for Canadians, states our priorities, and assesses our progress in meeting our commitments and the Government's priorities.



A key focus for the Department of Justice continues to be the Department's review of the criminal justice system. This review aims to transform the criminal justice system while maintaining respect for the rule of law, improving access to justice and strengthening our commitment to protecting victims as well as fundamental rights and freedoms. The Department will continue to integrate the suggestions arising from this review to date, including by examining changes to sentencing and the use of restorative justice, and by promoting approaches that are victim-centered, trauma-informed, and focused on addressing the root causes of crime.

It is vitally important that Justice continue to support the Government's duty to uphold the Constitution and the rule of law and to advance related domestic and international legal and policy interests through the development of public law policy. In this regard, the Department will continue to develop, advance and support legislation aimed at helping Canadians and their communities by upholding the rule of law and better protecting Indigenous rights, individual rights and freedoms and vulnerable populations. The Department will continue to help families and legal professionals understand changes to Canada's family laws. We will continue to support legislation regarding the safe use of cannabis; tougher laws aimed at deterring and apprehending impaired drivers; preventing workplace violence and harassment; and improving supports and services for victims, among many other notable pieces of legislation that the Department is involved with.

The Department strives to ensure that all legislation meets the highest standards of equity, fairness and respect for the rule of law and that it adheres to the principles and values of the Charter. Gender-based analysis will help ensure that our commitment to equity and fairness is reflected in the work that we do. The Department will continue to work towards increased performance monitoring and reporting with respect to our legislation and policies.

A key focus for the Department of Justice continues to be a renewed relationship with Indigenous peoples and supporting the Government of Canada's commitment to advancing reconciliation with Indigenous peoples through a renewed, nation-to-nation, government-to-

government, and Inuit-Crown relationship based on the recognition of rights, respect, co-operation, and partnership.

In 2019-20, Justice will continue to advance a recognition of rights approach based on fulfilling the promise of section 35 of the *Constitution Act* 1982, and implementing the United Nations Declarations on the Rights of Indigenous Peoples. Justice will continue to apply the “Principles Respecting the Government of Canada’s Relationship with Indigenous Peoples”, and the Attorney General’s Directive on Civil Litigation involving Indigenous Peoples. This work means continuing to review and reform laws and policies to ensure that they do not disproportionately affect Indigenous peoples or infringe their rights, and better orienting our approach to litigation that involves Indigenous peoples. I am also pleased with our progress and ongoing commitment to support the Government’s efforts to implement the Truth and Reconciliation Commission’s Calls to Action, especially those related to the administration of justice.

The Department also provides integrated, high quality legal services in support of the advancement of the Government of Canada’s litigation strategy with a focus on respecting the *Canadian Charter of Rights and Freedoms*, recognizing the rights of Indigenous peoples, and making decisions consistent with the Government’s priorities and Canadian values.

The Department of Justice is looking forward to the year ahead as we prepare to implement our plans and vision, while also effectively responding to the evolving concerns of Canadians. This is best illustrated by our dedication to ensuring that the justice system is fair, effective, relevant and accessible to all. We will continue to promote access to justice, especially in areas where, in the past, such access has been challenged and impeded. We will also continue to work towards providing real results for Canadians and introducing meaningful and worthwhile transformations to the justice system.

As Minister of Justice and Attorney General of Canada, I look forward to leading the Department’s journey towards achieving our commitments and meeting our priorities. I am confident that the Department will continue to serve Canadians and meet its planned results in the year ahead.

Thank you

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

## Plans at a Glance and Operating Context

Established in 1868, the Department of Justice of Canada supports the dual roles of the Minister of Justice and the Attorney General of Canada with respect to his responsibility for 53 statutes and areas of federal law regarding the administration of justice, the development of justice policy, and the provision of legal services and advice to Cabinet. Through its core responsibilities of legal service delivery and justice system support, the Department supports a broad range of government initiatives.

The Department's operating context is ever evolving. Demographically, Canada's society is aging, living longer and becoming more diverse. Indigenous Canadians are younger than the overall Canadian population and, while growing as a segment of the national population, are overrepresented in the criminal justice system. Family structures continue to evolve, creating increasingly complex family dynamics.

There are heightened expectations regarding public institutions and citizen engagement in Canadian society. Canadians expect an open and transparent government that swiftly and clearly responds to their needs. There are greater expectations for frequent communication and meaningful engagement with government. The growing use of social media tools by Canadians to access information and comment on a wide range of social, legal, and justice-related issues offers opportunities to engage Canadians and capture the views of community partners.

Ongoing technological advancements, especially in the sharing and management of information, make new ways of communicating and working possible. At the same time, these advances create additional demands and pressures. The latest forms of technologies are increasing the pace of change. Organizations must manage rapidly growing volumes and forms of electronic information. New legislative policy or program responses may be required to address these innovative technologies while respecting the privacy and security of Canadians.

In this context, the Department has developed a five-year strategic plan, which identifies its legal, policy and management directions from 2017 to 2022. Guided by this plan, in 2019-20, the Department will continue to focus on providing legal services and a litigation strategy that support Government of Canada commitments: fostering safety and security and transforming the criminal justice system; advancing reconciliation with Indigenous peoples; and strengthening human rights governance and the rule of law.

The Department will apply a range of critical considerations to ensure strong and evidence-based public policy and good governance. These include legal risk analysis; gender and diversity considerations, such as Gender-Based Analysis Plus (GBA+); privacy considerations; and strategic environmental assessment.

The Department will also continue to innovate and test improvements in program design and delivery. This includes leveraging new technologies to improve service delivery and streamline processes in the family justice system. Additionally, the Department will explore opportunities to

utilize emerging technologies in delivering legal services, such as the potential use of artificial intelligence and the updating of tools to manage documentary evidence.

The following provides an overview of the Department’s five areas of focus in 2019-20.

### **Legal Services and Litigation Strategy**

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

Key actions:

- Implement a Government of Canada litigation strategy that ensures consistency with the Government’s commitments, the *Canadian Charter of Rights and Freedoms* and Canadian values, including alignment with the principles guiding the Attorney General of Canada in Charter litigation and the Attorney General’s Directive on Civil Litigation Involving Indigenous Peoples.
- Continue to support implementation of the *Cannabis Act*, including the final drafting of regulations regarding products containing cannabis that are intended for consumption.
- Provide advice to Immigration, Refugees and Citizenship Canada and the Canada Border Services Agency in relation to the Canadian asylum system.
- Support Environment and Climate Change Canada in the development and implementation of a [Pan-Canadian Framework on Clean Growth and Climate Change](#).<sup>i</sup>

### **Fostering Safety and Security and Transforming the Criminal Justice System**

The Department will work to ensure safety and security for Canadians while transforming the criminal justice system.

Key actions:

- Provide support to the passage of [Bill C-75<sup>ii</sup>](#), *An Act to amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts*, which seeks to reduce court delays and address many issues that have disproportionate impacts on overrepresented and vulnerable groups, while maintaining the safety of victims and the public.
- Continue to support implementation of former [Bill C-46<sup>iii</sup>](#), *An Act to amend the Criminal Code (offences relating to conveyances) and to make consequential amendments to other Acts*, which seeks to keep Canadians safe on our roads and highways by reducing the deaths and injuries caused by impaired drivers.
- Provide support to the passage of [Bill C-84<sup>iv</sup>](#), *An Act to amend the Criminal Code (bestiality and animal fighting)*, aimed at strengthening legal protections for children, vulnerable individuals, and animals.
- Continue to support the implementation of the whole-of-government approach to addressing Canada’s opioid crisis.

## **Advancing Reconciliation**

The Department will support the Government's priority and commitment to advancing reconciliation with Indigenous peoples through a renewed, nation-to-nation, government-to-government, and Inuit-Crown relationship based on recognition of rights, respect, cooperation, and partnership as the foundation for transformative change.

### **Key actions:**

- Support the Government in advancing its commitment to review and reform laws and policies to ensure that the Crown is fulfilling its constitutional and international human rights obligation in regard to Crown-Indigenous (First Nations, Inuit and Métis) relations.
- Support the implementation of the [United Nations Declarations on the Rights of Indigenous Peoples<sup>v</sup>](#) and the development of a new framework for recognizing and implementing Indigenous rights, building on a purposive approach to section 35 of the [Constitution Act 1982<sup>vi</sup>](#).
- Support the Government in its commitment to implement the [Truth and Reconciliation Commission's Calls to Action<sup>vii</sup>](#), specifically those related to the mandate of the Department in the area of administration of justice.

## **Strengthening Human Rights, Governance and the Rule of Law**

The Department will support the Government's commitment to uphold the Constitution and the rule of law and assist the Government in advancing related domestic and international legal and policy interests through the development of public law policy.

### **Key actions:**

- Provide support to the passage of [Bill C-78<sup>viii</sup>](#), *An Act to amend the Divorce Act, the Family Orders and Agreements Enforcements Assistance Act and the Garnishment, Attachment and Pension Diversion Act and to make consequential amendments to another Act*, intended to promote faster, more cost-effective and lasting solutions to family law disputes, reducing the burden on courts and leading to better outcomes for families.
- Continue to inform parliamentary and public debates on proposed bills by executing a new legal duty to table Charter Statements for all government legislation.
- Support the review of the *Access to Information Act*, including the commitment to apply that law appropriately to administrative bodies that support the courts.

## **Enabling Legal and Business Excellence**

The Department will enable legal and business excellence with a strategic focus on the Department's work force, innovation, collaboration, as well as open, transparent and accountable operations.

Key actions:

- Promote digital approaches and strategies for information sharing and collaboration, including communicating across multiple platforms to engage Canadians in conversations about key justice priorities.
- Minimize the impact of Pay Transformation implementation on Justice employees.

For more information on the Department of Justice’s plans, priorities and planned results, see the “Planned results” section of this report.

## Planned Results: What We Want to Achieve This Year and Beyond

### Core Responsibilities

#### **Legal Services**

##### **Description**

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

##### **Planning Highlights**

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

Through its legal services, the Department will continue to protect the rights of Canadians and ensure the Charter is respected. The guiding principles of Gender-Based Analysis Plus (GBA+) will continue to be applied in all areas of the Department's work, within the organization, in the provision of legal services to other client departments, and in advice to Cabinet.

The Department will also continue to seek opportunities to improve delivery of legal services. This includes exploring the adoption of new and innovative technologies. For example, the Department will collaborate with Immigration, Refugees and Citizenship Canada to develop artificial intelligence and machine-learning tools to assist in the area of immigration law. Such tools are expected to generate new insights into the delivery of legal services. The Department will also continue to pilot and adopt new electronic tools to support litigation and evidence management. Additionally, the Department will expand a pilot project to produce quantitative and qualitative feedback from clients upon closure of key files. This feedback will support continual improvement of legal services and strengthen partnerships with clients.

In 2019-20, the Department will provide high quality legal advisory, litigation, and legislative services to advance priorities related to economic, international, social, and governmental affairs, as well as the Government of Canada’s commitment to working towards reconciliation and renewal of the nation-to-nation, Inuit-Crown, and government-to-government relationship between Canada and Indigenous peoples.

The following identifies specific highlights regarding the Department’s provision of legal services.

## KEY RESULT: HIGH QUALITY LEGAL SERVICES

### Litigation Strategy and Government Affairs

The Department will provide integrated, high quality legal services to support the continued advancement of a Government of Canada litigation strategy with a focus on:

- respecting the *Canadian Charter of Rights and Freedoms*;
- recognizing the rights of Indigenous peoples (First Nations, Inuit and Métis);
- making decisions consistent with the Government’s priorities and Canadian values;
- early resolution and settlement of litigation through government initiatives and programs or legislative and regulatory reforms;
- continued implementation of the conflict-resolution approach set out in the recently released [The Attorney General of Canada’s Directive on Civil Litigation Involving Indigenous Peoples](#)<sup>ix</sup>;
- a cross-government approach in litigation cases with potential to impact several departments, Indigenous groups, provinces, territories, industry and other stakeholders; and
- ensuring that litigation strategies are consistent with the “Principles Respecting the Government of Canada’s Relationship with Indigenous Peoples,” including:
  - updating the settlement process by co-chairing the Justice – Crown-Indigenous Relations and Northern Affairs Canada working groups on Indigenous litigation and
  - working closely with Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada on the settlement of Indigenous childhood claims.

#### **Litigation Strategy**

The Attorney General of Canada’s Directive on Civil Litigation involving Indigenous Peoples establishes guidelines that every litigator must follow in the approaches, positions, and decisions taken on behalf of the Attorney General of Canada in the context of civil litigation regarding section 35 of the *Constitution Act, 1982* and Crown obligations towards Indigenous peoples. A core theme of this Directive is to advance an approach to litigation that promotes resolution, and settlement, and seeks opportunities to narrow or avoid potential litigation.

Also in the area of government affairs, the Department will provide integrated, high quality legal services to support:

- implementation of the new Intellectual Property Strategy and reform of the Copyright Board to improve Canada’s ability to commercialize and gain the full value of Canadian innovations;
- the federal public service on matters concerning harassment and related issues of violence in the workplace, respect, civility and mental health, including the provision of training; and
- the *Strategy for an Accessible Government of Canada*, by providing legal advice on:
  - recruitment strategies to support the Government’s commitment to hire at least 5,000 people with disabilities over the next five years and
  - the design and implementation of the federal internship program for persons with disabilities.

### Advancing Reconciliation

To advance reconciliation through a renewed nation-to-nation, government-to-government, and Inuit-Crown relationship, the Department will provide integrated, high quality legal services to support:

- advancement of a recognition-of-rights approach based on the vision of section 35 of the *Constitution Act* 1982, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission;
- the continued application of the “[Principles Respecting the Government of Canada’s Relationship with Indigenous Peoples](#)”<sup>x</sup>;
- the passage of *An Act respecting Indigenous languages*<sup>xi</sup> to support the preservation, promotion and revitalization of Indigenous languages;
- negotiation and conclusion of modern treaties and self-government agreements that reflect a recognition-of-rights approach;
- reform of the comprehensive claims policy, the inherent right policy, and the British Columbia Treaty Process, and a continued growing number of Recognition of Indigenous Rights and Self-Determination Tables;
- the passage of legislation in relation to First Nations, Inuit and Metis Nation child and family services and support to related initiatives in this area;
- the enhanced role of Indigenous peoples in the new approach to the government’s environmental assessment and regimes;
- the re-initiated Phase III consultation and accommodations process for the Trans Mountain Pipeline Expansion Project following the guidance provided by the Federal Court of Appeal’s *Tsleil-Waututh Nation* decision;
- development of a reconciliation-based approach to resolving Specific Claims; and

**Advancing Reconciliation**  
In 2019-20, the “Principles respecting the Government of Canada’s Relationship with Indigenous Peoples” will continue to guide the legal advice being provided across the Department.

- initiatives to promote economic development opportunities for Indigenous peoples, including the:
  - harmonization of the Addition to Reserve (ATR) policy with the new ATR legislation concerning the addition of lands to existing reserve lands of First Nations and the creation of new reserves for First Nations;
  - development of new frameworks in support of infrastructure, housing and water in Indigenous communities; and
  - development of a new approach to the fiscal relationship between Canada and First Nations.

### Social Affairs

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

- Public Safety and Emergency Preparedness Canada and related agencies upon the passage of [Bill C-59<sup>xii</sup>](#), *An Act respecting national security matters*, which proposes measures to enhance Canada's national security framework with a view to keeping Canadians safe and respecting Charter-protected rights and freedoms and the values of our free and democratic society;
- Public Safety and Emergency Preparedness and Correctional Services Canada in the implementation of [Bill C-83<sup>xiii</sup>](#), *An Act to amend the Corrections and Conditional Release Act and another Act*, which, if passed, will introduce a new correctional interventions model to eliminate segregation, strengthen health care governance, better support victims in the criminal justice system, and consider the specific needs of Indigenous offenders;
- Environment and Climate Change Canada in the development and implementation of a pan-Canadian framework on clean growth and climate change as Canada works towards putting a price on carbon and reducing carbon pollution;
- Health Canada and Agriculture and Agri-Food Canada in the implementation of the food safety regime under the *Safe Food for Canadians Act* and regulations,
- Transport Canada in strengthening the safety and security of transportation, including the transportation of dangerous goods by rail;
- implementation of the *Cannabis Act*, including finalizing regulations regarding products containing cannabis intended for consumption; and
- the development of a response to the Report of the House of Common Standing Committee on the Third Parliamentary Review of the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* as well as further policy development in the Government's review of the law.

### Economic Affairs

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

- the development and implementation of the Federal Budget;

- the Canadian Revenue Agency in its commitment to crack down on tax evasion and combat tax avoidance to ensure the fairness and integrity of the tax system;
- the Government's commitment to attract global investment in Canada through the implementation of the Canada-European Union Comprehensive Economic and Trade Agreement, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, and the Canada-United States-Mexico Agreement;
- regulatory modernization, including regulatory reviews of the agri-food and aquaculture, health and bio-sciences, and transportation and infrastructure sectors;
- Public Services and Procurement Canada in modernizing their procurement practices, and in their activities to procure goods and services required by the Minister of National Defence, the Minister of Fisheries, Oceans and the Canadian Coast Guard, as outlined in the Government's new defence policy: *Strong, Secure, Engaged: Canada's Defence Policy*; and
- Infrastructure Canada in implementing the *Investing in Canada Plan*<sup>xiv</sup> on such matters as the Smart Cities Challenge, a pan-Canadian competition open to communities that encourages adopting a smart city approach to improve lives of their residents.

### International Affairs

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

- implementation of the *International Financial Assistance Act*, which provides new ways to deliver international aid and assistance through innovative financial authorities;
- Immigration, Refugees and Citizenship Canada and the Canada Border Services Agency in relation to the In-Canada Asylum Program; and
- the federal process to consider whether Canada should become a party to the Optional Protocol to the Convention against Torture (OP-CAT), a binding international treaty that requires state parties to ensure regular inspections of all places of detention.

## Planned Results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Departments and agencies receive high quality legal services.	Client satisfaction mean rating of 8.0 (or greater) on a 10-point scale on the overall quality of legal services.	8 or greater	March 2020	Advisory: 8.4* Litigation: 8.3* Legislative: 8.5* Regulatory: 8.5*	Advisory: 8.5* Litigation: 8.3* Legislative: n/a** Regulatory: n/a**	Advisory: 8.8*** Litigation: 8.5*** Legislative: 8.6*** Regulatory: 7.9***
	Client satisfaction mean rating of 8.0 (or greater) on a 10-point scale on the performance of legal services against the Service Standards for the provision of Legal Services in Government.	8 or greater	March 2020	Responsiveness/Accessibility: 8.9 Usefulness: 8.6 Timeliness: 8.5	Responsiveness/Accessibility: 8.7* Usefulness: 8.4* Timeliness: 8.2*	Responsiveness/Accessibility: 8.9*** Usefulness: 8.6*** Timeliness: 8.5***
	Percentage of litigation files resolved in a fiscal year that have a successful outcome (settled or adjudicated) from the Crown's perspective.	70% or greater	March 2020	81	80	79

\* The results presented reflect interim feedback collected during Cycle III of the Legal Services Client Feedback Survey (2016-2017). The Departmental Survey report will be completed in 2020. As the Survey only resumed in 2016-17, results for Cycle II (2009-2012) are reflected for 2015-16.

\*\*There was an insufficient number of respondents to report results for this service.

\*\*\*The results presented reflect interim feedback collected during Cycle III of the Legal Services Client Feedback Survey (2016-2017 and 2017-2018). The Departmental Survey report will be completed in 2020.

## Budgetary Financial Resources (Dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
194,853,652	194,853,652	194,920,797	194,920,797

N.B.: Financial Resources for Planned Spending are based on Main Estimates and are net of spendable revenues. In addition, planned spending for 2019-20 and beyond excludes all Treasury Board central votes funding (such as severance pay expenditures, parental benefit expenditures, vacation credits payable upon termination of employment, and the Operating Budget Carry Forward).

## Human Resources (Full-Time Equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
3,130	3,130	3,130

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

## Justice System Support

### Description

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

### Planning Highlights

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

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

- that laws and policies abide by the rule of law and promote respect for rights and a fair, accessible and relevant legal framework in Canada;
- that the criminal justice system supports alternative ways of responding to the causes and consequences of offending; and
- that Canadians in contact with the justice system have access to appropriate services so the system is able to be fair, timely and accessible.

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

To ensure success in 2019-20, the Department will continue to monitor emerging trends to inform its forward planning and maintain policy and program responsiveness. Moreover, the Department remains committed to engaging with provincial and territorial governments, Indigenous organizations, other countries, and domestic and international organizations, as well as increasingly diverse stakeholders. These efforts will focus on the identification of emerging issues, the development of various options (including policy, legislative and operational responses), and the implementation of reforms to improve criminal, family and youth justice systems and promote public confidence.

Achieving expected results for Canadians will be fostered through Gender-Based Analysis Plus (GBA+), an analytical approach that proactively assesses how diverse groups of men, women and gender-diverse people may experience policies, programs and initiatives differently. To integrate these diversity considerations into decision making, GBA+ is included in the Department’s Memoranda to Cabinet process and the Department’s internal checklist for policy development. Moving forward, the Department will continue to collect and develop more comprehensive information pertinent to diverse populations to better understand possible gaps in fairness and access with respect to the justice system.

Working towards the Government of Canada’s goal of eliminating gender-based violence and harassment, Budget 2018 proposed to invest \$50 million over five years to address sexual harassment in the workplace. As a result, the Department will contribute funding, through the Legal Aid Program, for legal advice for those who have experienced sexual harassment in the workplace. As well, it will provide funding through the Justice Partnership and Innovation Program for a pan-Canadian outreach program to inform workers about their rights and how they can get help if they have been sexually harassed in the workplace.

The Department will continue to innovate in policy development and program delivery. This includes continued modernization of the Central Registry of Divorce Proceedings operations and strengthening of the family justice system by leveraging new technologies to improve service delivery and to streamline processes. In addition, recognizing that problems facing the criminal justice system require a whole-of-society approach with partnerships between social systems and the private sector, the Department will explore options for social financing,

including establishing a feasibility study. Social financing is a tool that seeks to mobilize private capital for the public good.

More broadly, in 2019-20, the Department’s justice system support will focus on strategic directions related to:

- fostering safety and security, and transforming the criminal justice system;
- advancing reconciliation with Indigenous peoples; and
- strengthening human rights, governance and the rule of law.

The following provides specific highlights for each key result for the Justice System Support core responsibility.

**KEY RESULT: JUSTICE CANADA LAWS AND POLICIES ABIDE BY THE RULE OF LAW AND PROMOTE RESPECT FOR RIGHTS AND A FAIR, ACCESSIBLE AND RELEVANT LEGAL FRAMEWORK IN CANADA**

The Department will work to foster safety and security, while transforming the criminal justice system. Specifically, the Department will continue its work to support improvement to the criminal justice system to ensure Canadians are kept safe, while also addressing the overrepresentation of Indigenous peoples and vulnerable groups in the system, including those suffering from a mental health illness. The Department will also provide support to the passage of [Bill C-75<sup>xvi</sup>](#), *An Act to Amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts*, which aims to reduce court delays and improve efficiencies in the criminal justice system in six areas:

- modernizing and streamlining the bail regime;
- enhancing the approach to administration of justice offences, including for youth;
- restricting the availability of preliminary inquiries to offences carrying life imprisonment;
- reclassifying some offences to provide greater flexibility and court efficiencies;
- improving the jury composition and selection process; and
- strengthening case-management measures and processes for making rules of court.

**Fostering safety and security and transforming the criminal justice system**

Bill C-75 proposes comprehensive reforms to the criminal justice system by addressing delays and improving efficiency. The bill will also strengthen criminal law responses to intimate-partner violence, reduce the overrepresentation of Indigenous peoples and marginalized groups in the criminal justice system, and support the establishment of more representative juries.

A number of these reforms will respond to the views and perspectives expressed by Canadians during the consultations and engagements on the criminal justice system review. In particular, these changes will address the needs of victims and vulnerable populations. For instance, reforms will provide better protection for victims of

intimate-partner violence; prevent victims from having to testify twice; and provide that circumstances of the accused, in particular, Indigenous accused and accused persons from vulnerable populations, are considered at bail and in determining how to address a breach of condition.

In addition, the Department will continue to support Bill C-46, *An Act to amend the Criminal Code (offences relating to conveyances) and to make consequential amendments to other Acts*, which seeks to keep Canadians safe on our roads and highways by reducing the deaths and injuries caused by impaired drivers.

The Department will also provide support to the passage of Bill C-84, *An Act to amend the Criminal Code (bestiality and animal fighting)*, aimed at strengthening legal protections for children, vulnerable individuals, and animals.

Moreover, the Department will continue to support implementation of the whole-of-government approach to addressing Canada's opioid crisis.

To advance reconciliation, the Department will continue policy work aimed at developing alternative responses to the causes and consequences of offending, with a focus on reducing the overrepresentation of Indigenous peoples in the justice system as accused, offenders, victims and survivors; promoting the use of restorative justice processes; and addressing gaps in services to Indigenous peoples and those with mental illness throughout the Canadian justice system. This work is undertaken collaboratively and is informed by a range of federal-provincial-territorial working groups, Indigenous peoples organizations and other partners.

Moving forward, the Department will provide advisory and policy support to develop reforms to federal laws, policies and operational practices that help ensure the Crown meets its constitutional obligations with respect to Aboriginal and treaty rights, adhering to international human rights standards, and to support the implementation of the Truth and Reconciliation Commission's Calls to Action, specifically those related to the Department's mandate. Additionally, the Deputy Minister of Justice will continue to serve as co-chair of the Deputy Ministers' Task Force on Reconciliation, promoting a whole-of-government approach to this work.

The Department will continue efforts to strengthen human rights, governance and the rule of law. In December 2018, [Bill C-51<sup>xvii</sup>](#), *An Act to amend the Criminal Code and the Department of Justice Act and to make consequential amendments to another Act*, received Royal Assent. This bill creates a new statutory duty for the Minister of Justice to table Charter Statements in Parliament for all government bills. This duty will come into force in December 2019. Charter Statements are intended to inform the public and Parliament about the potential effects of government legislation on the rights and freedoms guaranteed by the Charter. They are intended to demonstrate the Government of Canada's commitment to the Charter and its values, increase Canadians' understanding of the Charter, and improve openness and transparency by sharing the Minister of Justice's view of how proposed legislation engages rights and freedoms.

As part of a pilot project leading up to the coming into force of the new legal duty, a number of Charter Statements have been tabled. These can be found at [www.justice.gc.ca/eng/csjsjc/pl/charter-charte/index.html](http://www.justice.gc.ca/eng/csjsjc/pl/charter-charte/index.html).

The Department will also support the Government’s commitment to openness and transparency by providing support to the passage of [Bill C-58<sup>xviii</sup>](#), *An Act to amend Access to Information Act and the Privacy Act and to make consequential amendments to other Acts*. This bill seeks to enhance the accountability and transparency of federal institutions by making extensive changes to the *Access to Information Act* and other Acts. The proposed amendments include a proactive publication regime applicable to the Office of the Registrar of the Supreme Court of Canada, the Courts Administration Service, and the Office of the Commissioner for Federal Judicial Affairs. These amendments strike an appropriate balance between enhancing transparency and the need to protect the integrity of our judicial system by including measures to protect judicial independence and other important interests.

In the field of family law, the Department will continue to provide support to the passage of [Bill C-78<sup>xix</sup>](#), *An Act to amend the Divorce Act, the Family Orders and Agreements Enforcement Assistance Act and the Garnishment, Attachment and Pension Diversion Act and to make consequential amendments to another Act*, which was introduced in Parliament on May 22, 2018, to make federal family laws more responsive to Canadian families’ needs. This bill focuses on four key goals: promoting the best interests of the child, addressing family violence, reducing child poverty, and making Canada’s family justice system more accessible and efficient. Recognizing that family violence can have serious and long-lasting consequences for children, Bill C-78 requires courts, in determining parenting arrangements for a child, to consider the impact of family violence on the best interests of the child and to give primary consideration to a child’s physical, emotional and psychological safety, security and well-being. As part of the bill’s focus on access to family justice, it introduces new language rights by explicitly recognizing the right to use either official language at courts of first instance in proceedings under the *Divorce Act<sup>xx</sup>*.

**Strengthening Human Rights Governance and Rule of Law:** Bill C-78 proposes changes that will put the best interests of children first, address family violence, reduce child poverty, and make Canada’s family justice system more accessible and efficient.

The Department will also continue to work with participating provinces to develop Memoranda of Agreement for signature in 2019 to implement the Government’s commitment in Budget 2018 to establish 39 new Unified Family Court positions.

**KEY RESULT: THE CRIMINAL JUSTICE SYSTEM SUPPORTS ALTERNATIVE WAYS OF RESPONDING TO THE CAUSES AND CONSEQUENCES OF OFFENDING**

Under the strategic direction of fostering safety and security while transforming the criminal justice system, the Department will continue to administer the [Drug Treatment Court Funding Program<sup>xxi</sup>](#). This program aims to reduce crime committed because of drug dependency through court-monitored treatment and community service support for non-violent offenders with drug addictions. One of the objectives of the program is to promote and strengthen the use of alternatives to incarceration, with a particular focus on Indigenous men and women and on street prostitutes.

The Department will continue to provide funding to the provinces and territories through the Youth Justice Services Funding Program for the delivery of youth justice services and programs that directly support the policy directions of the *Youth Criminal Justice Act*. Additionally, funding will be provided to the provinces and territories through the Intensive Rehabilitative Custody and Supervision Program to assist with specialized assessments and treatment services for youth with mental health needs who have been convicted of certain offences. Finally, funding will also be made available to community-based organizations and other types of recipients through the Youth Justice Fund to respond to emerging youth justice issues and to enable greater citizen and community participation in the youth justice system.

To advance reconciliation, the Department's programming, along with its continued policy work, will support alternatives for responding to the causes and consequences of offending, with a focus on reducing the overrepresentation of Indigenous Canadians in the criminal justice system, promoting the use of restorative justice processes, and addressing gaps in services to Indigenous peoples and those with mental illness throughout the criminal justice system.

Through the [Indigenous Justice Program<sup>xxii</sup>](#), the Department will provide funding to support Indigenous community-based justice programs that offer alternatives to mainstream justice processes in appropriate circumstances. These programs are community-led and designed to reflect the cultures, values and specific justice needs of the communities in which they are situated.

**KEY RESULT: CANADIANS IN CONTACT WITH THE JUSTICE SYSTEM HAVE ACCESS TO APPROPRIATE SERVICES, ENABLING A FAIR, TIMELY AND ACCESSIBLE JUSTICE SYSTEM**

The Department will continue to support the rights of victims of crime at the federal level. Under the Federal Victims Strategy, the Department will provide enhanced and ongoing funding to address the specific needs of vulnerable victims, including victims of human trafficking, victims of sexual offences, and child victims. This funding will address gaps in services for vulnerable groups to support the Strategy's goal of giving victims a more effective voice in the criminal justice and federal corrections systems. The Department will also continue to support victims of crime through the implementation of the [Canadian Victims Bill of Rights<sup>xxiii</sup>](#).

Through the [Family Violence Initiative<sup>xxiv</sup>](#), the Department will continue to address elder abuse, including financial abuse, by providing information and resources for professionals and the public.

In addition, the [Office of the Federal Ombudsman for Victims of Crime<sup>xxv</sup>](#), which operates at arm's length from the federal government, will provide direct information, referrals and complaint-review services to its primary clients: victims, victims' family members or representatives, victim-serving agencies, and other stakeholders.

To advance reconciliation, the Department will continue in 2019-20 to support the Government of Canada's efforts with regard to the [National Inquiry into Missing and Murdered Indigenous Women and Girls<sup>xxvi</sup>](#), including the response to the final report due April 30, 2019. Moreover, to ensure that families of missing and murdered women and girls have access to all available information about their missing or murdered loved ones, as well as access to culturally grounded and trauma-informed support and assistance, the Department will continue to provide grants and contributions funding through the [Family Information Liaison Units<sup>xxvii</sup>](#) and community-based organizations across Canada.

The Department will also continue to provide funding to the [Indigenous Courtwork Program<sup>xxviii</sup>](#) to ensure Indigenous people involved in the criminal justice system obtain fair and culturally relevant treatment. Through [Access to Justice Service Agreements<sup>xxix</sup>](#), the Department will provide funding to support the delivery of criminal and civil legal aid, Indigenous courtwork services, and public legal education and information in northern communities.

Under the strategic direction of strengthening human rights, governance and the rule of law, the Department's Legal Aid Program will continue funding provincial governments to provide legal aid services to economically disadvantaged persons. The Department will also continue efforts to ensure access to appropriate services by funding provincial and territorial governments through the [Canadian Family Justice Fund<sup>xxx</sup>](#) to support families experiencing separation and divorce.

The Department will also continue initiatives relating to access to justice in both official languages. As part of the Government of Canada's [Action Plan for Official Languages 2018-2023: Investing in Our Future<sup>xxxi</sup>](#), the Department's Access to Justice in Both Official Languages Support Fund is investing approximately \$54 million over five years to support projects and activities that foster the recognition and use of both English and French in the Canadian justice system. This fund also contributes to the vitality of official languages in minority communities.

Finally, the Department will continue to provide funding through the [Contraventions Act Fund<sup>xxxii</sup>](#). The *Contraventions Act* Fund is a transfer payment program designed to provide provinces, territories and municipalities with funding to undertake measures on Canada's behalf that ensure language rights are respected in relation to issuing and processing of contravention tickets.

## Planned Results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Justice Canada laws and policies abide by the rule of law and promote respect for rights and a fair, accessible and relevant legal framework in Canada.	Canada's international ranking with respect to the rule of law.	Top 10%	March 2020	13.7% <sup>1</sup> (14/102)	10.6% <sup>2</sup> (12/113)	8% <sup>3</sup> (9/113)
	Percentage of Canadians who think that the criminal justice system is: a) fair, and b) accessible.	TBD <sup>4</sup>	TBD	N.A. New Indicator	N.A. New Indicator	N.A. New Indicator
	Number of constitutional challenges in the provincial and territorial courts of appeal and the Supreme Court of Canada.	TBD <sup>4</sup>	TBD	N.A. New Indicator	N.A. New Indicator	N.A. New Indicator

<sup>1</sup> World Justice Project Rule of Law Index 2015 [https://worldjusticeproject.org/sites/default/files/roli\\_2015\\_0.pdf](https://worldjusticeproject.org/sites/default/files/roli_2015_0.pdf)

<sup>2</sup> World Justice Project Rule of Law Index 2016

[https://worldjusticeproject.org/sites/default/files/documents/RoLI\\_Final-Digital\\_0.pdf](https://worldjusticeproject.org/sites/default/files/documents/RoLI_Final-Digital_0.pdf)

<sup>3</sup> World Justice Project Rule of Law Index 2017-2018

[https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2018-June-Online-Edition\\_0.pdf](https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2018-June-Online-Edition_0.pdf)

<sup>4</sup> Baseline year data from 2018-19 not yet available at time of publication. Target will be included in DP 2020-21.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
The criminal justice system supports alternative ways of responding to the causes and consequences of offending.	Number and type of restorative justice programs/processes available.	TBD <sup>5</sup>	TBD	N.A. New Indicator	N.A. New Indicator	N.A. New Indicator
	Number of people who have used the available restorative programs/processes.	TBD <sup>5</sup>	TBD	N.A. New Indicator	N.A. New Indicator	N.A. New Indicator
	Number/percentage of court-imposed community-based sentences as compared to number/percentage of incarceration sentences.	35% custody sentences	March 2025	N.A. New Indicator	N.A. New Indicator	N.A. New Indicator
	Percentage of individuals who were referred to an Indigenous justice program and participated in the program.	90% or greater	March 2022	N.A. New Indicator	N.A. New Indicator	N.A. New Indicator
	Percentage of youth court cases receiving a non-custodial (community-based) sentence as compared to previous reported years.	85% or greater	March 2020	84%	Note <sup>6</sup>	Note <sup>7</sup>
	Percentage of identified, eligible intensive Rehabilitative Custody and Supervision cases receiving specialized treatment.	100%	March 2020	100%	100%	100%

<sup>5</sup> New indicator – Target and date to achieve target will be set once the baseline data is available.

<sup>6</sup> Data is published by Statistics Canada two years after a given fiscal year. Final data will be available in Departmental Results Report 2019-20.

<sup>7</sup> Data is published by Statistics Canada two years after a given fiscal year. Final data will be available in Departmental Results Report 2020-21.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Canadians in contact with the justice system have access to appropriate services enabling a fair, timely and accessible justice system.	Percentage of federal funds accessed by provinces, territories, non-governmental organizations and other stakeholders to deliver targeted services consistent with federal priorities.	100%	March 2020	98%	98%	98%
	Percentage of Indigenous Courtwork Program clients indicating a level of satisfaction of “satisfied” or “very satisfied” with the usefulness of the information provided.	80% or greater	March 2023	N/A	N/A	95%
	Number of times duty counsel provide assistance in criminal matters.	1,000,000 or greater	March 2020	N/A	913,666	N/A <sup>8</sup>
	Number of full service criminal legal aid applications approved.	270,000 or greater	March 2020	261,207	274,265	N/A <sup>8</sup>
	Percentage of Office of the Federal Ombudsman for Victims of Crime (OFOVC) client inquiries or complaints that are assessed and acted upon.	100%	March 2020	N.A. New Indicator	N.A. New Indicator	N.A. New Indicator

<sup>8</sup> Once available, the result will be published in *Legal Aid in Canada 2017-18* (forthcoming).

### Budgetary Financial Resources (Dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
444,923,893	444,923,893	445,030,079	443,030,079

N.B.: Financial Resources for Planned Spending are based on Main Estimates. In addition, planned spending for 2019-20 and beyond excludes all Treasury Board central votes funding (such as severance pay expenditures, parental benefit expenditures, vacation credits payable upon termination of employment, and the Operating Budget Carry Forward).

### Human Resources (Full-Time Equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
296	296	296

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

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

## **Planning Highlights**

Initiatives under the Internal Services program will enable business and legal excellence with a focus on the Department's work force, innovation, and collaboration, as well as open, transparent and accountable operations.

### Supporting Employees

In 2019-20, minimizing the impact of the Pay Transformation implementation on employees remains a priority. The Department will continue to dedicate additional resources to improving internal processes, enhancing analytical capacity, and developing tools and communication strategies to help support employees. Additionally, the Department will continue to support the professional success of its employees through a variety of knowledge-management and career-development initiatives. These include further engaging the Department's legal community on the importance of legal ethical issues in the practice of law and ensuring that Justice's internal learning curriculum is focused on building capacity in new and emerging areas of law.

In support of the Federal Public Service Workplace Mental Health Strategy, the Department will further advance the implementation of its Mental Health Strategy, which fosters a healthy and safe work environment that meets employees' physical and psychological needs. Finally, the Department will also undertake recruitment and outreach strategies to meet work force demands, support renewal, and ensure a workforce that is representative of the Canadian population.

### Promoting Innovation and Collaboration

Moving forward, Justice will further promote digital information sharing and the leveraging of technology to improve collaboration within the Department, across government, and with external partners. The Department will continue to ensure timely, accessible and effective communications that are responsive to the evolving needs of Canadians on matters relating to the administration of justice. It will continue to strengthen communications through the use of digital platforms and will engage and collaborate with stakeholders and Canadians on key justice priorities.

In support of the Government of Canada's efforts to use data as a strategic asset, the Department will develop a Departmental Data Strategy that will focus on achieving stronger governance, improving data literacy and skills, enabling infrastructure and legislation, and using data as a valuable asset. The Department will continue to use business analytics to track performance and trends to inform better decision making.

The Department will further enhance the delivery of legal services by increasing the use of paralegals, using virtual teams, investing in new processes and technology, and continuing to assess the benefits of artificial intelligence and cloud computing in delivering legal services. The new Legal Case Management solution (LEX) will provide a modern and agile system that will support core legal services delivery, while aligning with Government of Canada direction relating to information technology modernization.

In support of the 2016-19 Federal Sustainable Development Strategy and the 2017-2020 Justice Sustainable Development Strategy, the Department will encourage new innovative standards and practices that incorporate the shift to low-carbon government. Through this work, the Department will continue to develop a strong sustainable development culture.

#### Open, Transparent and Accountable Operations

In support of Open Government, the Department of Justice will continue to promote openness and accountability through awareness-raising activities and providing employees with tools and guidance to maximize the release of data and information to the public. It will also adjust its processes to meet the new disclosure requirements stemming from [Bill C-58, \*An Act to amend the Access to Information and the Privacy Act and to make consequential amendments to other Acts\*](#).

#### Budgetary Financial Resources (Dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
78,105,514	78,105,514	77,676,082	77,676,082

N.B.: Financial Resources for Planned Spending are based on Main Estimates and are net of spendable revenues. In addition, planned spending for 2019-20 and beyond excludes all Treasury Board central votes funding (such as severance pay expenditures, parental benefit expenditures, vacation credits payable upon termination of employment, and the Operating Budget Carry Forward).

#### Human Resources (Full-Time Equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
974	974	974

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



## Spending and Human Resources

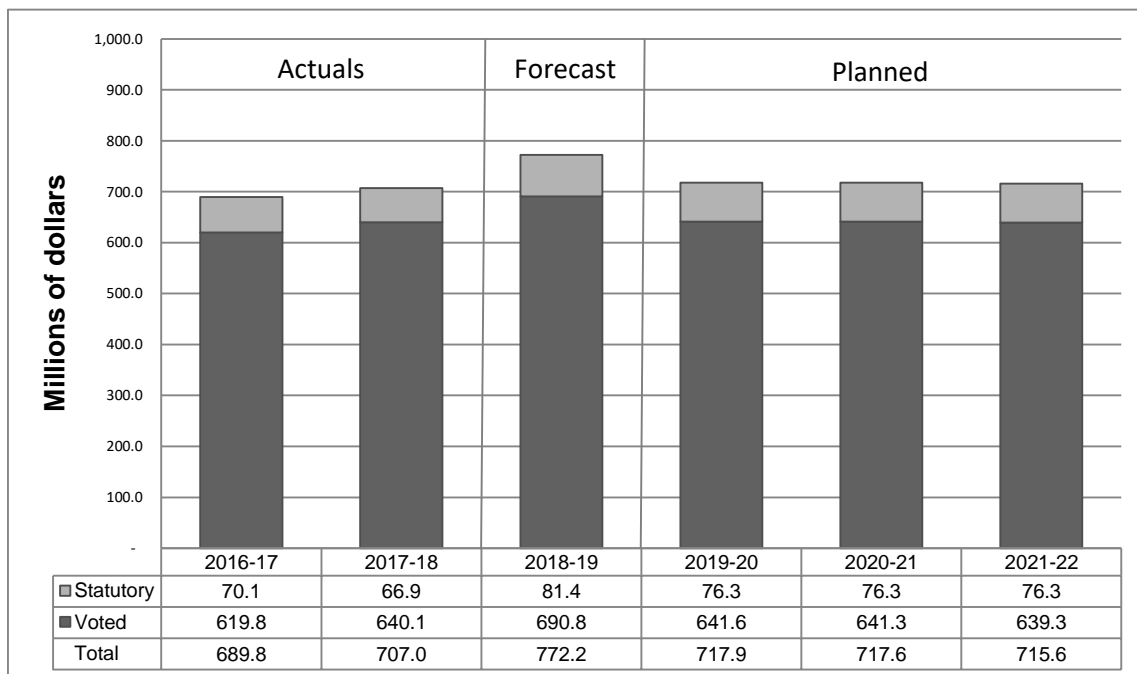
### Planned Spending

The Department of Justice’s total planned spending for 2019-20 is \$717.9 million:

- \$194.9 million for Legal Services (27%);
- \$444.9 million for Justice System Support (62%); and
- \$78.1 million for Internal Services (11%).

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

### Departmental Spending Trend Graph



## Budgetary Planning Summary for Core Responsibilities and Internal Services (Dollars)

Core Responsibilities and Internal Services	2016–17 Expenditures**	2017–18 Expenditures**	2018–19 Forecast spending***	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
Legal Services	186,457,240	180,732,263	227,410,543	194,853,652	194,853,652	194,920,797	194,920,797
Justice System Support	416,312,567	430,621,197	451,301,748	444,923,893	444,923,893	445,030,079	443,030,079
<b>Subtotal</b>	602,769,807	611,353,460	678,712,291	639,777,545	639,777,545	639,950,876	637,950,876
Internal Services	87,049,639	95,648,611	93,531,195	78,105,514	78,105,514	77,676,082	77,676,082
<b>Total</b>	689,819,446	707,002,071	772,243,486	717,883,059	717,883,059	717,626,958	715,626,958

\*Financial Resources for Planned Spending are based on Main Estimates and are net of spendable revenues. In addition, planned spending for 2019-20 and beyond exclude all Treasury Board central votes funding (such as severance pay expenditures, parental benefit expenditures, vacation credits payable upon termination of employment, and the Operating Budget Carry Forward).

\*\* 2016-17 and 2017-18 prior-year expenditures have been realigned from the Program Alignment Architecture (reporting structure until March 31, 2018) to the Departmental Results Framework (core responsibilities) for presentation and comparability purposes. Official results for those years are presented in the Public Accounts of Canada and the Departmental Results Reports of each department.

\*\*\* Forecast as of December 31, 2018.

## Budgetary Planning Summary

The fluctuations in forecasted spending in 2018-19 compared to previous year expenditures and future years' planned spending is partly explained by the impact of one-time retroactive compensation payments related to recently signed and ratified collective agreements.

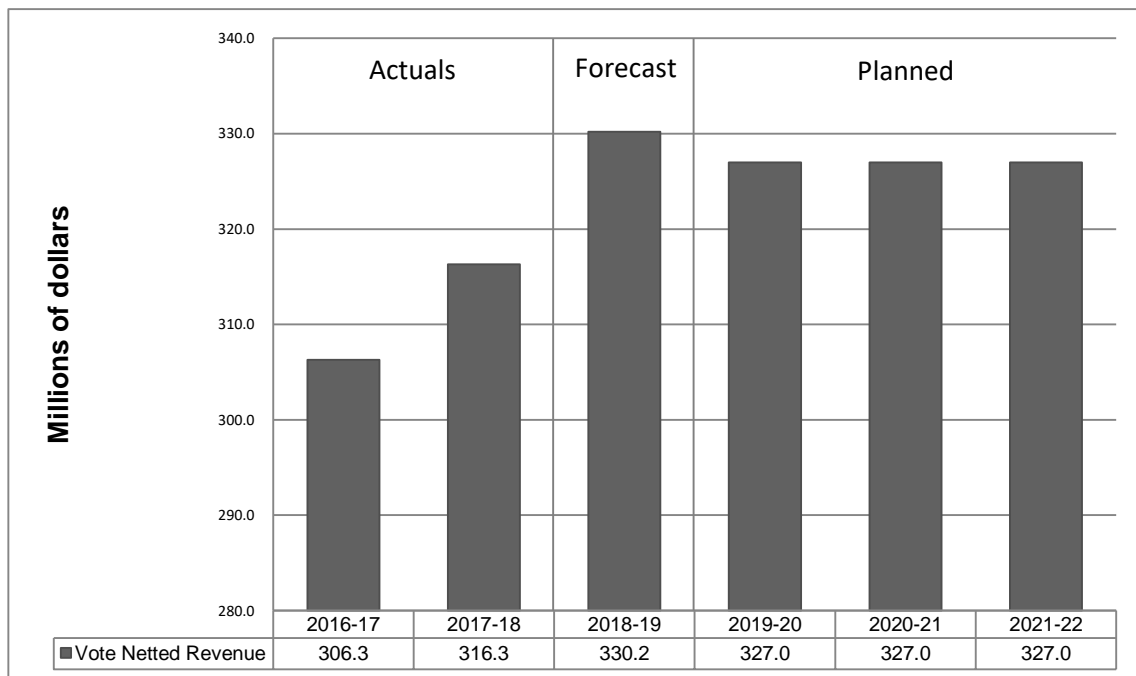
The variance of \$65.2 million between 2018-19 forecasted spending and 2017-18 spending is further explained by increases in contribution spending for programs such as criminal legal aid, immigration and refugee legal aid, the Victims Fund, and the Access to Justice in Both Official Languages Support Fund.

Retroactive compensation payments and funding the Department will receive from Treasury Board Central Votes are not included in future years' planned spending, which explains the \$54.4 million decrease between 2018-19 forecasted spending and 2019-20 planned spending. The planned spending for 2019-20 and future years reflects only funds already approved through the Main Estimates.

## 2019–20 Budgetary Planned Gross Spending Summary (Dollars)

Core Responsibilities and Internal Services	2019–20 Planned gross spending	2019–20 Planned gross spending for specified purpose accounts	2019–20 Planned revenues netted against expenditures	2019–20 Planned net spending
Legal Services	471,302,652	0	276,449,000	194,853,652
Justice System Support	444,923,893	0	0	444,923,893
<b>Subtotal</b>	916,226,545	0	276,449,000	639,777,545
Internal Services	128,656,514	0	50,551,000	78,105,514
<b>Total</b>	1,044,883,059	0	327,000,000	717,883,059

The Department's Vote-Netted Revenue Authority (VNR) amounts to \$327 million, with a corresponding offset to the Operating Budget. The VNR is notionally distributed between the Legal Services and Internal Services programs. The actual revenues distributed between programs could vary depending on numerous factors such as legal service rates approved by Treasury Board periodically, fluctuation in client departments' demand for legal services, and the actual amount of revenues collected over or below the authority. As shown in the graph below, the forecasted amount of spendable revenues as of December 31, 2018, for the Department is expected to reach \$330.2 million in 2018-19.



## Planned Human Resources

### Human Resources Planning Summary for Core Responsibilities and Internal Services (Full-Time Equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents*	2017–18 Actual full-time equivalents*	2018–19 Forecast full-time equivalents**	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Legal Services	3,047	3,044	3,130	3,130	3,130	3,130
Justice System Support	298	296	296	296	296	296
<b>Subtotal</b>	3,345	3,340	3,426	3,426	3,426	3,426
Internal Services	966	971	974	974	974	974
<b>Total</b>	4,311	4,311	4,400	4,400	4,400	4,400

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

\*\*Forecast as of December 31, 2018.

## Estimates by Vote

Information on the Department of Justice Canada's organizational appropriations is available in the [2019–20 Main Estimates](#).<sup>xxxv</sup>

## Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Department's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, amounts may differ.

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

Future-Oriented Condensed Statement of Operations  
For the Year Ending March 31, 2020 (Dollars)

Financial information	2018–19 Forecast results	2019–20 Planned results	Difference (2019–20 Planned results minus 2018–19 Forecast results)
Total expenses	1,184,568	1,124,762	(59,806)
Total revenues	333,060	327,000	(6,060)
Net cost of operations before government funding and transfers	851,508	797,772	(53,736)



Additional information

Corporate Information

Organizational Profile

**Appropriate minister:** David Lametti, P.C., M.P.

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

**Ministerial portfolio:** Justice

**Enabling instrument:** [Department of Justice Act](#)<sup>xxxvii</sup>

**Year of incorporation / commencement:** 1868

**Raison d’être, mandate and role: who we are and what we do**

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

## Reporting Framework

The Department of Justice Department Results Framework and Program Inventory of record for 2019-20 are shown below:

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

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## Supporting Information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Department's Program Inventory is available in the [GC InfoBase](#).<sup>xxxix</sup>

## Supplementary Information Tables

Supporting information on planned expenditures, human resources, and results related to the Department's Program Inventory is available in the [GC InfoBase](#).<sup>xi</sup>

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs of \\$5 million or more](#)
- ▶ [Disclosure of transfer payment programs under \\$5 million](#)
- ▶ [Gender-based analysis plus](#)
- ▶ [Horizontal initiatives](#)
- ▶ [Status report on transformational and major Crown projects](#)
- ▶ [Up-front multi-year funding](#)

## Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xli</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational Contact Information

### **Public Inquiries:**

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## Appendix: Definitions

### **Appropriation (crédit)**

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

### **Budgetary Expenditures (dépenses budgétaires)**

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

### **Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **Departmental Plan (plan ministériel)**

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

### **Departmental Result (résultat ministériel)**

Any change that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

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

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

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

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

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

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

### **Evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

**Experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

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

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

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

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

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

For the purpose of the 2019–20 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**Horizontal Initiative (initiative horizontale)**

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

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

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

**Performance (rendement)**

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

**Performance Indicator (indicateur de rendement)**

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

**Performance Information Profile (profil de l’information sur le rendement)**

The document that identifies the performance information for each Program from the Program Inventory.

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

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

**Plan (plan)**

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

**Planned Spending (dépenses prévues)**

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

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

**Priority (priorité)**

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

**Program (programme)**

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

**Program Inventory (répertoire des programmes)**

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

**Result (résultat)**

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

**Statutory Expenditures (dépenses législatives)**

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

**Sunset Program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**Target (cible)**

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

**Voted Expenditures (dépenses votées)**

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

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