

Department of Justice Canada

2022-23

Departmental Plan

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

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From the Minister

I am pleased to present the Department of Justice Canada's 2022-23 Departmental Plan.

This report provides information on the Department's key priorities, as well as Justice Canada's planned initiatives and activities for 2022-23. It highlights our objectives and future deliverables, and sets the course to help guide our efforts over the next fiscal year. In 2022-23, the Department of Justice Canada will continue to work alongside other departments and agencies on a variety of Government of Canada priorities through the delivery of high-quality, integrated legal advisory, litigation and legislative services, as well as programs and services to support the Canadian justice system.



The COVID-19 pandemic has left its mark on the lives of many Canadians. As we look ahead to the coming year, recovery efforts will remain a top government priority. We are committed to assisting the Government in this important work, and to helping our citizens in need by providing legal advice in areas such as vaccination planning, emergency support programs and recovery benefits, government debt management, and international trade law. The Department will also continue to support the Action Committee on Court Operations in Response to COVID-19 in its role of restoring Canadian court operations in a way that prioritizes the health and safety of participants and upholds the justice system's fundamental values.

Our road to reconciliation includes acknowledging the failings of our past, as we make our way towards a brighter tomorrow. The recent identification of more than 1,000 unmarked graves and burial sites of Indigenous children who died in former Indian Residential Schools has shed light on decades of pain, inter-generational trauma and loss experienced by Indigenous peoples and communities. Strengthening and renewing our relationship with Indigenous peoples continues to be a key focus for the Department. We will support government efforts to advance meaningful reconciliation and self-determination through renewed Nation-to-Nation, Inuit-to-Crown, and government-to-government relationships and collaboration. Open and honest partnerships with Indigenous leaders, governments, stakeholders and organizations, based on the recognition of rights, respect, and cooperation, will be key in healing as a nation and in ensuring that our actions are informed by the lived experiences of Indigenous peoples.

The Department will continue to support meaningful action on various initiatives, including responding to the Truth and Reconciliation Commission's Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice, the Federal Pathway and National Action Plan. We will also advance work to implement the *United Nations Declaration on the Rights of Indigenous Peoples Act* including the development of an Action Plan, the development of an Indigenous Justice Strategy and the legislative reforms to support Indigenous child and family services. The Department will also support the appointment of an independent Special Interlocutor dedicated to working directly and collaboratively with First Nations, Inuit and Métis governments, representative organizations, communities and families, and other stakeholders, to identify needed measures and make recommendations relating to

federal laws, regulations, policies and practices surrounding unmarked graves and burial sites at former residential schools.

There is a great deal of work ahead of us to make this country more just and inclusive for future generations. This includes addressing systemic discrimination and the overrepresentation of Indigenous people, racialized groups and members of other marginalized populations in the criminal justice system. It also includes supporting criminal law reforms aimed at addressing gun violence, as well as work relating to the implementation of legislation that criminalizes conversion therapy to protect the dignity and equality rights of LGBTQ2+ persons, and federal family law reforms that prioritize the needs of children and families.

We will continue to strive for a legal framework and a justice system that reflects our values as Canadians: transparent, fair and free from discrimination. We will adapt and modernize our justice system to enhance access to justice for all participants during the pandemic and beyond. As we forge ahead amidst the uncertainty of the global pandemic, we remain steadfast in our commitments to ensuring a fair, effective, relevant and accessible justice system for all Canadians.

As Minister of Justice and Attorney General of Canada, I encourage Canadians to read this 2022-23 Departmental Plan to learn more about what we are doing to deliver on mandate commitments. I have full confidence that the Department will continue to serve all Canadians in an open and transparent way, as we support government efforts to build a more resilient economy and a cleaner, greener and healthier future for all our children.

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

Plans at a Glance

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

The following provides an overview of the Department of Justice Canada's key priorities in 2022-23 for each of its core responsibilities, as well as its internal services.

Legal Services

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

Key actions:

- In support of efforts to finish the fight against the COVID-19 pandemic and assist Canadians in need, and of economic-recovery efforts, provide legal advice on vaccination priorities in federally-regulated workplaces, on extending or modifying emergency support programs and recovery benefits, on legal aspects of government debt management and the fiscal framework, and on international trade law.
- Continue to support the Action Committee on Court Operations in Response to COVID-19 in its role of promoting a national approach to restoring Canadian court operations, prioritizing the health and safety of justice system participants.
- Provide legal advisory services to federal departments and agencies to further the Government's ongoing commitment to advancing meaningful reconciliation with Indigenous peoples, as well as to contribute to advancing self-determination, closing socio-economic gaps, and eliminating systemic barriers facing First Nations, Inuit and Métis peoples.
- Provide legal advice to support efforts to secure Canada's telecommunications systems; to combat online hate and harassment, hate groups, ideologically-inspired violent extremism and terrorist organizations; and to fight against money laundering, profiting from proceeds of crime and terrorism financing, and the negative societal impacts they cause.
- With respect to litigation, provide strategic advice and guidance in the development and national implementation of legal positions and strategies for complex cases and the increasing number of class proceedings.

Justice System Support

The Department will play an essential role in promoting respect for rights and access to justice. It will also work to ensure a fair, relevant, accessible and efficient legal framework and a justice system that effectively responds to the causes and consequences of offending.

Key actions:

- Contribute to a renewed relationship with Indigenous peoples by continuing to collaborate with federal, provincial, territorial, and Indigenous governments, national Indigenous organizations, and other partners and key stakeholders to accelerate progress on Indigenous-specific justice initiatives and priorities, such as advancing the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*ⁱⁱ; responding to the *National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice*ⁱⁱⁱ; and addressing the Justice-specific *Calls to Action of the Truth and Reconciliation Commission*^{iv}, including pursuing negotiations on administration-of-justice agreements and supporting activities that promote the revitalization of Indigenous laws, legal systems and traditions.
- Support the appointment of an independent *Special Interlocutor*^v dedicated to working collaboratively with First Nations, Inuit and Métis governments, representative organizations, communities and families, and other stakeholders, to identify needed measures and recommend a new legal and regulatory framework to identify, protect, and preserve unmarked burial sites connected to former residential schools.
- Continue work to address systemic discrimination and the overrepresentation of Indigenous people, racialized groups, and other marginalized populations in the criminal justice system, including supporting the development of an Indigenous Justice Strategy and a Black Canadians Justice Strategy, as well as efforts to improve the collection and use of disaggregated data.
- Support criminal law reforms aimed at addressing gun violence, repealing some mandatory minimum penalties, and supporting the safe, efficient and effective operation of criminal proceedings to enhance access to justice for all participants during the pandemic and beyond.
- Continue work relating to the implementation of federal family law reforms to help ensure a more accessible and efficient family justice system that better responds to Canadian families' needs and promotes the best interests of the child.

Internal Services

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

Key actions:

- Maintain vigilance and readiness to adapt to changing circumstances related to the COVID-19 pandemic while ensuring that Justice Canada is well prepared for both the workplace and the workforce to make the transition to the “new normal” post-pandemic.
- Continue to foster a work environment that is healthy and safe – both psychologically and physically – and also respectful, diverse, inclusive, and accessible, through various priorities and initiatives. These include continuing to implement a psychological health and safety management system and the requirements under the new Harassment and Violence Prevention Program, and continuing to focus on the outcomes identified in the departmental Mental Health Action Plan for 2020-2023.

- Identify and implement meaningful strategies and practices, with the collaboration of various stakeholders, to improve equity, diversity and inclusion and to address systemic discrimination in hiring, retention and promotion that may be experienced by Indigenous, Black and racialized employees, or employees with disabilities.
- Promote digital approaches and strategies for information sharing and collaboration, while ensuring that effective safeguards, including retention and disposition practices, are maintained.
- Continue to implement strategies to minimize the impacts of the Phoenix Pay System problems on Department employees.

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

Core Responsibilities: Planned Results and Resources, and Key Risks

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

Legal Services

Description

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

Planning Highlights

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

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

In 2022-23, the Department will continue to provide high-quality legal advisory, litigation and legislative services to its federal client departments and agencies.

Advisory Services

To support the Government of Canada's efforts to finish the fight against the COVID-19 pandemic and assist Canadians in need, as well as supporting economic recovery efforts, the Department will continue to provide integrated legal and policy advisory services to federal departments and agencies, including:

- Health Canada and the Public Health Agency of Canada in operationalizing, implementing and enforcing existing and new public health measures, including issuing and renewing emergency orders as required;

- Public Services and Procurement Canada in the ongoing procurement of necessary goods such as vaccines, rapid tests and personal protective equipment;
- Transport Canada in the development and implementation of measures in the transportation sector to stop the spread of the COVID-19 virus;
- Treasury Board Secretariat (TBS) and Employment and Social Development Canada (ESDC) with respect to the legal implications of vaccine mandates and the development and implementation of policies and measures to prioritize vaccination across the federal public service and in federally-regulated workplaces, to help protect the health and safety of federally-regulated employees and their communities across Canada;
- Canada Revenue Agency (CRA) in its responsibilities for administering a number of [social benefit programs](#)^{vii}, as well as for legislation to extend or modify emergency support programs such as the [Canada Emergency Wage Subsidy](#)^{viii}, [Canada Emergency Rent Subsidy](#)^{ix}, and recovery benefits;
- ESDC and other government departments in the suite of initiatives to address Canadian housing issues, which include affordable housing, affordable home ownership, and Indigenous housing;
- ESDC in implementing universal \$10 per day child care and reducing by 50% related fees paid by parents;
- Advisory services with respect to the legal aspects of government transfer and funding arrangements, as well as management of government debt and the fiscal framework; and
- Trade law advisory and litigation services to ensure that measures taken by Canada and its trading partners to assist in economic recovery efforts remain consistent with international obligations and respect the international rules-based order.

To contribute in advancing meaningful reconciliation and self-determination, closing socio-economic gaps, and eliminating systemic barriers facing First Nations, Inuit, and Métis peoples, in accordance with the [United Nations Declaration on the Rights of Indigenous Peoples](#)^x and the [Principles respecting the Government of Canada's relationship with Indigenous Peoples](#)^{xi}, the Department will continue to provide legal advisory services to Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada in support of:

- shifts in operations and strategic responses in relation to COVID-19 developments and the challenges raised by the pandemic to fulfil Crown duties to consult Indigenous peoples;
- the implementation of the [Truth and Reconciliation Commission Calls to Action](#)^{xii}, including [initiatives related to unmarked burial sites connected to former Indian residential schools](#)^{xiii};
- section 35 of the [Constitution Act, 1982](#)^{xiv}, the duty to consult, and the ongoing implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^{xv};
- the negotiation and implementation of modern treaties, self-government agreements, and other constructive arrangements that reflect a recognition-of-rights approach and establish a new fiscal relationship with Indigenous peoples;
- the implementation of Indigenous child and family services legislation, including the negotiation and conclusion of coordination agreements pursuant to [An Act respecting First Nations, Inuit and Métis children, youth and families](#)^{xvi}, as well as defending the constitutionality of the Act;

- the continued implementation of [Jordan's Principle](#)^{xxvii}, a Government commitment to ensure that First Nations children have access to the health, social and educational support and services that they need, when and where they need them;
- the work with First Nations on the [Specific Claims Policy](#)^{xxviii} and [process](#)^{xxix}, including continuing to review, negotiate and settle currently outstanding claims, while exploring options for legislative reforms to provide just and timely resolution, conscious of the need for a fairer and more equitable process;
- the objective of eliminating all long-term drinking water advisories on reserves;
- the [review of the First Nations Land Management Act](#)^{xxx} and the [Addition to Reserve Policy](#)^{xxxi}; and
- the implementation of the amended [Procurement Strategy for Indigenous Business](#)^{xxxi}.

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

- Canadian Heritage, Public Safety Canada (PS) and the Royal Canadian Mounted Police (RCMP) regarding efforts to combat serious forms of harmful online content, online hate and harassment, hate groups, and ideologically-inspired violent extremism and terrorist organizations;
- PS, the Department of National Defence, Innovation, Science and Economic Development Canada and Global Affairs Canada in efforts to ensure the [security and integrity of Canada's telecommunications and critical systems in light of cyber threats](#)^{xxiii}, including continuing to advance the [National Cyber Security Action Plan](#)^{xxiv};
- PS, the RCMP and the Canada Border Services Agency to support the Government's commitments on firearms control, including strengthening measures to control the flow of illegal guns into Canada;
- PS in their work to strengthen the laws and investigative powers related to major financial crimes;
- Finance Canada in the Government's fight against profiting from proceeds of crime, money laundering and terrorism financing, and the negative societal impacts they cause, by advising on measures proposed in response to reports by external bodies (e.g. [Cullen Commission](#)^{xxv}, [Financial Action Task Force](#)^{xxvi}) advocating federal action, such as increasing transparency in the beneficial ownership of company shares and trust property;
- CRA in its sustained efforts to combat tax evasion and avoidance and ensure the fairness and integrity of the tax system;
- The Office of the Superintendent of Financial Institutions in its organizational transformation, which will focus on culture, data and the supervisory framework, as well as the financial risks related to digitalization and climate change;
- Fisheries and Oceans Canada and Environment and Climate Change Canada (ECCC) to ensure that the Government meets its goals to conserve 25% of Canada's lands and waters by 2025 and 30% by 2030 and to establish ten new national parks and ten new national marine conservation areas in the next five years;
- ECCC in establishing a Canada Water Agency to safeguard Canada's freshwater resources for future generations, including providing support to provinces, territories and Indigenous partners in developing and updating river basin and large watershed agreements;

- TBS in undertaking a comprehensive and continuous strategic policy review of government programs that will focus on achieving net-zero emissions by 2050, improving fairness and equality, and promoting quality of life and growth; and
- Privy Council Office and to the Clerk of the Privy Council through Justice Canada's Privy Council Office Legal Services Sector, which also provides expert legal advice to a wide range of federal departments on questions and litigation involving Cabinet confidences.

Litigation Services

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

Justice Canada will collaborate with client departments on litigation positions that consider, where appropriate, early resolution and settlement or out-of-court resolution and other alternatives to litigation (such as resolution through government initiatives and programs or legislative and regulatory reforms). A strategic cross-governmental and whole-of-government approach will continue to be applied to litigation that may involve several departments and agencies, Indigenous groups, provincial and territorial governments, industry, and other stakeholders.

More specifically, the Department will continue to:

- Advance a litigation strategy for the Government of Canada consistent with the *United Nations Declaration on the Rights of Indigenous Peoples Act*^{xxvii}, the *Principles guiding the Attorney General of Canada in Charter Litigation*^{xxviii}, the *Principles respecting the Government of Canada's relationship with Indigenous Peoples*^{xxix}, and the *Attorney General of Canada's Directive on Civil Litigation Involving Indigenous Peoples*^{xxx};
- Ensure the national management of class proceedings;
- Collaborate with client departments in support of the strategic management of high-profile litigation cases involving Indigenous peoples, including a global resolution on outstanding issues that have been the subject of litigation in the *First Nations Child and Family Caring Society / Assembly of First Nations matters before the Canadian Human Rights Tribunal*^{xxxi}, regarding *First Nations Child and Family Services*^{xxxii} and *Jordan's Principle*^{xxxiii};
- Support the Government in responding to employment-related class actions;
- Work with departments through committees at the Assistant Deputy Minister, Deputy Minister and Cabinet levels to support the review of litigation strategies and consideration of policy, financial and legal implications of complex litigation; and
- Support the Action Committee on Court Operations in Response to COVID-19 to promote a nationally harmonious approach to restoring Canadian court operations, prioritizing the health and safety of justice system participants while upholding the fundamental values of our justice system.

Legislative Services

In addition to its legal advisory and litigation support, the Department will continue to provide high-quality legislative and regulatory drafting services to federal departments and agencies. In particular, the Department will:

- Examine legislation for opportunities to address online hate and harassment through legal remedies for victims, in addition to supporting Canadian Heritage and other departments in the development of complementary responses to concerns around this issue, in a manner consistent with Canada's international legal obligations;
- Continue to support TBS in the statutory review of the *Access to Information Act*^{xxxiv};
- Support Health Canada with respect to the independent review and the parliamentary review of former *Bill C-7*^{xxxv}, *An Act to amend the Criminal Code (medical assistance in dying)*, within one year of receiving royal assent; and
- Continue to contribute to the targeted regulatory reform agenda (*Budget 2019*^{xxxvi}), focusing on supporting innovation and business investment, and making the Canadian regulatory system more agile, transparent and responsive. This work will include: modernizing regulations related to agri-food, aquaculture, health and biosciences, transportation and infrastructure; supporting clean technology; advancing digitalization and supporting technology neutrality; and better incorporating international standards into regulations, while ensuring that Canada's own robust standards for health, safety, security, and environmental protection are maintained.

Gender-Based Analysis Plus

Gender-Based Analysis Plus^{xxxvii} (GBA Plus) is an analytical approach that helps to ensure that federal government legislation, policies, programs and other initiatives are responsive, inclusive and reflective of diverse experiences and realities in order to address inequities and barriers. The GBA Plus approach considers identity factors that go beyond biological (sex) and socio-cultural (gender) differences. It includes the examination of a range of other intersecting identity factors (such as age, disability, economic status, education, sexual orientation, geography, language, race and ethnicity, and religion and spirituality).

As part of the **departmental GBA Plus policy**^{xxxviii}, the guiding principles of GBA Plus will continue to be broadly applied to all areas of the Department's work, including the provision of legal services to client departments and policy and legal advice to Cabinet. This will help foster greater gender equality, diversity and inclusive outcomes that are responsive to the needs of diverse groups of Canadians. Integrating a GBA Plus and intersectional approach in decision-making processes helps to identify and address existing systemic barriers and improve access to justice.

In the area of international trade and investment, and more specifically in negotiating and applying dispute-settlement provisions under free trade agreements and foreign investment promotion and protection agreements, the Department will continue to advocate for increased diversity – including gender diversity – in the appointment of arbitrators and panelists to adjudicate disputes.

The Department will also continue to support the Government's commitments towards equity and inclusion and improving diversity in the federal public service. This will be done through the provision of integrated legal advisory and drafting services on the development of policies and regulatory changes, including integrated advice on the implementation of the Federal Internship Program for Canadians with Disabilities and on recruitment strategies to hire at least 5,000 people with disabilities over a period of five years, in accordance with the [Accessibility Strategy for the Public Service of Canada](#)^{xxxix}.

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

As a signatory to the [United Nations 2030 Agenda for Sustainable Development](#)^{xl}, the Government of Canada is committed to its 17 Sustainable Development Goals (SDGs) and to the overarching vision to "leave no one behind." The Department, supported by its Access to Justice Secretariat, leads Canada's efforts to advance SDG 16 domestically and abroad. SDG 16 calls for peaceful, just and inclusive societies that promote the rule of law, nationally and internationally, the provision of equal access to justice for all, and the building of institutions that are effective, accountable and inclusive at all levels.

To foster greater collaboration, the Department will champion and advance the theme of access to justice and other SDG 16-related themes among key partners and stakeholders at the federal, provincial, territorial and international levels. While SDG 16 is an essential component in the advancement of the overall 2030 Agenda, Justice Canada provides particular support for a number of other SDGs, including SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), and SDG 17 (Partnerships for the Goals).

Departmental activities that will contribute to advancing SDGs include:

- Improving access to justice for Indigenous people, racialized groups, and other equity-seeking populations (SDG 16);
- Participation in the [Cullen Commission](#)^{xli} on money laundering (SDG 16, target 16.4);
- Supporting Canada's Anti-Money Laundering and Anti-Terrorist Financing Regime (SDG 16, target 16.4);
- Supporting efforts of the [International Assistance Group](#)^{xlii}, as Canada's central authority for extradition and mutual legal assistance, to promote international cooperation and compliance with international agreements (SDG 16, targets 16.4, 16.5, 16.10);
- Participating in multilateral international negotiations and forums (e.g. G7, United Nations Convention against Corruption Working Group on International Cooperation, Commonwealth Secretariat, Organization of American States) aimed at improving the international legal framework for law enforcement and cooperation in relation to the prosecution of serious transnational crimes (SDG 16, targets 16.4, 16.5);
- Continued application of Department-imposed obligations on legal agents of the Minister to abide by Canada's anti-corruption and anti-bribery legal framework in Canada and abroad (SDG 16, target 16.5);

- Collaborating with the [National Security and Intelligence Review Agency](#)^{xliii} (SDG 16, target 16.6);
- Providing Justice Canada experts as training resources in supporting the capacity-building work of international agencies and organizations (e.g. United Nations Office on Drugs and Crime, International Institute for Justice and the Rule of Law) (SDG 16, target 16.11a);
- Legal advisory services with respect to the identification, investigation and mitigation of threats posed by ideologically-inspired violent extremism and terrorist organization activities and in relation to programs to counter the rise and growing presence of these threats (SDG 11); and
- Legal support in implementing the Government's firearms policy commitments, including countering gun smuggling and trafficking, as well as an expanded licence-suspension regime to help combat intimate-partner and gender-based violence and self-harm involving firearms (SDGs 11, 16, target 16.4).

Experimentation¹

The Department of Justice Canada will seek opportunities to improve the delivery of legal services by exploring the adoption of emerging and innovative technologies. For instance, the Department will continue efforts to modernize its work with the court system by implementing procedures and technologies to enable remote hearings and the electronic transfer of documentation in a more environmentally conscious manner. This includes where counsel may be able to appear by video or telephone (e.g. case-management conferences, largely procedural hearings, uncontested motions). Justice Canada will continue to explore the secure exchange of documents with client departments and other parties (including the courts) using electronic platforms. As part of this work, the Department intends to update or establish new guidance on document-sharing platforms and on the conduct of digital litigation, including remote hearings.

Additionally, the Department will pursue improvements in program design and delivery, such as continued collaboration with Immigration, Refugee and Citizenship Canada to develop artificial intelligence and machine-learning tools to assist in the area of immigration law.

The aim of these initiatives is to generate new insights, improve service delivery, and adopt evidence-based solutions that serve the public interest.

Key Risks

Cultivating and maintaining productive relationships with client departments, partners and stakeholders enables Justice Canada to achieve its expected results. As legal practices, client priorities, and demands for legal services evolve, there may be risks for particular relationships. To mitigate these risks, the Department will advance its priority of strengthening strategic partnerships with clients by continuing to enhance its business processes, to provide meaningful legal risk assessments, and to be a trusted and collaborative partner. It will continue to focus on collaboration and joint planning with client departments and partners in central agencies to meet Government and client priorities, including working with clients to prioritize efforts and manage

¹ [Experimentation](#) is defined in the "[Appendix: Definitions](#)" section of this report.

demand, especially during this time of the COVID-19 pandemic. The Department will also continue its work in modernizing the [Legal Services Client Feedback Survey](#)^{xliv} to ensure its relevance, impact and alignment with respect to client needs as well as the Department's vision and strategic plan.

Planned Results for Legal Services

The following table shows the planned results for Legal Services, along with the result indicators, the targets and the target dates for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2018-19 Actual Results	2019-20 Actual Results	2020-21 Actual Results
Departments and agencies receive high-quality legal services	Client satisfaction mean rating on the overall quality of legal services ²	8 or greater	March 2023	8.5 ³	8.5 ⁴	8.5 ⁵
	Client satisfaction mean rating on the provision of legal services against the service standards ⁶	8 or greater	March 2023	8.5 ⁷	8.5 ⁸	8.7 ⁹
	Percentage of litigation files resolved in a fiscal year that have a successful outcome (settled or adjudicated) from the Crown's perspective	75% or greater	March 2023	80%	85%	92%

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

² Results presented in previous Departmental Plans (DPs) for overall quality of legal services were disaggregated by service type (advisory, litigation, legislative drafting, and regulatory drafting). These results have since been aggregated into a single indicator for the overall quality of legal services. In doing so, a weighting strategy was applied to ensure accurate representation of client feedback. Consequently, the 2018-19 overall mean rating result presented is restated, as it differs from what was previously reported in [GC InfoBase](#).

³ The result presented for 2018-19 reflects interim feedback collected during Cycle III of the [Department of Justice Canada Legal Services Client Feedback Survey](#) (CFS). The disaggregated results are the following: Advisory: 8.6; Litigation: 8.4; Legislative: 8.6; Regulatory: 8.0 (<https://www.justice.gc.ca/eng/rp-pr/cp-pm/dpr-rr/2012/sur/index.html>).

⁴ Cycle III of the CFS was completed in 2019-20, and the [CFS Survey Results – Cycle III \(2016-2019\) report](#) was published in January 2021. The disaggregated results are the following: Advisory: 8.5; Litigation: 8.4; Legislative: 8.6; Regulatory: 8.4 (<https://www.justice.gc.ca/eng/rp-pr/cp-pm/dpr-rr/2019/sur/index.html>).

⁵ The result presented for 2020-21 reflects interim feedback collected during Cycle IV of the CFS. The disaggregated results are the following: Advisory: 8.6; Litigation: 8.4; Legislative: 8.6; Regulatory: 8.8.

⁶ Results presented in previous DPs for the performance of legal services against the [service standards](#) were disaggregated by service dimension (responsiveness/accessibility, usefulness, and timeliness) ([Service Standards for the Provision of Legal Services in Government](#), <https://www.justice.gc.ca/eng/abt-apd/service.html>). These results have since been aggregated into a single indicator for the performance of legal services against the [service standards](#). In doing so, a weighting strategy was applied to ensure accurate representation of client feedback. Consequently, the 2019-20 overall mean rating result presented is restated, as it differs from what was previously reported in [GC InfoBase](#).

⁷ The result presented for 2018-19 reflects interim feedback collected during Cycle III of the CFS. The disaggregated results are the following: Responsiveness/Accessibility: 8.8; Usefulness: 8.5; Timeliness: 8.3 (<https://www.justice.gc.ca/eng/rp-pr/cp-pm/dpr-rr/2012/sur/index.html>).

⁸ Cycle III of the CFS was completed in 2019-20, and the [CFS Survey Results – Cycle III \(2016-2019\) report](#) was published in January 2021. The disaggregated results are the following: Responsiveness/Accessibility: 8.7; Usefulness: 8.4; Timeliness: 8.2 (<https://www.justice.gc.ca/eng/rp-pr/cp-pm/dpr-rr/2019/sur/index.html>).

⁹ The result presented for 2020-21 reflects interim feedback collected during Cycle IV of the CFS. The disaggregated results are the following: Responsiveness/Accessibility: 9.0; Usefulness: 8.6; Timeliness: 8.4.

Planned Budgetary Spending for Legal Services

The following table shows budgetary spending for Legal Services for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 Budgetary Spending (as indicated in Main Estimates)	2022-23 Planned Spending	2023-24 Planned Spending	2024-25 Planned Spending
219,037,730	219,037,730	218,414,091	215,947,262

N.B.: Financial resources for planned spending are based on Main Estimates and are net of [respendable revenues](#). These exclude any funding to be received through Budget 2022.

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

Planned Human Resources for Legal Services

The following table shows, in full-time equivalents, the human resources the Department will need to fulfill this core responsibility for 2022-23 and for each of the next two fiscal years.

2022-23 Planned Full-Time Equivalents	2023-24 Planned Full-Time Equivalents	2024-25 Planned Full-Time Equivalents
3,535	3,535	3,535

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

Justice System Support

Description

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

Planning Highlights

The Department develops and coordinates all federal justice legislative reforms, policy options and initiatives, and tests innovative approaches to strengthening the legal framework within various domains, notably Indigenous justice, criminal justice (including sentencing, criminal procedure, youth criminal justice and victims of crime); children and family law (including marriage and divorce); access to justice; bijuralism¹⁰; human rights; privacy; access to information; and official languages.

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

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

As the Department works to achieve these results, it must remain ready to respond to the accelerated pace at which new policy issues emerge or unfold. 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.

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

The Department will continue its work to foster public safety and security while supporting efforts to transform the criminal justice system. Specifically, it will continue to strive to advance improvements to the criminal justice system to ensure that Canadians are kept safe, to help increase efficiencies, and to reduce delays for all those involved in the system. It will also work to address systemic inequities and the overrepresentation of Indigenous people, Black people, and members of other racialized or marginalized communities, such as those with mental health and substance abuse challenges, in the criminal justice system.

¹⁰ Bijuralism is the coexistence of two legal traditions within a single state. Since the common law and civil law coexist in Canada in both official languages, Canada is said to be a bijural country.

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

The *United Nations Declaration on the Rights of Indigenous Peoples Act*

came into force in June 2021.

In 2022-23, Justice Canada will continue its broad, inclusive and distinctions-based approach to the consultation and engagement process with Indigenous peoples, their representative organizations, and other key stakeholders on the implementation of the Act, to ensure that the diverse views of Indigenous partners across the country are taken into consideration. Together with Indigenous peoples, the Department will work to develop an action plan to achieve the objectives of the Declaration and measures to ensure that federal laws are consistent with the Declaration, as well as work to develop and table the first annual progress report.

The Department will contribute to a renewed relationship with Indigenous peoples by continuing to collaborate with federal, provincial, territorial, and Indigenous governments, national Indigenous organizations, and other partners and key stakeholders to accelerate progress on various initiatives that relate to the Department's mandate. This includes continued work on advancing the implementation of the Justice-led [Calls to Action of the Truth and Reconciliation Commission](#)^{xlviii} (TRC) and responding to the Justice-specific [Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls](#)^{xlix} (MMIWG), through funding for new and expanded initiatives including developing an implementation framework to track progress on the Justice theme objectives of the federal component ([Federal Pathway](#)^l) of the [National Action Plan](#)^{li}. This also includes continuing to lead on the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^{lii}, in partnership with Indigenous peoples and in collaboration with Crown-Indigenous Relations and Northern Affairs Canada and other government departments. The Act is a key building block in recognizing, respecting, protecting and fulfilling the rights of Indigenous peoples. It provides a road map for the Government and Indigenous peoples to work together to implement the Declaration.

Furthermore, the Department will support the Minister of Justice in the appointment of an independent [Special Interlocutor](#)^{liii} dedicated to working directly and collaboratively with First Nations, Inuit and Métis governments, representative organizations, communities, families and other stakeholders, to identify needed measures, and recommend a new legal and regulatory framework to advance justice and make recommendations related to federal laws, regulations, policies and practices surrounding unmarked burial sites relating to former residential schools.

In addition, the Department will continue to support the Deputy Minister of Justice in his role as a member of the Deputy Minister Committee on Indigenous Reconciliation by providing timely and integrated horizontal advice and support for whole-of-government initiatives.

The Department will pursue its work focused on implementing criminal justice system reforms to address the overrepresentation of Indigenous people, Black people, and members of other racialized or marginalized populations in the criminal justice system by:

- Developing a Black Canadians Justice Strategy to address anti-black racism and discrimination in the criminal justice system, in consultation and cooperation with provinces, territories and Black Canadians, with the support of the Minister of Housing and Diversity and Inclusion;
- Continuing to co-lead and co-develop, alongside Public Safety Canada (PS), the Pan-Canadian Strategy to Address the Overrepresentation of Indigenous People in the Criminal Justice System and Action Plan. Further work will include consideration of 19 draft recommendations and how they may support other key initiatives, such as the implementation of the [TRC Calls to Action 30 and 38](#)^{liv} and the MMIWG Calls for Justice, and the Indigenous Justice Strategy. This work is undertaken collaboratively and is informed through a range of federal-provincial-territorial working groups, as well as engagement with Indigenous communities and organizations; and
- Supporting the parliamentary process for *An Act to amend the Criminal Code and the Controlled Drugs and Substances Act* ([Bill C-5](#)^{lv}), which aims to repeal mandatory minimum penalties for all drug offences under the *Controlled Drugs and Substances Act*^{lvi}, some firearm-related offences and one tobacco-related offence; to provide greater judicial discretion to impose sanctions other than imprisonment that are appropriate and just in the circumstances; and to require police and Crown prosecutors to consider diverting individuals out of the criminal justice system rather than charging them with simple drug possession offences.

The Department's work with respect to criminal law reforms will also involve:

- Re-introducing and supporting the parliamentary process for *An Act to amend the Criminal Code and the Identification of Criminals Act and to make related amendments to other Acts (COVID-19 response and other measures)* (former [Bill C-23](#)^{lvii}), which aims to support the safe, efficient and effective operation of criminal proceedings, with a view to increasing access to justice for all participants during the pandemic and beyond;
- Co-leading, with PS, the introduction of legislation to address gun violence;
- Supporting the implementation of *An Act to amend the Criminal Code (conversion therapy)* (former [Bill C-4](#)^{lviii}), which received Royal Assent in December 2021 and criminalizes conversion therapy to protect the dignity and equality of LGBTQ2+¹¹ persons;
- Supporting work in relation to requirements set out by *An Act to amend the Criminal Code (medical assistance in dying)* (former [Bill C-7](#)^{lix}), including in relation to the following:
 - recommendations from an independent panel of experts as to *Criminal Code*^{lx} safeguards and protocols and guidance for

In support of the Government of Canada's commitments relating to criminal justice, the Department of Justice Canada remains committed to pursuing the development, introduction, enactment and implementation of legislation with respect to criminal law reform pertaining to matters such as conversion therapy, hate propaganda, hate crimes and hate speech, firearms, mandatory minimum penalties, greater judicial discretion, diversion, and criminal procedure.

¹¹ LGBTQ2+ is an abbreviation used to refer to lesbian, gay, bisexual, transgender, queer, and two-spirit persons. The "plus" (+) serves to indicate the inclusion of other identities, such as questioning, intersex and asexual.

- the joint parliamentary review of the *Criminal Code*^{lxi} medical assistance in dying provisions and their application, including in relation to mature minors, advance requests, mental illness, the protection of Canadians with disabilities, and the state of palliative care in Canada.

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

- Co-leading efforts, with Canadian Heritage, to support the Government's commitment to protect Canadians from online harms, particularly, by combatting online hate speech through amendments to the *Criminal Code*^{lxii} and *Canadian Human Rights Act*^{lxiii};
- Leading efforts in support of Canada's criminal justice priorities on the international stage (e.g. Quintet of Attorneys General, Council of Europe Cybercrime Convention Committee); and
- Co-leading efforts, with Finance Canada, to support the Government's commitment to counter predatory lending by lowering the criminal interest rate.

A key priority of the Minister of Justice involves the establishment of an independent Criminal Case Review Commission to improve access to justice and make it easier and faster for potentially wrongfully convicted people to have their applications reviewed. In response to the *consultants' report*^{lxiv}, the Department is leading the development of a proposal with recommended options, to be followed by the drafting of appropriate legislation.

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

In the context of Canada's family justice system, the Department will continue to lead efforts towards the full implementation of *An Act to amend the Divorce Act, the Family Orders and Agreements Enforcement Assistance Act and the Garnishment, Attachment and Pension Diversion Act and to make consequential amendments to another Act*^{lxvi} (former Bill C-78). These legislative reforms are designed to help ensure that federal family laws are more responsive to Canadian families' needs by promoting the best interests of the child, addressing family violence, reducing child poverty, and making Canada's family justice system more accessible and efficient. The implementation of provisions will continue throughout 2022-23, including the publication of amendments to the regulations related to the *Family Orders and Agreements Enforcement Assistance Act*^{lxvii}.

Building on previous public consultations and engagements with experts, the Department will continue to lead the substantive review of the *Privacy Act*^{lxviii}, including by engaging with Indigenous partners, to develop specific proposals for amendments to the Act to keep pace with

the effects of both technological change and evolving Canadian values. Further to its legal policy development work and the introduction of the *Privacy Act Extension Order, No. 3*^{lxix}, the Department will continue to support the Treasury Board Secretariat and other federal government institutions with respect to the implementation of the Order, which comes into force in July 2022.

The Department will support the Department of National Defence in advancing military justice reform options, including the establishment of a permanent military court, in response to former Justice Fish's April 2021 report on the third independent review of the Canadian military justice system.

As provided for in *Budget 2021*^{lxx}, Justice Canada will be leading efforts to revive the Law Commission of Canada. The Commission will help ensure the justice system is accessible, just and fair for all. Work will focus on appointing Commissioners, establishing the Secretariat and securing accommodation and support services to ensure the success of the Commission.

Planned Results for Justice System Support

The following table shows the planned results for Justice System Support, along with the result indicators, the targets and the target dates for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2018-19 Actual Results	2019-20 Actual Results	2020-21 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 2023	7.1% (9 th /126) ¹²	7.0% (9 th /128) ¹³	8.6% (12 th /139) ¹⁴
	Percentage of Canadians who think that the criminal justice system is a) fair; and b) accessible	70% or greater	March 2025	57% of Canadians have moderate to high confidence that the criminal justice system is fair 62% of Canadians have moderate to high confidence that the criminal justice system is accessible ¹⁵	Not available ¹⁶	51% of Canadians have moderate to high confidence that the criminal justice system is fair 52% of Canadians have moderate to high confidence that the criminal justice system is accessible ¹⁷
	Number of constitutional challenges in the provincial and territorial courts of appeal and the Supreme Court of Canada	TBD ¹⁸	TBD	Provincial/territorial courts of appeal: 56 Supreme Court of Canada appeals: 5	Provincial/territorial courts of appeal: 32 Federal Court of Appeal: 3 Supreme Court of Canada appeals: 10	Provincial/territorial courts of appeal: 27 Federal Court of Appeal: 5 Supreme Court of Canada appeals: 10

N.B.: The Department is currently conducting an in-depth review of its departmental result indicators, including target dates. This review will assess and amend indicators, as appropriate, with a view to ensuring they are regularly supported with high-quality and available data.

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

¹² World Justice Project, [Rule of Law Index 2019](https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2019-Single%20Page%20View-Reduced_0.pdf) (https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2019-Single%20Page%20View-Reduced_0.pdf)

¹³ World Justice Project, [Rule of Law Index 2020](https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2020-Online_0.pdf) (https://worldjusticeproject.org/sites/default/files/documents/WJP-ROLI-2020-Online_0.pdf)

¹⁴ Eleven countries were added to the Rule of Law Index 2021 (World Justice Project, <https://worldjusticeproject.org/sites/default/files/documents/WJP-INDEX-21.pdf>).

¹⁵ National Justice Survey 2018, Final Report (https://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/justice_canada/2019/061-18-e/report.pdf)

¹⁶ The National Justice Survey was not conducted in 2019 because of the election period. The 2020 National Justice Survey was cancelled because of impacts of the COVID-19 pandemic. The most recent data available was collected in 2021.

¹⁷ The 2021 National Justice Survey asked respondents to rate their confidence "today" (on the day surveyed), but also "before the pandemic". The percentages reported above reflect responses as to confidence "on the day surveyed". According to the responses as to confidence "before the pandemic", 55% of Canadians had moderate to high confidence that the criminal justice system is fair, and 62% of Canadians had moderate to high confidence that the criminal justice system is accessible. (National Justice Survey 2021, Final Report, <https://www.justice.gc.ca/eng/rp-pr/jr/njs-snj.html>)

¹⁸ Measure not appropriate for establishing a target. Indicator is better suited to demonstrating trends.

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

In support of ongoing policy work aimed at developing and implementing alternative measures for responding to the causes and consequences of offending, the Department will continue to focus efforts on ensuring that the criminal justice system is used where it is needed to keep the public safe, while also addressing systemic inequities in all stages of the criminal justice system.

In addition, the Department will continue to provide funding support to provinces, territories and non-governmental organizations for the delivery of services and programs through the [Youth Justice Services Funding Program](#)^{lxxii}, the [Youth Justice Fund](#)^{lxxiii}, the [Intensive Rehabilitative Custody and Supervision Program](#)^{lxxiv}, and the [Drug Treatment Court Funding Program](#)^{lxxv}. These initiatives provide opportunities to address systemic inequities in the criminal justice system by promoting the increased use of pre- and post-charge diversion and enabling courts to impose sentences appropriate to the circumstances of individual cases.

Funding provided to provinces and territories through the [Drug Treatment Court Funding Program](#)^{lxxvi} will help address crime committed in relation to substance use disorders by promoting and strengthening the use of alternatives to incarceration for non-violent offenders who meet specified criteria. The program provides court-monitored treatment and community service support for qualifying non-violent offenders motivated by a problematic substance use.

The Department will continue to explore opportunities to promote the use of restorative justice in the criminal justice system. More specifically, through the [Indigenous Justice Program](#)^{lxxvii}, the Department will keep delivering financial support to Indigenous community-based justice programs that offer culturally relevant restorative justice alternatives in appropriate circumstances. It will also continue its work, with provincial and territorial partners, to support the implementation of [Gladue Principles](#)^{lxxviii} in the justice system (e.g. post-sentence *Gladue* aftercare programming and the writing of *Gladue* reports).

Through additional funding for both the [Indigenous Justice Program](#)^{lxxix} and the [Indigenous Courtwork Program](#)^{lxxx} ([Budget 2021](#)^{lxxxii}), the Department will work towards implementing supports to help Indigenous families navigate the family justice system and access community-based family mediation services. Federal support of these community-led and community-driven restorative justice programs and court services is a concrete demonstration of the Government's commitment to renew its relationship with Indigenous peoples as well as to address the overrepresentation of Indigenous people in the criminal justice system, including through the use of alternative measures.

The Department will also continue to support the development of an Indigenous Justice Strategy, in consultation, cooperation and collaboration with federal, provincial, territorial and Indigenous partners, to address systemic discrimination and the overrepresentation of Indigenous people in the criminal justice system. The new [Engagement Fund](#)^{lxxxii} established in 2021-22 under the [Indigenous Justice Program](#)^{lxxxiii} will continue to support capacity funding for Indigenous-led engagement and dialogues with partners to develop a mutual vision and scope for the Indigenous Justice Strategy and to identify needed legislative, program and policy initiatives.

Planned Results for Justice System Support

The following table shows the planned results for Justice System Support, along with the result indicators, the targets and the target dates for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2018-19 Actual Results	2019-20 Actual Results	2020-21 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	Maintain baseline level of 448 or increase	March 2023	448 restorative justice programs ¹⁹	448 restorative justice programs ²⁰	450 restorative justice programs ²¹
	Number of people who have used the available restorative justice programs/processes ²²	TBD	TBD	Not available	Not available	Not available
	Number/percentage of court-imposed community-based sentences as compared to number/percentage of incarceration sentences	35% custody sentences or lower	March 2025	46% of adults received a custodial sentence ²³	48% of adults received a custodial sentence ²⁴	Not available ²⁵
	Percentage of individuals who were referred to an Indigenous justice program and participated in the program	90% or greater	March 2023	88%	89%	Not available ²⁶
	Percentage of youth court cases receiving a non-custodial (community-based) sentence as compared to previous reported years	85% or greater	March 2023	88% ²⁷	88% ²⁸	Not available ²⁹
	Percentage of identified, eligible Intensive Rehabilitative Custody and Supervision cases receiving specialized treatment	100%	March 2023	100%	100%	100%

N.B.: The Department is currently conducting an in-depth review of its departmental result indicators, including target dates. This review will assess and amend indicators, as appropriate, with a view to ensuring they are regularly supported with high-quality and available data.

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

¹⁹ The [Directory of Restorative Justice](https://www.justice.gc.ca/eng/cj-jp/rj-jr/sch-rch.aspx) (<https://www.justice.gc.ca/eng/cj-jp/rj-jr/sch-rch.aspx>) only provides information on the number of self-reported restorative justice programs available. Please note that not all programs reported in the Directory received funding from the Department of Justice Canada.

²⁰ See note 19.

²¹ See note 19.

²² Departmental result indicator under review as a result of data-availability issues.

²³ In 2018-19, 46% of adults found guilty under the *Criminal Code* (excluding traffic offences) received a custodial sentence (Statistics Canada, [Table 35-10-0031-01 Adult criminal courts, guilty cases by most serious sentence](#), <https://doi.org/10.25318/3510003101-eng>).

²⁴ In 2019-20, 48% of adults found guilty under the *Criminal Code* (excluding traffic offences) received a custodial sentence (Statistics Canada, [Table 35-10-0031-01 Adult criminal courts, guilty cases by most serious sentence](#), <https://doi.org/10.25318/3510003101-eng>).

²⁵ Most recent data published by Statistics Canada is for 2019-20.

²⁶ Most recent result available is for 2019-20.

²⁷ In 2018-19, as well as in 2019-20, 12% of youth found guilty under the *Criminal Code* (excluding traffic offences) received a custodial sentence, whereas 88% received a non-custodial (community-based) sentence (Statistics Canada, [Table 35-10-0042-01 Youth courts, guilty cases by most serious sentence](#), <https://doi.org/10.25318/3510004201-eng>).

²⁸ See note 27.

²⁹ See note 25.

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

The Department will continue to support the implementation of the Federal Victims Strategy, as well as the [Victims Fund](#)^{lxxxv}, which will involve:

- Federal-provincial-territorial collaboration and coordination, criminal law reform, policy initiatives, and program funding to improve access to justice for victims and survivors of crime and give them a more effective voice in the criminal justice system;
- Advancing collaboration and initiatives to support victim participation in the criminal justice system in the context of virtual proceedings, which are being developed and implemented not only in response to the COVID-19 pandemic and health and safety directives but also to enhance efficiencies in the justice system;
- Continuing to work closely with federal partners and provincial and territorial governments to support awareness and recognition of victims' rights in Canada, including the implementation of the [Canadian Victims Bill of Rights](#)^{lxxxvi}; and
- Supporting the implementation of the [MMIWG National Action Plan](#)^{lxxxvii} and the [TRC Calls to Action](#)^{lxxxviii} in the area of Indigenous-led services and supports for victims and survivors of crime.

Through the [Justice Partnership and Innovation Program](#)^{lxxxix} (JPIP), the Department will support pilot community justice centre models in British Columbia, Ontario and Manitoba. These models, which are community-driven, will integrate justice processes with health and social services to provide a coordinated approach to addressing the root causes of crime, break the cycle of offending, and improve public safety and community well-being.

The Department will also support activities to improve the criminal and family justice system responses to sexual assault and intimate-partner violence. Through the [Victims Fund](#)^{xc} and JPIP, it will support independent legal advice and representation projects for victims and survivors of sexual offences, including sexual assault and intimate-partner violence. JPIP will also provide funding for additional supports for victims of intimate-partner violence in the family justice system.

The Department will continue to strive to develop innovative approaches to Indigenous justice systems, guided by the [TRC Calls to Action](#)^{xc} and the [MMIWG Calls for Justice](#)^{xcii}. This includes leading negotiations on administration-of-justice agreements with Indigenous partners and working collaboratively with interested Indigenous organizations and communities as well as provinces and territories. This work will provide a foundation for the development of a new conceptual framework for Indigenous groups to assume a greater role in the administration of justice within their communities, which will advance self-determination, promote community development, increase public safety, and develop capacity for change that is enduring and transformational.

To help sentencing judges in considering the disadvantages and systemic racism that have contributed to racialized Canadians' interaction with the criminal justice system, the Department will provide contribution funding for the implementation of [Impact of Race and Culture](#)

[Assessments \(IRCA\)](#)^{xciii} across Canada. IRCA are pre-sentencing reports that provide information on the impacts of discrimination on a racialized offender. The funding will support the development of a training curriculum for IRCA assessors, as well as awareness programs and continuing professional development education on IRCA for criminal defence lawyers, Crown prosecutors, judges, and other justice system participants. Moreover, funding will be made available to all provincial and territorial legal aid programs to support the preparation of IRCA reports for eligible racialized accused Canadians, with the goal of making this important tool a part of the criminal justice system across the country.

Through its [Legal Aid Program](#)^{xciv} and [Indigenous Courtwork Program](#)^{xcv}, the Department will continue to provide contribution funding to provincial governments for the delivery of legal aid services and Indigenous courtwork services. Indigenous courtwork services help Indigenous people in contact with the criminal justice system obtain fair, equitable and culturally relevant representation and services. The Department will also continue to support the territories in the provision of legal aid services, public legal education and information programs, and Indigenous courtwork services through consolidated [Access to Justice Services Agreements](#)^{xcvi}.

JPIP will continue to fund activities that respond to changing conditions that affect Canadian justice policy. For instance, this will include supporting activities that promote the revitalization of Indigenous laws, legal systems and traditions, which will contribute to the implementation of the [TRC Call to Action 50](#)^{xcvii}. To date, 27 projects have been funded for the revitalization of Indigenous laws and legal traditions.

The [Canadian Family Justice Fund](#)^{xcviii} supports activities and services for Canadian families experiencing separation and divorce. In 2022-23, this will include funding projects directed towards the implementation of amendments to the [Divorce Act](#)^{xcix}, including updating public legal education and information, as well as supporting provinces and territories in implementing official language rights provisions intended to ensure that Canadians in every part of the country can obtain a divorce in the official language of their choice.

The [Canadian Family Justice Fund](#)^c will also focus on projects and activities that target underserved populations. Through funding support over five years (2021-22 to 2025-26), the Department will help provinces and territories provide government-funded services relating to the supervision of parenting time between a child and a parent in cases of separation and divorce, particularly in cases where there may be concerns about the safety of a child or another family member due to family violence.

As part of the Government of Canada's [Action Plan for Official Languages - 2018-2023](#)^{ci}, the Department's [Access to Justice in Both Official Languages Support Fund](#)^{cii} supports projects and activities that foster the recognition and use of both English and French in the Canadian justice system or enhance the vitality and access to justice of official language minority communities. In 2022-23, this will include funding for a wide variety of activities that provide legal information to the public and specialized training for legal professionals, as well as operational and core funding to non-governmental organizations. Furthermore, it will include funding for provinces and territories to implement official language rights provisions included in recent amendments to the [Divorce Act](#)^{ciii}.

Through the *Contraventions Act Fund*^{ciiv}, the Department continues to support provinces and territories in fulfilling their duty to ensure that offenders' official language rights are respected within the context of administering the *Contraventions Act*^{civ} regime on behalf of the federal government.

The *Office of the Federal Ombudsman for Victims of Crime*^{cvi}, which operates at arm's length from the federal government, will provide direct information, referrals and complaint-review services to victims, victims' family members or representatives, victim-serving agencies, and other stakeholders.

Planned Results for Justice System Support

The following table shows the planned results for Justice System Support, along with the result indicators, the targets and the target dates for 2022-23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Result	Departmental Result Indicator	Target	Date to Achieve Target	2018-19 Actual Results	2019-20 Actual Results	2020-21 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 2023	98%	98%	98%
	Percentage of Indigenous Courtwork Program clients indicating a level of satisfaction of “satisfied” or “very satisfied” with the usefulness of the information provided	80% or greater	March 2023	Not available ³⁰	Not available ³¹	Not available ³²
	Number of times duty counsel provides assistance in criminal matters	1,000,000 or greater	March 2023	1,020,718 ³³	1,036,525 ³⁴	Not available ³⁵
	Number of full service criminal legal aid applications approved	270,000 or greater	March 2023	270,274 ³⁶	253,786 ³⁷	Not available ³⁸
	Percentage of Office of the Federal Ombudsman for Victims of Crime client inquiries or complaints that are assessed and acted upon	100%	March 2023	100%	100%	100%

N.B.: The Department is currently conducting an in-depth review of its departmental result indicators, including target dates. This review will assess and amend indicators, as appropriate, with a view to ensuring they are regularly supported with high-quality and available data.

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

³⁰ The Indigenous Courtwork Program client survey is administered every five years, in the course of program evaluations. The next evaluation is scheduled to be completed in fiscal year 2022-23.

³¹ See note 30.

³² See note 30.

³³ [Legal Aid in Canada 2018-19 \(https://canada.justice.gc.ca/eng/rp-pr/jr/aid-aide/1819/index.html\)](https://canada.justice.gc.ca/eng/rp-pr/jr/aid-aide/1819/index.html).

³⁴ [Legal Aid in Canada 2019-20 \(https://canada.justice.gc.ca/eng/rp-pr/jr/aid-aide/1920/index.html\)](https://canada.justice.gc.ca/eng/rp-pr/jr/aid-aide/1920/index.html).

³⁵ Results for 2020-21 will be published in the annual report for Legal Aid in Canada 2020-21, anticipated to be released in 2022.

³⁶ See note 33.

³⁷ See note 34.

³⁸ See note 35.

Gender-Based Analysis Plus

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

Applying an intersectional GBA Plus approach requires rigorous analysis that goes beyond biological (sex) and socio-cultural (gender) differences to examine how these and multiple other identity factors intersect to impact how federal initiatives are experienced by diverse individuals. In addition, GBA Plus involves critical consideration of the historical, social and political contexts, and the systems of power, privilege, discrimination and oppression that create inequities, as well as applying a meaningful approach to address them.

For instance, an intersectional GBA Plus approach will continue to be applied in the process of establishing an independent Criminal Case Review Commission. While fewer women are convicted of crimes than men, some women, particularly Indigenous women, are more likely to be convicted than others. A potential risk is that women who should benefit from the criminal conviction review process may not. When designing the framework and drafting legislation for the new regime, applying an intersectional GBA Plus lens will help ensure an inclusive and equitable approach.

The Department will continue to bring an intersectional GBA Plus lens to the implementation of the [TRC Calls to Action](#)^{cix} and responses to the [Final Report of the MMIWG National Inquiry](#)^{cx}, including planned initiatives as part of the Justice theme of the [Federal Pathway](#)^{cx} and other aspects of the [National Action Plan](#)^{cxii}. This approach will help ensure that the proposed initiatives reflect the diverse perspectives and voices of Indigenous people, including Indigenous Elders, women, youth, and gender-diverse and 2SLGBTQQA+³⁹ individuals.

With respect to the administration-of-justice agreements initiative, the Department is committed to including the perspectives, experiences, and voices of diverse groups within Indigenous communities, specifically Elders, women, youth, and gender-diverse and 2SLGBTQQA+ persons, throughout the various phases of the process. Administration-of-justice agreements are expected to provide a unique opportunity to help reduce the victimization of certain groups by facilitating the development of a community-led and community-focused justice agreement. The Department intends to increase emphasis on GBA Plus considerations in discussions with Indigenous communities about administration of justice.

An intersectional GBA Plus lens will be incorporated as part of the work on the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^{cxiii} to ensure that consultation and engagement sessions are designed to be meaningful, inclusive and accessible for diverse participants, as well as culturally safe and respectful of key Indigenous protocols, principles and traditions. This approach seeks to encourage a diverse representation of

³⁹ 2SLGBTQQA+ is an abbreviation used to refer to two-spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual persons. The “plus” (+) serves to indicate the inclusion of other identities.

Indigenous voices and perspectives at each stage of the process, including representation from Indigenous Elders, women, youth, and gender-diverse and 2SLGBTQQIA+ individuals.

Other Justice Canada initiatives which will integrate a rigorous intersectional GBA Plus approach include the implementation of [Impact of Race and Culture Assessments](#)^{cxiv} and the justice data modernization initiative. In particular, the Department will continue collaborating with Statistics Canada on data modernization to improve the collection, use, quality and availability of disaggregated data. This work will support the use of GBA Plus in the development of evidence-based programs, policies and legislation, and further the exploration of impacts on diverse groups and analysis to inform decision making. It will allow for the examination of how government interventions can reduce criminal justice system involvement, with a focus on reducing overrepresentation of Indigenous people and racialized groups in the system. The Department will conduct and commission research to examine the impact of social programs, policies and legislation on criminal justice system involvement for different groups of people.

Through its [Legal Aid Program](#)^{cxv} and [JPIP](#)^{cxvi}, the Department will support public legal education and information and legal advice for those who have experienced workplace sexual harassment, as well as a pan-Canadian outreach program to better inform workers, particularly those who are most vulnerable, about their rights and legal options. This initiative will increase public awareness, knowledge and understanding of legal rights in regard to sexual harassment in the workplace, improve access to justice for complainants and increase self-reporting. Projects under this initiative are required to implement a GBA Plus approach and to consider intersectional factors to address the experiences of diverse complainants of sexual harassment in the workplace. To date, project leaders have reported reaching diverse population groups, including women, Indigenous, racialized, and LGBTQ2+ persons, and persons with disabilities, as well as rural and remote communities across Canada.

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

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

Justice Canada's Access to Justice Secretariat supports the Department in its leadership role for advancing [SDG 16](#)^{cxviii} (Peace, Justice and Strong Institutions) and provides a focal point for the Government's efforts to promote equal access to justice for all, domestically and internationally, through partnerships with government and civil society leaders at home and abroad.

The Department continues to build on existing efforts to foster a more inclusive society, such as the addition of a civil justice indicator for measuring SDG 16 progress. Justice Canada will

continue to champion a people-focused approach to justice as well as other [SDG themes](#)^{cxix} more broadly among key partners and stakeholders to support the advancement of the overall 2030 Agenda.

Departmental activities that will contribute to advancing SDGs include:

- Engagement with Indigenous partners in relation to the [Privacy Act](#)^{cxx} modernization initiative (SDGs 16, 17; targets 16.6, 16.10, 17.17);
- Implementation of the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^{cxix} (SDGs 5, 10, 16);
- Contributions to the [National Action Plan](#)^{cxixii} and [Federal Pathway](#)^{cxixiii} in response to the [Calls for Justice and Final Report of the National Inquiry into MMIWG](#)^{cxixiv}, as well as to the [TRC Calls to Action](#)^{cxixv} (e.g. negotiation of administration-of-justice agreements with Indigenous groups, including those that are not part of the Recognition of Indigenous Rights and Self-Determination discussion tables) (SDGs, 5, 10, 16);
- Work to address the overrepresentation of Indigenous people, Black people and other racialized or marginalized populations in the criminal justice system: for instance, by repealing mandatory minimum penalties for certain offences and promoting greater judicial discretion to impose sanctions other than imprisonment, through the introduction of [Bill C-5](#)^{cxixvi}, *An Act to amend the Criminal Code and the Controlled Drugs and Substances Act*, and by developing the Pan-Canadian Strategy to Address the Overrepresentation of Indigenous People in the Criminal Justice System and related Action Plan (SDGs 5, 10, 16);
- Efforts in criminal law reform to protect Canadians from, for example, online harms (SDGs 5, 16);
- Establishing an independent Criminal Case Review Commission (SDG 16, target 16.3);
- Reintroducing [former Bill C-23](#)^{cxixvii}, *An Act to amend the Criminal Code and the Identification of Criminals Act and to make related amendments to other Acts (COVID-19 response and other measures)* (SDG 16);
- Collaboration with the [Organization of Economic Cooperation and Development](#)^{cxixviii} as a member of its Access to Justice Advisory Group and with Pathfinders for Peaceful, Just and Inclusive Societies as a member of its Justice Action Coalition (SDG 16);
- Participation in the [Open Government Partnership Coalition on Justice](#)^{cxixix}, as a founding member, to advance open justice commitments, promote peer-to-peer learning, and advance research and data collection (SDG 16, target 16.10);
- Proposing the inclusion of an Open Justice Commitment as part of [Canada's Fifth National Action Plan on Open Government](#)^{cxixxx} to help individuals and communities across the country gain access to the data, information and services they need to identify and effectively resolve their legal problems (SDG 16, target 16.10);
- Supporting data collection and research to advance our understanding of Canadians' legal needs and gaps in accessing justice (e.g. Canadian Legal Problems Survey) (SDG 16, target 16.10);
- Work in the international arena to promote a rules-based international order and the rule of law, by supporting Canada's participation in international bodies such as the UN Commission on Crime Prevention and Criminal Justice and the Conference of Parties to the

UN Convention against Corruption^{cxxxii} and the UN Convention against Transnational Organized Crime^{cxxxiii} (and the review of Canada's implementation of the Convention), and in the negotiation of a Convention on International Cooperation in the Investigation and Prosecution of the Crime of Genocide, Crimes against Humanity and War Crimes and of a UN Convention on Cybercrime (SDGs 3, 4, 5, 10, 11, 16, 17);

- Work with Public Safety Canada on re-establishing the Canada-US Cross Border Crime Forum, including efforts to address crime and terrorism priorities, criminal justice reform, and access-to-justice issues (SDGs 3, 4, 5, 10, 11, 16, 17).

Experimentation⁴⁰

The Department of Justice Canada will continue to innovate and test improvements in program design and delivery. It will also seek opportunities to improve the accessibility of justice information, consultation, engagement and outreach, and delivery of services by exploring new approaches as well as emerging and innovative technologies.

The Department will be piloting a Strategic Foresight Policy Unit. Its role will be to provide the Department with analysis and reports that support the integration of future-focused considerations into policy work. In particular, the Unit will provide advice on how to position policy analysis and strategic policy advice in a future-focused way that makes it more resilient and responsive to societal trends, and support officials in understanding strategic foresight methodologies, how to apply these to their work, and why this should be done more rigorously.

Key Risks

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

For instance, work on Indigenous-related matters such as the Indigenous Justice Strategy, the MMIWG Calls for Justice, the TRC Calls to Action, the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*, and the development of the Pan-Canadian Strategy and Action Plan, relies heavily on maintaining productive relationships with external partners. The Department recognizes that progress on various initiatives may continue to be impacted as a result of the COVID-19 pandemic (e.g. reduced capabilities or capacity of stakeholders or partners, limited in-person meetings and engagement, particularly with more remote communities). Without sufficiently broad and diverse participation in these initiatives, it may be difficult to achieve these priorities.

⁴⁰ Experimentation is defined in the "Appendix: Definitions" section of this report.

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

Planned Budgetary Spending for Justice System Support

The following table shows budgetary spending for Justice System Support for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 Budgetary Spending (as indicated in Main Estimates)	2022-23 Planned Spending	2023-24 Planned Spending	2024-25 Planned Spending
621,285,285	621,285,285	576,876,579	542,931,520

N.B.: Financial resources for planned spending are based on Main Estimates. These exclude any funding to be received through Budget 2022.

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

Planned Human Resources for Justice System Support

The following table shows, in full-time equivalents, the human resources the Department will need to fulfill this core responsibility for 2022-23 and for each of the next two fiscal years.

2022-23 Planned Full-Time Equivalents	2023-24 Planned Full-Time Equivalents	2024-25 Planned Full-Time Equivalents
342	342	342

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

Internal Services: Planned Results

Description

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

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

Planning Highlights

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

Supporting Employees

Employment Equity, Diversity and Inclusion

Efforts to ensure equity, diversity, inclusion, and accessibility are central to strengthening the Department's workforce. To move this work forward, stakeholders across the Department collaborated to develop the Anti-Racism and Anti-Discrimination Results Framework. This Framework is a comprehensive, multi-year action plan developed specifically to enable fundamental changes to the behaviours, processes, policies, and culture that perpetuate systemic racism and inhibit the full participation of Indigenous people and Black and other racialized groups. The Framework also addresses systemic discrimination against persons with disabilities and on the basis of sexual orientation, gender identity and expression, and religious beliefs within the Department.

Together, this Results Framework and the Department's new 2021-2024 Employment Equity Plan will lead to concrete initiatives and actions that will enable better representation and career development outcomes for equity-seeking groups as well as training, research and data that will increase awareness and capacity among employees to employ an anti-racism, equity, diversity and inclusion lens in their work. These efforts are necessary to achieving the Department's overarching goal of ensuring a fair, accessible, and relevant justice system for all Canadians.

Additionally, Justice Canada will finalize its Accessibility Plan, as set out by the [Accessible Canada Act](#)^{cxxxv}, which came into force in June 2019. The Plan, which is intended to eliminate

accessibility barriers for employees and Canadians served by the Department, will be published by December 2022.

Mental Health

In support of the [Federal Public Service Workplace Mental Health Strategy](#)^{cxxxvi} and the departmental Mental Health Strategy, the Department will continue to foster a psychologically healthy and safe, respectful and inclusive workplace by continuing to implement a psychological health and safety management system as well as the new Harassment and Violence Prevention Program ([Bill C-65](#)^{cxxxvii}). The departmental Mental Health Action Plan for 2020-23 also includes commitments to finding better ways to manage workload pressures.

Human Resources Management

Through its three-year Human Resources Management Strategy 2021-2024, in addition to supporting a healthy and safe workplace, Justice Canada will continue to focus on the recruitment, development and retention of a diverse and inclusive workforce with the skills and competencies needed to meet its current and future business needs. Strategic recruitment and targeted staffing processes, talent and succession management strategies, and a new three-year Corporate Learning Plan (2022-2025) will be key initiatives.

Emergency Preparedness

To promote ongoing stability, the Department will continue to enhance its focus on emergency preparedness, business continuity management, and supporting the delivery of critical services.

Justice Canada will continue its activities to support departmental readiness to respond to changing circumstances related to the pandemic, including case monitoring, building occupancy management, employee support activities, and COVID-19 task force and committee meetings to align with guidance from Treasury Board Secretariat and public health authorities.

Compensation and Phoenix

The Department will continue to implement strategies to minimize employee compensation-related issues resulting from the Phoenix Pay System. This will be achieved by providing additional dedicated resources to improve internal processes, including direct one-on-one support and guidance for employees and education and awareness sessions for managers and employees on roles and responsibilities and ways to prevent pay issues. It will also require continued collaboration with the Government of Canada Pay Centre to address employee pay issues.

Promoting Innovation and Collaboration

Future of Work

To respond to the changing reality associated with the pandemic, Justice Canada will continue to ensure that it is well prepared for both the workplace and the workforce to make the transition to the “new normal” post-pandemic. Meanwhile, the Department is on a path to broader modernization. It will explore the hybrid workplace approach where both on- and off-site work models co-exist. In order to make this a successful transition, change-management support, timely and regular communications, social connections, mental and physical health and wellness will be key considerations in establishing and maintaining the next phase of work. The

implementation of the National Workplace Accommodations Strategy, the workplace modernization strategy, and people management policy and guidance will support the modernization of the Department. Pilot projects will inform the way forward with real lived experience.

Digital Transformation and Data Strategy

Justice Canada continues to promote digital information sharing and technology to improve collaboration within the organization, across government, and with external partners, while ensuring rigorous cybersecurity practices. With improved network infrastructure and access to new software and reliable digital platforms, the Department will continue to ensure employees have the necessary tools to support their work.

The Department will also progress further on implementing a departmental data strategy to embed data-driven insight and intelligence into decision making and provide opportunities for better services to clients and Canadians. This will include actions to achieve stronger data governance, develop analytics expertise, and experiment with artificial intelligence to leverage data in delivering the Department's mandate.

Digital-by-Design Communications with Canadians and with Employees

The Department will continue its ongoing work to offer plain-language, visually compelling online content that not only reflects the priorities of the Minister and the Government, but also meets the information needs of Canadians, based on user experience, Web and social media metrics, and other analyses.

The Department is also modernizing its digital platforms to improve communications and information sharing with and among employees. By consolidating existing platforms, improving user experience, and ensuring accessibility for employees, including those in departmental legal services units, the Department will continue to support employees' information and engagement needs.

Sustainable Development

In support of the [Federal Sustainable Development Strategy 2019-22^{cxxxviii}](#) and the [Justice Sustainable Development Strategy \(JSDS\) 2020-23^{cxxxix}](#), the Department will continue to shift to low-carbon, climate-resilient and green government. To improve awareness of greening initiatives at Justice Canada, the Department will host regular outreach activities and training. Additionally, the Department will continue exploring new initiatives, technologies and partnerships to strengthen existing commitments and identify new ones to support greening of Justice Canada's services and operations.

Tracking and monitoring of progress made on commitments outlined in the JSDS 2020-23 is performed annually through the Departmental Sustainable Development Strategy Report.

Experimentation⁴¹

Workplace Management

To respond to the COVID-19 crisis, Justice Canada continues to explore ways to ensure an organized, safe, and gradual return of employees to the workplace. In future workplace and pilot projects, the Department will experiment with different technologies that allow employees to reserve an on-site workspace, while integrating the required health and safety policies and protocols.

Key Risks

There is a risk that an increased use of and reliance on technology will expose the Department to new cyber threats, losses, or disruption due to attacks on or breaches of our technological infrastructure. This risk, heightened by the COVID-19 pandemic, continues to be mitigated by departmental cybersecurity activities in collaboration with Shared Services Canada, Public Safety Canada, Public Services and Procurement Canada, and other partners.

Planned Budgetary Spending for Internal Services

The following table shows budgetary spending for Internal Services for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 Budgetary Spending (as indicated in Main Estimates)	2022-23 Planned Spending	2023-24 Planned Spending	2024-25 Planned Spending
81,434,060	81,434,060	81,031,518	80,361,131

N.B.: Financial resources for planned spending are based on Main Estimates and are net of [responsible revenues](#). These exclude any funding to be received through Budget 2022.

Planned Human Resources for Internal Services

The following table shows, in full-time equivalents, the human resources the Department will need to carry out its internal services for 2022-23 and for each of the next two fiscal years.

2022-23 Planned Full-Time Equivalents	2023-24 Planned Full-Time Equivalents	2024-25 Planned Full-Time Equivalents
1,094	1,094	1,094

⁴¹ Experimentation is defined in the "Appendix: Definitions" section of this report.

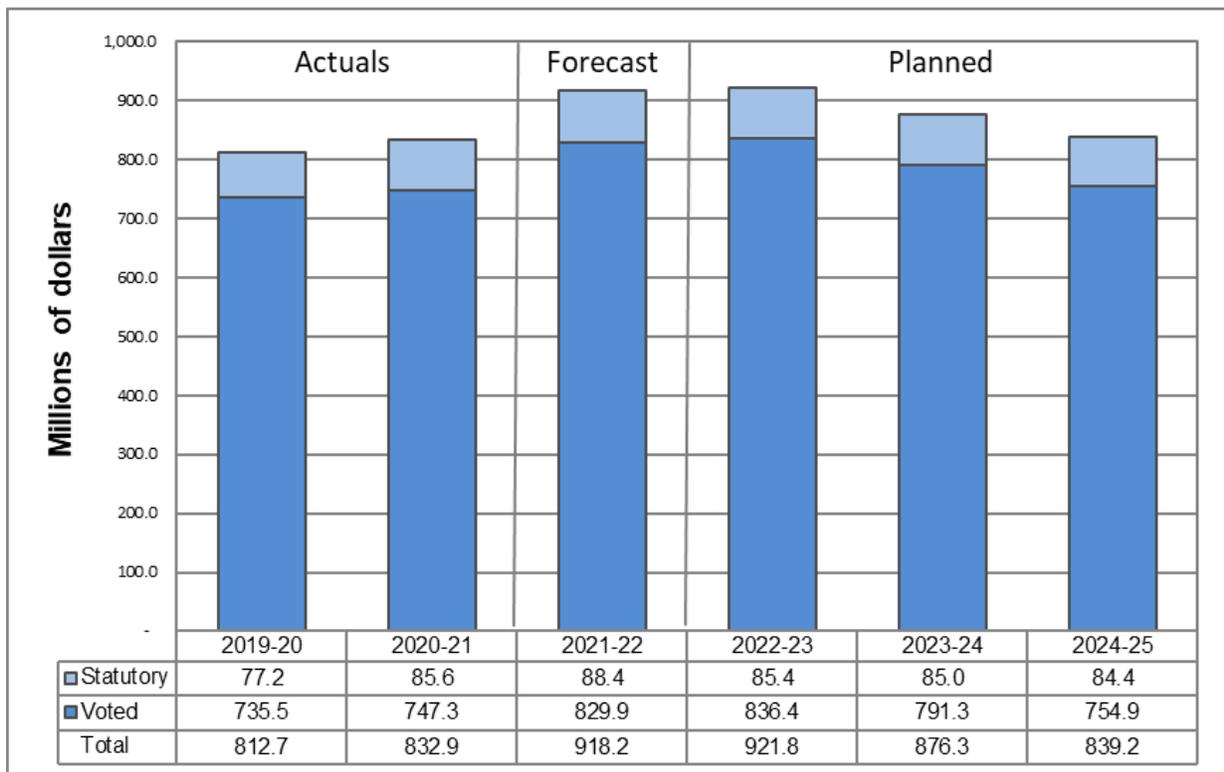
Planned Spending and Human Resources

This section provides an overview of the Department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022-23 with actual spending for the current year and the previous years.

Planned Spending

Departmental Spending 2019-20 to 2024-25

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



* Differences may arise due to rounding.

The Department of Justice Canada’s total planned spending for 2022-23 is \$921.8 million:

- \$219.1 million for Legal Services (24%)
- \$621.3 million for Justice System Support (67%)
- \$81.4 million for Internal Services (9%)

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

Variance between 2021-22 Forecast Spending and 2022-23 Planned Spending

The Department's planned spending for 2022-23 (\$921.8 million) projects a net increase of \$3.6 million when compared with forecast spending for 2021-22 (\$918.2 million). This increase is mainly attributable to a projected increase of \$27.3 million in funding under the Justice System Support core responsibility for 2022-23, for the following initiatives:

- Increased federal government criminal legal aid support to provinces and territories throughout the COVID-19 pandemic ([2020 Fall Economic Statement](#)^{cxli})
- National Action Plan to End Gender-Based Violence ([Budget 2021](#)^{cxlii})
- *Gladue* Principles - Systemic and Community-led Responses to Address Overrepresentation of Indigenous People in the Criminal Justice System (2020 Fall Economic Statement)
- Improved access to justice for Indigenous people and addressing systemic barriers in the criminal justice system (Budget 2021)
- Community Justice Centres (2020 Fall Economic Statement)
- Legal Services and Supports for Racialized Communities (Budget 2021)

The increases in funding for the above initiatives are partially offset by a decrease under the [Immigration and Refugee Legal Aid Program](#)^{cxliii}, due to the sunseting of temporary funding from [Budget 2019](#)^{cxliiii} and [Budget 2021](#)^{cxliiv}; and a decrease under Internal Services. The decrease under Internal Services is attributable to funding the Department received in 2021-22 from Treasury Board Central Votes (such as the Operating Budget Carry Forward), which was not included in 2022-23 planned spending. The planned spending for 2022-23 and future years reflects only funds already approved through the Main Estimates.

Variance between 2022-23 Planned Spending and 2023-24 Planned Spending

The Department's planned spending projects a decrease from 2022-23 (\$921.8 million) to 2023-24 (\$876.3 million). This \$45.5 million overall reduction is mainly attributable to decreases in funding under the Justice System Support core responsibility for various programs.

Variance between 2023-24 Planned Spending and 2024-25 Planned Spending

The Department's planned spending projects a decrease from 2023-24 (\$876.3 million) to 2024-25 (\$839.2 million). This \$37.1 million overall reduction is mainly attributable to the sunseting of funding for various initiatives under the Justice System Support core responsibility.

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

The following table shows information on spending for each of the Department of Justice Canada's core responsibilities and for its internal services for 2022-23 and other relevant fiscal years.

Core Responsibilities and Internal Services	2019-20 Actual Expenditures	2020-21 Actual Expenditures	2021-22 Forecast Spending*	2022-23 Budgetary Spending (as indicated in Main Estimates)	2022-23 Planned Spending**	2023-24 Planned Spending**	2024-25 Planned Spending**
Legal Services	223,737,181	228,106,265	219,270,235	219,037,730	219,037,730	218,414,091	215,947,262
Justice System Support	485,250,753	497,598,856	593,949,947	621,285,285	621,285,285	576,876,579	542,931,520
Subtotal	708,987,934	725,705,121	813,220,182	840,323,015	840,323,015	795,290,670	758,878,782
Internal Services	103,733,100	107,148,024	105,025,021	81,434,060	81,434,060	81,031,518	80,361,131
Total	812,721,034	832,853,145	918,245,203	921,757,075	921,757,075	876,322,188	839,239,913

* Forecast as of November 30, 2021.

** Financial resources for planned spending are based on Main Estimates and are net of [respendable revenues](#). These exclude any funding to be received through Budget 2022.

In the table above, the Legal Services core responsibility shows a decrease in net spending from 2020-21 to 2021-22. This is due to the fact that revenues collected under Legal Services, which act to offset expenditures, were lower in 2020-21, as a result of the COVID-19 pandemic.

The Justice System Support core responsibility shows an increasing trend from 2019-20 to 2021-22, which is mainly attributable to an increase in spending in Grants and Contributions for the following programs:

- [Youth Justice Services Funding Program](#)^{cxlv}
- [Criminal Legal Aid Program](#)^{cxlvi}
- [Justice Partnership and Innovation Program](#)^{cxlvii}
- [Indigenous Justice Program](#)^{cxlviii}
- [Canadian Family Justice Fund](#)^{cxlix}
- [Legal Advice for Complainants of Workplace Sexual Harassment](#)^{cli}
- [Access to Justice in Both Official Languages Support Fund](#)^{cli}
- [Indigenous Courtwork Program](#)^{clii}

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

Internal Services spending from 2019-20 to 2021-22 has remained relatively stable; the small fluctuations are mainly explained by the increased workforce to manage the increase in demand for legal services and to advance and maintain information technology (IT) infrastructure. The decrease in planned spending in Internal Services for 2022-23 and future years is because future years' planned spending does not include funds received from Treasury Board Central Votes (such as the Operating Budget Carry Forward).

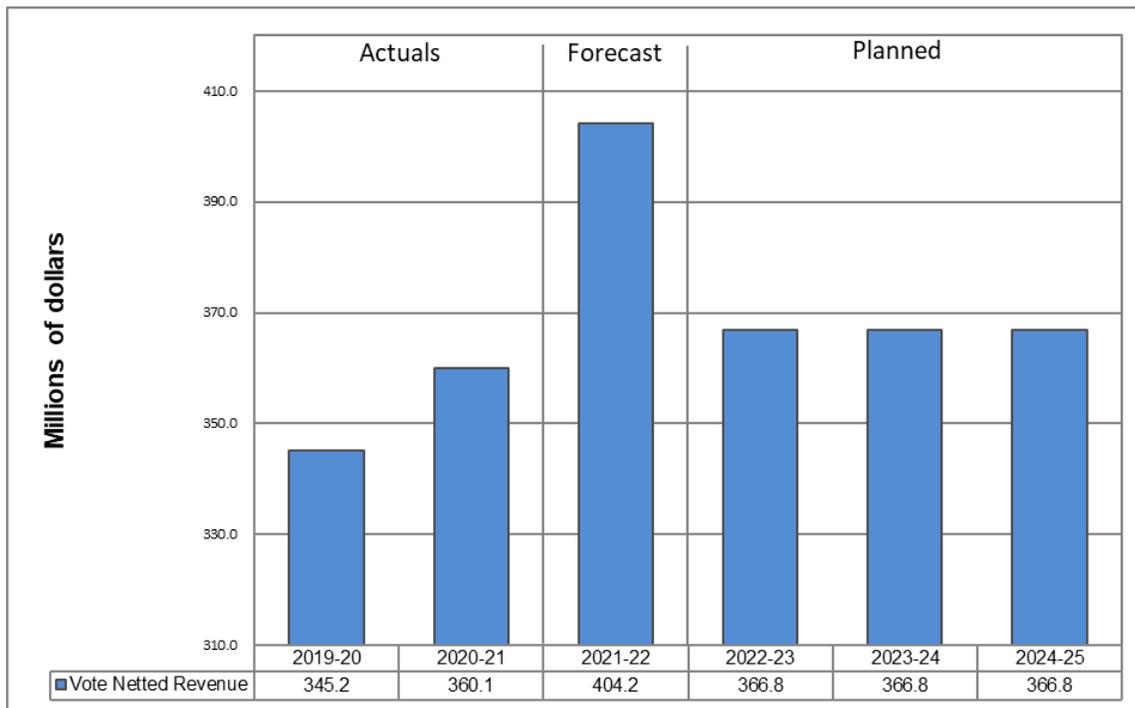
2022-23 Budgetary Gross and Net Planned Spending Summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022-23.

Core Responsibilities and Internal Services	2022-23 Planned Gross Spending	2022-23 Planned Revenues netted against Spending	2022-23 Planned Net Spending
Legal Services	526,119,730	307,082,000	219,037,730
Justice System Support	621,285,285	0	621,285,285
Subtotal	1,147,405,015	307,082,000	840,323,015
Internal Services	141,152,060	59,718,000	81,434,060
Total	1,288,557,075	366,800,000	921,757,075

The table above reflects the Department’s planned gross spending for 2022-23, which includes the VNR authority of \$366.8 million. The Department’s VNR authority is notionally distributed between the Legal Services core responsibility and Internal Services. The actual revenues distributed between programs could vary depending on numerous factors such as legal service rates approved periodically by Treasury Board, fluctuation in client departments’ demand for legal services, and the actual amount of revenues collected in excess of or less than the authority.

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



As shown in the graph above, the forecasted amount of VNR for the Department, as of November 30, 2021, is expected to reach \$404.2 million in 2021-22. This forecast is higher than actual VNR for 2020-21 (\$360.1 million) due to higher demand for legal services for a broad variety of client departments and agencies in such areas as tax, Indigenous, and immigration matters.

Planned Human Resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Department of Justice Canada's core responsibilities and for its internal services for 2022-23 and the other relevant years.

Human Resources Planning Summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2019-20 Actual Full-Time Equivalents	2020-21 Actual Full-Time Equivalents	2021-22 Forecast Full-Time Equivalents*	2022-23 Planned Full-Time Equivalents	2023-24 Planned Full-Time Equivalents	2024-25 Planned Full-Time Equivalents
Legal Services	3,243	3,361	3,535	3,535	3,535	3,535
Justice System Support	284	308	332	342	342	342
Subtotal	3,527	3,669	3,867	3,877	3,877	3,877
Internal Services	1,043	1,053	1,094	1,094	1,094	1,094
Total	4,570	4,722	4,961	4,971	4,971	4,971

* Forecast as of November 30, 2021.

Overall, there is an increasing trend in FTEs over the three-year period from 2019-20 to 2021-22. The Legal Services core responsibility shows an increase of 292 FTEs; this is largely explained by an increase of the workforce to meet the increased demand for legal services.

The Justice System Support core responsibility shows an increase of 48 FTEs; this is mainly explained by an increase of the workforce to support the delivery of new initiatives for which new funding was approved in [Budget 2021](#)^{cliii} and in the [2020 Fall Economic Statement](#)^{cliv}.

Internal Services shows an increase of 51 FTEs; this is mainly explained by an increase of the corporate support workforce to meet the needs of the Department as a result of the increased demand for legal services. There is also an increase of the workforce to support the IT service desk as well as advance and maintain the organization's IT infrastructure to ensure employees are able to work effectively, securely and safely from home during the COVID-19 pandemic.

Estimates by Vote

Information on the Department of Justice Canada's organizational appropriations is available in the [2022-23 Main Estimates](#)^{clv}.

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides an overview of the Department of Justice Canada's operations for 2021-22 and 2022-23.

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

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

Future-Oriented Condensed Statement of Operations for the Year Ending March 31, 2023 (thousands of dollars)

Financial Information	2021-22 Forecast Results	2022-23 Planned Results	Difference (2022-23 Planned Results minus 2021-22 Forecast Results)
Total Expenses	1,423,784	1,382,547	(41,237)
Total Revenues	404,188	366,800	(37,388)
Net Cost of Operations Before Government Funding and Transfers	1,019,596	1,015,747	(3,849)

Total expenses are forecasted to decrease from \$1,423.8 million in 2021-22 to \$1,382.5 million as planned in 2022-23 (a decrease of \$41.2 million). A portion of this net decrease (\$33.9 million) is due to:

- a decrease in operating expenditures, primarily explained by funding received in 2021-22 from Treasury Board Central Votes (Operating Budget Carry-Forward) being included in the 2021-22 forecast, but excluded from 2022-23 planned spending; offset by
- an increase in grants and contributions expenditures for various initiatives as announced in the [2020 Fall Economic Statement^{clvii}](#) and [Budget 2021^{clviii}](#), including Criminal Legal Aid and Enhancing the Federal Response to Address Gender-Based Violence and Advancing the National Action Plan to End Gender-Based Violence.

The variance in revenues from \$404.2 million to \$366.8 million (a decrease of \$37.4 million) is attributable to the difference between the latest revenue forecast for 2021-22 and the approved [VNR](#) authority for 2022-23.

Corporate Information

Organizational Profile

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

Institutional Head: A. François Daigle

Ministerial Portfolio: Justice

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

Year of Incorporation / Commencement: 1868

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

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

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

Operating Context

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

Reporting Framework

The Department of Justice Canada’s approved departmental results framework and program inventory for 2022-23 are as follows.

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

Supporting Information on the Program Inventory

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

Supplementary Information Tables

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

- ▶ Details on Transfer Payment Programs
- ▶ Gender-Based Analysis Plus
- ▶ Justice Sustainable Development Strategy 2020 to 2023
- ▶ United Nations 2030 Agenda and the Sustainable Development Goals

Federal Tax Expenditures

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

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

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

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

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

departmental results framework (*cadre ministériel des résultats*)

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

departmental results report (*rapport sur les résultats ministériels*)

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

experimentation (*expérimentation*)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

full-time equivalent (*équivalent temps plein*)

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

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2022-23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighting harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (*initiative horizontale*)

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

non-budgetary expenditures (*dépenses non budgétaires*)

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

performance (*rendement*)

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

plan (*plan*)

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

planned spending (*dépenses prévues*)

For departmental plans and departmental results reports, planned spending refers to those amounts presented in the Main Estimates. A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their departmental plans and departmental results reports.

program (*programme*)

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

program inventory (*répertoire des programmes*)

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

result (*résultat*)

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

statutory expenditures (*dépenses législatives*)

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

target (*cible*)

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

voted expenditures (*dépenses votées*)

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

Endnotes

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