

Department of Justice

Strategic Plan 2008-11

Message from the Minister

As Minister of Justice and Attorney General, and in accordance with government's commitment to accountability, I hereby submit the 2008-11 Strategic Plan of the Department of Justice. I am accountable for preparation of this plan and the achievement of the goals and objectives contained therein, pursuant to section 5(4) of the *Transparency and Accountability Act*.

Over the next three years, this plan will set the direction for the work of the Department of Justice. The Department will work towards enhancing public protection, order and safety, as well as improving access to justice. This will be accomplished through improvements in legal aid delivery; the implementation of an Adult Alternative Justice Program; and the exploration of options for specialized courts, specifically, a Family Violence Treatment Court and a Gladue Aboriginal Peoples' Court. This plan will also work towards augmenting public trust and confidence in the justice system through the revitalization of its Public Prosecutions Division.

The Department will continue to focus on the needs of Labrador and, in particular, the needs of Aboriginal people. Work will continue on increasing interpretation and translation capacity and the enhancing the effectiveness and efficiencies across the entire spectrum of the justice system.

This government is committed to enhanced transparency and accountability and the Department of Justice will continue to support this policy direction through the development and implementation of this plan; preparation of annual reports; and continued innovation within the criminal justice system.

The Department of Justice is a diverse, dynamic, and pivotal Department. I look forward to achieving the goals outlined in this plan to further enrich the positive work that is happening in the Province.



A handwritten signature in blue ink that reads "Jerome P. Kennedy".

Jerome P. Kennedy, Q. C.

Minister of Justice and Attorney General

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Introduction

The *Transparency and Accountability Act* requires that all public bodies develop three year plans and report on these plans annually. These plans are guided by the Strategic Directions of the Minister. The Strategic Directions identified for this planning cycle can be found in Appendix A and are as follows:

- Public Protection, Order and Safety
- Access to Justice
- Public Trust and Confidence
- Labrador and Aboriginal Responses
- Innovation and Efficiencies

The Department of Justice is required to develop a three year Strategic Plan. The Strategic Plan is not meant to describe all the work of the Department of Justice. Rather, it is meant to set a path forward to address those key issues which the Department has identified as pertinent to the enhancement of the service it provides to the citizens of Newfoundland and Labrador.

This Strategic Plan builds on the work planned and achieved during the 2006-08 planning cycle, as the Strategic Issues addressed by the Department are complex and require long-term, integrated approaches. The Department will report annually on its progress towards the goals and objectives outlined.

It is important to note that any reference to Provincial and Supreme Courts is related to administrative or infrastructure matters only. The Department recognizes the need for the courts to be independent from the government.

*Every well built house started
with a definite plan
in the form of blueprints.*

~ Napoleon Hill

Plan At A Glance

Vision Statement

A justice system that is accessible and understood, and which plays a key role in creating a fair, equitable and safe society where all people can pursue their lawful rights and freedoms.

Mission Statement

By 2011 the Department of Justice will have enhanced services and responses in the provincial justice system to improve public access to and confidence in the system.

Goal 1:	By 2011, the Department of Justice will have developed a provincial planning process for Specialized Family Violence Treatment Courts.	
	Objective 1.1:	By 2009, the Department of Justice will have completed provincial consultations and piloted a Specialized Family Violence Treatment Court in St. John's.
	Objective 1.2:	By 2010, the Department of Justice will have evaluated the piloted Specialized Family Violence Treatment Court.
	Objective 1.3:	By 2011, the Department of Justice will have developed a provincial planning process for Specialized Family Violence Treatment Courts.

Goal 2:	By 2011, the Department of Justice will have enhanced access to the provincial justice system.	
	Objective 2.1:	By 2009, the Department of Justice will have assessed and implemented alternative justice approaches.
	Objective 2.2:	By 2010, the Department of Justice will have implemented the Adult Alternative Justice Program in areas of the Province.
	Objective 2.3:	By 2011, the Department of Justice will have evaluated the Adult Alternative Justice Program.

Plan At A Glance

Goal 3:	By 2011, the Department of Justice will have revitalized the Public Prosecutions Division.	
	Objective 3.1:	By 2009, the Department of Justice will have modified the organizational structure of the Public Prosecutions Division.
	Objective 3.2:	By 2010, the Public Prosecutions Division will have implemented new document handling procedures.
	Objective 3.3:	By 2011, the Public Prosecutions Division will have addressed all recommendations from the Lamer Inquiry, the Phoenix Report and the Marshall Review.

Goal 4:	By 2011, the Department of Justice will have further enhanced the interpretation and translation capacity and services within the justice system.	
	Objective 4.1:	By 2009, the Department of Justice will have developed Family Law Interpretation resources.
	Objective 4.2:	By 2010, the Department of Justice will have designed and delivered instruction and training on use of translation resources.
	Objective 4.3:	By 2011, the Department of Justice will have completed an evaluation of programs and services designed to improve interpretation and translation for Aboriginal people.

Goal 5:	By 2011, the Department of Justice will have enhanced efficiencies within the criminal justice system in St. John's.	
	Objective 5.1:	By 2009, the Department of Justice will have analyzed and responded to the Report on the Task Force on Criminal Justice Efficiencies.
	Objective 5.2:	By 2010, the Department of Justice will have implemented recommendations of the Task Force on Criminal Justice Efficiencies.
	Objective 5.3:	By 2011, the Department of Justice will have evaluated the success of the implementation of the Task Force recommendations for St. John's, and will have prioritized roll out plans for other centres in the justice system.

Departmental Overview

The Department of Justice contributes significantly to the well being of the people of the Province, employing approximately 1500 staff including the Royal Newfoundland Constabulary plus approximately 430 officers through the Province's arrangement with the Royal Canadian Mounted Police (RCMP) for its policing services. These services are provided in over 50 locations throughout the Province. In addition to its focus on criminal law, the Department focuses significant energies on its civil law and public policy functions. These combined functions ensure a stable and democratic society where all citizens can pursue their lawful rights and freedoms.

The Department of Justice provides a range of services to client groups as well as other departments and central agencies of government. This reflects the nature of government as an entity for which laws serve both as an instrument and as a restraint.

The dedicated and diverse workforce at the Department of Justice includes lawyers, police officers, social workers, criminologists, psychologists, correctional officers, youth counsellors, information management and technology specialists, administrators, financial managers, nurses and educators. With a relatively low degree of staff turnover, the Department of Justice offers its services through a stable and knowledgeable group of professionals with a strong corporate history.

The overall gender breakdown for staffing in the Department of Justice is approximately 47% female and 53% male. Some sectors are still composed of disproportionate numbers of males to females. Advancements are being made towards employment equity within these sectors of justice, including policing, corrections, and court security. The regional distribution for staffing in the Department of Justice is as follows: 73% Avalon Peninsula; 4% Central East; 3% Central West; 7% Labrador; and 13% West Coast/Northern Peninsula.

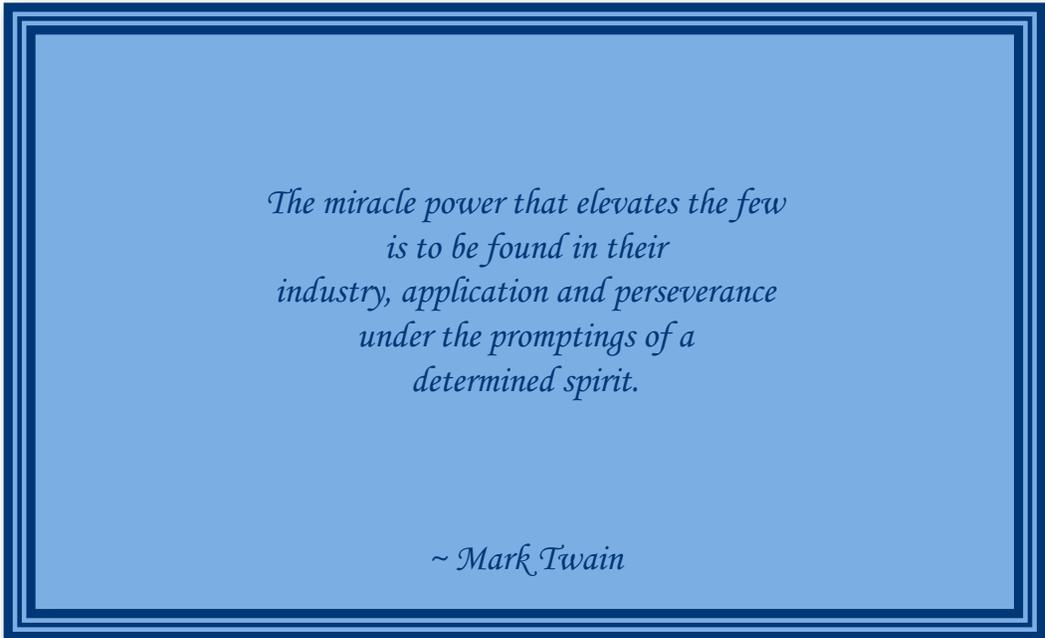
As in previous years, Newfoundland and Labrador remains proud of the fact that the Province is one of the safest in which to live, work and raise a family.

According to the Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2008-09, the Department of Justice Budget is \$197,078,500.

The mandate of the Department of Justice derives primarily from the *Executive Council Act*. This mandate reflects the dual responsibilities of its Minister as both the Minister of Justice and the Attorney General for Newfoundland and Labrador. While several other Canadian jurisdictions have separate ministries for Justice and Attorney General, the structure is consolidated in Newfoundland and Labrador. The Department of Justice includes responsibility for administering the Province's legal system. The principal components include administration of the courts, policing, adult corrections, secure youth justice services and victim services.

Reflecting the role and authority of the Attorney General, the Department of Justice provides legal services to the Crown including legal advice to departments, litigation, prosecution and legislative drafting services. Within this role, the Department's central agency function requires it to provide ongoing policy advice and direction. This occurs within the Department as well as throughout government and its agencies on matters of public interest and concern.

While the *Executive Council Act* is the primary legislative authority for the Department of Justice mandate, the policies, services and programs are also governed by 96 pieces of legislation for which the Department of Justice is responsible.



*The miracle power that elevates the few
is to be found in their
industry, application and perseverance
under the promptings of a
determined spirit.*

~ Mark Twain

Lines of Business

In fulfilling its mandate, the Department of Justice operates in several overall broad capacities:

- as a central agency of government;
- as a direct provider of critical and diverse public services; and
- as an administrator of major societal institutions.

The Department of Justice responsibilities are represented throughout the following distinct lines of business:

- The Office of the Legislative Counsel is responsible for the provision of legislative drafting services to government and, in conjunction with the Office of the Queen's Printer and the House of Assembly, the publication and dissemination of the legislation of the Province.
- Policing Services are delivered through the Province's two policing agencies: the Royal Newfoundland Constabulary and the RCMP. Both police forces are responsible for fostering and maintaining peaceful and safe communities through a full range of policing responses. The Royal Newfoundland Constabulary's largest jurisdiction is the predominately urban northeast Avalon region; additionally there are detachments in Corner Brook, Labrador City and Churchill Falls. The RCMP is responsible for the remainder, approximately 60% of the Province's population, many of whom reside in rural and remote areas.
- Additional Enforcement Services include the Office of the High Sheriff which provides administrative, jury and security services to the Supreme and Provincial Courts; the Support Enforcement Program which collects and distributes court-ordered funds for support; the Safer Communities and Neighborhoods Program which targets specific harmful activities occurring in neighborhoods and communities; and the Inland Fish Enforcement Program which focuses on activities related to illegal fishing.

Lines of Business (con't)

- Corrections and Community Services has a dual client focus in having responsibility for offenders as well as for victims of crime. It is responsible for the safe and secure custody of young and adult offenders through correctional centres and secure custody facilities; for providing adult community corrections in the form of probation services; and for providing services to victims of crime involved in the criminal justice system through a regional network of 11 Victim Services Offices. It also provides an Adult Alternative Justice Program to develop innovative, community based responses.
- Public Prosecutions is responsible for prosecuting all *Criminal Code* and provincial statute matters in the Province. Prosecutors appear in every level of court in the Province and in the Supreme Court of Canada. There are ten Public Prosecutions offices in the Province.
- Civil Law Division is responsible for providing legal services to government departments and agencies. This takes the form of providing legal opinions, drafting commercial and financial documents and representing government and its agencies in negotiations and civil actions before administrative tribunals, all levels of court and judicial inquiries.
- The Access to Information and Protection of Privacy Office oversees the implementation and coordination of the *Access to Information and Protection of Privacy Act*. This legislative regime is designed to create a culture of openness and accountability in the public sector.
- Court Services is responsible for providing infrastructure and administrative support to the Supreme and Provincial Courts.

Values

The core values of the Department of Justice offer principles and a guiding framework for all employees as they work in their various capacities to protect the rights and freedoms of the people of Newfoundland and Labrador. These core values and the related action statements are:

Accountability	Each person accepts responsibility for his/her actions and follows through on requests and commitments.
Integrity	Each person maintains the highest professional and ethical standards in dealings with clients and each other.
Impartiality and Fairness	Each person deals fairly, respectfully and equitably with individuals and organizations to protect the rights and interests of all parties involved in criminal and civil matters.
Excellence	Each person excels through continuous learning, strong partnerships and personal initiative to deliver services for the good of the people of Newfoundland and Labrador.
Collaboration	Each person strives to create a working environment where resources and energies are shared within the justice system, with our partners, and with the public that we serve in order to achieve enhanced responses.
Accessibility	Each person provides understandable, available and affordable justice services to the citizens of Newfoundland and Labrador.

Who We Serve

At the broadest level, the general public is the largest client group for the Department of Justice. The general public relies on the effectiveness and efficiency of the justice system to protect people's fundamental rights, liberties and freedoms. This occurs through the full range of services and interventions available through all lines of business. Sometimes this may involve direct interventions and services to particular individuals or groups of individuals, while at other times it may mean broad ranging legal protections that serve to support a free, stable and democratic society.

Government itself is a significant Department of Justice client. Civil law services are provided to government departments and agencies in the form of legal advice as well as representation in litigation. Legislative drafting services are provided by the Office of the Legislative Counsel.

At the individual level, those who are accused or convicted of criminal offences are clearly identified recipients of justice services and interventions. Victims of criminal offences are also receiving increased attention and expanded service within the justice system. Victims and/or offenders may require the intervention of police, court services, prosecutions, legal aid, victim services or corrections at various times throughout the justice process. Clients of the Support Enforcement Program rely on this program to enforce court support orders and to ensure timely disbursement of amounts owing to them through these orders.

*The service we render to others is
really the rent we pay for our room on this earth.
It is obvious that man is himself a traveller;
that the purpose of the world is not 'to have and to hold'
but 'to give and to serve.'*

~ Sir Wilfred T. Grenfell

Vision Statement

A justice system that is accessible and understood, and which plays a key role in creating a fair, equitable and safe society where all people can pursue their lawful rights and freedoms.



Mission Statement

The mission statement identifies the priority focus areas of the Minister over two planning cycles (the first cycle being 2006-08). It represents the key longer-term results that the Minister and the Department will be looking towards in moving forward on the strategic directions of government. The statement also identifies the measures and indicators that will assist the Department and the public in monitoring and evaluating success.

Key aspects of the current mission statement include improving public access and confidence in the justice system. The Department has already begun work towards this mission. Many of the Lamer Inquiry findings have been responded to and family violence legislation has been introduced. Over the next three years, the Department will continue to work towards improving public access to and confidence in the justice system. It will develop a provincial planning process for Specialized Family Violence Treatment Courts, explore the possibility of a Gladue Aboriginal Peoples' Court in Labrador, implement an Adult Alternative Justice Program throughout the Province and further enhance interpretation and translation capacity. The Department will also work towards the revitalization of the Public Prosecutions Division and will enhance efficiencies in the criminal justice system. Evaluation components have been incorporated, where relevant, to ensure that the Department's responses to address these issues are meeting the needs of clients.

Mission Statement:

By 2011, the Department of Justice will have enhanced services and responses in the provincial justice system to improve public access to and confidence in the system.

Measure:

Enhanced services and responses related to public access and confidence

Indicators:

- Respond to Lamer Inquiry findings
- Introduced family violence legislation
- Plan and implement government decisions with respect to:
 - Criminal and civil legal aid
 - Aboriginal issues
 - Policing and correction services
 - Court system

Strategic Issues

Issue One: Family Violence

Building on the work of the Department of Justice Strategic Plan 2006-08, the Department of Justice will further its work in the area of family violence. It will do this by conducting provincial consultations, piloting a specialized court, evaluating the pilot and, based on the results, developing a provincial planning process for Specialized Family Violence Treatment Courts. This specialized court addresses criminal charges related to family violence while addressing the root causes of this violence. It is built on the values of early intervention, efficient prosecution and meaningful, goal-oriented sentencing. This specialized court will result in a more holistic and integrated process. This work will depend on partnerships with the Violence Prevention Initiative, the Poverty Reduction Strategy and relevant government and community partners. This strategic issue contributes to the achievement of the Minister's Strategic Direction titled Public Protection, Order and Safety.

Goal One: By 2011, the Department of Justice will have developed a provincial planning process for Specialized Family Violence Treatment Courts.

Measure:

Specialized Family Violence Treatment Court provincial planning process developed

Indicators:

- Provincial consultations completed
- Specialized Family Violence Treatment Court piloted
- Specialized Family Violence Treatment Court evaluated

Strategic Issues (con't)

Objective 1.1 By 2009, the Department of Justice will have completed provincial consultations and piloted a Specialized Family Violence Treatment Court in St. John's.

Measures:

Indicators:

Provincial consultations completed	<ul style="list-style-type: none"> • Number of consultations held • Locations of consultations held
Specialized Family Violence Treatment Court piloted	<ul style="list-style-type: none"> • Implementation committee established • Preferred model determined • Policies and protocols established • Specialized Family Violence Treatment Court piloted

Objective 1.2 By 2010, the Department of Justice will have evaluated the piloted Specialized Family Violence Treatment Court.

Objective 1.3 By 2011, the Department of Justice will have developed a provincial planning process for Specialized Family Violence Treatment Courts.

Strategic Issues (con't)

Issue Two: Alternative Justice Approaches

Access to Justice has been identified as one of the Minister's Strategic Directions. The Department of Justice will continue its work towards this strategic direction by exploring the possibility of a Gladue Aboriginal Peoples' Court in Labrador and implementing an Adult Alternative Justice Program.

The Gladue Aboriginal Peoples' Court was named after the 1999 Supreme Court of Canada decision *R. v. Gladue*. The decision provided the Court's first interpretation of s. 718.2 (e) of the *Criminal Code*. The purpose of the Gladue Court is to apply this section of the *Criminal Code* as interpreted by the Supreme Court of Canada, namely to consider the circumstances of Aboriginal Offenders when deciding upon the sentence. This Court has worked in other provinces, and the Department of Justice will explore the best options to enhance access to the justice system for Aboriginal people in Newfoundland and Labrador.

The Adult Alternative Justice Program will seek to collaborate with diverse partners to develop innovative, community based responses to crime and harm. The goal of the program is to build community capacity to deliver a range of alternative responses in the justice process, thereby enhancing access to the justice system.

Goal Two: By 2011, the Department of Justice will have enhanced access to the provincial justice system.

Measure:

Enhanced access

Indicators:

- Feasibility analysis for Gladue Aboriginal Peoples' Court completed
- Adult Alternative Justice Program implemented

Strategic Issues (con't)

Objective 2.1 By 2009, the Department of Justice will have assessed and implemented alternative justice approaches.

Measure:

Indicators:

Feasibility analysis for Gladue Aboriginal Peoples' Court completed

- Other jurisdictions researched
- Appropriate stakeholders engaged
- Recommendations prepared

Adult Alternative Justice Program implemented

- Stakeholder advisory committee established
- Policies and protocols established
- St. John's services implemented
- Number of client referrals made
- Number of successful resolutions achieved
- Gender identified
- Offence types identified
- Community service providers engaged

Objective 2.2 By 2010, the Department of Justice will have implemented the Adult Alternative Justice Program in areas of the Province.

Objective 2.3 By 2011, the Department of Justice will have evaluated the Adult Alternative Justice Program.

Strategic Issues (con't)

Issue Three: Public Prosecutions Revitalization

The Department of Justice is continuing its work to enhance public trust and confidence in the justice system, in accordance with the Strategic Direction of the Minister. Over the last two years, the Department has worked diligently to implement the recommendations of the Lamer Inquiry. Part of this work involved an internal, as well as an external, review of the Public Prosecutions Division. The internal review, Project Phoenix, resulted in 39 recommendations and an implementation plan has been developed to address these recommendations. The external review is being carried out by Justice William Marshall and is in progress. Over the next three years there will be significant changes to the organizational structure of the division, as well as the implementation of new document handling procedures. Annual general meetings for Prosecutors will be reinstated, training will be enhanced and a mentoring process will be established. These initiatives will contribute to the revitalization of the Public Prosecutions Division.

Goal Three: By 2011, the Department of Justice will have revitalized the Public Prosecutions Division.

Measure:

Indicators:

Public Prosecutions Division revitalized

- Organizational structure changes implemented
- New document handling procedures implemented
- Respond to all recommendations from the Lamer Inquiry, the Phoenix Report and the Marshall Review

Strategic Issues (con't)

Objective 3.1 By 2009, the Department of Justice will have modified the organizational structure of the Public Prosecutions Division.

Measure:

Indicators:

Organizational structure modified

- Case supports and supervision for Prosecutors enhanced
- Unit working groups implemented
- Mentoring process implemented

Objective 3.2 By 2010, the Public Prosecutions Division will have implemented new document handling procedures.

Objective 3.3 By 2011, the Public Prosecutions Division will have addressed all recommendations from the Lamer Inquiry, the Phoenix Report and the Marshall Review.

Strategic Issues (con't)

Issue Four: Labrador and Aboriginal Responses

The Department of Justice is committed to addressing the justice needs of Aboriginal people and of Labrador. This will be accomplished in a number of ways, including increased access to the justice system through pursuing a Gladue Aboriginal Peoples' Court (see Issue Two, page 14). Additionally, the Department will continue to enhance the interpretation and translation capacity within the justice system. During the past year the Department has worked with Memorial University to develop an Innu-aimun and Inuttitut legal glossary. It also worked with the College of the North Atlantic to develop and deliver an Aboriginal Legal Interpreter Course for Criminal Law in Happy Valley-Goose Bay. The next year will see the development and delivery of an Aboriginal Legal Interpreter Course and a glossary for Family Law. Additionally, the Department will continue to have justice information translated into Inuttitut and Innu-aimun. This strategic issue is consistent with departmental priorities and government's Strategic Directions.

Goal Four: By 2011, the Department of Justice will have further enhanced the interpretation and translation capacity and services within the justice system.

Measure:

Interpretation and translation capacity enhanced

Indicators:

- Glossary of Family Law words and phrases developed
- Aboriginal Legal Interpreter Course curriculum developed
- Aboriginal Legal Interpreter Course offered in Labrador for Family Law
- Course evaluation completed
- Training offered to officials and employees working within the justice system on how to use interpreting services
- Translated departmental resources

Strategic Issues (con't)

Objective 4.1 By 2009, the Department of Justice will have developed Family Law Interpretation resources.

Measure:

Indicators:

Family Law resources developed

- Glossaries developed
- Course curriculum developed
- Course delivered

Objective 4.2 By 2010, the Department of Justice will have designed and delivered instruction and training on the use of translation resources.

Objective 4.3 By 2011, the Department of Justice will have completed an evaluation of programs and services designed to improve interpretation and translation for Aboriginal people.

Strategic Issues (con't)

Issue Five: Criminal Justice System Efficiencies

In December 2007, a Task Force was formed to examine the operation of the criminal justice system in St. John's, where the vast majority of criminal and quasi-criminal cases in the Province are dealt with. The Task Force, which comprised the Department of Justice, Provincial Court, Legal Aid, Public Prosecutions and the private bar, was asked to make practical recommendations to increase efficiency and reduce delay without compromising the fundamental principles of justice. A literature review as well as an informal consultation with interested and affected parties was completed and recommendations made regarding areas where improvements could be implemented. This Strategic Issue is consistent with government's commitment to accountability and the Department's Strategic Direction of Innovation and Efficiencies. For the full report of the Task Force please visit the Department of Justice website at www.justice.gov.nl.ca.

Goal Five: By 2011, the Department of Justice will have enhanced efficiencies within the criminal justice system in St. John's.

Measure:

Enhanced criminal justice system efficiencies

Indicators:

- Timely and complete disclosure processes established
- Appropriate delegation and assignment of duties and responsibilities completed
- Enhanced and coordinated legal aid application and awareness process within the justice system
- Adopted technological enhancements for scheduling and appearances, where appropriate

Strategic Issues (con't)

Objective 5.1 By 2009, the Department of Justice will have analyzed and responded to the Report on the Task Force on Criminal Justice Efficiencies.

Measure:

Indicators:

Response to the Report on the Task Force on Criminal Justice Efficiencies

- Analyzed and responded to report
- Report released publicly
- Developed and publicly released an action plan in response to the recommendations in the report

Objective 5.2 By 2010, the Department of Justice will have implemented recommendations of the Task Force on Criminal Justice Efficiencies.

Objective 5.3 By 2011, the Department of Justice will have evaluated the success of the implementation of the Task Force recommendations for St. John's, and will have prioritized roll out plans for other centres in the criminal justice system.

Strategic Partnerships

In fulfilling its mandate and supporting government's broad policy directions, the Department of Justice has developed partnerships locally, nationally and internationally. The following is meant to briefly identify these partnerships. For further information on these partnerships please visit the links provided, review Annual Reports of the Department at www.justice.gov.nl.ca or contact the Department of Justice.

The Department of Justice plays a key role in a number of **cross-departmental initiatives** which support the Strategic Directions of government as follows:

- Violence Prevention Initiative (www.gov.nl.ca/vpi/)
- Northern Strategic Plan (www.laa.gov.nl.ca/laa/nspl/default.htm)
- Poverty Reduction Strategy (www.hrle.gov.nl.ca/hrle/poverty/default.htm)
- Red Tape Reduction Initiative (www.gov.nl.ca/redtape/)
- The Fines Administration Division of the Department of Justice continues to interact with the Department of Government Services Motor Registration Division in the collection of fines.
- The Department of Justice has established an ongoing relationship with the Department of Natural Resources for the delivery of the Inland Fish Enforcement Program.
- The Department of Justice forms partnerships with and provides funding to a number of community groups and non-governmental organizations, including the John Howard Society, Stella Burry Community Services, Community Mediation Services, and the Sexual Abuse Community Services located in Stephenville.

The Department, in cooperation with the Courts, is government's **lead** for:

- Family Justice Services, which exists to support children and families dealing with family law issues through the work of a multidisciplinary team (Supreme Court, Provincial Court, Department of Human Resources, Labour and Employment, Legal Aid and Community Mental Health Initiative). Family Justice Services provides parent education, dispute resolution and counseling services to families working through issues of custody, access, child support and/or spousal support.

Inter-provincial partnerships:

- The Department of Justice's commitment to improved responses to aboriginal concerns has fostered a unique relationship between the Department and the Government of Nunavut.
- The Department of Justice is actively involved on the Committee of Officials on Human Rights.
- The Support Enforcement Program has established partnerships with other provinces and territories to permit the reciprocal enforcement of support orders with other jurisdictions.
- The Department participates actively in the ongoing work of various federal, provincial and territorial working groups, such as the Coordinating Committee of Senior Officials

Strategic Partnerships (con't)

(CCSO), Working Group on Access to Justice in Both Official Languages, Aboriginal Justice Strategy, and Aboriginal Court Worker Program.

Joint funding arrangements:

- Legal Aid Services, the Native Courtworkers program and the RCMP continue to be funded by the provincial and federal governments.
- First Nations Policing agreement between the provincial government and Miawpukek First Nation – Conne River was extended. The agreement provides a RCMP officer to Conne River and continues the positive relationship that has been fostered with the Miawpukek First Nation Band.
- Community Tripartite Agreements under the First Nations Policing Policy exist in the communities of Hopedale, Makkovik, Nain and Rigolet.
- The Province also benefits from an ongoing relationship with Corrections Canada. The Province has agreed to adopt federal standards with respect to federal offender programming. This means that provincial corrections staff receive training in the delivery of federal programming, the federal government carries out quality assurance and the Province receives funding from the federal government to accommodate and manage low risk offenders sentenced to federal terms of imprisonment (over 2 years).

International Partnership:

- In 2006-07, the Gendarmes of Saint-Pierre and Miquelon became a partner in the Criminal Intelligence Service of Newfoundland and Labrador. This partnership will enhance the exchange of information related to criminal activity affecting Newfoundland and Labrador. The RCMP officers work in conjunction with officers from Saint-Pierre and Miquelon.

Appendix A

STRATEGIC DIRECTIONS

Strategic Directions

1. Title: Public Protection, Order and Safety

Outcome Statement:

Improve public protection, order and safety for the people in Newfoundland and Labrador.

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
Police deployment, recruitment and training			√	√
Planning for new facilities			√	
Court Security				√
Responses to family violence		√	√	√
Organized Crime			√	

Strategic Directions (con't)

2. Title: Access to Justice

Outcome Statement:

Improved access to the justice system which includes enhanced responses for vulnerable groups.

This outcome supports the policy direction of government and will require systemic intervention in the following areas:

Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
Court facilities			√	
Specialized Courts		√		
Videoconferencing			√	
Adult Alternative Justice		√		

Strategic Directions (con't)

3. Title: Public Trust and Confidence

Outcome Statement:

Improve public trust and confidence in the justice system.

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
Public Prosecutions Revitalization		√		
Adult Corrections Planning			√	
Gender Equity			√	√

Strategic Directions (con't)

4. Title: Labrador and Aboriginal Responses

Outcome Statement:

Enhanced justice services in Labrador that are sensitive to the culture and needs of Aboriginal people and communities.

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
Enhancing interpreting and translation capacity		√	√	
Culturally appropriate programming			√	
Labrador justice facilities			√	

Strategic Directions (con't)

5. Title: Innovation and Efficiencies

Outcome Statement:

Innovative approaches that enhance efficiencies in the justice system.

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	Applicable to other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/divisional work plans of the department
Legal Aid			√	√
Civil Law			√	
Task Force on Criminal Justice Efficiencies		√		
Information Management			√	

Appendix B

Electoral Boundaries Commission

Electoral Boundaries Commission

The Electoral Boundaries Commission was active in 2006. Its recommendations have been implemented. Another Commission will be appointed in 2016, at which time, it will meet its planning and reporting requirements as appropriate under the *Transparency and Accountability Act*.

In the interim, this appendix will serve to describe the activities of the Commission when it is active as prescribed in the *Electoral Boundaries Act*.

Overview

The *Electoral Boundaries Act* states the Electoral Boundaries Commission consists of five members. The chairperson is to be appointed by the Chief Justice of Newfoundland and Labrador and the additional four members are to be appointed by the Speaker of the House of Assembly.

The Commission is responsible to the Minister of Justice and its financial information is included in the financial information for the Department of Justice.

Mandate

The Commission is directed to divide the Province into 48 proposed 1-member districts. The Act provides that the Commission divide the Labrador portion of the Province into four proposed districts and describe the boundaries of those districts in such a manner that the proposed new districts conform as closely as practicable to the present districts. With regard to the island portion of the Province, the Commission must determine the boundaries by obtaining a quotient for each proposed district by dividing the total population of the Province (except that portion of the total population living within the area of the Province comprising Labrador) by the number 44.

The Commission must assume that the proportion of electors to the general population is constant throughout the Province. Where the Commission considers it necessary to do so, they may depart from the quotient not to a greater extent than 10% more or 10% less of the quotient. The Commission may also recommend the creation of a district with a population that departs from the quotient up to 25% more or 25% less of the quotient, where the Commission concludes that the departure is warranted by special geographic considerations.

The Commission will submit a report to the Minister of Justice setting out its recommendations concerning the division of the Province, the description of the boundaries and the name to be given to each district, which names shall incorporate the historical and geographical factors that the Commission considers appropriate.

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Newfoundland
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