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# Justice

BUSINESS PLAN 2003-06

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## ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2003 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 19, 2003 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

*[Original Signed]*

David Hancock, *Minister of Justice and Attorney General*  
March 19, 2003

## INTRODUCTION

Through a commitment to public service and innovation, Alberta Justice offers a wide range of core services and specialized programs to meet the needs of Albertans. Through the ministry's Organizational Renewal Project, Alberta Justice is exploring new and innovative ways to provide better services by reviewing a range of programs, services and business processes, including enhancing the ministry's focus on the development and use of effective policy.

Alberta Justice works to involve stakeholders in the development of policies and directions as outlined in this business plan. In order to develop the ministry's effective use of policy, a joint Justice/Solicitor General Policy Advisory Committee has been established to provide advice and direction.

The ministry will continue to promote safe communities for all Alberta families and businesses through a strong and effective prosecution service, an accessible court system, and partnerships with Alberta Solicitor General, other government departments, the judiciary, the legal community, Aboriginal people and our stakeholders in policing, community organizations and local governments.

We will continue to promote a justice system that is responsive to the needs of victims and their families, as well as communities affected by criminal activity. Alberta Justice also assists Albertans in need through our ongoing support of legal aid, and through the continued and enhanced services of the Maintenance Enforcement Program and the Public Trustee.

The ministry promotes fair and timely access to justice both inside and outside of the courtroom through initiatives like early case resolution in criminal proceedings, and mediation, judicial dispute resolution and other alternative forms of civil dispute resolution. We will also explore forward-looking initiatives that may help streamline the court system such as caseflow management systems, electronic filing, and the feasibility of a unified trial court. In keeping with the Alberta advantage and the economic strategies of the Alberta government, the department will continue to work with stakeholders to improve its dispute resolution processes and consider a center of excellence for commercial dispute resolution. With our partners in Alberta Infrastructure and the judiciary, we will also develop court facility plans that address the current and long-term needs of Albertans.

By providing valuable legal services to all government ministries, we support the development of consistent and appropriate policy that takes into account the long-term objectives of client ministries and the government as a whole. We have also established a new goal in this business plan to help focus the ministry's efforts to improve knowledge and public confidence in the justice system through awareness and public information initiatives.

## PLANNING ENVIRONMENT

Alberta Justice has considered the following environmental factors in setting out strategic objectives for 2003-2006:

**Demographics:** Alberta's population is increasing faster than that of any other province, with inter-provincial migration being the primary source of growth. 6.3% of the total immigration to Canada occurred in Alberta, the fourth largest influx after Ontario, B.C., and Quebec. Alberta's net growth is the strongest it has been since the oil boom of the 1980's.

**Aboriginal Justice:** The Aboriginal population is young and the fastest growing segment of the Alberta population. A large proportion of the Aboriginal population in Canada experiences socio-economic disadvantages in comparison to non-Aboriginal Canadians. These disadvantages include lower incomes, educational attainment, and higher levels of unemployment. Significant over-representation of Aboriginal people at all points in the justice system also continues to be a serious issue. There is a need to develop innovative options for diversion, and most of all, to address the root causes of crime.

**Terrorism:** Since September 11, 2001, there has been increased awareness of the potential for terrorist fundraising, planning, and activity in Canada. The Government of Canada introduced a new package of anti-terrorism measures as part of its Anti-Terrorism Plan. The plan has four objectives: stop terrorists from getting into Canada and protect Canadians from terrorist acts; bring forward tools to identify, prosecute, convict and punish terrorists; prevent the Canada-US border from being held hostage by terrorists and impacting the Canadian economy; and work with the international community to bring terrorists to justice and address the causes of such hatred.

**Organized Crime:** Organized crime is evolving and expanding, finding its way into all forms of crime, including drug trafficking, prostitution, theft, fraud, human smuggling, cyber crime (gambling/sexual exploitation of children) as well as gang activity and street crime. Although Albertans and various social agencies are often directly confronted with, or have knowledge of, the street level activities of organized crime (e.g., drug abuse, prostitution), the link between local activity and criminal organizations is often not very clear. All Albertans are affected, both in its direct financial impact and in the social costs for individuals and their families. New strategies are being developed to better respond to the progression of organized crime.

**Implications of New Legislation:** The federal *Youth Criminal Justice Act* will come into force on April 1, 2003 and is intended to promote greater use of alternative methods to the traditional justice system. The complexity and scope of the *Youth Criminal Justice Act* requires numerous program and operational changes. This legislation requires significant policy development in the jurisdictions in order to address the directions set for youth justice renewal. This will include making changes to provincial/territorial legislation.

New amendments to the *Criminal Code* dealing with preliminary inquiries, plea comprehension, expert evidence, designation of counsel and electronic enhancements will affect court procedure and Crown practice.

New amendments to the *Criminal Code* contain aggressive new measures to fight organized crime, including three new offences, tough sentences that target involvement with criminal organizations, and provisions that improve the protection of people who play a role in the justice system, such as jurors or witnesses, from intimidation.

A new *Interjurisdictional Support Orders (ISO) Act* was passed in 2002 in each provincial and territorial legislature to replace the *Reciprocal Enforcement of Maintenance Orders Act* and to simplify the means of obtaining and varying support orders where the parties reside in different Canadian jurisdictions. In partnership with the other Canadian jurisdictions and other Alberta ministries, Alberta Justice will determine procedures to implement the provisions of the *ISO Act*.

**Organizational Renewal:** Alberta Justice has undertaken a multi-year organizational renewal project. The focus of the initiative is to identify, develop and complete projects that will improve the workplace environment, improve the efficiency and effectiveness of operations, build organizational capacity as well as improve service delivery, and ensure the long-term sustainability of the ministry.

## VISION

Our vision is a democratic and prosperous Alberta based on respect for the law, where all Albertans are safe in their homes and communities and have confidence in the justice system, and where disputes are resolved fairly and effectively.

## MISSION

Our mission is to serve Albertans by promoting safe communities, by ensuring access to the courts and other methods of dispute resolution, by providing legal and related strategic services to the Government of Alberta, and by communicating with Albertans about the administration of justice.

## CORE BUSINESSES

The following core businesses are intended to reflect the primary responsibilities of the ministry and those organizations that report to the Minister:

### **Prosecutions:**

The Criminal Justice Division prosecutes all persons charged with *Criminal Code* and provincial statute offences. The division promotes safe communities by working with individuals and organizations in the community to identify and implement improved and alternative approaches to the administration of criminal justice. In addition, the division develops criminal law policy for the province and supports criminal law consultation with other levels of government.

### **Courts:**

Alberta courts are presided over by an independent judiciary. There are three levels of court in the province - the Court of Appeal, the Court of Queen's Bench and the Provincial Court. The Court Services Division provides administrative support to the courts. Court Services also provides policy advice and assistance to the Minister and the ministry in relation to court issues. Stakeholders of Court Services include the public, the legal profession, law enforcement services, correctional authorities and various service providers.

### **Legal Services to Government:**

Civil Law provides legal advice and assistance to all government ministries and represents them in matters before the courts and tribunals. Constitutional and Aboriginal Law provides specialized services to the government in constitutional and Aboriginal law matters. Legal Research and Analysis provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

### **Justice Services to Albertans in Need:**

Through its programs and services, Justice provides support and protection to vulnerable citizens, including families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel.

# GOALS, STRATEGIES AND PERFORMANCE MEASURES

Alberta Justice will respond to the issues facing the justice system and fulfill its vision, mission and primary responsibilities through six business plan goals. In addition to the measures that are identified in the business plan, Alberta Justice also measures and tracks additional performance information related to ministry programs and services for management and internal reporting.

GOAL ONE

## 1 Promote safe communities in Alberta

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Albertans have told us through the Justice Summit in 1999 and the Future Summit in 2002 that they want peaceful communities in which they can live, work and raise families in safety and security without fear of crime or victimization. While each goal is important, virtually everything Justice does is tested against this goal.

### Relates to Government Business Plan Goals:

- Alberta will be a fair and safe place to work, live and raise families.
- Aboriginal communities in Alberta will be effective and self-reliant.
- Alberta will have a financially stable, open and accountable government and a strong intergovernmental position in Canada.

### Strategies / Initiatives:

- 1.1. Enhance our focus on serious and violent crime:
  - 1.1.1 Develop a provincial impaired driving enforcement strategy, in conjunction with Solicitor General, Transportation, and police services.
  - 1.1.2 Develop and implement the organized crime strategy, including working with Justice Canada on a proposal for a joint organized crime/terrorism prosecution team, in conjunction with stakeholders and develop the capacity to manage mega cases justly and efficiently.
  - 1.1.3 Work with stakeholders to identify and develop the role of provincial authorities in the fight against terrorism, including reviewing provincial legislation and procedures, fulfilling responsibilities under the federal *Anti-Terrorism Act* and playing an appropriate role in terrorist prosecutions.
  - 1.1.4 Implement *Criminal Code* amendments designed to reform criminal procedures (such as preliminary inquiries, expert evidence, and electronic enhancement) and other substantive provisions including offences relating to child pornography and luring.
- 1.2. Develop innovative alternatives to the traditional justice system
  - 1.2.1 Ensure effective prosecution of the *Youth Criminal Justice Act*, which becomes effective April 1, 2003.
  - 1.2.2 Improve the process for protection orders under the *Protection Against Family Violence Act*.
  - 1.2.3 Complete a review, evaluation and enhancement of the Alternative Measures Program with Solicitor General, police services, and other stakeholders.
  - 1.2.4 Work with stakeholders to deal more effectively with individuals in conflict with the law who suffer from Fetal Alcohol Syndrome (FAS).
  - 1.2.5 Work with Health and Wellness - Alberta Mental Health Board and other ministries and agencies to develop an implementation plan supporting the goal of diverting, where appropriate, criminally involved but mentally ill individuals away from the criminal justice system.

- 1.2.6 Work with the Chiefs of Police, RCMP Commanding Officer and Solicitor General to develop common strategic direction and promote integrated business processes and systems.
- 1.3. Ensure safety and security
  - 1.3.1 Work with Alberta Solicitor General to enhance the integration and effectiveness of the provincial court security program to ensure the safety of all those who work in and use Alberta courts.
- 1.4. Ensure that families and children are safe.
  - 1.4.1 In conjunction with Children's Services, develop a process for the timely investigation and formal review of pediatric deaths in the province and provide recommendations for the prevention of similar deaths in the future.

**Core Performance Measures**

	1997-98	1998-99	1999-00	2000-01	2001-02	2003-06 Target
<b>Public perception of safety in the home</b> The percentage of Albertans who feel "very safe" in their own homes.	59.5%	59.7%	68.7%	68.7%	71.9%	75%
<b>Public perception of safety in the neighbourhood</b> The percentage of Albertans who feel "somewhat comfortable" to "very very comfortable" walking alone in their neighbourhoods at night.	75%	77%	79%	80%	81%	82%
<b>Public perception of prosecution services</b>	Historical data not available; Target: to be established					

Source: Annual Public Opinion Survey

GOAL TWO

## 2 Work with Solicitor General to ensure victims have a more meaningful role in the criminal justice system

Recognizing the needs of the victim in the criminal justice system helps restore the balance of society in a humane and fair way and is an important goal of our justice system. Justice is committed to recognizing the unique needs of victims, treating them with respect, and striving to restore their feelings of safety in the community. Justice is also committed to providing effective services to victims of crime and expanding the role of the victim in the criminal justice system.

**Relates to Government Business Plan Goals:**

- Alberta will be a fair and safe place to work, live and raise families.
- Alberta's children will be supported in reaching their potential.
- Alberta will have a financially stable, open and accountable government and a strong intergovernmental position in Canada.

**Strategies / Initiatives:**

- 2.1. Identify and implement best practices that assist child victims of crime, in conjunction with stakeholders, in support of the Government's Alberta Children and Youth Initiative.
- 2.2. Develop guidelines and business processes, and provide training to support the implementation of the *Victims Compensation and Restitution Payment Act*, which expands the powers of the court to assist victims who have suffered a loss of property as a result of an illegal act.

- 2.3. Develop a plan and commence implementation of approved recommendations for policy and legislative change as a result of the Victims of Crime Consultations.
- 2.4. Continue to enhance public assistance services in Crown Prosecutors Offices across the province.
- 2.5. Enhance services for witnesses.
  - 2.5.1 Review compensation for witnesses, jurors and interpreters.
  - 2.5.2 Review witness management.

### Core Performance Measures

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<b>Client satisfaction with public assistance program.</b>	Historical data not available; Target: to be established
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Source: Client Satisfaction Survey, Criminal Justice Division

### GOAL THREE



## Provide access to justice services for Albertans in need

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Albertans require access to a broad range of justice services including courts, prosecution services and appropriate dispute resolution mechanisms. In addition, services such as maintenance enforcement, estate and trust administration services, victim assistance, and legal aid contribute to the preservation of a safe society for Albertans where justice prevails.

### Relates to Government Business Plan Goals:

- Alberta will be a fair and safe place to work, live and raise families.
- Alberta's children will be supported in reaching their potential.
- Albertans will be self-reliant and those unable to provide for their basic needs will receive help.
- Alberta will have a financially stable, open and accountable government and a strong intergovernmental position in Canada.

### Strategies / Initiatives:

- 3.1. Improve access to justice services for legal aid recipients.
  - 3.1.1 Negotiate new cost contribution agreement for criminal and young offender legal aid with Federal Department of Justice.
  - 3.1.2 Continue to monitor the operation and evaluation of the Family Law Staff Counsel Pilot Project to serve legal aid recipients.
- 3.2. Implement the revised and updated *Public Trustee Act*.
- 3.3. Enhance effective and efficient access to the Maintenance Enforcement Program (MEP).
  - 3.3.1 Prepare amendments to the *Maintenance Enforcement Act*.
  - 3.3.2 Identify opportunities for access to MEP through additional web-based applications.
  - 3.3.3 Collaborate with other Canadian jurisdictions and Alberta stakeholders to establish procedures resulting from the passage of the *Interjurisdictional Support Orders Act*.
  - 3.3.4 Identify innovative administrative structures to enhance MEP.
  - 3.3.5 Identify opportunities to share MEP file information with the ministries of Children's Services and Human Resources and Employment to increase administrative fairness.

## Core Performance Measures

	1997-98	1998-99	1999-00	2000-01	2001-02	2003-06 Target
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### Client satisfaction with the services of the Public Trustee's Office

The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office.	86%	88%	85%	88%	91%	87%
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Source: Client Satisfaction Survey, Public Trustee's Office

	1997-98	1998-99	1999-00	2000-01	2001-02	2003-06 Target
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### The average amount collected on Maintenance Enforcement Program files

The average dollars collected per file by the Maintenance Enforcement Program.	\$2,931	\$2,912	\$3,025	\$3,139	\$3,106	\$3,125
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Source: Administrative data, Maintenance Enforcement Program

	2000-01	2001-02	2003-06 Target
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### Maintenance Enforcement Program: dollars received compared to dollars due (% collected)

The program's collection rate on scheduled support and scheduled arrears payments.	80%	79%	80%
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Source: Administrative data, Maintenance Enforcement Program

**Client satisfaction with legal aid services** Historical data not available; Target: to be established

Source: Client Satisfaction Survey, Legal Aid Society

## GOAL FOUR

# 4

## Promote a fair and accessible civil and criminal justice system

The justice system is responsible for providing the infrastructure to resolve criminal and civil disputes. This includes the provision of court resources, scheduling mechanisms, prosecutorial services, and appropriate dispute resolution mechanisms. Where appropriate, mediation, judicial dispute resolution, and mini-trials are used as alternatives to the traditional court process. By speeding up the process and lowering costs, these alternatives can improve access.

### Relates to Government Business Plan Goals:

- Alberta will be a fair and safe place to work, live and raise families.
- Alberta's children will be supported in reaching their potential.
- Aboriginal communities in Alberta will be effective and self-reliant.
- Alberta will have effective and efficient transportation and utilities infrastructure.
- Albertans will be well prepared for lifelong learning and work.
- Alberta will have a financially stable, open and accountable government and a strong intergovernmental position in Canada.

### Strategies / Initiatives:

- 4.1. Foster a justice system that discourages unnecessary delays.
  - 4.1.1 Implement the Provincial Court Notice to the Legal Profession related to Early Case Resolution (ECR) in conjunction with stakeholders, including the judiciary, police services and the defence bar, and participate in a review to be conducted by the ECR committee.
  - 4.1.2 Work with police services and other ministries to ensure efficient and effective court brief preparation and disclosure procedures.



- 4.1.3 Develop an implementation plan for court annexed mediation in civil matters to reduce cost/time of litigation.
- 4.2. Enrich supports to families.
  - 4.2.1 Continue to prepare reforms to update and consolidate existing family law to make it more accessible to Albertans.
  - 4.2.2 Develop a plan to implement government's response to the Unified Family Court Task Force Report.
  - 4.2.3 Examine the feasibility of expanding family mediation services throughout the province.
  - 4.2.4 Work with the judiciary, other ministries and stakeholders to make the family court system more user friendly and easier to understand.
  - 4.2.5 Identify and refer appropriate clients to the Maintenance Enforcement Program's case conferencing initiative and evaluate its results.
- 4.3. Endorse First Nation justice initiatives.
  - 4.3.1 Promote culturally sensitive approaches to prosecutions by participating in local community development projects through the Aboriginal Liaison Prosecutors Committee.
  - 4.3.2 Enhance Aboriginal awareness programs and improve staff access to them.
  - 4.3.3 Support and develop court initiatives in First Nation communities.
  - 4.3.4 Provide services, information, and support to Aboriginal people involved in criminal and family court.
- 4.4. Improve court delivery structure.
  - 4.4.1 Work with Infrastructure and the judiciary to provide increased access for Albertans through the development of new consolidated Calgary court facilities.
  - 4.4.2 Work with Infrastructure to undertake a study to develop a long-term accommodation plan for facilities, taking into consideration program needs and the needs of stakeholders and users of the criminal justice system.
  - 4.4.3 Work with the federal government and the judiciary to explore the possibility of implementing a unified trial court in Alberta.
  - 4.4.4 Review other opportunities for improvements to court processes such as the establishment of specialized courts (e.g. drug courts, domestic violence courts).
  - 4.4.5 Implement omnibus *Criminal Code* amendments to address court procedural issues.
- 4.5. Improve and simplify access to justice.
  - 4.5.1 Review an increase to the civil claims limit to improve access by self-represented litigants.
  - 4.5.2 In partnership with the Alberta Law Reform Institute and the judiciary, rewrite the Rules of Court to reduce complexity and make them more user friendly for litigants and the bar.
  - 4.5.3 Review court clerk administrative processes.
  - 4.5.4 Develop recommendations for the implementation of an Alberta class actions statute based on the model Canadian legislation.
- 4.6. Improve efficiency and reduce the cost of administering justice.
  - 4.6.1 Determine the feasibility of the recovery of revenue from corporations for lengthy civil trials.
  - 4.6.2 Develop a strategy to address increased traffic ticket and bylaw volumes and ensure effective processing of these matters in the courts. This is to include exploring online fine payments and electronic ticket processing and expanded use of First Appearance Centres.
  - 4.6.3 Explore the use of technology as a primary tool to improve access to the court system through initiatives such as caseflow management systems, support for the Service Alberta website, electronic filing, and expanded use of video conferencing.
  - 4.6.4 Explore the use of court exhibits via photographs or computer images.

## Core Performance Measures

		1997-98	1998-99	1999-00	2000-01	2003-06 Target
<b>Median elapsed time from first to last appearance</b> The median elapsed time in days that it takes to process a case in provincial criminal court from first to last appearance.	Alberta Median	76 days	80 days	78 days	72 days	Below the Canadian median
	Canadian Median	84 days	84 days	84 days	87 days	N/A

Source: Adult Criminal Court Survey, Canadian Centre for Justice Statistics

			2000-01	2001-02	2003-06 Target
<b>Average criminal trial lead time – youth</b> Average criminal trial time measures the availability of provincial criminal court. This measure is defined as the average number of weeks in the future that a trial date is available.			14 weeks	14 weeks	Less than 16 weeks

Source: Administrative data, Court Services Division

		1998-99	1999-00	2000-01	2001-02	2003-06 Target
<b>Average criminal trial lead time – adult</b> Average criminal trial time measure the availability of provincial criminal court. This measure is defined as the average number of weeks in the future that a trial date is available.		17 weeks	17 weeks	15 weeks	14 weeks	Less than 16 weeks

Source: Administrative data, Court Services Division

			2001-02	2003-06 Target
<b>Provincial court civil mediation settlement rate</b> The mediation settlement rate is the number of civil actions settled through mediation in the civil claims program divided by the total number of civil claims settled or not settled through such mediation. This is a blended settlement rate of Calgary and Edmonton.			69%	70%

Source: Administrative data, Court Services Division

GOAL FIVE

## 5 To assist government ministries to achieve their objectives through provision of effective legal and related strategic services

The government performs a number of roles as service provider, community partner, and lawmaker. These roles involve relationships with individuals, families, communities, businesses, and other governments. Effective legal services reduce the potential for conflict involving the government, protect, and advance the interests of the government. By providing strategic corporate advice, Justice can assist other ministries in achieving their policy objectives, while minimizing conflict and constitutional questions.

### Relates to Government Business Plan Goal:

- Alberta Justice provides legal services to all ministries supporting the Government Business Plan Goals.

**Strategies / Initiatives:**

- 5.1. Enhance alignment of legal service resources with government and client legal and related strategic priorities:
  - 5.1.1 Implement use of service protocol agreements with client ministries.
  - 5.1.2 Enhance corporate counsel services to meet changing needs of government and ministries.
  - 5.1.3 Enhance role in creating and leading cross-ministry committees on legal and related strategic issues of government wide importance. In particular, Justice will provide leadership in developing recommendations for legal strategy and related action in relation to the proposal by the federal government to implement the Kyoto accord.

**Core Performance Measures:**

	2001-02	2003-06 Target
<b>Client satisfaction with legal services</b>		
The percent of client ministries "satisfied" to "very satisfied" with the legal services provided by Alberta Justice.	81%	82%

**Client satisfaction with assistance in meeting corporate goals** Historical data not available; Target: to be established

**Source:** Client Satisfaction Survey, Legal Services Division

GOAL SIX

## 6 Improve knowledge of, and confidence in, the justice system

The justice system is complex. With numerous stakeholders involved in the process, it is a continuous challenge to coordinate initiatives and to ensure effective communication to the public. Timely, coordinated, and accessible information to the public will improve the knowledge and confidence in the system.

**Relates to Government Business Plan Goals:**

- Alberta will have effective and efficient transportation and utilities infrastructure.
- Alberta will have a financially stable, open and accountable government and a strong intergovernmental position in Canada.
- Alberta will be a fair and safe place to work, live, and raise families.

**Strategies / Initiatives:**

- 6.1. Facilitate public education and information
  - 6.1.1 Provide information through the Family Law Information Centre.
  - 6.1.2 Deliver high-quality Parenting After Separation courses on dealing with and resolving conflicts to parents who are involved in the Family Court process.
  - 6.1.3 Develop a public education strategy, including partnerships with community organizations, to enhance knowledge of the Maintenance Enforcement Program.
  - 6.1.4 Develop court information services for the public, including self-represented litigants, defense counsel, prosecutors and the judiciary.
  - 6.1.5 Provide information and assistance to the public (victims/jurors and witnesses/self-represented litigants/ persons with complaints).
  - 6.1.6 Facilitate joint sessions between community victim service agencies and Crown prosecutor offices to enhance awareness of victim needs and understanding of criminal justice issues.

- 6.1.7 Explore ways of enhancing justice education through curriculum change, and develop additional resources to encourage and support the teaching of the justice system in Alberta high schools.
- 6.1.8 Pursue additional strategies to inform Albertans about the justice system, including the development of a variety of information/education pieces for the public and specified targeted audiences.

**Core Performance Measures**

	2001-02	2003-06 Target
<b>Public knowledge of the justice system</b>		
The percentage of Albertans who feel “somewhat knowledgeable” to “very knowledgeable” about the justice system in Alberta.	60%	62%

**Public confidence in the justice system** Historical data not available; Target: to be established

Source: Annual Public Opinion Survey

**CROSS-MINISTRY INITIATIVES**

To ensure effective and efficient administration of justice in the province, the ministry continues to work closely with Alberta Solicitor General in the development of business plan strategies and initiatives, as well as activities such as environmental scanning and development of effective measures of results.

Specific strategies are described under each goal above. Major areas of collaboration with Solicitor General to achieve ministry strategic priorities include: Serious and Violent Crime Strategy; Organized Crime Strategy; *Youth Criminal Justice Act*; Provincial Impaired Driving Enforcement Strategy; community justice initiatives; victims services; domestic violence; and enhancing court security.

**ALBERTA GOVERNMENT PRIORITY POLICY INITIATIVES**

Alberta Justice will demonstrate leadership and contribute to the implementation of cross ministry policy and administrative initiatives, including:

**Aboriginal Policy Initiative:** The ministry will continue to co-champion the Aboriginal Policy Initiative with Children’s Services and Aboriginal Affairs and Northern Development. The ministry will implement specific initiatives that contribute to the well-being and self-reliance of Aboriginal people including: promotion of culturally sensitive approaches to prosecutions; community based court initiatives; services, information and support to Aboriginal people involved in the justice system; and, will provide legal advice and support to cross ministry working groups on land and resource related issues.

**Alberta Children & Youth Initiative:** Through programs such as the Maintenance Enforcement Program, the Aboriginal Youth Suicide Prevention strategy, and initiatives like the formal pediatric review process, the ministry contributes to the overarching principle guiding the Alberta Children & Youth Initiative: to improve supports and resources for children, youth and families.

**Health Sustainability Initiative:** The ministry will contribute to the sustainability of the health care system by strengthening collaboration and coordination across ministries through its participation in Aboriginal Youth Suicide Prevention and the National Tobacco Reduction Committee. The ministry is also participating in a Mental Health

Diversion program in collaboration with other ministries and agencies to develop an implementation plan supporting the goal of diverting, where appropriate, criminally involved but mentally ill individuals away from the criminal justice system and to develop better ways to deal with mentally ill persons who are within the criminal justice system. In addition, the ministry is working with stakeholders to deal more effectively with individuals in conflict with the law who suffer from Fetal Alcohol Syndrome (FAS). Participation in the Ethics and Privacy in Health Research Committee is also an example of the ministry's commitment to the Health Sustainability Initiative.

**Economic Development Strategy:**

The ministry will help ensure that the province has an unmatched future of opportunity through working together with other ministries, businesses, industry, communities, other governments and public institutions, employees and other stakeholders on initiatives including: the Federal/Provincial Partnership Forum; and providing legal advice on land and resource related issues. In support of the Economic Development Strategy, the ministry will review an increase in civil claims limits and will consider a unified trial court, including a center of excellence for commercial dispute resolution.

## **KEY CORPORATE STRATEGIES**

### **Human Resource Strategies**

Key initiatives will be undertaken to address five specific ministry and corporate strategies.

*Building Leadership Capacity:* to prepare for the future, Alberta Justice will develop proactive and responsible leaders who can effectively communicate and manage change. Leadership is required at all levels of the ministry to address demographic and ongoing organizational changes.

*Attracting and Retaining Talent:* to position Justice as an employer of choice, comprehensive recruitment, attraction and knowledge management strategies are required.

*Aligning the Management of Human Resources:* to ensure the management of human resources is aligned with government and ministry goals and priorities, Justice will continue to strengthen the Performance Management Process.

*Classification and Collective Bargaining:* to ensure Justice participates in the cross-ministry implementation of classification and collective bargaining initiatives.

*Workplace Health:* to ensure Justice continues to build a positive, healthy work environment.

## **Information and Communications Technology (ICT) Strategies**

Justice uses a variety of Information and Communications Technology (ICT) strategies to support its mission, core businesses and organizational renewal. Systems will be maintained and enhanced to ensure that they operate in an efficient and effective manner for the ministry and for its partners in civil and criminal justice, and as a source of management information to support executive management decision-making.

Justice will continue the construction of a new technologically advanced computer information system (Maintenance Information Management System - MIMS) to support the Maintenance Enforcement Program, scheduled for deployment in 2004. As the SuperNet high-speed network project is deployed across Alberta, ways to utilize this technology will be considered to improve access to services to Albertans province-wide, for example by using videoconferencing in the courts, electronic traffic fines processing and electronic filing of court documents. Other ways in which services to Albertans can be delivered through Service Alberta will be examined.

## **Business Resumption Plan**

Justice files updated Business Resumption Plans with Emergency Management Alberta (formerly Disaster Services) on an annual basis. The updates reflect changes to the business, staffing, and technology that have been designated as "critical".

## **Regulatory Review**

Over this business planning cycle, the ministry will continue to monitor its regulations and regulatory processes, and will take action as appropriate and consistent with its Regulatory Review Work Plan.

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
<b>EXPENSE</b>						
<b>Core Business</b>						
Courts	95,557	100,824	104,869	115,509	111,314	111,782
Justice Services to Albertans in Need	75,376	79,665	81,399	82,580	84,253	85,125
Prosecutions	32,296	36,261	37,038	41,184	41,788	41,778
Legal Services to Government	21,088	22,459	23,430	23,244	23,804	24,258
<b>MINISTRY EXPENSE</b>	<b>224,317</b>	<b>239,209</b>	<b>246,736</b>	<b>262,517</b>	<b>261,159</b>	<b>262,943</b>

## MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
<b>REVENUE</b>						
Transfers from Government of Canada	10,178	9,986	10,211	10,276	10,276	10,743
Investment Income	340	325	38	325	325	325
Premiums, Fees and Licences	31,870	33,774	34,578	37,955	37,960	37,960
Other Revenue	46,016	57,024	52,388	58,769	59,823	59,823
<b>MINISTRY REVENUE</b>	<b>88,404</b>	<b>101,109</b>	<b>97,215</b>	<b>107,325</b>	<b>108,384</b>	<b>108,851</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	11,620	10,503	10,719	13,564	13,721	13,759
Court Services	91,482	96,240	98,478	109,377	105,307	105,774
Legal Services	59,547	64,103	64,964	69,682	72,251	73,586
Support for Legal Aid	27,242	28,187	28,187	28,798	28,798	28,798
Public Trustee	7,651	8,091	8,204	8,688	8,711	8,711
Medical Examiner	4,532	4,556	4,711	5,132	5,095	5,039
Motor Vehicle Accident Claims	24,297	27,156	27,156	26,903	26,903	26,903
Valuation Adjustments and Other Provisions	(2,054)	373	4,317	373	373	373
<b>MINISTRY EXPENSE</b>	<b>224,317</b>	<b>239,209</b>	<b>246,736</b>	<b>262,517</b>	<b>261,159</b>	<b>262,943</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(135,913)</b>	<b>(138,100)</b>	<b>(149,521)</b>	<b>(155,192)</b>	<b>(152,775)</b>	<b>(154,092)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2001-02 Actual	Comparable 2002-03 Budget	Comparable 2002-03 Forecast	2003-04 Estimates	2004-05 Target	2005-06 Target
Ministry Revenue	88,404	101,109	97,215	107,325	108,384	108,851
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>88,404</b>	<b>101,109</b>	<b>97,215</b>	<b>107,325</b>	<b>108,384</b>	<b>108,851</b>
Ministry Program Expense	224,317	239,209	246,736	262,517	261,159	262,943
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Program Expense</b>	<b>224,317</b>	<b>239,209</b>	<b>246,736</b>	<b>262,517</b>	<b>261,159</b>	<b>262,943</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(135,913)</b>	<b>(138,100)</b>	<b>(149,521)</b>	<b>(155,192)</b>	<b>(152,775)</b>	<b>(154,092)</b>