

# Justice

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## Business Plan 1998-99 to 2000-01

### Accountability Statement

*This Business Plan for the three years commencing April 1, 1998 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 at January 20, 1998 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.*



Jon Havelock, Q.C.  
Minister of Justice and Attorney General  
January 21, 1998

### Introduction

The Ministry of Justice is charged with administering justice in the province of Alberta. This Plan represents our direction for the next three years. In preparing this Plan, our Ministry re-examined our goals and performance measures. We developed new goals to better reflect our mission and guide our activities. Our performance measures represent the best indicators of those goals. Finally, our strategies and initiatives are linked to help track our progress in achieving each goal. We are confident this Plan reflects the values and expectations of Albertans.

### Mission

*Our mission is to ensure equality and fairness in the administration of justice in Alberta.*

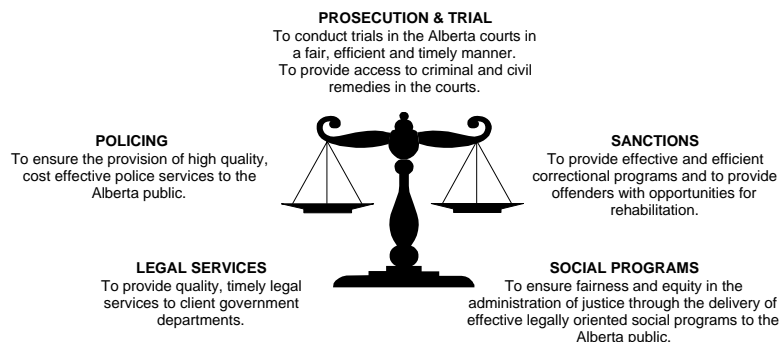
Our mission statement reflects the values of Albertans. Terms such as “fairness”, “equality” and “justice” are guiding principles upon which our society is based. A justice system that provides “fair and equal” services to all its citizens, irrespective of their characteristics or circumstances, captures many of the values Albertans share.

# Relationship to the Government of Alberta Business Plan

Alberta Justice is committed to fostering safe, secure communities and administering justice effectively. Our Business Plan is built around this commitment and it is consistent with the Government's vision and mission. We also have strategies in place that support the Government's core businesses and goals.

<b>GOVERNMENT OF ALBERTA BUSINESS PLAN</b>		
<b>- Government Core Businesses -</b>		
<p><b>People</b>...helping people to be self-reliant, capable and caring through: ◆ basic support and protection for those in need</p>	<p><b>Prosperity</b>...promoting prosperity for Alberta through: ◆ an open and accountable government that lives within its means</p>	<p><b>Preservation</b>...preserving the Alberta tradition of: ◆ a safe society where justice prevails ◆ strong communities</p>
<b>- Government Goals -</b>		
<p>Our children will be well cared for and safe.</p>	<p>Alberta will have a prosperous economy. Alberta will have a financially stable, open and accountable government.</p>	<p>Alberta will be a safe place to live and raise families. Alberta will work with other governments and maintain its strong position in Canada.</p>
<b>ALBERTA JUSTICE BUSINESS PLAN</b>		
<p>Through our legally oriented social programs, we provide support and protection to some of our most vulnerable citizens: victims of crime, families who depend on court ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel. Specifically regarding the safety of children, Alberta Justice is committed to work cooperatively with ministries serving children and families, and bring increased focus to ensuring the availability of appropriate prevention/early intervention programs for children who are at risk for future criminal involvement.</p>	<p>Maintaining law and order and building safer communities are key to a prosperous Alberta where families, communities and businesses can flourish. Sound financial management is essential to ensuring a fair and effective justice system for the future. Alberta Justice will continue to be open and accountable through the publication of our Business Plans, Annual Reports, Budgets and Performance Measures. We also have an initiative in place to support the Government's Regulatory Review Plan.</p>	<p>A key theme of our Business Plan is to focus our efforts on dealing with serious and violent crime, and preserve our quality of life. We will work with our partners in the justice system to examine our handling of less serious offences, continue our efforts to better identify and manage violent offenders, and ensure the continued vigorous prosecution of serious offences. We have initiatives in place that further the concepts of community policing, and First Nations policing. We will also continue our dialogue with the federal government to deal effectively with Alberta Justice priority issues such as the <i>Young Offenders Act</i>.</p>

# Core Business Functions



## Goals

Our business functions support the achievement of our goals. Cooperative interaction between our business functions is necessary to achieve our goals and fulfil our mission.

### Goal 1: To promote safe communities in Alberta

Albertans should have safe and secure communities with peace and good order so they can live, work and raise families without fear of crime or victimization.

*This goal will be achieved through the following strategies and initiatives:*

#### Focus the resources of Alberta Justice on Serious & Violent Crime

- ◆ Develop and implement, under the auspices of the Ministry's Serious and Violent Crime Committee and in conjunction with the police, strategies whereby Alberta Justice resources can be appropriately focussed on serious and violent crime.
- ◆ Review the impact of the serious and violent crime initiative on Alberta Justice.
- ◆ Identify provincial strategies to combat organized crime and provide specialized legal advice as required to assist with this initiative.
- ◆ Review the *Provincial Offences Procedure Act* to find ways to make it more effective.
- ◆ Monitor the response to the new conditional sentence program as introduced in the sentencing amendments to the Criminal Code.
- ◆ Follow-up with Federal Justice regarding recommendations arising out of the Alberta Task Force Report on the administration of the *Young Offenders Act* and the Parliamentary review of the *Young Offenders Act*.
- ◆ Liaise and negotiate with the federal government with respect to the federal/provincial cost sharing agreement for Young Offenders.
- ◆ Monitor the agreement between Alberta and Canada regarding the housing of selected federal offenders in provincial correctional centres.

#### Prevent crime through community policing

- ◆ Support and work with police services to further the concepts of community policing and develop measurements to identify its effectiveness.
- ◆ Further develop First Nations policing initiatives in cooperation with First Nations, Canada and the RCMP.

### Work with stakeholders to improve the administration of justice

- ◆ Provide police commissions and police committee members the opportunity to broaden their knowledge of their role in the justice system/law enforcement community.
- ◆ Transfer the responsibility for the administration of the federal *Firearms Act* to the federal government.
- ◆ Review and revise training programs for special constables.
- ◆ Expand the partnership with the RCMP in the administration of the provincial policing agreement to enhance accountability, improve cost effectiveness and citizen satisfaction.
- ◆ Respond to stakeholder requests for improvements to the *Police Act* and Police Services Regulation.
- ◆ Work with the Canadian Centre for Justice Statistics to develop an appropriate indicator that represents Aboriginal involvement in the criminal justice system.
- ◆ Establish a strong working relationship with the federal government to deal effectively with Alberta Justice priority issues.

*Our performance in meeting this goal will be measured by:*

### Public Satisfaction

This measure is defined as the percentage of Albertans who are satisfied with the justice system and the Department of Justice. It is one way to assess how well the Ministry is doing in promoting safe communities in Alberta.

1993/94	1994/95	1995/96	1996/97	1997/98 Target	1998/99 Target
n/a	n/a	49%	51%	55%	60%

### Victimization Rate

This measure is defined as the percentage of Albertans who have reported being a victim of crime in the past year. It is a measure of public safety and is another way to assess how well the Ministry promotes safe communities in Alberta.

1993/94	1994/95	1995/96	1996/97	1997/98 Target	1998/99 Target
n/a	n/a	21%	22%	21% or less	21% or less

### Crime rate

This measure is defined as the total number of *Criminal Code of Canada* incidents per 100,000 population as reported by the police. This is a new indicator for Justice and it is intended to identify the risk of Albertans becoming a victim of crime. Although all Albertans and all government ministries have a role to play in reducing crime, this measure represents our Ministry's responsibility for dealing with crime and its consequences.

1994	1995	1996	1997 Target	1998 Target	1999 Target
9,356	9,007	8,901*	8,850	Less than the Canadian average	Less than the Canadian average

\* For 1996, the Canadian average was 8,756. National data for 1997 is unavailable.

## Goal 2: To facilitate the rehabilitation of offenders and help victims

Restoring the balance of society in a humane and fair way, and involving communities in the administration of justice is an important goal of our justice system. This is done by facilitating the rehabilitation of offenders and helping victims. Wherever conflict occurs, our Ministry seeks to promote approaches that resolve disputes in a way that preserves our community values.

*This goal will be achieved through the following strategies and initiatives:*

### Enhance the responsiveness to victims of crime

- ◆ Monitor and evaluate services to crime victims provided by the *Victims of Crime Act*.
- ◆ Develop legislation to enhance protection for victims of domestic violence.

### Involve the community in the administration of justice

- ◆ Monitor the new Alternative Measures Program for adult offenders and the expanded Alternative Measures Program for young offenders.
- ◆ Review with Aboriginal groups their involvement in the administration of criminal justice.

### Provide offenders with opportunities to be rehabilitated

- ◆ Monitor the expanded adult community-based correctional programs which include conditional sentences, community surveillance, and house arrest.
- ◆ Monitor the three custody young offender camps one of which is operated by an Aboriginal organization.
- ◆ Explore the benefits of expanding the Custody Diversion Program (Edmonton model) into Calgary.
- ◆ Refocus the adult inmate education/vocational program to emphasize employment and provide an adult education model.

### Foster a multi-disciplinary justice system

- ◆ Participate in the national consultations with the Federal/Provincial/Territorial Working Group on Integrated Justice.
- ◆ While retaining responsibility for the administration of criminal justice programs, ensuring public safety and offender accountability, work cooperatively with ministries serving children and families, and bring increased focus to ensuring the availability of appropriate prevention/early intervention programs for children who are at risk for future criminal involvement.

*Our performance in meeting this goal will be measured by:*

### Number of Alberta communities participating in justice initiatives

There are numerous justice initiatives throughout the province that involve the participation of the community. These initiatives include Citizen Advisory Committees, Youth Justice Committees, community-based Victim Services Units, Aboriginal police forces, and Aboriginal crime prevention programs. This measure represents the total number of community initiatives in partnership with Alberta Justice.

1993/94	1994/95	1995/96	1996/97	1997/98 Target	1998/99 Target
52	79	112	177	190	200

### Percent of offenders involved in meaningful activities

This measures the percent of incarcerated offenders involved in work, education and life management programs. These activities are important to help prepare offenders for a successful return to the community. Participation in these activities is voluntary.

1993/94	1994/95	1995/96	1996/97	1997/98 Target	1998/99 Target
n/a	93.7%	89.8%	93%	95%	95%

### Victim satisfaction rate with services provided

The new *Victims of Crime Act* will change the way services are provided to victims of crime. Victims will be surveyed to assess their level of satisfaction with respect to the services they received. This survey is expected to be developed in 1997/98.

### Goal 3: To provide access to civil and criminal justice

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. The Ministry will develop ways to ensure those who need justice services can access them in a timely way that is also cost effective and fair.

*This goal will be achieved through the following strategies and initiatives:*

#### Enhance opportunities for Albertans to obtain appropriate dispute resolution mechanisms

- ◆ Monitor the increased monetary jurisdiction for Small Claims Court.
- ◆ Evaluate the effectiveness of federal legislation regarding child support guidelines.
- ◆ Promote the use of appropriate dispute resolution techniques as a means of resolving legal disputes.
- ◆ Investigate the feasibility of developing a performance measure to assess the effectiveness of appropriate dispute resolution mechanisms.

#### Advance case management systems and processes

- ◆ Develop a management information system for each court and work with the judiciary to improve case management and trial coordination services.
- ◆ Maintain the effective and efficient operation of the Court of Appeal, the Court of Queen's Bench, and the Provincial Court.
- ◆ Integrate the Criminal Justice Information System (CJIS) and the Court Automation Project (CAP) computer systems.

#### Improve access for Albertans to the Court process

- ◆ Conduct a joint planning process with Public Works, Supply and Services to redevelop court facilities in Calgary.
- ◆ Review transcription services to determine if transcripts can be provided on a more cost effective basis.
- ◆ Review issues relating to Aboriginals in the court system.

*Our performance in meeting this goal will be measured by:*

### **Time to Trial**

This measures the availability of Provincial Criminal Court for trial in Calgary and Edmonton. It is defined as the average number of weeks in the future a trial date is available. The Ministry must ensure that there is access to the courts in a reasonable amount of time. This is a measure of access to civil and criminal justice.

<b>1993/94</b>	<b>1994/95</b>	<b>1995/96</b>	<b>1996/97</b>	<b>1997/98 Target</b>	<b>1998/99 Target</b>
11.4	11.6	12.2	13.3	13.0	13.0

### **Goal 4: To ensure access to justice services for persons in need**

Families and the community are principally responsible for protecting the vulnerable but critical contributions are made by the justice system. Access to justice services for Albertans in need is provided through maintenance enforcement, public trustee services, victim assistance, and the support for legal aid.

*This goal will be achieved through the following strategies and initiatives:*

#### **Increase public awareness and meet with community groups and stakeholders**

- ◆ Produce brochures and meet with community groups to explain the role of the Public Trustee.

#### **Pursue innovative approaches to service delivery**

- ◆ Streamline the administrative and financial processes of estate administration services.
- ◆ Review estate administrative processes for opportunities for privatization.
- ◆ Undertake the administration of government benefits for dependent persons having nominal assets who are in need of trusteeship.
- ◆ Review the recommendations of the MLA Review Committee on the Maintenance Enforcement Program and Child Access.

*Our performance in meeting this goal will be measured by:*

#### **The amount collected by the Maintenance Enforcement Program on court orders as a proportion of the amount the Program is legally entitled to collect.**

The best measure of program effectiveness is defined as the amount of dollars collected for creditors based on the amount the Program can legally collect from debtors. This indicator is currently being considered at a national level in order to compare the effectiveness of maintenance programs across Canada.

#### **Stakeholder satisfaction with the services of the Maintenance Enforcement Program**

Alberta Justice is currently developing a survey to measure client satisfaction with the services provided by the Maintenance Enforcement Program. When the survey is completed, this measure will indicate how well the Program is providing access to its services.

### Stakeholder satisfaction with the services of the Public Trustee's Office

This measures client satisfaction with services provided by the Public Trustee's Office. It is defined as the percentage of "satisfied" and "very satisfied" clientele from a survey conducted by the Public Trustee's Office. This will monitor how well the Public Trustee provides its services and is one measure of ensuring access.

1993/94	1994/95	1995/96	1996/97	1997/98 Target	1998/99 Target
n/a	86.2%	82.4%	85.0%	80%	80%

### Number of eligible persons receiving legal aid services

Legal Aid volume measures the demand for legal aid. It is defined as the number of eligible people receiving legal aid services.

1993/94	1994/95	1995/96	1996/97	1997/98 Target	1998/99 Target
85,313	84,703	80,514	79,338	to be developed	to be developed

### Goal 5: To provide effective legal services to the Government of Alberta

The government performs a number of roles as service provider, community partner and law maker. These roles involve relationships with individuals, families, communities, businesses, and other governments. The administration of justice includes legal support to assist in establishing and maintaining positive, constructive relationships. Effective legal services reduce the potential for conflict involving the government and protect the interests of the government when relationships are formed and when conflict arises. This goal is met through the provision of legal advice to government, representation of client departments and Crown agents in litigation and other dispute resolution processes, and advise in law making / drafting of policy and legislation.

*This goal will be achieved through the following strategies and initiatives:*

#### Foster client satisfaction in the provision of civil legal services

- ◆ Continue to conduct the Legal Services client survey and review suggestions.
- ◆ Support the Government's Regulatory Review Plan.



*Our performance in meeting this goal will be measured by:*

**Client satisfaction with legal services**

This measures the level of satisfaction client ministries have with the legal services of Alberta Justice.

<b>1993/94</b>	<b>1994/95</b>	<b>1995/96</b>	<b>1996/97</b>	<b>1997/98 Target</b>	<b>1998/99 Target</b>
n/a	n/a	On average, all client ministries were "more than satisfied" to "very satisfied"	All client ministries were "more than satisfied" to "very satisfied"	Majority of client ministries are "more than satisfied" to "very satisfied" and all client ministries are at least "satisfied"	Majority of client ministries are "more than satisfied" to "very satisfied" and all client ministries are at least "satisfied"

# Justice

## Ministry Consolidated Income Statement

(thousands of dollars)

	Comparable 1996-97 Actual	Comparable 1997-98 Budget	Comparable 1997-98 Forecast	1998-99 Estimates	1999-2000 Target	2000-01 Target
<b>REVENUE</b>						
Transfers from Government of Canada	25,961	25,413	25,914	24,391	23,715	23,404
Investment Income	89	105	30	52	52	52
Premiums, Fees and Licences	32,438	31,910	32,101	32,291	32,349	32,493
Other Revenue	42,728	45,882	47,537	47,370	47,685	47,706
<b>Consolidated Revenue</b>	<b>101,216</b>	<b>103,310</b>	<b>105,582</b>	<b>104,104</b>	<b>103,801</b>	<b>103,655</b>
<b>EXPENSE</b>						
<b>Program</b>						
Corporate Services	11,655	10,302	10,302	9,594	9,729	9,870
Human Resource Services	1,896	1,973	1,973	1,807	1,840	1,874
Court Services	60,950	62,814	62,814	64,331	66,308	67,359
Law Reform	320	320	320	320	320	320
Legislative Counsel	1,059	1,368	1,368	1,478	1,274	1,302
Civil	9,832	9,313	9,313	10,511	11,937	13,370
Criminal Justice	18,961	19,497	19,497	21,722	22,503	22,840
Maintenance Enforcement	5,620	4,466	4,735	5,971	5,926	5,922
Child Support Guidelines	-	2,250	1,346	1,553	966	736
Support for Legal Aid	22,542	22,542	22,542	22,542	22,542	22,542
Public Trustee	5,701	6,089	6,089	6,347	6,647	6,763
Medical Examiner	3,525	3,486	3,486	3,595	3,821	3,958
Public Security	92,933	92,680	92,680	95,505	95,665	95,829
Correctional Services	97,609	100,302	100,302	104,525	106,356	109,594
Motor Vehicle Accident Claims	27,115	26,750	26,750	27,250	27,750	27,750
Victims of Crime Fund	731	4,500	3,615	6,591	6,748	6,748
Valuation Adjustments	657	400	900	100	100	100
<b>Consolidated Expense</b>	<b>361,106</b>	<b>369,052</b>	<b>368,032</b>	<b>383,742</b>	<b>390,432</b>	<b>396,877</b>
Gain (Loss) on Disposal of Capital Assets	(2)	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(259,892)</b>	<b>(265,742)</b>	<b>(262,450)</b>	<b>(279,638)</b>	<b>(286,631)</b>	<b>(293,222)</b>