

Government of Alberta ■

BUDGET 2010

Striking the Right Balance

Justice

BUSINESS PLAN 2010–13

Alberta ■

Justice

BUSINESS PLAN 2010-13

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2010 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 January 20, 2010 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 by

Alison Redford Q.C., *Minister of Justice and Attorney General*
January 21, 2010

THE MINISTRY

The Ministry of Justice consists of the Department of Justice as an entity for budget reporting purposes as well as the Alberta Review Board, the Fatality Review Board, the Judicial Council, the Notaries Public Review Committee, the Provincial Court Nominating Committee, and the Rules of Court Committee.

The Department of Justice is responsible for the Safe Communities Secretariat (known as SafeCom), prosecutions, court administration, the provision of legal services to government, and ensuring the justice system meets the needs of Albertans. SafeCom was established to coordinate and implement recommendations from the Crime Reduction and Safe Communities Task Force report. SafeCom spans all program areas of Justice, works in partnership with nine government ministries, and collaborates with municipalities, businesses, community agencies and individuals to find viable solutions to reducing crime. The department prosecutes persons charged with criminal and provincial statute offences, develops criminal law policy for the province, and supports criminal law consultations with other levels of government. Justice also provides administrative support to the courts and policy advice regarding court issues, and provides legal services and advice to government. The department protects the legal interests of Albertans in need through the Maintenance Enforcement Program, Public Trustee services, support for legal aid, and the Motor Vehicle Accident Claims Program. Support services are provided to Justice through Corporate Services, Communications, and Human Resource Services.

The Alberta Review Board makes or reviews dispositions concerning any accused person for whom a verdict of “not criminally responsible because of mental disorder” or “unfit to stand trial” is rendered. The board also has responsibility for determining whether a person should be subject to a detention order or conditional discharge or be granted an absolute discharge. The Fatality Review Board is responsible for reviewing certain deaths investigated by the Medical Examiner’s Office and recommending to the Minister of Justice and Attorney General whether a public fatality inquiry should be held. The Judicial Council screens individuals to determine if they are qualified for appointment to the Provincial Court of Alberta. The council is granted jurisdiction to deal with complaints against masters, Provincial Court judges and justices of the peace. The Notaries Public Review Committee advises the Minister of Justice and Attorney General on appointments of lay notaries public. The committee reviews applications for appointment and then provides recommendations to the minister. The Provincial Court Nominating Committee provides recommendations to the minister on the appointment of individuals to the Provincial Court of Alberta. The Rules of Court Committee makes recommendations to the minister on amendments to the Rules of Court.

A more detailed description of the ministry can be found on our website at <http://www.justice.gov.ab.ca/>.

VISION

A fair and safe society supported by a trusted justice system.

MISSION

To protect the rights of all individuals in Alberta and advance the interests of society by fostering:

- safe communities;
- access to justice;
- respect for the law;
- understanding of and confidence in the justice system; and
- the legal foundation for social cohesion and economic prosperity.

GUIDING PRINCIPLES

In achieving our vision and mission, the Department of Justice follows these principles:

Respect: We foster an environment in which each individual is valued and heard. Justice is a shared responsibility. Albertans are consulted about and encouraged to participate in initiatives to improve the justice system. The justice system supports individuals’ and communities’ efforts to enforce their legal rights.

Accountability: We are responsible for our actions and for contributing to the effectiveness of the public service. The justice system is open, transparent, and accountable while respecting the roles of partners and the independence of the judiciary.

Integrity: We behave ethically and are open, honest and fair. The justice system acts with integrity, fairness, and in accordance with the law.

Excellence: We use innovation and continuous improvement to achieve excellence.

Accessibility: All Albertans have equal access to the justice system, and methods of access promote informed choice, self-reliance, and social inclusion.

Effectiveness: The justice system strives to continually improve its effectiveness. This includes using innovative crime prevention strategies, alternative dispute resolution methods, and advanced technology.

Balance: The justice system balances individual and collective rights to promote social harmony and economic prosperity.

Service: The justice system provides Albertans and client ministries with excellent service.

Collaboration: The justice system collaborates effectively with partners and stakeholders to achieve shared goals.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The ministry is committed to the government's strategic business plan. The key linkages and contributions of the ministry to the Government of Alberta's goals are as follows:

Government of Alberta Goal 7: Alberta will be a safe place to live, work and raise families.

Justice plays a key role in Goal 7 by supporting a trusted justice system that promotes law and order for the purpose of protecting individuals, treating victims of crime with courtesy and respect, and ensuring offenders are held accountable.

Government of Alberta Goal 6: Albertans will be independent and our children will be well cared for.

The ministry also plays a key role in Goal 6 by ensuring that eligible Albertans have access to legal services they could not otherwise obtain.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Recognizing trends, identifying new challenges, and being aware of changes in diverse socio-economic sectors are important to setting the ministry's strategic priorities and addressing justice concerns for Albertans. Many of these opportunities and challenges are complex and involve other stakeholders and jurisdictions. At times, the ministry is accountable to the public for outcomes while some aspects are outside of its control. Consequently, it is prudent for Justice to continually assess the environment within which it works.

Shifting Social Trends

With the continued growth in the provincial population, Justice can expect to see increases in the number of citizens accessing all aspects of the justice system. Despite the economic slowdown, Alberta's population continues to grow faster than any other province in the country. There are fewer people moving into the province than at points during the 'boom' years earlier in the decade, but far fewer people are leaving for neighbouring provinces, resulting in significant gains to Alberta's population. The Aboriginal population continues to be the youngest and fastest growing segment of the population and is significantly over-represented in the justice system as victims and offenders. Although Alberta is the youngest province in the country, the average age of our population is increasing. By 2035, the number of people over the age of 65 will increase by 187 per cent.

Crime Trends

The proposed federal *Truth in Sentencing Act* was developed to limit the pre-trial custody credit for those convicted of a crime to one day credit for each day in custody. If Royal Assent is given, the results for Justice could lead to an increase in guilty pleas and quicker times to trial as accused persons will have no incentive to remain in remand longer than is absolutely necessary. Mandatory minimum sentences proposed by the federal government for drug-related and gang-related offences may lead to more cases going to trial resulting in an increase in court backlogs and heightened demands on federal prosecutors, which could spill over to Justice.

A national Crime Severity Index was created to address the issue of the overall crime rate being driven by a number of high-volume, relatively less serious crimes. The Index creates a system of weights that are assigned to each offence; the more serious offences receive higher weights than the less serious crimes. In 2009, Alberta ranked seventh among the 13 provinces and territories in the Crime Severity Index.

Gangs, Gang Violence and Organized Crime in Alberta

Organized crime groups have become more diversified and their criminal activities have evolved. Gangs finance themselves, in part, through drug trafficking, but increases in gang income may occur through human trafficking with the potential for considerable profits. In 2008, there were approximately 900 organized crime groups operating across Canada, from major urban centres to rural communities, with many groups being highly mobile and connected to one another across jurisdictions.

Gang-related killings make up a large percentage of all homicides in Alberta's major cities: 47 per cent of all killings in Calgary and 43 per cent of all killings in Edmonton were determined to be gang-related in 2008. There are predictions of continued growth in street gang membership with a disproportionate percentage of that growth coming from the young Aboriginal population.

Crime Fighting Trends

There is a trend emerging in crime fighting that is moving away from more traditional techniques of enforcement and repression to early intervention and prevention to address crime. This shift requires that traditional justice system institutions (police, Solicitor General and Public Security and Justice) partner with stakeholders who focus on early intervention and prevention to ensure all players are working towards a common crime reduction goal. The Safe Communities Secretariat (SafeCom) is working together with nine partnering ministries focusing on the prevention, treatment and enforcement aspects for crime prevention and crime reduction.

Public Confidence in the Justice System

Public confidence in the justice system in Alberta increased significantly in 2008-09 to 76 per cent, up from 67 per cent in 2007-08. Results from the 2008-09 Alberta Justice Public Opinion Survey show that there are three main drivers of overall confidence in the justice system: fairness of the judicial process, appropriateness of court outcomes and sentences, and reduction in crime. Many complex factors affect public confidence in the justice system. Two significant factors in decreasing public confidence are the perception that sentences for convicted offenders are not always appropriate – either in length or design – and that the prison system does not rehabilitate offenders making it likely that they will reoffend.

Specialized Court Processes

The criminal justice system has experienced a significant transformation from traditional court processes to specialized court processes in the past decade. Examples of this shift include the development of domestic violence courts, drug treatment courts and mental health courts. One result of this transformation has been increases in the frequency, number and types of stakeholders involved in court case processing; increases that need to be monitored and managed to ensure the courts continue to operate effectively. Justice is moving ahead with the creation of a resolution options policy framework that contains principles and criteria for integrating and supporting programs, services and specialized court processes used to resolve matters in the justice system.

Access to the Justice System

The number of self-represented litigants (SRLs) in the province continues to grow as does the use of the Alberta Justice Law Information Centres (LInCs). It is anticipated that rising legal costs combined with the current economic recession could lead to a rapid increase in the number of SRLs accessing courts and LInCs throughout the province. To make access to justice easier for SRLs, the system will need to be made more streamlined and integrated with the same services available regardless of SRLs location. Proposed Justice Services Centres will provide services at their location

or allow access through technical means where services are not locally available. Alberta will provide law enforcement assistance to British Columbia during the 2010 Winter Olympics in Vancouver. Although the courts in Alberta will continue to operate during the Olympics, some matters may be delayed which could increase the volume of cases before the courts after April 1, 2010.

Economic Trends

Although Alberta has not been impacted to the same levels as many other jurisdictions, we are not immune to recessionary events. Economic growth and government revenues have been reduced by lower energy prices, and tighter credit, along with the economic uncertainty, has slowed investment in the province. After a significant economic slowdown in 2009, growth is expected to increase in 2010; however, a return to growth rates reached in recent years is not anticipated. It is unclear how long it will take to emerge from the current global recession. A relatively high cost of living in Alberta, combined with increased unemployment and the low incomes of less affluent Albertans, may lead to more families who are financially stressed and in need of social supports. Justice will need to ensure that support and services are available to assist Albertans in these tough economic times.

New Technology

New technology can be used to automate processes and make services and information easier to access. Some jurisdictions have used technology to allow police to electronically request a warrant from an on-call judge who instantly reviews the warrant application and approves, denies or asks follow-up questions all online. Advanced technology has also enabled potential jurors in parts of the United States to use the Internet to complete much of the administrative process prior to reaching a courthouse. Through the Justice Innovation & Modernization of Services (JIMS) initiative, Justice is streamlining business processes, introducing new technology and developing new services that will ensure timely, accurate information and enhanced services are available to those who need them. This will make it easier for police, lawyers and members of the public to access the justice system from locations outside the courthouse.

STRATEGIC PRIORITIES

Through the ministry's review of environmental factors, the strategic priorities described below have been identified. The priorities are all of equal importance to the ministry.

1. Reduce crime and support safe communities

Linkage:

Goal 1

Criminal behaviour is a complex social problem for which there are no quick or easy answers. The most effective approach to reduce and prevent crime is to balance prevention, treatment and enforcement strategies. This approach includes collaborating with partnering ministries, stakeholders and communities to address the many factors that contribute to crime such as mental health issues, addictions, family violence and poverty.

Justice continues to lead the cross-government Safe Communities Initiative, which includes addressing the recommendations of the Safe Communities and Crime Reduction Task Force and developing a long-term, comprehensive crime reduction and prevention framework. The framework will incorporate existing strategies that prevent and reduce family violence and bullying and new strategies such as the Alberta Gang Reduction strategy.

2. Access to justice

Linkage:

Goals 2 and 3

Justice promotes fair access to the justice system for all Albertans. The ministry is committed to public confidence by helping Albertans understand how the justice system works and ensuring it is fair and accessible. Access to justice includes providing dispute resolution options, including those that occur outside the traditional courtroom. Justice will be defining and integrating the spectrum of dispute resolution options available and educating the public about the options available to them. Providing a continuum of integrated resolution options, where Albertans are able to choose to resolve their disputes in an effective and timely manner, has the potential to increase access to justice and lower litigation costs.

Access means removing financial and geographical barriers to justice services, providing service in remote communities, and providing accurate information to the public. Access also means providing legal representation for those who cannot afford it; the ministry does this by providing financial support to Legal Aid Alberta.

3. Delivery of justice services

Linkage:

Goals 2 and 4

The ministry is committed to a justice system that is effective and responsive to Albertans' needs. The Justice Service Delivery Model encompasses five pillars that will support this commitment; establishing Justice Support Centres throughout the province, developing a triage process to quickly identify appropriate resolution options, providing a wide range of resolution and support options both inside and outside the ministry, increasing access to court services and post-decision support through technology and enhancing delivery of education services both within and outside the ministry. Justice is also examining new ways to respond proportionately to the type and magnitude of citizens' disputes or legal issues: for example, some issues may require full court procedures and resources while others may require less formal resolution and support services.

4. Efficiency in the justice system

Linkage:

Goals 2 and 4

Justice is committed to using resources efficiently in support of the ministry's mandate through the Justice Innovation & Modernization of Services (JIMS) initiative, the Court Case Management Program (CCM) in Edmonton and Calgary, and organizational change management. Through the JIMS initiative, Justice envisions business processes that use one system and one approach. Harmonized and streamlined business processes, new technology, and new services will ensure equal access to justice and court-related services to all Albertans regardless of where they live. As part of the JIMS initiative, the ministry will replace the Justice Online Information Network (JOIN) with a new information system. JOIN is an automated, file management system that supports the criminal litigation activities of the Criminal Justice and Court Services Divisions. The CCM Program will ensure the effective use of Provincial Court, Crown, and Court Services time and resources. Organizational change management focuses on the people side of change, employing tools and techniques to enable and support employees through the transition required in achieving business outcomes for Justice.

- 5. Workforce development** Comprehensive workforce planning assists the ministry to find and place employees with the appropriate skills and experiences in relevant positions. The ministry continues to place emphasis on attracting, developing, and engaging Justice employees. **Linkage:** Goals 2, 4 and 5
- Moreover, Justice will plan ahead by identifying the key workforce needs required in the ministry as its business transforms and evolves. The ministry continues to develop capacity in the areas of leadership, project management and organizational change management to support the development, delivery and evaluation of justice services to Albertans.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Prosecution Service

The Criminal Justice Division has responsibility for general prosecutions of persons charged with *Criminal Code of Canada*, *Youth Criminal Justice Act* and provincial statute offences, and also handles criminal appeals in the Alberta Court of Appeal and the Supreme Court of Canada on behalf of Alberta's Attorney General. By vigorously prosecuting cases involving serious and violent crime and working with individuals and organizations in the community to identify and implement improved and alternative approaches to the administration of criminal justice, the division promotes safe communities for Albertans. Special prosecutions provides focused prosecution of commercial, organized, technology and Internet crime cases, and mutual international legal assistance. Criminal Justice develops criminal law policy for the province and supports criminal law consultation with other levels of government.

GOAL ONE **1** Promote safe communities in Alberta

What It Means Through public consultations, Albertans have indicated that safe communities where they can live, work, and raise their families in safety and security without fear of crime or victimization is a high priority. The crimes that threaten our communities are becoming more sophisticated and the criminal justice system must be positioned to investigate and prosecute the new face of crime. Working to provide safe communities will lead to increased confidence in the justice system.

The Safe Communities Secretariat (SafeCom) is a multi-ministry body responsible for facilitating the government's response to the recommendations in the *Keeping Communities Safe* report. Of primary importance in this responsibility is responding to recommendation 31, which is to, "Establish a comprehensive, longer-term Alberta crime reduction and prevention strategy coordinated and supported by a dedicated responsibility centre within the provincial government." SafeCom's emphasis will be on facilitation and support for the development of the long-term crime reduction and prevention framework.

- Strategies**
- 1.1 Work with other ministries, stakeholders, and communities through SafeCom to develop and advance a comprehensive, long-term crime reduction and prevention framework which includes addressing the approved recommendations from the Crime Reduction and Safe Communities Task Force.
 - 1.2 Champion and encourage Alberta municipalities to develop and implement innovative community crime prevention strategies.

- 1.3 Work with partnering ministries, policing agencies, other partners and stakeholders to implement the Alberta Gang Reduction strategy to reduce gang activity and related violence in the province, including the development of an Alberta witness security program.
- 1.4 Pursue the provincial legislative agenda to suppress organized crime and gang violence.
- 1.5 Through the Crown Prosecutors' Offices in Alberta, support the province-wide implementation of the Priority Prolific Offender Program to ensure closer monitoring of chronic offenders.
- 1.6 Work with the federal/provincial/territorial (FPT) partners to develop a fast track process for the analysis and development of priority law reform initiatives. Priorities in this area include modernizing the wiretap provisions of the *Criminal Code* to address new technologies, revising the reverse onus bail provisions to better protect the community from those involved in organized crime and chronic offenders, and advancing general reforms that will increase the effectiveness of the justice system.
- 1.7 Work with partnering ministries to finalize a performance information strategy for Safe Communities.

Performance Measures	Last Actual 2008-09	Target 2010-11	Target 2011-12	Target 2012-13
1.a Public Perception of Safety in the Home: The percentage of Albertans who feel "reasonably safe" or "very safe" in their home after dark	91%		No lower than 90%	
1.b Public Perception of Safety in the Neighbourhood: The percentage of Albertans who feel "reasonably safe" or "very safe" walking alone in their area after dark	73%	82%	82%	82%
1.c Public Perception of Fairness in the Prosecution Service: The percentage of Albertans who "strongly agree" or "somewhat agree" that Alberta Justice provides a fair and impartial service to prosecute people charged with a crime	71%	71%	71%	71%
1.d Public Understanding of the Justice System: The percentage of Albertans who "somewhat agree" or "strongly agree" that they have a good understanding of the justice system in Alberta	70%	70%	70%	70%
1.e Public Confidence in the Justice System: The percentage of Albertans who report "some confidence" or "a lot of confidence" in the justice system in Alberta	76%	71%	72%	73%

Sources:

- 1.a and 1.b Alberta Justice Public Opinion Survey and Alberta Solicitor General and Public Security Public Opinion Survey
 1.c, 1.d and 1.e Alberta Justice Public Opinion Survey

Performance Measure Under Development:

Reporting on key indicators of the results/effectiveness of the criminal justice system consistent with recommendation 11 from the *Keeping Communities Safe* report.

Core Business Two: Courts

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

GOAL TWO **2** Promote a fair and accessible civil and criminal justice system

What It Means Justice is responsible for helping Albertans resolve criminal and civil disputes through appropriate access to court resources and dispute resolution opportunities. These opportunities include alternatives to traditional court processes such as mediation, judicial dispute resolution, and mini-trials. By offering more options and lowering costs, these alternatives can improve access to the justice system. Fairness of the judicial process leads to improved confidence in the justice system.

- Strategies**
- 2.1 Implement new Rules of Court and monitor their use and impact on making the civil justice system more fair and accessible.
 - 2.2 Implement a framework to support a principled policy approach to resolution options in the justice system.
 - 2.3 Identify the needs of Court Services and ensure the organization is well-positioned to address the competencies and skills required to implement all phases of the Justice Innovation & Modernization of Services initiative.
 - 2.4 Eliminate duplication of law library resources by implementing efficiencies in delivering legal information services.
 - 2.5 Explore the development of dispute resolution options where the procedural and evidentiary response is proportionate to the severity of sanction should the accused be found responsible.
 - 2.6 Assist Albertans in understanding and navigating the justice system through the Law Information Centres.
 - 2.7 Inform parents through education seminars about the process of separation and divorce and the appropriate dispute resolution options available to them.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
2.a Provincial Court Criminal Median Elapsed Time from First to Last Appearance: The midpoint in the number of days it takes to process a case in court from first to last appearance	108 days (Canadian Median: 122 days) ¹ (2006-07)		122 days or less	

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
2.b Provincial Court Civil Mediation Settlement Rate: The number of civil actions settled through the civil claims mediation program divided by the total number of civil actions mediated in the program	59% (2008-09)	63%	63%	63%
2.c Family Justice Service Seminars: The percentage of Parenting After Separation participants who rate the coverage of seminar topics as "good" or "very good"	89% (Apr-Sep 2009)	89%	89%	89%
2.d Law Information Centres: The percentage of Law Information Centre clients who are satisfied overall with the services provided	95% (July-Oct 2009)	95%	95%	95%

Note:

1 '122 days' is the 2006-07 Canadian national median based on Statistics Canada data release. 2006-07 data is the most recent release from Statistics Canada.

Sources:

- 2.a Integrated Criminal Court Survey, Canadian Centre for Justice Statistics
- 2.b and 2.c Alberta Justice Administrative Data, Court Services Division
- 2.d LInC Client Satisfaction Survey, Court Services Division

Core Business Three: Justice services to Albertans

This core business includes Goals 3 and 4. The ministry promotes fair and equitable access to the civil and criminal justice system by providing a broad range of justice services through the courts, prosecution, and appropriate dispute resolution mechanisms. Access to justice also means addressing barriers that reduce Albertans' access to the justice system by providing legal representation for those in need of accurate and up-to-date information to increase awareness and knowledge of the justice system. In addition, services such as the Maintenance Enforcement Program, the Office of the Public Trustee, the Motor Vehicle Accident Claims Program and support for legal aid contribute to the preservation of a safe society for Albertans.

GOAL THREE Provide access to justice services for Albertans in need

What It Means Through its programs and services, the Ministry of Justice provides support and protection to vulnerable citizens; families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel. Helping those in need is essential to Alberta's success. Providing support and protection to Albertans in need leads to increased confidence in the justice system.

- Strategies**
- 3.1 Implement the *Adult Guardianship and Trusteeship Act*.
 - 3.2 Investigate additional approaches for delivering support and assistance to vulnerable Albertans with limited resources, who are unable to manage their own financial resources and who will not participate in voluntary programs.

- 3.3 Continue strategies to further increase the regularity of maintenance payments during a period of economic uncertainty.
- 3.4 Champion the Maintenance Enforcement Program's communications strategy focusing on the importance of paying maintenance.
- 3.5 Oversee Legal Aid Alberta's implementation of the approved recommendations from the Legal Aid review.
- 3.6 Work with Legal Aid Alberta and the Law Society of Alberta in negotiating a further five-year tri-party governance agreement for the delivery of legal aid services to vulnerable Albertans.
- 3.7 In cooperation with Finance and Enterprise and Transportation, explore options which would make it mandatory for vehicle owners to possess insurance coverage for accidents caused by uninsured or unknown motorists.
- 3.8 Explore options for improving efficiencies and increasing revenue for the Maintenance Enforcement Program while maintaining service levels to Albertans.

Performance Measures	Last Actual 2008-09	Target 2010-11	Target 2011-12	Target 2012-13
3.a Client Satisfaction with the Services of the Office of the Public Trustee: The percentage of clients "satisfied" or "very satisfied" with the services of the Office of the Public Trustee	89%	87%	88%	89%
3.b Maintenance Enforcement Program – Regularity of Payment Rate: The program's compliance rate on cases enrolled by regular monthly payments	69%	69%	70%	70%
3.c Client Satisfaction with Legal Aid Services: The percentage of respondents who are "satisfied" or "very satisfied" with the service they received from Legal Aid Alberta	80%	80%	80%	80%

Sources:

- 3.a Client Satisfaction Survey, Office of the Public Trustee
- 3.b Alberta Justice Administrative Data, Maintenance Enforcement Program
- 3.c Client Satisfaction Survey, Legal Aid Alberta

GOAL FOUR **4** Improve efficiency in the justice system through reengineering of justice processes

What It Means The ministry will enhance the justice system to ensure it is relevant, responsive and that it administers the law objectively and fairly. Justice is committed to the effective and efficient use of resources, leveraging new innovations and technologies, and collaborating with other jurisdictions on strategies to enhance efficiency in the justice system. As the ministry's business transforms and evolves through a new service delivery model, harmonized and streamlined business processes, new services and new technology, Justice will enhance efficiencies in the justice system. Optimizing the processes by which the ministry operates will provide better service to the public.

- Strategies**
- 4.1 As part of release one of the Justice Innovation & Modernization of Services (JIMS) initiative, the ministry, in collaboration with representatives from the three Courts, will begin to streamline, harmonize and modernize business processes and replace the Justice Online Information Network (JOIN) with the new information system.
 - 4.2 Create a work plan for developing and implementing the Justice Services Delivery Model. The work plan will align with the long-term plan for the Justice Innovation & Modernization of Services (JIMS) initiative and with the strategic priorities of the Safe Communities Secretariat.
 - 4.3 In collaboration with the Provincial Court, manage the implementation of the Court Case Management Program in Edmonton and Calgary, which will ensure the effective use of Provincial Court, Crown and Court Services time and resources.
 - 4.4 Foster federal/provincial/territorial efforts to identify and implement strategies to enhance effectiveness and efficiency in the justice system.
 - 4.5 Develop a business intelligence tool that tracks key performance indicators that will measure the increased efficiencies of the Court Case Management Program.
 - 4.6 Explore through partners and stakeholders in the Justice Policy Advisory Committee (JPAC) ways to make the justice system more efficient.
 - 4.7 Host a 2010 provincial symposium on justice effectiveness in collaboration with the Provincial Court.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
4.a Number of Appearances Per Case:				
The number of appearances per case for Provincial Court Criminal				
Edmonton	5.5 ¹ (2006-07)	5	5	5
Calgary	6.4 ¹ (2006-07)	5	5	5
4.b Time to Disposition:				
The mid-point in elapsed time between first and last appearance for cases disposed of in Provincial Court Criminal				
Edmonton				
• Cases disposed of by trial	293 days ¹ (2006-07)	No more than 293 days	No more than 279 days	No more than 264 days
• Cases disposed of without trial	147 days ¹ (2006-07)	No more than 147 days	No more than 140 days	No more than 132 days
Calgary				
• Cases disposed of by trial	363 days ¹ (2006-07)	No more than 363 days	No more than 345 days	No more than 327 days
• Cases disposed of without trial	118 days ¹ (2006-07)	No more than 118 days	No more than 112 days	No more than 106 days

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
4.c Charge Clearance Rate: ² The number of charges concluded as a percentage of the number of charges commenced				
Edmonton	98.8% (Apr-Sep 2009)	100% ³	102% ³	102% ³
Calgary	93.2% (Apr-Sep 2009)	100% ³	102% ³	102% ³

Notes:

- 1 2006-07 results are the most recent from the Canadian Centre for Justice Statistics. Updated results will be released in July 2010.
- 2 Includes Federal Charges only.
- 3 Charge Clearance Rates measure whether the court is keeping up with its incoming workload. If charges are not disposed of in a timely manner, a backlog of charges awaiting disposition will grow. Courts should aspire to dispose of, or clear, at least as many charges as have been commenced by having a clearance rate of 100 per cent. Charges disposed of in a month may include both charges commenced in that month and charges on backlog from previous months.

Sources:

- 4.a and 4.b Canadian Centre for Justice Statistics and Alberta Justice Administrative Data, Court Services Division and Criminal Justice Division
- 4.c Alberta Justice Administrative Data, Court Services Division and Criminal Justice Division

Core Business Four: Legal and strategic services to government

Civil Law provides legal services 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. Legislative Reform provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

GOAL FIVE **5 Assist government ministries to achieve their objectives through the provision of effective legal and related strategic services**

What It Means The government performs a number of roles as service provider, community partner, and lawmaker. These roles involve relationships with individuals, families, communities, and other governments. Effective legal services reduce the potential for conflict involving the government, as well as protecting and advancing the interests of the government. By providing effective legal and related strategic services, Justice can assist other ministries in achieving their corporate goals and strategic priorities.

- Strategies**
- 5.1 Enhance and sustain legal and strategic capacity by implementing a Learning and Development program.
 - 5.2 Enhance direct value to clients through client-specific education sessions including specific cross-ministry initiatives.

- 5.3 Propose legislation for rationalization and modernization of Alberta Succession Statutes (laws dealing with the disposition of property upon death), with the objective of developing legal rules that are consistent with current social values and facilitate the efficient handling of Albertans' estates.
- 5.4 Enhance the provision of legal advice to cross-ministry initiatives through a structured and coordinated approach to the delivery of legal services.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
5.a Client Satisfaction with Legal Services: The percentage of clients from Government of Alberta ministries who are "satisfied" or "very satisfied" with the legal services provided by the Legal Services Division, Civil Law	91% ¹ (2008-09)	89%	n/a	89%
5.b Client Satisfaction with Assistance in Meeting Corporate Goals: The percentage of clients from Government of Alberta ministries who are "satisfied" or "very satisfied" that the legal services provided by the Legal Services Division, Civil Law helped them achieve their department's corporate goals	89% ¹ (2008-09)	87%	n/a	87%
5.c Legal Education Sessions: The percentage of legal education session participants who are "satisfied" or "very satisfied" with the legal education sessions provided to them	89% (Apr-Jun 2009)	89%	89%	89%

Notes:

1 This measure is based on a biennial survey with targets available every other year.

Sources:

5.a and 5.b Client Satisfaction Survey, Legal Services Division

5.c Legal Education Session Participant Survey, Legal Services Division

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2010-11 Estimate	2011-12 Target	2012-13 Target
	2008-09 Actual	2009-10 Budget	2009-10 Forecast			
Prosecution Service	85,724	112,479	105,957	105,132	106,883	113,309
Courts	174,200	178,661	175,155	177,984	179,366	184,696
Justice services to Albertans	143,871	148,958	146,648	149,262	150,389	152,313
Legal and strategic services to government	38,351	46,122	39,187	46,260	47,000	49,913
MINISTRY EXPENSE	442,146	486,220	466,947	478,638	483,638	500,231

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2010-11 Estimate	2011-12 Target	2012-13 Target
	2008-09 Actual	2009-10 Budget	2009-10 Forecast			
REVENUE						
Transfers from Government of Canada	13,149	13,050	13,179	13,179	13,179	13,179
Investment Income	838	800	300	600	800	800
Premiums, Fees and Licences	39,715	39,708	41,018	40,916	41,316	41,718
Other Revenue	113,460	118,335	115,848	116,772	116,335	116,967
MINISTRY REVENUE	167,162	171,893	170,345	171,467	171,630	172,664
EXPENSE						
Program						
Ministry Support Services	21,049	22,776	21,136	21,989	24,291	25,246
Court Services	173,221	182,800	179,400	182,282	182,832	187,848
Legal Services	137,323	172,436	159,763	166,115	168,330	177,924
Support for Legal Aid	53,810	53,810	53,810	53,810	53,810	53,810
Public Trustee	14,549	15,283	15,133	14,761	14,559	15,212
Medical Examiner	8,021	12,080	11,970	12,150	12,285	12,556
Motor Vehicle Accident Claims	25,934	26,186	24,886	26,682	26,682	26,786
Valuation Adjustments and Other Provisions	8,239	849	849	849	849	849
MINISTRY EXPENSE	442,146	486,220	466,947	478,638	483,638	500,231
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(274,984)	(314,327)	(296,602)	(307,171)	(312,008)	(327,567)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2010-11 Estimate	2011-12 Target	2012-13 Target
	2008-09 Actual	2009-10 Budget	2009-10 Forecast			
Ministry Revenue	167,162	171,893	170,345	171,467	171,630	172,664
<i>Inter-ministry consolidation adjustments</i>	2,655	-	-	-	-	-
Consolidated Revenue	169,817	171,893	170,345	171,467	171,630	172,664
Ministry Expense	442,146	486,220	466,947	478,638	483,638	500,231
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Expense	442,146	486,220	466,947	478,638	483,638	500,231
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(272,329)	(314,327)	(296,602)	(307,171)	(312,008)	(327,567)