

# Justice

## BUSINESS PLAN 2007-10

### ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2007 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 26, 2007 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

Ron Stevens QC, *Minister of Justice and Attorney General*  
March 30, 2007

### 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 prosecutions, court administration, the provision of legal services to government, and ensuring the justice system meets the needs of Albertans. 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. The Department also provides policy coordination, development, advice, and research. Corporate Services, the Aboriginal Justice Initiatives Unit, and Human Resource Services provide strategic support to the Ministry.

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 Provincial Court Nominating Committee provides recommendations to the Minister of Justice on the appointment of individuals to the Provincial Court of Alberta and the Rules of Court Committee makes recommendations to the Minister on amendments to the Rules of Court under the *Court of Appeal Act*, the *Court of Queen's Bench Act*, and the *Civil Enforcement Act*.

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

## VISION

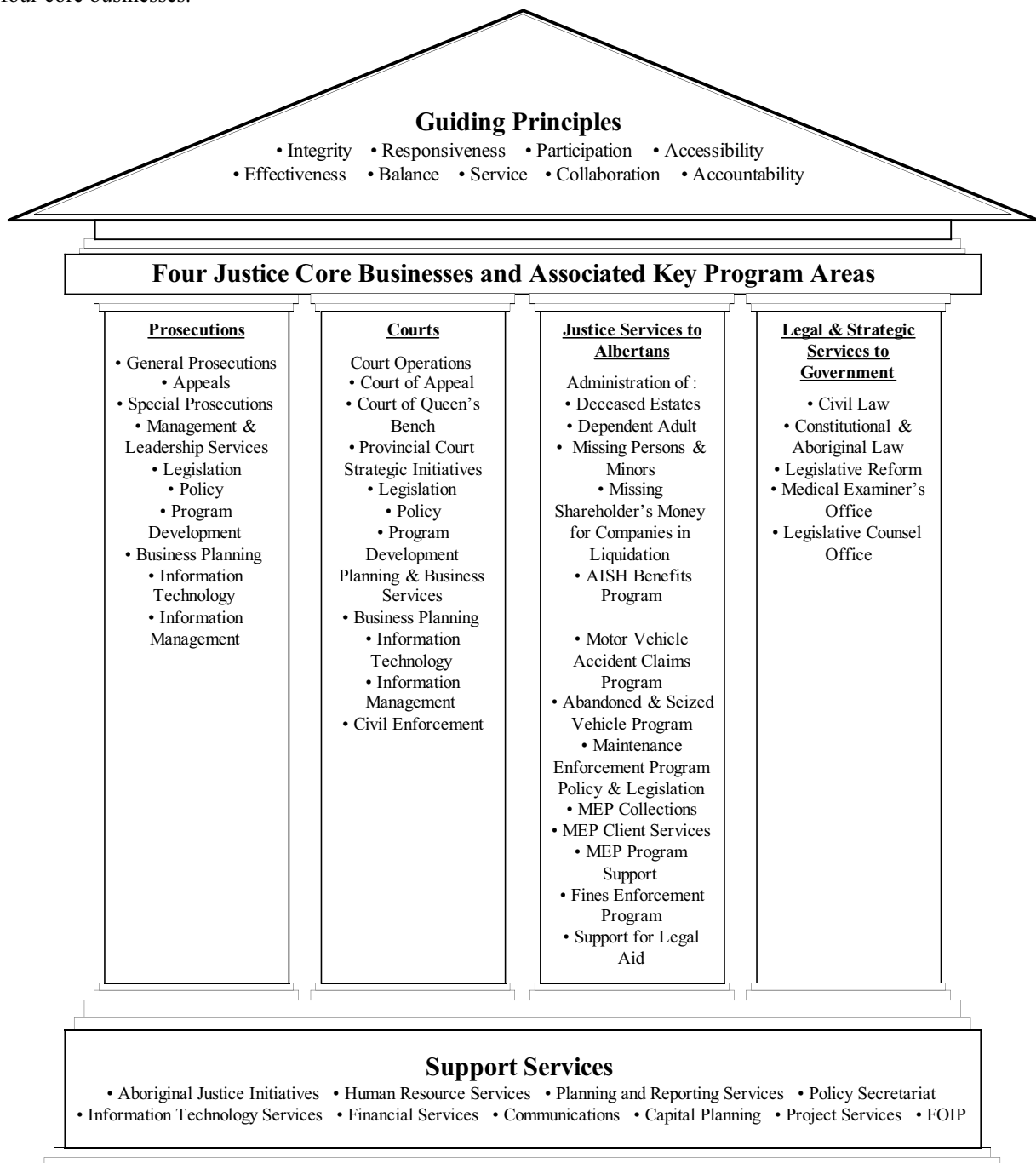
*A fair and safe society supported by a trusted justice system.*

## 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
- The legal foundation for social cohesion and economic prosperity

In achieving our vision and mission, the Ministry follows nine guiding principles in the delivery of programs and services under four core businesses.



## LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry's core businesses and goals are aligned with and support a number of government goals and priorities. Alberta Justice plays a key role in Goal 7 of the Government of Alberta business plan – *Alberta will be a safe place to live, work and raise families* – by supporting a trusted justice system that promotes law and order for the purpose of protecting individuals, securing justice for victims, and ensuring offenders are held accountable. The Ministry also supports Goal 6 – *Albertans will be independent and our children will be well cared for* – by ensuring that low-income Albertans have access to legal services they could not otherwise obtain.

Justice supports the Government Priority: *Provide Safe and Secure Communities* through the development of a Crime Reduction and Safe Communities Task Force. The Ministry will continue to invest in Alberta's communities to make them among the safest in North America by getting tougher on those who commit violent offences. It will also play a leadership role in establishing a more responsive justice system by expanding the availability and scope of dispute resolution options, using technology to strengthen the justice system, and collaboratively building an integrated crime reduction strategy. Justice also supports the Government Priority: *Govern with Integrity and Transparency* with the establishment of a Lobbyist Registry.

## SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Recognizing trends, identifying new challenges, and being aware of changes in diverse socio-economic sectors are important parts of 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 where some aspects are outside of its control. Consequently, it is prudent for Justice to continually assess the environment it works within. Factors under consideration include the following:

### Changing Role of the Courts

Justice has made substantial progress in developing and implementing appropriate dispute resolution mechanisms over the last few years. As a result, litigants will potentially have increased access to justice, lower costs, and more satisfaction with outcomes and the system.

### Social Trends

Alberta's population growth is expected to average approximately 2.4 per cent annually between now and 2010, and the province's Aboriginal population is expected to continue to grow at a slightly faster rate. Unemployment rates will likely remain low and, Albertans 55 and over are projected to account for 49 per cent of the total provincial population growth from 2006 to 2011. This trend will increase the demand for young people entering the workforce. The structure of families is changing, and common law unions (which are more highly correlated with spousal violence) are becoming more common. Violent and property crime rates for Alberta fell in 2005.

### Volume of Management Information

Like other jurisdictions, Justice has adopted the practice of evidence-based decision-making. Technology now allows the Ministry to access a tremendous amount of data to use in that process, requiring an equally large amount of resources to prioritize the data. The Ministry is implementing a number of initiatives to develop appropriate levels of policy capacity and ensure an evidence-based decision-making process is supported.

### **Technology and the IT-enabled Justice System**

Technological developments can enable greater efficiencies in the delivery of justice. To address the current and future business requirements of the Ministry and the Courts, the Ministry has begun developing a model and processes to move forward with a Justice Information Management System initiative. In addition to the need to upgrade our existing internal systems, there is also a critical need to enhance electronic disclosure between the Crown and policing agencies. Recently, Justice has also been working on installing video conferencing systems in courtrooms, moving to an electronic ticket management system, and developing a ministry intranet for staff. These systems are anticipated to improve efficiency, security and productivity.

### **Increasing Competition for Human Resources**

The availability of sufficient people to meet labour demands is becoming a problem in Alberta, and this trend is expected to continue. In 10 years, the province may face a shortfall of as many as 100,000 workers. To continue to meet staffing requirements, Justice must take a proactive approach to both recruitment and retention.

### **Increasing Demand for Involvement by Key Stakeholders**

Like many governments and private organizations across Canada and internationally, Justice works on ways to involve the public and stakeholders in developing collaborative approaches to public issues. The challenge for Justice is to craft a system that employs quality management information to ensure that decisions are evidence-based, but where stakeholders can have confidence that they have input into the decision-making process.

### **Family Violence**

Family violence impacts not only those directly involved, but also the children who witness the violence and the community and society as a whole. Alberta women experience some of the highest rates of spousal homicide and stalking in Canada, and continue to be the most likely to report experiencing spousal violence. Justice is leading a number of initiatives to reduce family violence. The government will continue to work collaboratively across ministries, with other levels of government, community partners, professionals and families to break the cycle of family violence.

### **Public Confidence and Increasing Expectations**

Albertans, like other Canadians, have a lower level of confidence in the justice system relative to other public institutions. This may be, in part, due to a lack of knowledge about the justice system. Consequently the Ministry works on educational programs for young and adult Albertans. In addition, the increasing complexity of cases before the courts, and public awareness of crimes, sentencing and investigative techniques create increasing public expectations. Ongoing dialogue between the police and government is required to ensure the public receives consistent messages about the justice system.

### **Self-represented Litigants**

All Albertans are entitled to fair and equitable access to, and treatment by, the justice system. They want to be able to resolve conflicts with the least amount of time, cost, and complexity possible, and they want to do it close to their own communities. Self-represented litigants often have difficulty accessing the justice system, and appear to use more justice system resources due to a lack of understanding of the system and its processes. This has led to recognition of the need to deal with self-represented litigants services in a coordinated way. The Ministry is taking a number of steps to provide services to self-represented litigants, and continues work to improve processes.

### **The Changing Face of Crime**

The nature of crime in Alberta and all jurisdictions is changing, and technology (particularly the Internet) is instrumental in facilitating this change. Investigating and prosecuting the many facets of cyber crime is resource-intensive, may require skills and knowledge external to law enforcement and the prosecution service, and may be national or international in scope. Alberta's success in countering cyber crime is dependent on improved coordination, sharing and use of criminal intelligence in support of integrated law enforcement and prosecutorial strategies.

## Traffic Safety

Alberta's traffic injury and fatality rates are above the national average. Traffic safety issues have a tremendous financial impact on government through the provision of health care, loss of productivity, insurance issues, enforcement and prosecution, and road construction and maintenance. In response, the Alberta Traffic Safety Plan and a number of other initiatives have been developed. A coordinated effort from all involved parties is required to achieve significant change.

## Proposed Amendments to the *Criminal Code*

In May 2006, the federal government announced potential changes to the *Criminal Code* and other criminal legislation. These Bills, which have now been introduced into Parliament, include significant restrictions on the use of conditional sentences, imposing mandatory minimum jail penalties for many firearms offences, improving the effectiveness of the DNA national database and the National Sex Offender Registry, raising the age of consent to sexual activity to 16 years of age and abolishing the long gun National Firearms Registry. Alberta has been advocating for these changes at Federal/Provincial/Territorial forums for several years. Should these and other proposed changes be passed into law, they will significantly impact the criminal justice system.

# STRATEGIC PRIORITIES 2007-10

Through the Ministry's review of external and internal opportunities and challenges, the following strategic priorities have been identified. The priorities are all of equal importance to the Ministry.

## GOVERNMENT PRIORITY – PROVIDE SAFE AND SECURE COMMUNITIES

- 1. Reducing Crime and Supporting Safe Communities**

**Linkage: Goal 1**

As outlined in the Minister's mandate letter, a Crime Reduction and Safe Communities task force will be established to make recommendations on reducing crime, enhancing safety in our communities and improving public confidence in the criminal justice system. The task force's findings and recommendations will play an important part in the ongoing work of an existing cross ministry team that will develop and implement an **Integrated Crime Reduction Strategy** designed to respond to a wide range of factors which lead to and influence crime and criminal behaviour.
- 2. Work with Federal, Provincial and Territorial Partners on Amendments to the *Criminal Code* of Canada.**

**Linkage: Goal 1**

It is the Ministry's priority, as outlined in the Minister's mandate letter, to partner with the federal government to support their efforts to implement minimum sentencing, reduce conditional sentencing and establish appropriate penalties for serious crimes. In order to maintain the public's confidence in the justice system, those convicted of serious offences must face real jail time. This must, however, be balanced in less serious cases where the use of conditional sentences can be an effective tool. Mandatory minimum penalties are needed to ensure sentencing is proportionate to the seriousness of offences that involve gun and gang violence and to prevent serious offenders from receiving a conditional sentence.
- 3. Family Violence Strategy**

**Linkage: Goal 1**

Since the Alberta Roundtable on Family Violence and Bullying in May 2004, Alberta has taken many positive steps toward prevention of and effective intervention in family violence. However, deaths as a result of intimate or ex-intimate partner relationships are still occurring. Although Alberta has many agencies that address family violence, they are not all well-positioned to deal with situations of high risk. The establishment of an Alberta Relationship Threat Assessment and Management Initiative provides an expert resource to professionally assess threats and their level of lethality, formulate mitigation strategies, develop safety plans, and conduct death reviews. This initiative is being coordinated with the Family Justice Strategy to ensure that the two initiatives support one another.

- 4. Family Justice Strategy**  
Linkage: Goal 2
- The Family Justice Strategy is focused on the alignment of family law and procedures. It has a long term goal of creating a family law system that offers a common set of procedures and appropriate services to all family law applicants, regardless of geography or the level of court to which they apply.
- 5. Appropriate Dispute Resolution**  
Linkage: Goal 2
- Justice is committed to providing high quality dispute resolution processes to Albertans. Appropriate dispute resolution can help litigants to resolve their disputes efficiently and effectively and in ways that best meet their needs. Continuing to develop carefully planned appropriate dispute resolution programs in collaboration with a wide variety of stakeholders to meet the needs of both litigants and service providers is a key strategic priority for the Ministry. This initiative addresses the common belief that the court system is costly, adversarial and more accessible for those with more money.
- 6. Information Management and Efficiency**  
Linkage: Goal 2
- To ensure accountability in the delivery of Ministry programs and services, corporate and program policy should be developed based on evidence-based decision making. Enhanced research, best practices, management information, evaluation, and performance management methodologies need to be in place to ensure the justice system operates in the best way possible. The justice system works best when information can be shared between ministries and other justice partners as well as between different levels of government. Consequently, the Ministry is committed to developing appropriate integrated databases and case management software systems that serve its information needs and provide superior decision-making information, and to ensuring processes are in place to make use of all available information. The Justice Information Management System initiative will improve management information reporting capabilities.
- 7. Self-represented Litigants**  
Linkage: Goal 2
- Self-represented litigants sometimes have a difficult time accessing the justice system. They also appear to use more justice system resources due to lack of understanding of the justice system, its processes and how those processes relate to their legal issues. A key strategic priority for Justice is to enhance access to justice for people acting on their own behalf and reduce the impact self-represented litigants have on court resources.
- 8. Stakeholder Engagement Strategy**  
Linkage: Goal 4
- To effectively respond to the key issues of Alberta's justice system, the Ministry must work with Albertans and justice stakeholders in a collaborative, consultative, and continuous way that coordinates efforts and clarifies roles and responsibilities. This includes providing more opportunities for engagement, and making stakeholder involvement an integral part of the policy and decision-making process. Strong partnerships with stakeholders are required for the Ministry to enhance Albertans' understanding of the rule of law and increase their confidence in the justice system.

## **GOVERNMENT PRIORITY – GOVERN WITH INTEGRITY AND TRANSPARENCY**

- 9. Lobbyist Registry**  
Linkage: Goal 4
- Establish a framework for a lobbyist registry as outlined in the Minister's mandate letter; prohibit lobbyists from giving paid advice to government at the same time as they are lobbying the same subject matter and establish a framework to release information about government contracts on a regular basis.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: Prosecutions

The Criminal Justice Division has responsibility for general prosecutions of persons charged with *Criminal Code*, *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 specialized prosecution of commercial, organized, technology and Internet crime cases, management of the prosecution of large-scale cases, and mutual international legal assistance. Criminal Justice also provides management and leadership services such as developing criminal law policy for the province and supporting criminal law consultation with other levels of government.

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

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**What it means** Through public consultations, Albertans have indicated that safe communities in which 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.

#### Strategies

- 1.1 Continue to co-lead the cross-ministry Integrated Crime Reduction Strategy with Solicitor General and Public Security and establish the Crime Reduction and Safe Communities Task Force to make recommendations on reducing crime and fear of crime, improving community safety, increasing public confidence in the criminal justice system and improving public awareness, education and communication among stakeholders.
- 1.2 Work with traffic safety partners to implement initiatives to improve road safety in Alberta and explore opportunities to enhance the effectiveness of investigating and prosecuting impaired driving cases. The pilot phase of the *Traffic Safety Act* Fines Enforcement initiative will be concluded and the program will expand across Alberta.
- 1.3 Implement approved recommendations of the Chief Crown Prosecutor Subcommittee mandated to develop strategies to improve the criminal justice response to sexual assault.
- 1.4 Enhance the capacity of the Prosecution Service to align with increasing police resources and vigorously prosecute serious and violent crime.
- 1.5 Work collaboratively with other government ministries and community partners to implement initiatives that prevent family violence and, when it does occur, effectively intervene through the advancement of the Alberta Relationship Threat Assessment and Management Initiative and the implementation of specialized court processes.
- 1.6 Partner with the federal government to support their efforts to implement minimum sentencing, reduce conditional sentencing, and establish appropriate penalties for serious crimes.
- 1.7 Assist with the review of the *Provincial Offences Procedure Act*.
- 1.8 Participate with Solicitor General and Public Security and other stakeholders in the implementation of the government-accepted recommendations of the MLA Report of the Alberta Victims of Crime Consultation that relate specifically to Justice.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
1.a <b>Public Perception of Safety in the Home</b> The percentage of Albertans who feel "reasonably safe" to "very safe" in their home after dark	93%	91%	91%	91%
1.b <b>Public Perception of Safety in the Neighbourhood</b> The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark	72%	82%	82%	82%

**Source:**

Annual Public Opinion Survey

## 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. 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. 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 to resolve criminal and civil disputes through reasonable access to court resources and dispute resolution opportunities. This includes alternatives to traditional court processes such as mediation, judicial dispute resolution, and mini-trials. By speeding up the process and lowering costs, these alternatives can improve access to the justice system.

### Strategies

- 2.1 Improve access to the court system through the use of technology such as video conferencing.
- 2.2 Develop an implementation plan to move forward with the Justice Information Management System initiative. The plan will be based on the previous year's documented business requirements, go-forward strategy and business case.
- 2.3 Integrate and streamline delivery of all aspects of Family Justice.
- 2.4 Initiate, coordinate and evaluate mediation and other appropriate dispute resolution processes.
- 2.5 Work with Infrastructure and Transportation and the judiciary to ease court crowding, modernize buildings and improve access to the justice system.
- 2.6 Improve and streamline access to justice in Calgary by increasing the number of court sittings and enhancing support functions in the new Calgary Courts Centre.
- 2.7 Work with Solicitor General and Public Security to enhance the integration and effectiveness of the Provincial Security Program, including perimeter security and enhanced security for all courts.
- 2.8 Develop a strategy to address increasing traffic ticket and bylaw volumes and ensure effective processing of these matters in the courts. This strategy includes electronic ticket processing.
- 2.9 Rewrite the Rules of Court to simplify and update them by working in partnership with the Alberta Law Reform Institute, the Rules of Court Committee and other stakeholders as appropriate.



- 2.10 Facilitate a review of the Rules of Court and Practice Notes affecting family law to accommodate changes needed as a result of the Rules of Court Rewrite and to improve family law procedure.
- 2.11 Implement additional self-represented litigants' self-help centres and begin to evaluate those already in place.
- 2.12 Design and implement a focused public consultation process with the goal of determining what is meant by Access to Justice and how it can be improved.
- 2.13 Review and prepare proposals to consolidate Alberta Succession statutes (laws dealing with the disposition of property upon death).

Performance Measures	Last Actual (year)	Target 2007-08	Target 2008-09	Target 2009-10
<b>2.a Median Elapsed Time from First to Last Appearance</b>	73			
Median elapsed time from first to last appearance represents the midpoint in the time it takes to process a case in provincial criminal court from first to last appearance	(Canadian median: 109 days) (2003-04)	Below the Canadian Median	Below the Canadian Median	Below the Canadian Median
<b>2.b Provincial Court Civil Mediation Settlement Rate</b>				
The mediation settlement rate is the number of civil actions settled through the civil claims mediation program divided by the total number of civil actions mediated in the program	65% (2005-06)	63%	63%	63%

**Sources:**

- 2.a Adult Criminal Court Survey, Canadian Centre for Justice Statistics
- 2.b Administrative data, Court Services Division

### Core Business Three: Justice Services to Albertans

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 reducing Albertans' access to the justice system by providing legal representation for those in need of assistance and accurate and up-to-date information to increase awareness and knowledge of the justice system. In addition, services such as maintenance enforcement, estate and trust administration services, the Motor Vehicle Accident Claims Program and legal aid contribute to the preservation of a safe society for Albertans.

## GOAL THREE **3** 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, including 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.

**Strategies**

- 3.1 Work with Seniors and Community Supports to develop and implement a revised *Dependent Adults Act*.
- 3.2 Increase funding for legal aid, to maintain and improve access to justice for Albertans in need.

- 3.3 Respond to the increased workload caused by the Supreme Court decision on recalculation of child support.
- 3.4 Work to better address difficulties in exercising parenting time (access enforcement) in conjunction with the Family Justice Strategy.
- 3.5 Complete and initiate a work plan to increase the regularity of maintenance payments.
- 3.6 Develop a plan to increase clients' and the general public's understanding of the Maintenance Enforcement Program's roles and responsibilities.
- 3.7 Work with federal, provincial and territorial partners in the development of processes that will enhance reciprocal enforcement of criminal and traffic fines.
- 3.8 Implement an initiative that will increase the effectiveness of bail forfeiture collections.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
<b>3.a Client Satisfaction with the Services of the Public Trustee's Office</b> The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office	89%	87%	87%	87%
<b>3.b Maintenance Enforcement Program: Dollars Due Compared to Dollars Received (per cent Collected)</b> The program's collection rate on scheduled support and scheduled arrears payments	91%	87%	88%	89%
<b>3.c Client Satisfaction with Legal Aid Services</b> The percentage of respondents who were either "satisfied" or "very satisfied" with the service they received from Legal Aid Alberta (for all the services received through legal aid)	79%	80%	80%	80%

**Sources:**

- 3.a Client Satisfaction Survey, Public Trustee's Office
- 3.b Administrative data, Maintenance Enforcement Program
- 3.c Client Satisfaction Survey, Legal Aid Alberta

GOAL FOUR

# 4

## Improve understanding of and confidence in the justice system

**What it means** Albertans recognize that information and education about the justice system is important. Perceptions of crime in their communities and the province, along with the information they receive from the media, affect their understanding of and confidence in the justice system. The Ministry will continue to work with partners to find better ways of informing Albertans about the justice system, including the development of new strategies and working with Education and other stakeholders to develop justice education resources for Alberta classrooms.

**Strategies**

- 4.1 Consult with stakeholders on programs, policies, and services in areas of provincial responsibility for the administration of justice.
- 4.2 Initiate and maintain partnerships with stakeholders through the Justice Policy Advisory Committee to identify information gaps and to determine potential research opportunities and effective justice education strategies.

- 4.3 Work with Education and other stakeholders to develop justice education resources for Alberta classrooms.
- 4.4 Establish a framework for a lobbyist registry; prohibit lobbyists from giving paid advice to government at the same time as they are lobbying the same subject matter and establish a framework to release information about payments under government contracts on a regular basis.

Performance Measures	Last Actual (2005-06)	Target 2007-08	Target 2008-09	Target 2009-10
<b>4.a Public Knowledge of the Justice System</b> The percentage of Albertans who feel "somewhat knowledgeable" to "very knowledgeable" about the justice system in Alberta	62%	65%	66%	67%
<b>4.b Public Confidence in the Justice System</b> The percentage of Albertans who feel "some confidence" to "a lot of confidence" in the justice system in Alberta	74%	80%	80%	80%

**Source:**  
Annual Public Opinion Survey

## 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 alignment of legal service resources with government ministries by continuing to modify legal service protocol agreements to meet the ongoing needs of client ministries and Justice.
- 5.2 Enhance service excellence to client ministries by:
  - Meeting with client ministries to discuss their corporate counsel needs and how Justice can enhance their corporate counsel services to meet those needs;
  - Enhancing clients' understanding of the role of Justice in the provision of legal services;
  - Continuing to improve legal and support staff capabilities through an emphasis on professional development, including training and education.
- 5.3 Provide legal and related strategic advice to the Deputy and Assistant Deputy Minister committees in relation to Aboriginal self-government and the regulatory framework for economic activities on reserves.
- 5.4 Maintain a network of Government of Alberta legislative planners to facilitate the sharing of information on principles, processes and best practices in relation to the development of legislative proposals.

<b>Performance Measures</b>	<b>Last Actual (2005-06)</b>	<b>Target 2007-08</b>	<b>Target 2008-09</b>	<b>Target 2009-10</b>
<b>5.a Client Satisfaction with Legal Services</b> The percentage of client ministries "satisfied" to "very satisfied" with the legal services provided by the Legal Services Division, Civil Law	93%	89%	89%	89%
<b>5.b Client Satisfaction with Assistance in Meeting Corporate Goals</b> The percentage of client ministries "satisfied" to "very satisfied" that the legal services provided by the Legal Services Division, Civil Law helped them achieve their corporate goals	89%	85%	85%	85%

**Source:**

Client Satisfaction Survey, Legal Services Division

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
Prosecutions	45,679	53,004	52,973	56,714	58,403	58,300
Courts	140,507	155,218	158,932	173,659	182,683	191,303
Justice Services to Albertans	84,921	110,379	110,314	117,636	127,440	134,972
Legal and Strategic Services to Government	28,011	30,000	29,982	34,001	35,051	36,191
<b>MINISTRY EXPENSE</b>	<b>299,118</b>	<b>348,601</b>	<b>352,201</b>	<b>382,010</b>	<b>403,577</b>	<b>420,766</b>

## MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
<b>REVENUE</b>						
Transfers from Government of Canada	12,837	12,747	12,747	12,747	12,747	12,747
Investment Income	792	425	425	500	500	500
Premiums, Fees and Licences	37,431	35,873	36,726	38,900	38,944	39,458
Other Revenue	78,208	76,124	85,045	97,462	106,222	108,922
<b>MINISTRY REVENUE</b>	<b>129,268</b>	<b>125,169</b>	<b>134,943</b>	<b>149,609</b>	<b>158,413</b>	<b>161,627</b>
<b>EXPENSE</b>						
<b>Program</b>						
Ministry Support Services	15,939	22,723	22,723	28,118	27,407	27,394
Court Services	131,295	143,901	147,501	159,548	168,937	177,516
Legal Services	82,862	93,310	93,310	102,089	105,996	107,578
Support for Legal Aid	30,998	43,196	43,196	45,346	53,810	59,838
Public Trustee	9,991	11,841	11,841	12,809	13,044	13,924
Medical Examiner	6,131	6,223	6,223	6,565	6,748	6,881
Motor Vehicle Accident Claims	28,708	26,558	26,558	26,686	26,786	26,786
Valuation Adjustments and Other Provisions	(6,806)	849	849	849	849	849
<b>MINISTRY EXPENSE</b>	<b>299,118</b>	<b>348,601</b>	<b>352,201</b>	<b>382,010</b>	<b>403,577</b>	<b>420,766</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>NET OPERATING RESULT</b>	<b>(169,850)</b>	<b>(223,432)</b>	<b>(217,258)</b>	<b>(232,401)</b>	<b>(245,164)</b>	<b>(259,139)</b>

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2007-08 Estimate	2008-09 Target	2009-10 Target
	2005-06 Actual	2006-07 Budget	2006-07 Forecast			
Ministry Revenue	129,268	125,169	134,943	149,609	158,413	161,627
<i>Inter-ministry consolidation adjustments</i>	7,229	-	-	-	-	-
<b>Consolidated Revenue</b>	<b>136,497</b>	<b>125,169</b>	<b>134,943</b>	<b>149,609</b>	<b>158,413</b>	<b>161,627</b>
Ministry Expense	299,118	348,601	352,201	382,010	403,577	420,766
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
<b>Consolidated Expense</b>	<b>299,118</b>	<b>348,601</b>	<b>352,201</b>	<b>382,010</b>	<b>403,577</b>	<b>420,766</b>
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
<b>CONSOLIDATED NET OPERATING RESULT</b>	<b>(162,621)</b>	<b>(223,432)</b>	<b>(217,258)</b>	<b>(232,401)</b>	<b>(245,164)</b>	<b>(259,139)</b>