

Justice

BUSINESS PLAN 2008-11



ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 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 18, 2008 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.

Alison Redford, *Minister of Justice and Attorney General*

April 4, 2008

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 Minister is accountable 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 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 Alberta Justice website at www.justice.gov.ab.ca.

VISION

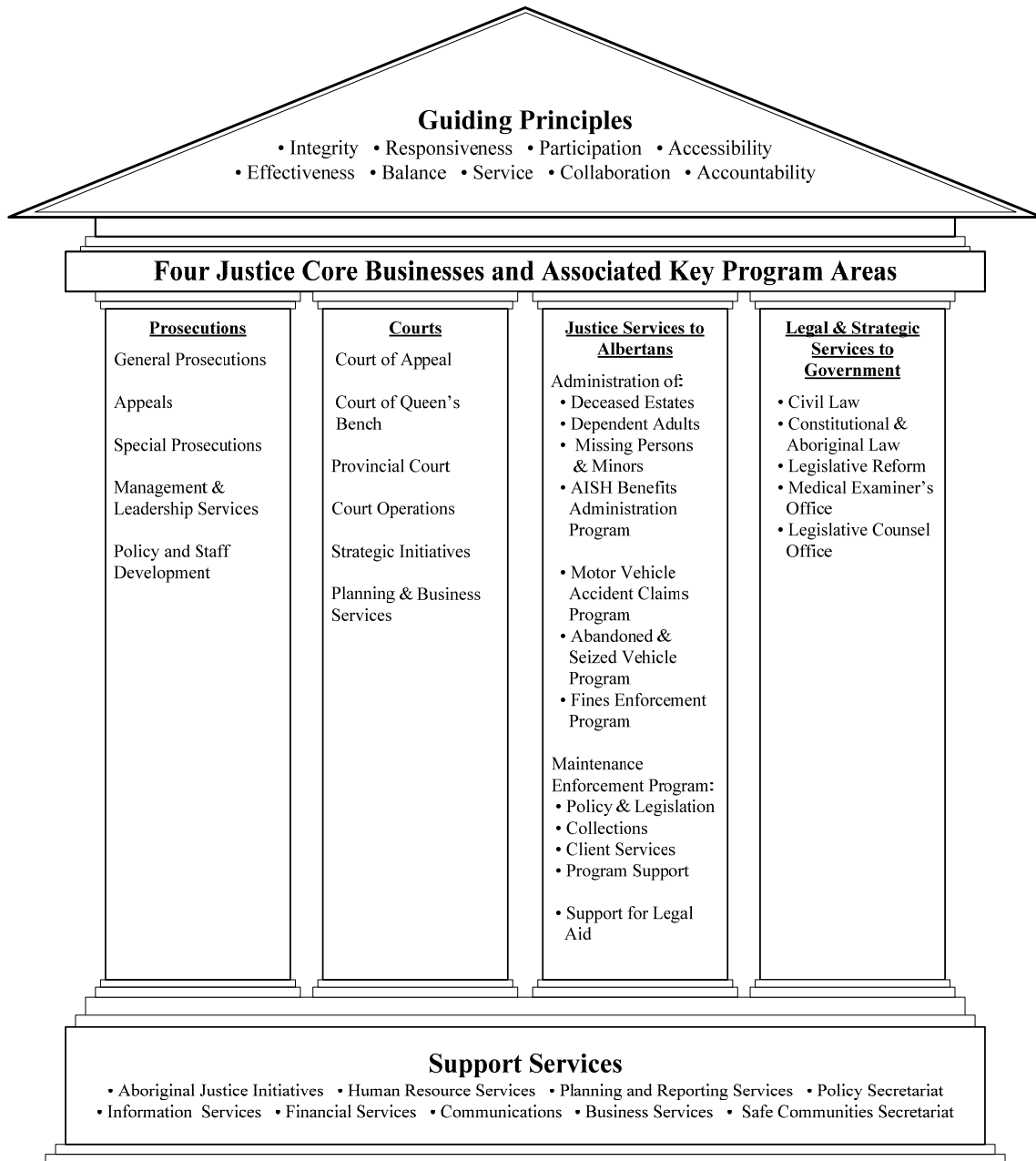
A fair and safe society supported by a trusted justice system.

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 two government goals. Alberta Justice plays a key role in Goal 7 of the Government of Alberta Strategic 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 plays a key role in 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.

Government of Alberta Priority

Justice is leading the Government Priority to *promote strong and vibrant communities and reduce crime so Albertans feel safe*.

In leading this priority, the Ministry will establish the Safe Communities Secretariat. Justice will focus on making Alberta's communities among the safest in North America by getting tough on those who commit violent crimes. It will also play a leadership role in establishing a more responsive justice system by expanding the availability and scope of dispute resolution options and using technology to strengthen the justice system.

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 the justice concerns of 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 beyond its control. Consequently, it is prudent for Justice to continually assess the environment it works within. Factors that are challenging include:

Shifting Social Trends: Alberta's population is expected to grow by 2.5 per cent annually between now and 2012, and the province's Aboriginal population will grow at a slightly faster rate. The Aboriginal population is over-represented in the justice system. In 2006-07, Aboriginal people represented 36 per cent of those in provincial adult in-house correctional centres and 40 per cent of those in young offender in-house correctional centres. Age is one of the most commonly cited correlates of criminal activity and delinquency. Changes in the size of the most criminally-prone groups (ages 18-24) will have an effect on crime rates.

Crime: The face of crime is changing and technology, particularly the Internet, is instrumental in facilitating these changes. It has provided criminals with anonymity and they commit crimes across borders more easily and more frequently than ever before. Cross-border crimes are more difficult to investigate, perpetrators are much harder to locate, and prosecutions are more complex and expensive.

Crime Reduction and Safe Communities Task Force Report: The task force was responsible for identifying cost-effective and sustainable solutions that will increase community safety, reduce crime and enhance Albertans' quality of life. The task force engaged interested members of the public and external stakeholder groups in the development of a provincial crime reduction strategy to address all components of an integrated and collaborative response, including education and awareness, prevention, intervention, treatment and rehabilitation, enforcement and prosecution, and reintegration.

Increasing Competition for Human Resources: The impact of long-term low unemployment, an ageing workforce, low birth rates, and changing patterns and attitudes towards employment are resulting in labour shortages for many employers. The availability of sufficient people to meet labour demands is a significant problem in Alberta and this trend is expected to continue. Justice is already facing significant staffing issues.

Public Confidence and Increasing Expectations: There is a need to enhance public confidence in the justice system. Most Canadians have a number of misperceptions about crime and the nature of the criminal justice response, particularly regarding crime rates, rates of recidivism, and favouritism toward offenders. As well, people who are more fearful of crime tend to have less confidence in the justice system as a whole. Time to trial has also increased and criminal cases are taking longer to work through the system. This can adversely affect public confidence.

Increasing Need to Involve Key Stakeholders: Engagement provides greater insight into justice issues and better alignment of interests and expectations. It is necessary for the Ministry to provide well researched, credible information to the public and to support a greater understanding of the justice system. Public involvement fosters more educated, informed, and engaged citizens. This provides opportunities for government to exchange perspectives with the public and its key stakeholders, allowing for the development of better solutions to policy issues.

Changing Role of the Courts: Factors that have contributed to the changing role of the courts include an increased number of self-represented litigants, overloaded court dockets, increasing costs, decreasing satisfaction with traditional litigation processes, societal movement toward dispute resolution, and a paradigm shift towards a problem-solving approach to jurisprudence. Justice has made substantial progress in developing and implementing alternative dispute resolution (ADR) mechanisms over the last few years.

Self-represented Litigants: Self-represented litigants (SRLs) are a diverse group with different levels of ability and reasons for representing themselves. There are those who represent themselves by choice and those who have little or no choice but to represent themselves. SRLs 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. The Ministry has taken a number of steps to provide services to SRLs.

E-Discovery: In the context of litigation commenced, the Government of Alberta has a legal obligation to identify, locate, preserve and produce relevant and material electronically stored information (ESI). This will pose significant challenges for the ministries as this ESI is stored and transmitted in a variety of ways. To effectively meet these challenges, Justice is in the process of building ministry awareness of E-Discovery issues and educating the Ministries with respect to the benefits of developing an individualized E-Discovery Response Plan (EDRP).

Criminal Law Reform: Justice is a strong advocate for enhancing the criminal justice system response to serious and violent crime. Recent and proposed amendments to federal criminal legislation such as restricting the use of conditional sentences, improving the effectiveness of the DNA national database and imposing mandatory minimums for various firearms offences will significantly impact the criminal justice system.

Technology: The Ministry has been working on installing video-conferencing systems in courtrooms, moving to an electronic ticket management system and developing an Intranet for staff. These systems are anticipated to improve efficiency, security and productivity, and make Justice one of the more technology-driven justice ministries in Canada.

Information Technology-enabled Justice System: Justice is facing growing volumes and complexity of cases. Built on 1970s technology, it will be difficult for existing information systems to support current and future business requirements. To address these issues, the Ministry has established the Justice Information Management System (JIMS). When implemented, JIMS will help streamline and standardize many Ministry and Court processes. JIMS will convert information into digital format, making it easier to distribute and share; introduce other new technologies; and improve management reporting. The initiative involves the Ministry and Courts, as well as other key stakeholders such as Solicitor General and Public Security, Service Alberta, the Alberta Mental Health Board and Legal Aid Alberta.

Civil Law Reform: Affordability of the justice system is a concern. While legal aid provides services to those who meet the financial eligibility requirements, many middle-income Albertans, who do not qualify for legal aid, are not able to afford lawyers. This impacts the court system as it increases the numbers who represent themselves in court. The legal profession provides pro bono services; however, the resources are not sufficient to assist everyone. Making the justice system more affordable for the public would improve access to justice. Developing solutions requires collaboration amongst the various stakeholders. One proposal is to increase the use of paralegals and have the legal profession consider the use of limited retainers.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

BUILDING OUR QUALITY OF LIFE

- 1. Reduce Crime and Support Safe Communities**

Linkage: Goal 1

Justice, in collaboration with other ministries, stakeholders, partners, and communities, is developing strategies to address Crime Reduction and Safe Communities Task Force Report recommendations. This will include establishing a Safe Communities Secretariat to coordinate implementation of the resulting initiatives.
- 2. Enhance Capacity of the Prosecution Service**

Linkage: Goal 1

Justice is committed to enhancing the capacity of the prosecution service to effectively prosecute serious and violent crime, including where appropriate making dangerous and long-term offender applications. This will be accomplished in part by adding prosecution and support staff. Justice will conduct an intensive review of the prosecution service and work with stakeholders to streamline the criminal justice system.
- 3. Invest in the Alberta Justice Workforce to Improve Service Quality**

Linkage: Goals 1 and 2

The Ministry is committed to a high level of service quality in the delivery of its existing programs and to advancing new initiatives. This requires pursuing collaborative solutions at the corporate, ministry and divisional levels to address the issue of recruiting and retaining adequate levels of qualified staff. Targeted initiatives have been, and will continue to be implemented to improve the recruitment and retention processes utilized within the Ministry.
- 4. Invest in Information Management and Increase Efficiency**

Linkage: Goal 2

An effective and flexible Information Management (IM) system is the backbone of a modern organization. Justice, with its diverse organization and large workforce distributed across the province, needs an integrated information management system to allow for flow of information within its boundaries and access to information gathered by the stakeholders (police forces, Solicitor General and Public Security, etc.). The Justice Information Management System (JIMS) is the most important IM initiative Justice has ever undertaken and when completed will improve the efficiency of Alberta Courts and the administration of justice.
- 5. Work on Amendments to the *Criminal Code of Canada***

Linkage: Goal 1

It is the Ministry's priority to partner with the federal government to support their efforts to 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. Justice will participate with the federal government and interested provincial and territorial governments in a review of the *Youth Criminal Justice Act*. While the rehabilitation of young offenders is an important component of youth justice, emphasis must be placed on protecting the public.
- 6. Family Violence Strategy**

Linkage: Goal 1

Preventing violence in the home continues to be a priority for the Ministry and for the Government of Alberta. Justice has been working with other ministries and community partners to implement a number of initiatives to enhance the justice system response to family violence. In order to support these initiatives and work towards reducing family violence across the province, Justice will continue to actively participate in the Interdepartmental Committee on Family Violence and will continue to play a key role in the Provincial Family Violence Treatment Framework Program. This program provides vital assessment and counseling services to perpetrators of domestic violence as mandated through the courts. Justice supports existing specialized domestic violence courts and works with communities interested in establishing specialty courts.

- 7. Alternative Dispute Resolution (ADR)**
Linkage: Goal 2
 Justice is committed to providing high quality dispute resolution processes to Albertans. Alternative dispute resolution (ADR) can help litigants resolve their disputes efficiently and effectively, and in ways that best meet their needs. Continuing to develop carefully planned ADR 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.
- 8. Self-represented Litigants**
Linkage: Goal 2
 Self-represented litigants (SRLs) 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 SRLs have on court resources.
- 9. Collaboration**
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.
- 10. Reform the Civil Justice System**
Linkage: Goal 2
 The Ministry is committed to increasing the affordability of justice and exploring more cost-effective ways for people to resolve their disputes through court-related processes, while ensuring appropriate safeguards are in place. Justice will work collaboratively with the Bar and other stakeholders to determine how to make access to justice more affordable and effective. This would include examination of civil processes, including the concepts of unbundling of legal services, regulating and increasing the use of paralegals and examining surrogate court related matters.
- 11. Mental Health Court**
Linkage: Goal 2
 The Ministry is committed to addressing the unique needs of Albertans with mental illnesses who find themselves in conflict with the criminal justice system. Justice will collaborate with stakeholders to develop a model for a Mental Health Court.

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.

What it means Through public consultations, Albertans have indicated that safe communities where they can live, work, and raise their families without fear of crime or victimization is a high priority. The Prosecution Service must be well positioned to objectively and fairly prosecute the spectrum of criminal offences striving for just outcomes.

Strategies

- 1.1 The Safe Communities Secretariat will work with other ministries, stakeholders, partners, and communities to advance the approved recommendations from the *Crime Reduction and Safe Communities Task Force Report*.
- 1.2 Conduct an intensive review of the prosecution service and its business processes and work with stakeholders to streamline the criminal justice system (*Crime Reduction and Safe Communities Task Force Report Recommendation 10*).
- 1.3 Expand the use of Crown prosecutors at Justice of the Peace bail hearings (*Crime Reduction and Safe Communities Task Force Report Recommendation 9*).
- 1.4 Enhance the Prosecution Service to effectively prosecute serious and violent crime and where appropriate, make dangerous and long-term offender applications.
- 1.5 Work with partners and stakeholders to target and effectively address repeat offenders (*Crime Reduction and Safe Communities Task Force Report Recommendation 19*).
- 1.6 Continue to work with traffic safety partners to implement the Alberta Traffic Safety Plan to reduce collisions on Alberta roads by effectively prosecuting traffic offences, including impaired driving cases.
- 1.7 Work collaboratively with other government ministries and community partners to participate in implementing the justice components of the Family Violence and Bullying Initiative.
- 1.8 Work with the federal, provincial and territorial partners to advance changes to criminal law to ensure appropriate penalties are in place for serious crimes and to participate in a review of the *Youth Criminal Justice Act*.
- 1.9 Implement the *Victims Restitution and Compensation Payment Act*, which expands the powers of the courts to assist victims who have suffered a loss of property as a result of an illegal act. This strategy is intended to support victims in getting restitution through the civil courts (*Crime Reduction and Safe Communities Task Force Report Recommendation 8*).
- 1.10 Evaluate the current video-conferencing project for purposes of determining its effectiveness and, through that evaluation, conduct a needs assessment to determine what is required to accommodate expansion of video-conferencing services.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Public Perception of Safety in the Home The percentage of Albertans who feel "reasonably safe" to "very safe" in their homes after dark	93%	No lower than 90%	No lower than 90%	No lower than 90%
1.b Public Perception of Safety in the Neighbourhood The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark	75%	82%	82%	82%

Performance Measure Under Development:
Reporting on perception of fairness of the criminal justice system.

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 proper 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.

Strategies

- 2.1 Finalize the JIMS blueprint and multi-year implementation roadmap, and initiate streamlining, standardization and optimization of core business processes within the Ministry and Courts.
- 2.2 Prepare proposals for rationalization and modernization of Alberta succession statutes (laws dealing with the disposition of property upon death), with the goal that legal rules are consistent with current social values and also facilitate efficient handling of Albertans' estates.
- 2.3 Review and prepare recommendations for legislation, which is intended to promote early, effective and affordable resolution of civil disputes by removing concerns about the legal impact of an apology.
- 2.4 Explore with justice stakeholders the possibility of regulating and expanding the use of paralegals to determine if there would be a benefit to the Alberta public with a view to increasing access to justice and affordability.
- 2.5 Explore with justice stakeholders whether unbundled legal services would benefit the public in Alberta by increasing access to justice and affordability in resolving disputes.

- 2.6 In collaboration with Courts, enhance alternative dispute resolution mechanisms to meet the needs of clients.
- 2.7 Based on evaluation, expand law information centres and implement recommendations to support self-represented litigants.
- 2.8 Improve access to the court system for Aboriginal clients by responding to recommendations contained in the *MLA Review of the Aboriginal Court Worker Program* report and consulting with Aboriginal communities on provincial court services in Aboriginal communities.
- 2.9 Make the court system more fair and accessible by rewriting the *Alberta Rules of Court*.
- 2.10 Enhance effectiveness of the Courts by implementing the results of an intensive review of Court Services' workforce.
- 2.11 Cooperate with stakeholders to develop a model for a Mental Health Court (*Crime Reduction and Safe Communities Task Force Report Recommendation 5*).

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Median Elapsed Time from First to Last Appearance Median elapsed time from first to last appearance represents the midpoint in the number of days it takes to process a case in court from first to last appearance	109 days (2004-05)	Below the Canadian Median (122 days)	Below the Canadian Median (122 days)	Below the Canadian Median (122 days)
2.b Provincial Court Civil Mediation Settlement Rate 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	63% (2006-07)	63%	63%	63%

Sources:

- 2.a Integrated Criminal Court Survey, Canadian Centre for Justice Statistics
- 2.b Administrative data, 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 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 3 Provide access to justice services for Albertans in need

What it means Through its programs and services, the Ministry 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.

Strategies

- 3.1 Implement further initiatives to increase the regularity of maintenance payments.
- 3.2 Establish a Child Support Recalculation Program to recalculate eligible child support orders annually, based on changes in the parents' income.
- 3.3 Increase funding for legal aid, to maintain and improve access to justice for Albertans in need.
- 3.4 Work with Seniors and Community Supports to implement the revised *Dependent Adults Act*, if enacted.
- 3.5 Complete the trial project of administering Canada Pension Plan Disability (CPPD) benefits for vulnerable Albertans who have no one else to help them.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Client Satisfaction with the Services of the Public Trustee's Office The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office	92%	87%	87%	87%
3.b Maintenance Enforcement Program: Regularity of Payment Rate The program's compliance rate on cases enrolled by regular monthly payments	67%	67%	68%	69%
3.c Client Satisfaction with Legal Aid Services The percentage of respondents who were either "satisfied" or "very satisfied" with the service they received from Legal Aid Alberta	77%	80%	80%	80%
3.d Motor Vehicle Accident Recoveries Program: Collection Rate The program's collection rate on debts owed by uninsured motorists	52%	57%	57%	58%

Sources:

- 3.a Client Satisfaction Survey, Public Trustee's Office
- 3.b Average of monthly data submitted to CCJS MES
- 3.c Client Satisfaction Survey, Legal Aid Alberta
- 3.d Administrative Data, Claims and Recoveries

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 Develop a stakeholder relations plan, along with the processes to engage them.
- 4.2 Initiate and maintain partnerships with stakeholders including the Justice Policy Advisory Committee (JPAC) to identify information gaps that may affect public confidence, and to determine potential research opportunities and effective justice education strategies.
- 4.3 Work with the Ministry of Education and other stakeholders to:
 - Develop justice resources for Alberta social studies classes;
 - Add a review process of the Grade 3 *Alberta's Justice System in Your Community* on-line resource;
 - Continue presentations in schools and other venues to raise awareness of child sexual exploitation and Internet luring; and
 - Make education materials easily accessible to the public.
- 4.4 Develop a public awareness campaign, in accordance with the cross-government crime reduction strategy, that highlights government efforts to build safe communities, and educates communities and Albertans about ways to keep their communities and residents safe.
- 4.5 Enhance awareness and utilization of Justice Education Speakers Centre.
- 4.6 Continue to support and promote the Ministry's position and views through participation in the Federal/Provincial/Territorial Working Group on Public Confidence.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Percentage of Albertans who "somewhat agree" or "strongly agree" that they have a good understanding of the justice system in Alberta	69%	70%	70%	70%
4.b Percentage of Albertans who feel "some confidence" to "a lot of confidence" in the justice system in Alberta	73%	80%	80%	80%

Performance Measure Under Development:
Reporting on public education through the Justice Education Speakers Centre.

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.

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 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.
- 5.2 Provide legal and related strategic advice on the following government priorities:
 - Develop a new Environment and Resource Management Regulatory Framework to enable sustainable development by addressing the cumulative effects of development on the environment.
 - Support the Alberta Government pandemic preparedness initiatives including legislative amendments and implementation of the *Pandemic Response Statutes Amendment Act, 2007*.
 - Finalize the Aboriginal consultation strategy.
 - Finalize the long-term governance and funding arrangements with the Métis Settlements.
- 5.3 Increase capacity to deal with complex legal issues such as public-private partnerships (P3s), Aboriginal litigation, and the British Columbia-Alberta *Trade, Investment, and Labour Mobility Agreement* (TILMA).

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10*	Target 2010-11
5a Percentage of client ministries "satisfied" to "very satisfied" with the legal services provided by the Legal Services Division, Civil Law	90%	89%	n/a	89%
5.b Percentage of client ministries "satisfied" to "very satisfied" that the legal services provided by the Legal Services Division, Civil Law helped them achieve their Department's corporate goals	87%	85%	n/a	85%

Performance Measure Under Development:
Reporting on client legal education.

Source: Client Satisfaction Survey, Legal Services Division

* Starting in 2009-10, the Legal Services Client Satisfaction Survey will be conducted biennially so results will be available every second year.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2008-09 Estimate	2009-10 Target	2010-11 Target
	2006-07 Actual	2007-08 Budget	2007-08 Forecast			
Prosecutions	52,527	56,297	62,276	77,455	86,272	90,773
Courts	146,496	168,000	169,577	183,686	198,261	205,204
Justice Services to Albertans	100,809	120,454	119,715	216,774	205,759	197,501
Legal and Strategic Services to Government	28,304	34,254	36,522	44,658	47,413	47,996
MINISTRY EXPENSE	328,136	379,005	388,090	522,573	537,705	541,474

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2008-09 Estimate	2009-10 Target	2010-11 Target
	2006-07 Actual	2007-08 Budget	2007-08 Forecast			
REVENUE						
Transfers from Government of Canada	13,122	12,747	12,747	13,122	13,122	13,122
Investment Income	1,444	500	500	800	800	800
Premiums, Fees and Licences	37,335	36,380	36,380	38,454	39,598	40,808
Other Revenue	90,642	99,982	102,832	114,350	117,850	118,150
MINISTRY REVENUE	142,543	149,609	152,459	166,726	171,370	172,880
EXPENSE						
Program						
Ministry Support Services	16,960	25,875	26,184	26,080	26,752	27,940
Court Services	141,789	159,067	160,650	175,760	189,016	195,258
Legal Services	90,652	101,861	108,898	217,549	210,871	206,605
Support for Legal Aid	43,196	45,346	45,346	53,810	59,838	59,838
Public Trustee	10,703	12,756	12,755	14,804	15,379	15,706
Medical Examiner	6,220	6,565	6,722	7,935	8,214	8,492
Motor Vehicle Accident Claims	25,711	26,686	26,686	25,786	26,786	26,786
Valuation Adjustments and Other Provisions	(7,095)	849	849	849	849	849
MINISTRY EXPENSE	328,136	379,005	388,090	522,573	537,705	541,474
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(185,593)	(229,396)	(235,631)	(355,847)	(366,335)	(368,594)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2008-09 Estimate	2009-10 Target	2010-11 Target
	2006-07 Actual	2007-08 Budget	2007-08 Forecast			
Ministry Revenue	142,543	149,609	152,459	166,726	171,370	172,880
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Revenue	142,543	149,609	152,459	166,726	171,370	172,880
Ministry Expense	328,136	379,005	388,090	522,573	537,705	541,474
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Expense	328,136	379,005	388,090	522,573	537,705	541,474
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(185,593)	(229,396)	(235,631)	(355,847)	(366,335)	(368,594)