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# SEPTEMBER BUDGET UPDATE 2005

*Ministry of  
Attorney General*

Law Reform, Justice, Legal Services to Government  
and  
Minister Responsible for Multiculturalism

**2005/06 – 2007/08  
SERVICE PLAN UPDATE  
SEPTEMBER 2005**



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Ministry of Attorney General, visit our website at:

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## Message from the Attorney General and Accountability Statement

Compared with other justice systems in the world, our Canadian justice system — both criminal and civil — is among the very best. In British Columbia, the reforms we are making to the provincial justice system have positioned us as a leader in justice innovation.

As excellent as our provincial justice system is, we face new challenges brought about by a rapidly changing world. Criminal cases are far more complex today than at any time in our history. The legal processes that are required to try these cases are growing longer and more costly. Our population is becoming increasingly diverse with diverse civil and family justice needs. If left unaddressed, a burdened justice system can experience reduced accessibility and a loss of public confidence.

With the assistance of others in the justice system, it is my intention to continue to meet these challenges; to safeguard the integrity, fairness and effectiveness of our justice system; and to promote public confidence and pride in the administration of justice in our province.

This Service Plan Update outlines the key strategic priorities that this ministry will undertake over the next three years to ensure that these intentions are realized. In doing so, we will strengthen the justice system and confidence in it so that it is more capable than ever before of helping to achieve government's Five Great Goals for the prosperous decade ahead.

In addition, as the minister responsible for the *Securities Act*, I will carry forward government's commitment to reforming securities regulation — including both the substance of securities laws and the structure of regulation in Canada.

Finally, in my separate role as Minister Responsible for Multiculturalism, I believe opportunities abound to ensure that all residents of the province can flourish and that the Five Great Goals will be served well by our vibrant, culturally diverse society.

The 2005/06–2007/08 Ministry of Attorney General Service Plan Update September 2005 was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of August 31, 2005, have been considered in preparing the plan, and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in black ink, appearing to read "Wally Oppal". The signature is fluid and cursive.

Honourable Wally Oppal  
Attorney General  
and Minister Responsible for Multiculturalism

August 31, 2005



# Ministry Overview and Core Business Areas

## Ministry Overview

The Attorney General is the law officer of the Crown and has a unique role in government as the person who must see that the administration of public affairs is in accordance with the law. The Ministry of Attorney General fulfills that role under the Attorney's direction and is responsible in government for law reform, the administration of justice and for providing legal services that ensure lawful public administration.

In June 2005, the Attorney General was assigned responsibility for multiculturalism. At the same time, the Treaty Negotiations Office, for which the ministry had been responsible, joined the Ministry of Aboriginal Relations and Reconciliation. This Service Plan Update reflects both responsibility changes.

For financial and administrative purposes, the ministry's responsibilities are organized into the core business areas described below.

## Core Business Areas and Structure

### Court Services

Through the Court Services Branch, the ministry delivers all administration services — including security and order enforcement — to support courts presided over by the independent judiciary at three separate levels: the Court of Appeal, the Supreme Court and the Provincial Court.

Court Services must function in a manner that supports the requirement for independent decision-making among other participants in the justice system. The Branch provides services to other justice system participants as follows:

- **The Judiciary:** The judiciary directs the scheduling of all court appearances and all judicial sittings. Court Services supports these court events by providing administrative services, personnel, case documentation and trial support, document production, management of jury selection, interpreter services, prisoner appearances and courtroom and courthouse security. Court Services develops operational policies and procedures to support court processes in consultation with the judiciary and stakeholders.
- **Counsel:** Court Services informs counsel of operational changes affecting court processes. Court Services also provides support through the standardization of documents such as reports, forms and requests. All are accessible to counsel on the Internet.

- **Police and Corrections Authorities:** Court Services works with these authorities in providing efficient and secure handling of persons in custody and in the development of case tracking and business reform initiatives.

Court Services also works with federal, municipal and aboriginal governments and delivers services to 44 staffed courthouses and 44 circuit courts.

### Expenditures for Court Services

(With the exception of FTEs, all figures are expressed in thousands of dollars.)	2004/05 Restated Estimates	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating expenditures</b> .....	132,563	133,608	133,055	133,064
<b>FTEs direct</b> .....	1,288	1,295	1,302	1,302

### Legal Services

Through the Legal Services Branch, the Ministry of Attorney General provides legal services to government, including advice to ministries and Cabinet, legislative drafting and representing the government in court and before administrative tribunals. This core business helps fulfill the Attorney General’s role as set out under the *Attorney General Act* and is central to the ministry’s role of seeing that public affairs are administered according to the law and that legal risks associated with government and ministry operations are reduced.

Clients are government ministries, the Attorney General, Cabinet, Crown corporations and public agencies. All legal services to government on civil law matters are delivered directly or through ad hoc arrangements whereby the ministry supervises retainers or contracts with outside counsel.

The Legal Services Branch is one of only two government legal service providers in Canada<sup>1</sup> with an annual service level agreement with client ministries through which ministries fund a substantial portion of the costs of legal services. These comprehensive agreements set out financial commitments, service commitments and performance measures.

### Expenditures for Legal Services

(With the exception of FTEs, all figures are expressed in thousands of dollars.)	2004/05 Restated Estimates	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating expenditures</b> .....	13,483	13,404	16,055	16,055
<b>FTEs direct</b> .....	330	330	330	330

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<sup>1</sup> The other provider is the province of Manitoba.

**Prosecution Services**

Prosecution Services undertakes the Attorney General’s independent role of law officer of the Crown in assessing and conducting all prosecutions and appeals of offences under the *Criminal Code of Canada*, the *Youth Criminal Justice Act* and a number of provincial statutes. This role is central to the goal of an effective criminal justice system and contributes to public safety and public confidence in the administration of criminal justice within the province.

Prosecutorial functions and responsibilities of the Attorney General are governed by the *Crown Counsel Act* and must be carried out objectively and fairly, without regard to improper influence or interference from any source. Crown counsel make their prosecutorial decisions independently of the police and other investigative agencies, victims, witnesses, members of the public, the judiciary and the Court Services Branch of the ministry.

The charge approval process ensures that the cases which go to court are sufficiently supported by the anticipated admissible evidence, and that prosecutions are only pursued if they are in the public interest. This process contributes to efficiency and effectiveness: cases that do not meet the evidentiary or public interest criteria are not placed before the court; accused persons who can be adequately dealt with by a referral to the out-of-court Alternative Measures Program<sup>2</sup> are not brought into the court system; and those accused persons who present a high risk of violence are identified early in the process. The charge approval process can also reduce the potential for civil suits.

**Expenditures for Prosecution Services**

(With the exception of FTEs, all figures are expressed in thousands of dollars.)	2004/05 Restated Estimates	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating expenditures</b> .....	78,170	82,479	92,506	92,886
<b>FTEs direct</b> .....	714	737	759	759

**Justice Services**

Justice Services leads the ministry’s responsibilities for civil and family law reform, administrative justice reform and justice services. Justice services include developing and implementing dispute resolution alternatives to court, enforcing registered maintenance orders and agreements, and managing the provincial funding of legal aid in consultation with the Legal Services Society. Dispute resolution options allow parties to be engaged actively in creating enduring agreements designed to meet their needs. Examples of programs operated by Justice Services include:

- the **Parenting After Separation Program**, a three-hour free information session that is mandatory at some court registries and which helps parents make informed choices about separation and the best interests of their children;

<sup>2</sup> The Alternatives Measures Program diverts low-risk offenders from the traditional court system to a process that allows more personal restitution to victims and communities.

- the **Child Protection Mediation Program**, which uses mediation to help families reach early resolution of child protection disputes;
- the **Family Justice Dispute Resolution Program**, which provides dispute resolution services to assist families undergoing separation and divorce with issues related to child custody, access, guardianship and child or spousal support; and
- the **Maintenance Enforcement and Locate Services**, which facilitates full payment of child and spousal maintenance by monitoring and enforcing maintenance orders and agreements.

The Administrative Justice Office promotes innovative policies, practices and procedures for the more than 30 quasi-judicial tribunals that deliver the province's administrative justice system and provides advice to the ministries that are responsible for their operation. Seventeen ministries are responsible in various ways for tribunals that are used by thousands of people every year to resolve disputes, such as residential/tenancy disagreements or human rights complaints.

In addition, the Justice Services Branch provides funding to volunteer boards that operate some programs. For example:

- the **British Columbia Mediator Roster Society** maintains a roster of civil and family mediators which is available to the public, litigants, lawyers and judges, and provides information about the Child Protection Mediation Program roster of mediators;
- the **British Columbia Dispute Resolution Practicum Society** operates the Court Mediation Program, which offers free mediation services to Small Claims Court litigants. Currently, registries in Vancouver, Surrey, North Vancouver, Nanaimo and Victoria participate in this program; and
- the **Law Courts Education Society** and the **Public Legal Education Society** (People's Law School) provide public legal education.

Justice Services is also involved in shared projects and initiatives, working with, for example:

- the Ministry of Children and Family Development and the Legal Services Society to expand the use of child protection mediation initiatives across the province;
- the Ministry of Aboriginal Relations and Reconciliation to introduce dispute resolution provisions for use in Agreements in Principle and Final Agreements; and
- the British Columbia Justice Review Task Force, which includes the Law Society of BC, the Canadian Bar Association, and the judiciary to identify potential civil and family justice reforms.

## Expenditures for Justice Services

(With the exception of FTEs, all figures are expressed in thousands of dollars.)	2004/05 Restated Estimates	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating expenditures</b> .....	84,593	91,181	93,111	94,699
<b>FTEs direct</b> .....	170	177	177	177

## Multiculturalism and Immigration

Multiculturalism and Immigration is responsible for planning, implementing, funding and managing anti-racism, multiculturalism, and immigrant and refugee settlement programs. In doing so, the Multiculturalism and Immigration Branch contracts with third-party service providers to deliver settlement and adaptation services for new immigrants, and contracts with third-party organizations and works with communities and other partners on anti-racism and multiculturalism initiatives. The branch is also responsible for ensuring a coordinated approach across government in the implementation of the Agreement for Canada-BC Cooperation on Immigration and the Provincial Strategy to Expand the Social and Economic Benefits of Immigration.

Multiculturalism and Immigration services include:

- the **BC Settlement and Adaptation Program**, which funds third parties to provide basic adult English language instruction and other settlement service supports to newcomer immigrants;
- the **BC Anti-Racism and Multiculturalism Program**, which funds third-party initiatives designed to increase understanding of multiculturalism and promote the elimination of racism;
- the **Critical Incident Response Model**, a three-year, three-step process that assists communities throughout British Columbia to develop local responses to racism and hate activity; and
- support for the work of the **Multicultural Advisory Council**, which is composed of people appointed from across the province to advise the Minister Responsible for Multiculturalism on issues related to anti-racism and multiculturalism.

## Expenditures for Multiculturalism and Immigration

(With the exception of FTEs, all figures are expressed in thousands of dollars.)	2004/05 Restated Estimates	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating expenditures</b> .....	5,976	7,028	6,288	6,288
<b>FTEs direct</b> .....	31	31	31	31

**Executive and Support Services**

This core business area consists of the Attorney General’s Office, the Deputy Attorney General’s office, one branch and two other separate offices that support the ministry goals and objectives, as well as various agencies, boards and commissions. In particular:

- the **Management Services Branch** provides corporate, financial and administrative services, including information technology, records, and facilities services, to the Ministry of Attorney General, the Ministry of Public Safety and Solicitor General and the Ministry of Aboriginal Relations and Reconciliation;
- the **Criminal Justice Reform Office (CJRO)** leads criminal justice reform and develops innovative solutions to criminal justice challenges. CJRO reports to the Deputy Attorney General with ties to the Ministry of Public Safety and Solicitor General, and maintains working relationships with criminal justice system participants and with its counterparts in other jurisdictions.
- the **Strategic Planning and Legislation Office (SPL)** leads ministry strategic planning and related corporate initiatives. SPL also provides policy advice in areas such as human rights, personal planning instruments, the provincial electoral system, and judicial compensation, as well as with respect to the legislative framework governing the legal profession, notaries, and the independent agencies, boards and commissions reporting to the Attorney General.

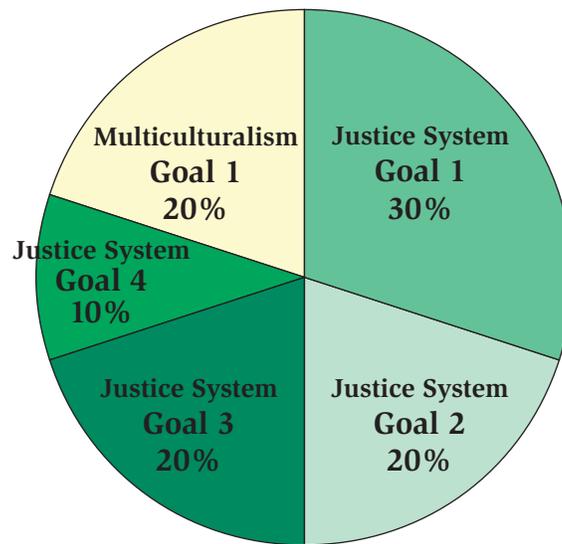
**Expenditures for Executive and Support Services**

(With the exception of FTEs, all figures are expressed in thousands of dollars.)	2004/05 Restated Estimates	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating expenditures</b> .....	41,006	41,312	41,062	41,093
<b>FTEs direct</b> .....	239	238	237	237

## Resource Summary

The diagram below shows an approximation of how the ministry's 2005/06 budget is allocated to ministry goals. A specific ministry goal often requires resources from more than one core business area, and therefore, expenditure breakdown is an estimate. The diagram includes justice system goals and one multiculturalism goal.

### Estimated 2005/06 Expenditures by Goal



#### Justice System Goals

1. A ministry that is a leader in law reform and innovative justice processes
2. An effective criminal justice system
3. An effective civil justice system
4. Effective legal services enabling government to administer public affairs in accordance with the law

#### Multiculturalism Goal

1. Full participation of immigrants in social and economic opportunities

## Resource Summary Table

The following Resource Summary Table is organized on the basis of the six core business areas discussed earlier in this plan. For consistency with the *Estimates*, the Summary includes four additional areas that are funded through separate appropriations.

- The independent judiciary functions at arm's length from government.
- The *Crown Proceeding Act* provides for payments to be made pursuant to the Act, as a result of judgments against the government or of settlements reached in litigation.
- The B.C. Utilities Commission operates independently and produces a separate Service Plan.<sup>3</sup>
- The Public Guardian and Trustee of British Columbia is partially funded by a special account and prepares a separate Service Plan.<sup>4</sup>

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<sup>3</sup> See <http://www.bcuc.com/ServicePlan.aspx> for the B.C. Utilities Commission Service Plan.

<sup>4</sup> See <http://www.trustee.bc.ca/publicat.htm> for the Public Guardian and Trustee Service Plan.

## Resource Summary

Core Business Areas	2004/05 Restated Estimates <sup>1</sup>	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Operating Expenses (\$000)</b>				
<b>Court Services</b> .....	132,563	133,608	133,055	133,064
<b>Legal Services</b> .....	13,483	13,404	16,055	16,055
<b>Prosecution Services</b> .....	78,170	82,479	92,506	92,886
<b>Justice Services</b> .....	84,593	91,181	93,111	94,699
<b>Multiculturalism and Immigration</b> .....	5,976	7,028	6,288	6,288
<b>Executive and Support Services</b> .....	41,006	41,312	41,062	41,093
<b>Judiciary</b> .....	51,166	52,281	60,385	61,264
<i>Crown Proceeding Act</i> .....	27,500	27,500	27,500	27,500
<b>B.C. Utilities Commission</b> .....	1	1	1	1
<b>Public Guardian and Trustee (Special Account)</b> .....	10,442	10,406	10,633	10,633
<b>Total</b> .....	<b>444,900</b>	<b>459,200</b>	<b>480,596</b>	<b>483,483</b>
<b>Full-time Equivalents (Direct FTEs)</b>				
<b>Court Services</b> .....	1,288	1,295	1,302	1,302
<b>Legal Services</b> .....	330	330	330	330
<b>Prosecution Services</b> .....	714	737	759	759
<b>Justice Services</b> .....	170	177	177	177
<b>Multiculturalism and Immigration</b> .....	31	31	31	31
<b>Executive and Support Services</b> .....	239	238	237	237
<b>Judiciary</b> .....	396	399	403	403
<i>Crown Proceeding Act</i> .....	0	0	0	0
<b>B.C. Utilities Commission</b> .....	26	26	26	26
<b>Public Guardian and Trustee</b> .....	212	214	214	214
<b>Total</b> .....	<b>3,406</b>	<b>3,447</b>	<b>3,479</b>	<b>3,479</b>

<sup>1</sup> These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the September Update 2005 *Estimates* 2005/06. Schedule A of the *Estimates* presents a detailed reconciliation.

*Ministry of Attorney General*

Core Business Areas	2004/05 Restated Estimates <sup>1</sup>	2005/06 Estimates	2006/07 Plan	2007/08 Plan
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Court Services</b> .....	4,135	9,022	6,129	4,481
<b>Legal Services</b> .....	23	298	298	298
<b>Prosecution Services</b> .....	2,255	1,200	991	430
<b>Justice Services</b> .....	260	510	840	430
<b>Multiculturalism and Immigration</b> .....	350	1,250	1,005	1,005
<b>Executive and Support Services</b> .....	833	1,137	810	810
<b>Judiciary</b> .....	402	2,236	969	430
<b>Crown Proceeding Act</b> .....	—	—	—	—
<b>B.C. Utilities Commission</b> .....	12	12	12	12
<b>Public Guardian and Trustee (Special Account)</b> .....	794	794	794	794
<b>Total</b> .....	<b>9,064</b>	<b>16,459</b>	<b>11,848</b>	<b>8,690</b>
<b>Capital Plan (\$000)</b>				
<b>Refurbishment (Surrey Courthouse)</b> .....	2,650	3,340	3,044	—
<b>Total</b> .....	<b>2,650</b>	<b>3,340</b>	<b>3,044</b>	<b>—</b>
<b>Other Financing Transactions (\$000)</b>				
<b>Executive and Support Services</b>				
Receipts .....	700	700	700	700
Disbursements .....	700	700	700	700
<b>Net Cash Source (Requirements)</b> .....	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Receipts</b> .....	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>Total Disbursements</b> .....	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>Total Net Cash Source (Requirements)</b> .....	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

<sup>1</sup> These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the September Update 2005 *Estimates* 2005/06. Schedule A of the *Estimates* presents a detailed reconciliation.

# Strategic Context

## Vision, Mission, Culture and Values

### Vision: Justice System

A province governed by the rule of law with an effective justice system serving all British Columbians.

*THE RULE OF LAW*

*The rule of law is a fundamental principle in a free and democratic society. It guarantees that law is supreme and that the exercise of public power requires a source in some legal rule. It shields individuals from arbitrary action.*

### Vision: Multiculturalism

Safe, sustainable and liveable communities where immigrants can realize their full potential; racism is eliminated; and cultural diversity is valued and celebrated.

### Mission: Justice System

We are responsible in government for law reform, for the administration of justice, and for seeing that public affairs are administered in accordance with the law.

### Mission: Multiculturalism

To meet the settlement needs of immigrants and refugees through English language training, information and support services, and community bridging initiatives; and to promote multiculturalism and anti-racism through community partnerships and capacity-building initiatives.

### Culture and Values

We are dynamic and innovative leaders in justice and public administration with the following values and operating principles.

1. To be performance- and service-focused
2. To honour members of the ministry and support them in their learning and development
3. To act with professional integrity, independent from interference
4. To be forthright and strategic
5. To be collaborative and inclusive within the justice system and with the public that we serve

6. To adhere to the core values of the British Columbia Public Service, namely integrity, accountability, responsibility, respect and fostering innovation in providing services

*INDEPENDENCE IN THE JUSTICE SYSTEM*

*A free and democratic society based on the rule of law requires a justice system where decisions are made independently and free from interference. Justice system participants must act according to law and policy without being improperly influenced from outside sources or other participants in the system. Perhaps the clearest expression of independence is the independence of judges, who must be free to adjudicate cases without interference. Similarly, other participants in the justice system, such as police and Crown counsel, must also make decisions free of interference or control by others. This independence ensures a fair system. It operates for the benefit of society and not for the participating components of the system.*

*Equally, the justice system must serve the public interest and be open to public scrutiny to ensure that it does indeed serve the public interest. Justice system components must work together, recognizing the interdependence of the system without compromising the core principle of independence.*

## **Planning Context and Key Strategic Issues Related to Justice System**

Strengths, challenges, risks and opportunities that are influencing ministry planning for the next three years are summarized below.

### **Key Strengths and Opportunities**

- In 2004/05, law reform and innovation became the foundation for a cultural change within the ministry, and leadership in justice system reform became a key ministry goal.
- The ministry continues to build a solid foundation of cooperation and collaboration among the judiciary, the police, the legal community, and other justice partners, including other ministries. This foundation strengthens the ability of all partners to administer justice programs and services in the province.
- The ministry's effective use of technology contributes to efficient case management. For example, JUSTIN, an integrated criminal justice information system, enables rapid and accurate transmission of case information, and eliminates duplicate data entry. A province-wide civil electronic case management system is enabling similar efficiencies and improvements in accuracy. Installation of videoconference equipment in courts and correctional centres has improved courthouse security and reduced the need for in-person escorts.
- The ministry is a leader and facilitator in the use of alternatives to litigation and continues to actively develop and promote out-of-court options that are more cost-effective and less confrontational than in-court processes and which improve access to justice.

- The ministry has one of the highest client satisfaction rates for the provision of legal services to government among comparable organizations in the country. The confidence of its clients and the strong relationships engendered by that confidence facilitate effective management of legal issues and risks.
- The ministry has a highly professional, well-trained and dedicated staff who bring excellence to the justice system.

### **Key Challenges and Risks**

- Rapid globalization and technological development affect the context in which government operates and are also changing the nature of crime. Technology assists the expansion of crime across national and international borders. Cyber and commercial crime is becoming a greater problem. Canada is among the top several countries targeted by international and organized crime networks; and British Columbia, by virtue of the size and location of its main port city, offers mobility and anonymity for some newer types of serious crime such as human trafficking.
- There is a growing public demand for greater public safety, including taking stronger action against violent crime and violent offenders. Growth in policing will have an impact on the remainder of the justice system and could affect the allocation of resources for other justice system initiatives.
- Criminal prosecutions, especially of organized crime cases, are becoming increasingly complex, and require analysis of large volumes of documents and technical evidence, greater use of expert witnesses and careful focusing of resources. As cases continue to grow in complexity, prosecution and court costs continue to increase.
- Civil litigation is becoming more complex and costly. An increasing number of civil cases involve novel issues of law and procedure, substantial amounts of evidence, utilization of technology, greater use of expert witnesses and multiple parties. Government is also affected when it is a party in complex civil litigation.
- The increasing cost and procedural complexity of civil litigation is inhibiting public access to the courts. If simple and affordable dispute resolution options are not available to the public, the credibility of the justice system will be eroded.
- The ministry is only one of many participants in the justice system and does not, and should not, have full control or authority. Participants must act and make decisions independently and free from interference. At the same time, various organizations must be accountable.
- An increasing number of married and common-law families are undergoing separation and/or divorce, placing a greater demand on family justice resources.
- An increase in the number of large, complex cases for which publicly-funded legal representation is sought could jeopardize the ministry's ability to operate within budget.
- Legal decisions on Charter of Rights and Freedoms issues could place additional obligations on the ministry and government.

- Cost recovery for legal services could lead client ministries and agencies to avoid obtaining appropriate legal services, which could result in increased litigation against government.

## **Planning Context and Key Strategic Issues Related to Multiculturalism and Immigration**

### **Key Strengths and Opportunities**

- The ministry continues to build working partnerships with immigrant and community serving agencies, local governments, the federal government and others. This effort strengthens the ability of all partners to support multiculturalism and anti-racism services, and to ensure the province has ongoing input in the development of immigration policy.
- The B.C. economy rebounded in 2003 and is expected to continue to grow through the coming years. British Columbia has been a favoured destination for immigrants and temporary residents. Sectoral labour shortages, retiring baby boomers, and build-up to the 2010 Winter Olympics will all present employment and business opportunities for residents and immigrants in B.C.
- Immigration is increasingly becoming important to support economic growth by providing the largest source of population and labour force growth, developing job markets, attracting investment and expanding consumer demand.
- B.C. is a favoured destination for international students and receives 30 per cent (approximately 40,000) of Canada's share each year. The economic benefit these students bring to B.C.'s public post-secondary institutions is estimated between \$126 million to \$274 million. When the benefits to the private and K-12 sectors (public and independent) are included, the estimated contribution to the B.C. economy is as high as \$443 million.

### **Key Challenges and Risks**

- Within the province, immigrant populations and needs are constantly changing at both the regional and the community level. Shifts in settlement pattern and clients' needs are outside the control of the ministry but heavily influence the demand on services and the allocation or distribution of resources.
- Incidents of race and hate activity persist at the community level on an intermittent basis. The nature of these incidents creates pressures on the provincial government to demonstrate leadership in promoting multiculturalism and preventing racism.
- Third-party service providers' capacities to meet the expectations of government vary. There is a need to establish and implement a framework to audit and monitor the organizational capabilities of contracted service agencies, particularly in the areas of governance, financial management, accountability and service standard compliance.
- Immigrant performance is declining. Recently arrived immigrants in B.C. are experiencing lower rates of employment, lower initial earnings and higher incidences of poverty than

previous arrivals. There has also been a decline in official language ability in immigrants upon arrival, from 60 per cent in 1999 to 50 per cent in 2003.

- Greater global and inter-provincial competition for immigrants means other provinces and nations are increasing their direct involvement in marketing and supporting immigration initiatives.

# **Goals, Objectives, Strategies and Results**

## **Ministry Goals and their Linkage to the Five Great Goals**

Through the Attorney General's unique role as law officer of the Crown, the ministry's key roles in the justice system and its responsibility for multiculturalism and immigration, the Ministry of Attorney General contributes to the achievement of all of government's Five Great Goals. A trusted system of justice based on the rule of law provides a strong foundation from which the economy can grow and society can flourish.

Stable and healthy business and personal relationships based on fairness and equality are fostered when everyone in the community has confidence that their relationships with others, including government, are based on a legal system that is just. This means a justice system that is fair, timely, secure and accessible. It also includes providing legal advice to government to ensure that the community has confidence that public administration is lawful.

A trusted justice system is necessary to attract investment and ensure continued economic development, directly contributing to the great goal of creating more jobs per capita than anywhere else in Canada.

By supporting public safety and modern regulatory approaches, the criminal justice system assists in achieving goals that have a regulatory component. For example, environmental protection prosecutions, fairly and effectively conducted, will help achieve the great goal of leading the world in sustainable environmental management, with the best air and water quality and best fisheries management.

In addition, the ministry has responsibility for key legal frameworks that protect vulnerable populations in our province. These frameworks contribute to the great goal of providing the best systems of support for persons with disabilities, those with special needs, children at risk and, particularly, for seniors. They include human rights legislation, support for the Office of Children and Youth and the legal framework and administrative support for the Public Guardian and Trustee.

Finally, the ministry contributes to the great goal of a province that is the best educated and most literate on the continent by supporting public legal education, and through its responsibility for multiculturalism and immigration. Strategies that support the diversity of our population, maximize the social and economic benefits of immigration and assist in integrating immigrants into our society assist the economy and contribute to the great goal of creating more jobs per capita than anywhere else in Canada.

**Ministry Mission Statements**

**Justice System:** The Ministry of Attorney General is responsible in government for law reform, for the administration of justice, and for seeing that public affairs are administered in accordance with the law.

**Multiculturalism:** To meet the settlement needs of immigrants and refugees through English language training, information and support services, and community bridging initiatives; and to promote multiculturalism and anti-racism through community partnerships and capacity-building initiatives.

Government Strategic Plan	Ministry	
Five Great Goals	Goals	Objectives
<ol style="list-style-type: none"> <li>1. To make B.C. the best educated, most literate jurisdiction on the continent</li> <li>2. To lead the way in North America in healthy living and physical fitness</li> <li>3. To build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors</li> <li>4. To lead the world in sustainable environmental management, with the best air and water quality and best fisheries management, bar none</li> <li>5. To create more jobs per capita than anywhere else in Canada</li> </ol>	<p><b>Justice System Goals</b></p> <ol style="list-style-type: none"> <li>1. A ministry that is a leader in law reform and innovative justice processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Ministry a centre for promoting law reform</li> <li>2. Innovation in civil, criminal and administrative justice procedures</li> <li>3. Ministry innovative in providing legal services</li> </ol>
	<ol style="list-style-type: none"> <li>2. An effective criminal justice system</li> </ol>	<ol style="list-style-type: none"> <li>1. Timely criminal prosecutions and appeals</li> <li>2. Appropriate and fair criminal prosecutions and appeals</li> <li>3. Secure and affordable criminal programs and services</li> </ol>
	<ol style="list-style-type: none"> <li>3. An effective civil justice system</li> </ol>	<ol style="list-style-type: none"> <li>1. Accessible and efficient civil and family justice services as alternatives to court</li> <li>2. Timely, accessible and efficient court processes</li> </ol>
	<ol style="list-style-type: none"> <li>4. Effective legal services enabling government to administer public affairs in accordance with the law</li> </ol>	<ol style="list-style-type: none"> <li>1. High-quality, cost-effective legal services to government</li> <li>2. Legal risks and issues managed proactively and strategically</li> </ol>
	<p><b>Multiculturalism Goal</b></p>	
	<ol style="list-style-type: none"> <li>1. Full participation of immigrants in social and economic opportunities</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved settlement and socio-economic outcomes for immigrants</li> </ol>

# Ministry Performance Plan Summary

Performance information in this Summary is divided into two sections. Part I focuses on the provincial justice system. Part II concerns multiculturalism and immigration.

Ministry Mission: Justice System		
The Ministry of Attorney General is responsible in government for law reform, for the administration of justice, and for seeing that public affairs are administered in accordance with the law.		
Ministry Goals	Ministry Objectives	Performance Measures / Indicators
<b>Part I: Justice System</b>		
1. A ministry that is a leader in law reform and innovative justice processes	1. Ministry a centre for promoting law reform	Strategic plans for all areas of law reform Percentage of budget directed to reform activities
	2. Innovation in civil, criminal and administrative justice procedures	Milestones for innovative dispute resolution procedures Year-over-year percentage increase in total criminal cases managed using the Criminal Litigation System Continuous implementation of new technology to streamline procedures
	3. Ministry innovative in providing legal services	Percentage of litigation files for which Ministry considers mediation and alternative dispute resolution options Continuous utilization of new technology in provision of legal services
2. An effective criminal justice system	1. Timely criminal prosecutions and appeals	Yearly percentage change in average time to trial for adult criminal cases
	2. Appropriate and fair criminal prosecutions and appeals	Completion rate of persons referred to Alternative Measures Number of successful malicious prosecution lawsuits against the Crown Number of successful wrongful conviction lawsuits per year
	3. Secure and affordable criminal programs and services	Percentage of video conference appearances as a portion of total in-custody appearances Percentage of serious security incidents as a portion of all prisoners escorted and guarded for court appearances and persons searched at search gates <sup>1</sup>
3. An effective civil justice system	1. Accessible and efficient civil and family justice services as alternatives to court	Mean rate of satisfaction with Small Claims mediation Number of cases mediated in Small Claims Court Mediation Program Recovery rate for support payments to families enrolled in FMEP Cost of collecting family maintenance payments per dollar recovered
	2. Timely, accessible and efficient court processes	Number of client civil court record searches conducted remotely via Internet Percentage of uncontested divorces processed in 5 days from filing to signing Proportion of provincial population residing within 1 hour of travel time to court

<sup>1</sup> This measure has been rewritten to be consistent with the recently implemented Critical Incident Reporting System. The measure now reads: Number of serious security incidents as a portion of all court days.

**Ministry Mission: Justice System**

The Ministry of Attorney General is responsible in government for law reform, for the administration of justice, and for seeing that public affairs are administered in accordance with the law.

Ministry Goals	Ministry Objectives	Performance Measures / Indicators
4. Effective legal services enabling government to administer public affairs in accordance with the law	1. High-quality, cost-effective legal services to government  2. Legal risks and issues managed proactively and strategically	Costs of legal services compared to private sector Percentage of clients satisfied with timeliness, quality, consistency of services  Legal risk management processes in use compared with those of other public sector organizations System in place for early identification of significant cases

**Ministry Mission: Multiculturalism**

To meet the settlement needs of immigrants and refugees through English language training, information and support services, and community bridging initiatives; and to promote multiculturalism and anti-racism through community partnerships and capacity-building initiatives.

**Part II: Multiculturalism**

1. Full participation of immigrants in social and economic opportunities	1. Improved settlement and socio-economic outcomes for immigrants	Percentage of recent immigrants surveyed who report greater ability to use English
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## Part I: Justice System

During the 2004 planning cycle, the ministry strengthened its strategic planning and developed a new corporate framework that supports public sector reform. Branch business plans were revised and then consolidated into a ministry business plan, which in turn became the foundation for this Service Plan. The Service Plan presents high-level strategic goals and objectives that are ministry priorities for the justice system over the next three years.

The plan includes performance measures that currently are most relevant to the objectives. As a result of the new corporate framework, the ministry must develop baseline data and/or benchmarks for many of the measures as noted throughout the plan. In addition, the ministry is developing indices of related measures that will serve as comprehensive performance indicators. Indices can better reflect the magnitude of ministry operations and the complexity and scope of the ministry goals. Examples of operational volumes that are driving the development of indices are shown in the table below.

**Examples of Annual Volume in Ministry Operations  
(Based on 2004/05 Data)**

<b>Court Services</b>	<ul style="list-style-type: none"><li>• 330,000 civil and criminal case filings</li><li>• 132,000 prisoner escorts</li><li>• management of 44 courthouses and 44 circuit courts</li><li>• 200,000 hours of trials and hearings</li></ul>
<b>Prosecution Services</b>	<ul style="list-style-type: none"><li>• 172,000 potential criminal charges assessed</li><li>• 54,000 new criminal files initiated involving 66,000 accused</li><li>• 240,000 victims and potential witnesses</li></ul>
<b>Justice Services</b>	<ul style="list-style-type: none"><li>• 42,000 Family Justice Centre clients</li><li>• 147,000 Family Maintenance Enforcement Program clients</li></ul>
<b>Legal Services</b>	<ul style="list-style-type: none"><li>• 450,000 total hours of legal services provided to client ministries</li></ul>

The ministry recognizes that our continued success and our achievement of the new corporate framework are possible only through the active participation and engagement of our employees. Our culture and values statements speak to the importance of our people. The ministry will continue to focus on employee development plans that encourage individual and organizational learning as well as development and performance and will continue to ensure that such plans align individual performance with ministry goals.

## Key Strategic Priorities

For the next three years, the ministry will focus on several key strategic priorities in order to achieve the goals and objectives in this service plan.

1. Develop and implement strategies to promote public confidence in the administration of justice, including:
  - strategic law reform plans;
  - family and civil justice reforms;
  - Vancouver Community Court Pilot;
  - province-wide Integrated Criminal Justice Strategy in partnership with the police; and
  - E-government justice processes that expand public access to court services.
2. Strengthen the legal framework that protects vulnerable and incapable adults and that enables effective individual planning for incapacity.
3. Undertake a comprehensive review of provincial legislation, operational policies and negotiation mandate to define changes that would be required to meet “honour of the Crown” requirements suggested by the courts.
4. Work with federal and provincial counterparts to examine sentencing options and guidance given to the courts by legislators in problem areas such as violent crime, habitual offenders and property crime.
5. Build on strategies to enhance social and economic benefits of cultural diversity and immigration, including:
  - strengthening language training and settlement services;
  - promoting multiculturalism through 2010 Olympic and Paralympic Winter Games and the Asia-Pacific Initiative; and
  - promoting anti-racism.

## Goal 1: *A Ministry that is a leader in law reform and innovative justice processes*

*The ministry will be a centre for law reform and innovative justice policies, practices and processes. The ministry will be strategic and forward-thinking and will foster dialogue and collaboration throughout the broader justice sector. The ministry will influence, stimulate, coordinate and implement reform and innovation within the province.*

The law has a profound practical effect on the legal rights, duties and liabilities of individuals and organizations in our society. Law and justice processes must keep pace with contemporary society. The ministry has a lead role in the debate and development of law that is just, principled, easy to understand and serves the public interest. The ministry also

leads development of innovative justice processes that are current, fair, simple and cost-effective.

**Objective 1.1: Ministry as a centre for promoting law reform**

**Core Business Areas: All**

Law reform is a ministry priority. By engaging in strategies that promote and support law reform inside the ministry and among other justice agencies, the ministry assumes a central role in modernizing laws and justice procedures within the province. For example, the ministry is a key participant in, and provides resources to support, the B.C. Justice Review Task Force. The Task Force will recommend reforms through the Street Crime Working Group, the Family Justice Reform Working Group, the Civil Justice Reform Working Group and the Mega Trials Working Group.

Performance Measure 1.1.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Strategic plans for all areas of law reform	Not applicable	Relevant areas, milestones and dates identified	Milestones and dates available in Service Plan	Milestones and dates available in Service Plan

Performance Measure 1.1.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of budget directed to reform activities	Not applicable	Benchmark established	To be developed	To be developed

**Objective 1.2: Innovation in civil, criminal and administrative justice procedures**

**Core Business Areas: Justice Services, Prosecution Services, Court Services, Executive and Support Services**

The ministry is committed to continuous improvement of civil, criminal and administrative justice processes. To achieve this objective, the ministry continually works with justice participants to develop new and improved procedures inside and outside the courtroom to increase the effectiveness of the justice system.

*Ministry of Attorney General*

Performance Measure 1.2.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Milestones for innovative dispute resolution procedures	Not applicable	<p>Monetary jurisdiction of Small Claims Court raised</p> <p>Pilot of simplified, less costly procedures for Supreme Court cases under \$100,000</p> <p>Pilot of administrative processes as an alternative to court for recalculation of child support orders</p>	To be developed according to strategic plans for all areas of law reform	

Performance Measure 1.2.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Year-over-year percentage increase in total criminal cases managed using the Criminal Litigation Management System	Phase I pilot	<p>Phase II pilot</p> <p>Establish benchmark</p>	To be developed pending benchmark and full system implementation	To be developed
The Criminal Litigation Management System will assist Crown counsel with evidence management and will facilitate case analyses, trial preparation and disclosure.				

Performance Measure 1.2.3	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Continuous implementation of new technology to streamline justice procedures	Electronic civil court records system implemented	Electronic e-service (e-search) component implemented  Interfaces with judicial systems implemented	E-service e-filing component implemented	Integration of e-services with other technology, e.g., judicial judgments
The electronic civil court records system allows litigants and their counsel to file and search court documents electronically. It will reduce file handling in registries, and by 2006 will enable everyone involved in the civil court process to perform electronic searches for filed court documents.				

**Objective 1.3: Ministry is innovative in providing legal services**

**Core Business Area: Legal Services. Executive and Support Services**

Innovative legal services to government, including the use of alternatives to litigation for resolving disputes, support the ministry as a leader in reform. Government and the public benefit from increased efficiencies resulting from technological and administrative innovations in the delivery of legal services.

Performance Measure 1.3.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of litigation files for which the ministry considers mediation and alternative dispute resolution options	New measure  Actual not available	100%	100%	100%
This measure will address the degree to which the ministry, as a litigant, promotes alternative dispute resolution techniques. Although mediation is encouraged whenever appropriate, there are a number of cases where litigation is more appropriate in order to establish a principle of law or interpret a statute. This measure will be tracked by the Legal Services Branch and will be based on the total number of new litigation files opened per year.				

Performance Measure 1.3.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Continuous utilization of new technology in the provision of legal services	Not available	Information Technology Plan approved	To be developed	To be developed
Technology assists in the provision of legal services to government by improving litigation, document and case management techniques. The ministry is already a leader in this area, and the Legal Services Branch will use this measure to track continued leadership and innovation.				

## Goal 2: *An effective criminal justice system*

*The criminal justice system must be — and must be perceived as — fair, impartial, efficient and cost-effective. There must be public trust that the criminal justice system supports public safety.*

The criminal justice system is responsible for administering justice fairly, equitably and efficiently. Citizens expect the system to deliver justice on behalf of victims, accused and communities, while safeguarding the rights of the accused.

The ministry works with other justice participants to administer, and to contribute to public confidence in, the criminal justice system.

Performance indices are being developed to serve as key indicators for this goal.

### Objective 2.1: *Timely criminal prosecutions and appeals*

#### **Core Business Areas: *Prosecution Services, Court Services, Executive and Support Services***

Criminal matters must be processed within a reasonable period of time or charges against the accused may be dismissed. Timeliness enhances public confidence in the justice process, minimizes distress and disruption for victims and the accused and their families, and leads to efficient use of court and Crown resources. For example, in most cases, Crown counsel conduct pre-charge screening and provide full disclosure documents and an initial sentencing position to the accused or counsel prior to the first appearance.

Performance Measure 2.1.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Yearly percentage change in average time to trial for adult criminal cases	Provincial benchmark of 6 months	0% change from benchmark	9% lower than benchmark	9% lower than benchmark
<p>This measure represents the average amount of elapsed time between the dates when a trial is scheduled and when it is heard. The actual length of time to trial can be affected by legislative and policy changes related to the prosecution of certain types of offence and by case complexity. This is a system indicator over which no single justice system participant has direct control.</p> <p>Data that support this measure are held on the Court Services Branch CORIN database and undergo data quality reviews to ensure reliability and accuracy.</p>				

**Objective 2.2: *Appropriate and fair criminal prosecutions and appeals***

**Core Business Area: *Prosecution Services, Executive and Support Services***

This objective reflects the importance of fair process and balanced consideration of the interests of the victim, the accused, the witnesses, the families and the public. In determining whether cases should proceed to court, Crown counsel assess all charges reported to them using two criteria: first, whether there is a substantial likelihood of conviction, and second, whether a prosecution would be in the public interest.

Consistent and rigorous application of these standards contributes to the overall effectiveness of the criminal justice system. Careful charge assessments also remove a substantial percentage (17 per cent) of accused persons from the court process where appropriate. Four (4) per cent out of the 17 per cent are directed to Alternative Measures. This ensures that court and Crown resources are used for the cases that warrant full prosecutions.

Performance Measure 2.2.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Completion rate of persons referred to Alternative Measures	Measure under development JUSTIN system amended to capture the data	Baseline established	To be developed	To be developed
<p>Referral to Alternative Measures is one result of the Crown charge assessment process. The completion rate indicates appropriateness of referrals as well as the degree of compliance with the terms and conditions of Alternative Measures agreements. Data are housed on the ministry's JUSTIN system and undergo rigorous testing for quality.</p>				

Performance Measure 2.2.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of successful malicious prosecution lawsuits against the Crown	Benchmark of zero	Zero	Zero	Zero
<p>A successful malicious prosecution lawsuit is one that has been concluded in favour of the person who was prosecuted. It must show that the prosecution was based on malicious intent, rather than on the primary purpose of Crown carrying the law into effect. Any malicious prosecution, if proven, would be considered a serious contravention of basic justice tenets of fairness and impartiality. Maintaining the benchmark of zero is critical to the integrity of the prosecution process and to public confidence and trust in the process.</p>				

Performance Measure 2.2.3	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of successful wrongful conviction lawsuits per year	Benchmark of zero	Zero	Zero	Zero
<p>Wrongful conviction lawsuits do not necessarily represent the current justice system; they can be based on cases that are decades old. Maintaining the benchmark of zero for this measure is critical to the integrity of the prosecution process and to public confidence and trust in the process.</p>				

**Objective 2.3: Secure and affordable criminal programs and services**

**Core Business Areas: Court Services, Justice Services, Executive and Support Services**

The safety of all persons who attend or preside in court and the affordability of proceedings are critical to an effective criminal justice system serving the public interest. The ministry provides security training for court staff and promotes the use of innovative courtroom technology.

Performance Measure 2.3.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of video conference appearances as a portion of total in-custody appearances	Baseline estimate: 10%	3% increase over baseline	5% increase over 2005/06 actual	2% increase over 2006/07 actual
<p>Court appearances by video conference for accused in custody avoid prisoner transport, guard services and procedures associated with discharge and readmission to correctional centres, all of which reduce security risks. Costs are also avoided and may in the future be reduced when the volume of cases conducted by video conference supports significant scheduling efficiencies. Data are provided by the office of the Project Director, Court Video Conferencing and are considered accurate and reliable.</p>				

Performance Measure 2.3.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of serious security incidents as a portion of all court days	Baseline unavailable	Baseline developed	Target to be developed	Target to be developed
<p>A serious security breach is any incident that requires the use of force, and may include such things as an attempted or successful escape, a medical emergency, a bomb threat or the seizure of weapons.</p> <p><b>Note:</b> This measure has been revised to be consistent with the Critical Incident Reporting System in use since January 2005. Critical Incident Reports now identify a range of locations where serious incidents inside, outside, and around the courthouse have occurred. Court days has been selected as the most consistent and dependable denominator available to calculate the revised measure.</p> <p>This measure was previously stated as: <i>Percentage of serious security incidents as a portion of all prisoners escorted and guarded for court appearances and persons searched at search gates.</i></p>				

### Goal 3: *An effective civil justice system*

*The public must trust that the civil service justice system is accessible, proportionate and cost-effective.*

The civil justice system gives private citizens and organizations options for resolving their disputes and enforcing their rights and the obligations of others. An effective civil justice system fosters stable, healthy business and personal relationships. The civil justice system is broader than the civil courts and includes alternative dispute resolution and the administrative justice system.

The ministry's role in the civil justice system includes providing efficient court services, supporting access to justice, facilitating the resolution of disputes through processes that are most appropriate to the circumstances, and maximizing the performance of all components of the system.

Performance indices are being developed to serve as key indicators for this goal.

#### **Objective 3.1:** *Accessible and efficient civil and family justice services as alternatives to court*

##### **Core Business Area:** *Justice Services, Executive and Support Services*

An effective civil justice system offers a range of alternatives to the traditional court system to support parties in resolving their disputes. Services must be accessible and affordable to parties who require them.

*Ministry of Attorney General*

Performance Measure 3.1.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Mean rate of client satisfaction with Small Claims Mediation on a 5-point scale where 5 is very satisfied	4	> 4	> 4	> 4
User satisfaction promotes increased use of innovative dispute resolution. This measure tracks client satisfaction with Small Claims Mediation. Data are collected through client exit surveys (completed after resolution). The data system is currently undergoing refinement in order to maximize long-term reliability.				

Performance Measure 3.1.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of cases mediated in Court Mediation Program (Small Claims)	875	900	925	950
This measure tracks the number of small claims cases for which mediation was used as an alternative to court. Data are collected by the Court Mediation Program. The data system is currently undergoing refinement in order to maximize long-term reliability.				

Performance Measure 3.1.3	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Recovery rate for support payments to families enrolled in the Family Maintenance Enforcement Program (FMEP)	\$.80 per \$1 due	\$.81 per \$1 due	\$.82 per \$1 due	\$.82 per \$1 due
This measure is based on the recovery of regular maintenance payments due in the current year combined with the recovery of arrears from previous years. The recovery rate has been increasing since 1992/93, when it was \$0.61 for every dollar due. Data are held on a payment processing and disbursement database.				

Performance Measure 3.1.4	2004/05 Actual/Base (Projected)	2005/06 Target	2006/07 Target	2007/08 Target
Cost of collecting family maintenance per dollar recovered	\$.09 per \$1 recovered	\$.09 per \$1 recovered	\$.09 per \$1 recovered	\$.09 per \$1 recovered
This measure shows how much the ministry spends to collect each dollar of family maintenance payments. The measure compares total maintenance recovered through the Family Maintenance Enforcement Program against the total expense to government of administering the program. This cost has been decreasing since 1992/93, when the cost was \$.18 per dollar recovered. Data sources are applications and funding allocation records.				

**Objective 3.2: Timely, accessible and efficient court processes**

**Core Business Area: Court Services, Executive and Support Services**

Timely, accessible and efficient civil court processes are necessary for the court to be an effective option for parties in dispute. Public confidence is eroded if the process becomes too costly, cumbersome or bureaucratic.

Performance Measure 3.2.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of civil court record searches conducted by clients remotely through Internet	Measure in development	Baseline to be determined	10% increase over baseline	20% increase over baseline
Electronic access to civil court records will increase accessibility to such records and make the search process more efficient. Phased implementation will begin in 2005/06. Increasing usage levels will reflect the acceptance and functionality of this innovative electronic process. Data collection and analysis procedures are in development.				

Performance Measure 3.2.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of uncontested divorces processed in five days from filing the order to signing the order, <i>exclusive of the time required for federal authorities to search the federal divorce registry</i>	90%	90%	90%	90%
This measure indicates timeliness and efficiency in civil registry operations that affect a large volume of cases. The processing time is tracked from the day an uncontested divorce application is filed until the day the application is signed, but does not include the time required for a federal divorce registry search. The federal search is not controlled by the ministry. Data for the ministry-controlled part of the process reside on the ministry's Civil Electronic Information System (CEIS) and are considered reliable.				

Performance Measure 3.2.3	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Proportion of provincial population residing within one hour of travel time to the nearest court location	Benchmark of 95%	95%	95%	95%
<p>This accessibility measure was derived from 2001 population figures based on the provincial policing jurisdictions. It includes municipal, rural, and First Nations reserve populations. The measure monitors the percentage of the provincial population who are able to reach a court location within one hour's travel time. Since British Columbia has a highly mobile population and migration within the province is hard to predict, 95% is considered a realistic benchmark. However, in 2004 the actual result was 98%.</p> <p>Information sources used to develop this measure include: B.C. Statistics, Police Services Division of the Ministry of Public Safety and Solicitor General, and MapQuest web site services.</p>				

**Goal 4:** *Effective legal services enabling government to administer public affairs in accordance with the law*

*Government must receive high-quality legal advice that contributes to the effective achievement of government goals and priorities. Government must understand, anticipate and manage legal matters and risks in the public interest.*

This goal supports the Attorney General's unique role in government to see that public affairs are administered in accordance with the law. High-quality legal advice and representation help ensure that government services are delivered effectively.

**Objective 4.1:** *High-quality, cost-effective legal services to government*

**Core Business Area:** *Legal Services, Executive and Support Services*

This objective supports the administration of public affairs in accordance with the law and ensures that government is effectively represented before tribunals and the courts. The ministry's Legal Services Branch has made significant progress in reconciling costs with government requirements for legal advice.

Performance Measure 4.1.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Costs compared to private sector (to indicate competitive rates)	Unavailable	Benchmarks developed	To be developed	To be developed
Comparison of the cost of legal services allows the Ministry to monitor and demonstrate cost-effectiveness.				

Performance Measure 4.1.2	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of clients satisfied with: <ul style="list-style-type: none"> <li>timeliness of services</li> <li>quality and consistency of services</li> </ul>	Survey results for 2003/04 showed 85% of clients satisfied with timeliness and quality of services	87%	89%	92%
The Legal Services Branch delivers legal services to government on the basis of service level agreements with each ministry and agency. These agreements set out the services that are to be delivered, and they require that a ministry or agency provide funding to Legal Services Branch to cover its costs of providing most of these services. The service level agreement process is to be reviewed in 2005/2006. Following that review, Legal Services Branch will conduct another client satisfaction survey.				

**Objective 4.2: Legal risks and issues managed proactively and strategically**

**Core Business Area: Legal Services, Executive and Support Services**

This objective reflects the importance of anticipating, reducing and managing legal risk as part of the stewardship and sound management of public resources.

Performance Measure 4.2.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Legal risk management initiatives and processes in use compared with those of other public sector organizations	Unavailable	Appropriate risk management initiatives and processes determined  Benchmarks established	To be developed	To be developed

Performance Measure 4.2.2	2003/04 Actual/Base <sup>1</sup>	2005/06 Target	2006/07 Target	2007/08 Target
System in place for early identification of significant cases	Unavailable	Proposal for identification system completed	Benchmarks determined	To be developed

<sup>1</sup> The baseline year should be 2004/05 and not 2003/04 as is incorrectly shown here.

## Part II: Multiculturalism (and Immigration)

The ministry manages the planning, funding, implementation and administration of anti-racism, multiculturalism, and immigrant settlement programs. Working in close partnership with third-party organizations and communities, the ministry plays a pivotal role in helping newcomers adapt to life in Canada and in assisting communities to support multiculturalism and combat racism.

As responsibility for immigration is shared between the federal and provincial governments, the ministry is also responsible for negotiating and managing bilateral immigration agreements; working across ministries to ensure policy, programs and services are consistent; and developing policy to ensure the province's immigration interests are effectively represented and met.

### Goal 1: *Full participation of immigrants in social and economic opportunities*

*The ministry will work collaboratively and strategically in providing leadership and developing new partnerships to challenge racism, promote the many benefits cultural diversity brings to all B.C. communities, and advance the development of multiculturalism, settlement and immigration policies, programs and services.*

As immigration continues to play an important role in the province's social and economic development, it has also created a dynamic, open and diverse society that has enriched the social and cultural fabric of B.C. Through leadership, partnerships, strategic influences, and program development and delivery, the ministry coordinates federal, provincial and public-private activities to better meet the province's interests in anti-racism, multiculturalism, settlement and immigration.

**Objective 1.1: Improved settlement and socio-economic outcomes for immigrants**

**Core Business Area: Multiculturalism and Immigration, Executive and Support Services**

Enabling and expediting the settlement of immigrants directly benefits immigrants and their local communities. The ministry will build community capacity to support new immigrants and refugees through settlement, language training and adaptation programs.

Performance Measure 1.1.1	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of recent immigrants in language training who report greater ability to use English	77%	80%	85%	85%
The ability to speak, read and write the language(s) of the adopted country assists settlement and allows new immigrants to access the amenities and services that are available in the communities where they are residing. Facility in the English language can also help immigrants make the best use of education and employment opportunities.				

## **Related Initiatives and Planning Processes**

### **Deregulation and Regulatory Reform**

The Ministry of Attorney General will continue to apply regulatory reform criteria as new legislation, regulations and policies are developed through 2005/06–2007/08.

### **Overviews of Human Resource Plan and Information Resource Management Plan**

Overviews of both the Human Resource Plan and the Information Resource Management Plan are available on the ministry website at:

[http://www.ag.gov.bc.ca/public/annualreport/HRMP05-06\\_07-08.pdf](http://www.ag.gov.bc.ca/public/annualreport/HRMP05-06_07-08.pdf)

[http://www.ag.gov.bc.ca/public/annualreport/IRMP05-06\\_07-08.pdf](http://www.ag.gov.bc.ca/public/annualreport/IRMP05-06_07-08.pdf)