

*Ministry of
Attorney General*

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

2005/06
Annual Service Plan Report



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Message from the Attorney General and Accountability Statement

In British Columbia, the Attorney General is the chief law officer for the province and the official legal advisor to the Lieutenant Governor and members of Cabinet. The Ministry of Attorney General serves the people of British Columbia in the administration and advancement of law and justice and multiculturalism.

This report summarizes my Ministry's progress and significant work undertaken during the 2005/06 fiscal year towards our goals and objectives for both the justice system and my multiculturalism mandate.

During the past year my Ministry has introduced reforms and innovations to ensure that the law and the justice system continue to be fair, accessible and responsive to British Columbia's diverse society.

I am very pleased to present the achievements that have enhanced the justice system, promoted multiculturalism, and moved us closer to our goals and to government's ultimate vision for a prosperous and just province.

The 2005/06 Ministry of Attorney General Annual Service Plan Report compares the actual results to the expected results identified in the Ministry's 2005/06 – 2007/08 Service Plan Update. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read "Wally Oppal".

Honourable Wally Oppal
Attorney General
and Minister Responsible for Multiculturalism

June 30, 2006

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Highlights of the Year

In 2005/06 the Ministry of Attorney General continued its commitment to deliver an effective justice system that protects the rights and freedoms of all British Columbians. The following achievements illustrate the Ministry's response to issues of public safety, increased access to justice, affordable and convenient justice processes, essential reforms to keep the law and the justice system aligned with society's needs, and enhanced settlement services for immigrants.

- Worked with police to create an organized crime prosecution team that specializes in prosecuting alleged criminal organizations.
- Continued to provide assistance to international prosecution teams: Working with the RCMP, Ministry prosecutors trained Guatemalan prosecutors in crime scene investigation techniques. The Ministry also assisted with criminal law and human rights reforms in China by training Chinese prosecutors in fair investigation methods.
- Increased access to justice through the following reforms:
 - Increased the jurisdiction of the Small Claims Court from \$10,000 to \$25,000, giving more people access to faster and more economical processes for that court.
 - Launched a pilot program to streamline procedures in Supreme Court for claims under \$100,000.
 - With community partners, established the Supreme Court Self-Help Centre where people with legal problems can come for information and support in filling out legal forms and referrals. This project increases access to justice for unrepresented litigants in Supreme Court civil and family matters.
 - Made court documents available electronically over the Internet through the Court Services Online program.
- Participated in the B.C. Justice Review Task Force — which includes representatives from the judiciary, the legal profession, the Law Society of B.C., the B.C. branch of the Canadian Bar Association and the Provincial Court of B.C. — and on the following Task Force working groups:
 - Civil Justice Reform Working Group: Examined accessibility, fairness, proportionality, efficiency and public confidence among other aspects of civil law.
 - Family Justice Reform Working Group: Recommended ways to improve and reform the delivery of family law in B.C.
 - Street Crime Working Group: Recommended a Community Court approach to deal with chronic offenders and street crime. A pilot is in progress.
- Increased legal aid funding to the Legal Services Society by \$4.6 million, enabling the Society to expand representation for individuals with low incomes and for the most serious family cases in both Provincial and Supreme Court.

- Introduced significant law reform:
 - *Securities Amendment Act*: Improves investor protection by increasing penalties for wrongdoing and brings forward some of the innovative investor protection remedies contained in the unproclaimed 2004 *Securities Act*, such as expanded liability for insider trading and enhanced disgorgement provisions.
 - *Settlement of International Investments Disputes Act*: Supports federal government participation in the World Bank's Convention on the Settlement of Investment Disputes. This convention provides a trustworthy means of resolving investment disputes that cross borders between States and Nationals of other States.
 - *Apology Act*: Permits a party to apologize without fear of incurring legal liability. The *Act* removes concerns that an apology amounts to an admission of liability or could void provisions of an insurance policy.
- Awarded funding of \$1.6 million for immigrant support services, including ESL and the Youth Buddy programs that match immigrant youths with young Canadian mentors who introduce the newcomers to life in B.C.
- Awarded funding of \$275,000 to 12 agencies throughout the province in support of anti-racism and multicultural programs.
- Hosted a Hate Crimes Training Day in collaboration with partners and brought together representatives from the community, justice sector and government to share strategies on combating hate crimes in B.C.
- Appointed a new Electoral Boundaries Commission to provide B.C. voters with information about electoral district boundaries to assist them in the next referendum on electoral reform that will be held in conjunction with the May 2009 provincial election.
- Consulted the public on daylight saving time, which is set out under the *Interpretation Act*. More than 90 per cent of the over 4000 responses were in favour of extending daylight saving time in order to harmonize with the United States, Alberta and other Canadian jurisdictions. Beginning in 2007, daylight saving time will start on the second Sunday in March and end on the first Sunday in November.

Purpose, Vision, Mission and Values

Purpose

The Ministry of Attorney General is responsible in government for the administration of justice, leadership in law reform and for providing legal services that ensure lawful public administration.

As the Minister Responsible for Multiculturalism, the Attorney General leads government in the area of multiculturalism and immigration by funding programs and services to attract, retain, settle and integrate newcomers and by funding multicultural and anti-racism initiatives.

Justice System: Vision, Mission, Culture and Values

Vision

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

Mission

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.

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.

Culture and Values

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

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.

Multiculturalism and Immigration: Vision, Mission, Culture and Values

Vision

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

Mission

We are responsible in government to meet the settlement needs of immigrants and refugees, to promote multiculturalism and to eliminate racism.

Culture and Values

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

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 with our service partners 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.

Strategic Context

This section describes the external and internal factors that have affected Ministry operations during the 2005/2006 reporting year.

External Factors

Justice System

- The Ministry is only one of many participants in the justice sector. Neither it nor the province has, nor should have, full control or authority. The *Criminal Code* is federal legislation administered by the province. Criminal, civil and family justice system participants such as judges, the police and Crown counsel must act and make decisions independently and free from interference. Yet all participants must work together to ensure a fair system that serves the public interest and is open to public scrutiny.
- The federal and provincial governments have responded to the public's demand for increased policing and stronger action against property and violent crime. This has an impact on all components of the justice sector, including the Ministry and affects the allocation of resources for the justice system.
- British Columbia, by virtue of its geographic location, offers mobility and anonymity for some newer types of serious crime such as human trafficking. Globalization and technology affect the nature of crime to which the justice system must respond and enables the expansion of crime across national and international borders.
- Criminal prosecutions increasingly require the analysis of large volumes of documents and technical evidence and a greater use of expert witnesses, all of which affect prosecutorial capacity.
- The complexity or number of criminal cases for which publicly-funded legal representation is required may necessitate the reallocation of Ministry resources.
- Increasing cost and procedural complexity of civil litigation erodes timeliness and public access to the courts. Civil justice reform and alternatives for dispute resolution and problem solving are required to maintain credibility and effectiveness of the justice system.
- The high rate of family breakdown affects individuals, including children, and places a great demand on the Ministry's family justice resources, necessitating family justice system reforms.

Multiculturalism and Immigration

- British Columbia continues to be a favoured destination for immigrants and temporary residents, including international students. As the total number of immigrants has increased, the total number of those without official language ability also increased.

Changing trends in the country of origin have also greatly increased the need for more English language training and settlement and adaptation services.

- The province's current and future labour shortages, and the fact that recent immigrants are experiencing lower rates of employment and lower initial earnings than previous immigrants, challenge federal, provincial and local governments to work together to attract and serve immigrants and to support multicultural, anti-racism and immigration settlement initiatives.
- British Columbia has the highest percentage per capita of visible minorities in Canada. The province's linguistic and cultural diversity provides a strong foundation on which to build a model of inclusivity for the world to experience during the 2010 Olympic and Paralympic Winter Games and to demonstrate leadership in promoting cultural diversity.

Internal Factors

In 2005/06, government established the following Five Great Goals:

1. Make British Columbia the best-educated, most literate jurisdiction on the continent.
 2. Lead the way in North America in healthy living and physical fitness.
 3. Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors.
 4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.
 5. Create more jobs per capita than anywhere else in Canada.
- Ministry linkages to the Five Great Goals are as follows:
 - The justice system is part of the foundation required for social stability and prosperity in the province. An effective justice system is essential to help achieve government's strategic directions, the Five Great Goals and the vision for a prosperous and just province.
 - Key Ministry programs support the following cross-Ministry initiatives: Children's Agenda, ActNow, Asia-Pacific Strategy, Literacy and the 2010 Olympic and Paralympic Winter Games.
 - The Ministry has highly professional, knowledgeable and dedicated staff and a culture of problem-solving where innovation and collaboration are highly valued.
 - The Ministry encourages strong working relationships with key stakeholders and colleagues, both external and internal to government.

Service Delivery and Core Business Areas

Service Delivery

The Ministry of Attorney General has a central role in a democracy governed by the rule of law. 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 administers the province's criminal, civil and family justice systems; provides leadership in law and justice system reform; and is responsible for multicultural, immigration and anti-racism initiatives.

The *Attorney General Act* sets out the powers, duties and functions of the Attorney General and Minister Responsible for Multiculturalism.

All Ministry services, which are summarized below, are provided directly or through contracted professionals and agencies. Legislation for which the Ministry is responsible is listed in Appendix C.

Core Business Areas

Court Services

Court Services Branch administers the province's three levels of courts at the direction of the judges of the British Columbia Court of Appeal, the British Columbia Supreme Court and the Provincial Court of British Columbia. The branch provides administrative services, including security and court order enforcement, to the independent judiciary, the public, lawyers, and the police and corrections authorities.

This core business area supports the following Ministry goals: A leader in law reform and innovative justice processes; An effective criminal justice system; Effective civil and family justice systems.

In 2005/06, Court Services Branch net operating expenses were \$140,558,000 and full-time equivalent employees (FTEs) numbered 1,293.

Legal Services

Legal Services Branch is the government's lawyer, and its clients include the Attorney General, cabinet, ministries and certain public agencies. The branch provides advice to help ensure government acts lawfully and that government is represented by legal counsel when necessary.

This core business area supports all Ministry goals, and in particular two goals: A leader in law reform and innovative justice processes; Effective legal services enabling government to administer public affairs in accordance with the law.

In 2005/06, Legal Services Branch net operating expenses were \$15,823,000 and full-time equivalent employees (FTEs) numbered 357.

Prosecution Services

In British Columbia, Crown counsel in the Criminal Justice Branch are responsible for prosecution as part of the Attorney General's independent role as law officer for the Crown. Following police investigation, Crown counsel consider whether there is substantial likelihood of conviction based on the available evidence, and, if so, whether a prosecution will serve the public interest. These decisions are undertaken with fairness, impartiality and integrity and help deliver justice for victims, witnesses, defendants and the public.

This core business area supports the following Ministry goals: A leader in law reform and innovative justice processes; An effective criminal justice system.

In 2005/06, Criminal Justice Branch net operating expenses were \$83,973,000 and full-time equivalent employees (FTEs) numbered 739.

Justice Services

Justice Services Branch leads the Ministry's responsibilities in civil, family and administrative justice reform to promote access to the justice system. The branch works with others in the justice sector to develop innovative solutions to reduce the cost and complexity of dispute resolution. Justice Services is also responsible for the Family Maintenance Enforcement Program and services allowing disputes to be settled out of court. In consultation with the Legal Services Society, the branch manages the provincial funding of legal aid.

This core business area supports the following Ministry goals: A leader in law reform and innovative justice processes; Effective civil and family justice systems.

In 2005/06, Justice Services Branch net operating expenses were \$93,522,000 and full-time equivalent employees (FTEs) numbered 173.

Multiculturalism and Immigration

Multiculturalism and Immigration Branch is responsible for the negotiation and implementation of the Agreement for Canada-British Columbia Cooperation on Immigration. The branch funds basic adult English language instruction and other settlement service supports to new immigrants. It also funds initiatives to increase understanding of multiculturalism and prevent racism. The branch supports the work of the Multicultural Advisory Council, which advises the Minister on issues related to multiculturalism and anti-racism.

This core business area supports the Ministry goal of effective immigrant settlement and adaptation services, and multiculturalism and anti-racism initiatives.

In 2005/06, the Multiculturalism and Immigration Branch net operating expenses were \$7,016,000 and full-time equivalent employees (FTEs) numbered 35.

Executive and Support Services

Executive and Support Services provides executive, administrative and infrastructure support services to the Ministry and contributes to all Ministry goals. It includes the Attorney General, the Deputy Attorney General, and the Management Services Branch, as well as the following offices:

- Strategic Planning and Legislation Office: Provides policy advice in areas such as human rights, personal planning instruments, the provincial electoral system, judicial compensation and the legislative frameworks governing the legal profession, notaries, and independent agencies, boards and commissions reporting to the Attorney General.
- Criminal Justice Reform Office: Leads criminal justice reform and develops innovative solutions to criminal justice challenges.

In 2005/06, Executive and Support Services net operating expenses were \$41,038,000 and full-time equivalent employees (FTEs) numbered 233.

Report on Performance:

Part I: Justice System

Justice System Key Outcome Indicator

Public safety and an effective justice system are key priorities for government and are necessary for social stability and economic prosperity — the essential foundation for achieving the Five Great Goals. Throughout fiscal year 2005/06, the Ministry continued its efforts to develop a comprehensive performance measurement system and determined that public confidence in the justice system is a key indicator of system effectiveness.

A new key outcome indicator of public confidence was developed for the 2006/07 Service Plan, based on a similar measure used by Statistics Canada in its General Social Survey. The Ministry intends to conduct annual provincial surveys on public confidence in the justice system and compare the results with Statistics Canada data. The following new key outcome indicator will support all four justice system goals and will allow national comparison.

Percentage of British Columbians who have a great deal, or quite a lot, of confidence in the justice system.

Key Strategic Priorities

In 2005/06, the Ministry focused on several key strategic priorities in support of its goals and objectives and government's Five Great Goals. Achievements resulting from these priorities are noted in the Highlights of the Year section of this report.

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; 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 the 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.

During 2005/06, the Ministry designated specific strategies for each goal. These newer strategies, which also were undertaken in the reporting year, are described later in this report.

Performance Plan Summary

Five Great Goals	Ministry Mission			
	Ministry Goals	Ministry Objectives	Performance Measures	Results
An effective and trusted justice system is an essential part of the foundation necessary for achieving all Five Great Goals.	A Ministry that is a leader in law reform and innovative justice processes	<p>Ministry a centre for promoting law reform</p> <p>Innovation in civil, criminal and administrative justice procedures</p> <p>Ministry innovative in providing legal services</p>	<p>Output measures for this goal were dropped subsequent to the September 2005 Service Plan Update. The Ministry has not established specific performance measures for this goal. Implementation of the strategies for this goal will result in the improvement, modernization and reform of the law and justice processes. The performance measures established for goals 2, 3 and 4 will be key indicators of the success of this goal</p>	N/A
	An effective criminal justice system	<p>Timely criminal prosecutions and appeals</p> <p>Appropriate and fair criminal prosecutions and appeals</p> <p>Secure and affordable criminal programs and services</p>	<p>Yearly percentage change in average time to trial for adult criminal cases</p> <p>Completion rate of persons referred to Alternative Measures</p> <p>Number of successful malicious prosecution lawsuits against the Crown</p> <p>Number of successful wrongful conviction lawsuits per year</p> <p>Percentage of video conference appearances as a portion of total in-custody appearances</p> <p>Number of serious security incidents as a portion of all court days</p>	✗ ✓ ✓ ✓ ✓✓ △

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved. ✗ Missed target. N/A — Not Applicable.

Five Great Goals	Ministry Mission			
	Ministry Goals	Ministry Objectives	Performance Measures	Results
An effective and trusted justice system for achieving all Five Great Goals.	An effective civil justice system	Accessible and efficient civil and family justice services as alternatives to court	Mean rate of client satisfaction with Small Claims Mediation Number of cases mediated in Court Mediation Program Recovery rate for support payments to families enrolled in the Family Maintenance Enforcement Program (FMEP) Cost of collecting family maintenance per dollar recovered	✓✓ ✓ ✓ ✓
	Timely, accessible and efficient court processes	Number of civil court record searches conducted by clients remotely through Internet 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> Proportion of provincial population residing within one hour of travel time to the nearest court location	✓ ✗ ✓✓	
	Effective legal services enabling government to administer public affairs in accordance with the law	High-quality, cost-effective legal services to government 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	✓ N/A N/A ✓

✓✓ Exceeded target. ✓ Achieved target. △ Target mostly achieved.

✗ Missed target. N/A — Not Applicable.

Goals, Objectives, Strategies and Performance Measures

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

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.

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.

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 is recommending 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.

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.

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.

Significant Changes Since September 2005 Update

Strategies

Since the September 2005 Service Plan Update, the Ministry has designated specific strategies to support Goal 1. The following two-part strategy is now under way.

Evaluate the current justice system and research new knowledge on:

- *how to make the justice system more responsive;*
- *how to provide better access to justice;*
- *how to improve court processes;*
- *how to reform current laws and legislation;*
- *how to apply technology to the justice system; and*
- *how to make the justice system more efficient;*

and use those evaluations, and apply that knowledge to suggest new and improved laws, legal processes and justice services for the public.

Performance Measures

The Ministry is no longer using specific performance measures for Goal 1 as they were largely milestones and output rather than outcome measures. Implementation of the strategies for Goal 1 will result in the improvement, modernization and reform of the law and justice processes, all of which are expected outcomes for Goals 2, 3 and 4. New and stronger performance measures have been developed for Goals 2, 3 and 4 and appear in the 2006/07 Service Plan. These measures are also appropriate outcome indicators for the success of Goal 1.

Output measures previously attached to Goal 1 are listed in Appendix A: Summary of New, Retained and Replaced Performance Measures.

Goal 2: An effective criminal justice system

The criminal justice sector comprises several independent, yet interdependent, organizations. Components include Prosecution Services, Court Services, Legal Aid, Corrections, Police Services and the Judiciary. The system must be responsive and reliable. It must operate in a principled manner that serves the public interest. As a key participant, the Ministry strives for process that ensures the administration of justice is fair, impartial and just.

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.

An effective criminal justice system requires and builds public confidence. The system must safeguard the rights of the accused and, at the same time, deliver justice on behalf of victims, accused and communities. This requires that the system operate with appropriate speed, be secure and efficient, and be understood by the public.

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	Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
Yearly percentage change in average time to trial for adult criminal cases	Provincial benchmark of 6 months	0% change from benchmark	17 % increase	+17 %	<input checked="" type="checkbox"/> Target not met
Selection Rationale: 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 offences and by case complexity. This is a system indicator over which no single justice system participant has direct control.					

Results and Variance Explanation: The number of months of trial delay for adult criminal court increased by one month (from 6 months to 7 months) between March 2005 and March 2006. This means that, on average province-wide, the next available trial date is one month later than it was last year.

This increase can be attributed to several factors. Most importantly, the increase reflects the significant and growing complexity of many criminal matters as discussed in the Strategic Context section of this report. The court continually reviews court demands and trial delay measures with the intent of increasing capacity as required in specific court sites in order to maintain timely access to justice.

Data Sources and Issues: Data that support this measure are from the Provincial Court Next Available Date Survey, Office of the Chief Judge. The Ministry is confident that the data used to calculate the results are reliable and accurate.

Changes to the Measure: The Ministry has replaced this measure with a stronger outcome measure of time to disposition. In the 2006/07–2008/09 Service Plan, this measure reads:

Average time to disposition for: • traffic cases • adult and youth criminal cases.

Objective 2.2: Appropriate and fair criminal prosecutions and appeals

Core Business Areas: 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, if so, 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	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Completion rate of persons referred to Alternative Measures	Measure under development	Baseline established	82.3%	None	✓ Target met
Selection Rationale: 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. Crown counsel make referrals based on the charge and the accused person's record. The success of the referral is largely the product of other factors, such as the character of the accused person and the terms and conditions of the individual agreement.					
Results and Variance Explanation: A baseline against which future annual completion rates can be compared was established in 2005/06. The results show that 82.3 per cent of persons referred to Alternative Measures complete the terms and conditions of their individual agreements.					

Data Sources and Issues: Data for this measure are housed on the Ministry's JUSTIN system and undergo rigorous testing for quality. The Ministry is confident in the accuracy and reliability of this data. Note that collection of this data began in July of 2004. The observed actual represents only the second full year of data collection.

Changes to the Measure: This measure is not included in the 2006/07 Service Plan, although the Ministry still monitors the completion rate. The measure has been replaced by a stronger outcome measure on public perceptions of the criminal justice system.

Performance Measure	Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
Number of successful malicious prosecution lawsuits against the Crown	Benchmark of zero	Zero	Zero	None	✓ Target met
Selection Rationale: 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 a benchmark of zero is critical to the integrity of the prosecution process and to public confidence and trust in the process.					
Results and Variance Explanation: In 2005/06, there were no successful malicious prosecution lawsuits against the Crown, indicating that those prosecuted believed the process was fair and impartial.					
Data Sources and Issues: This measure is calculated by doing a straight count. There are no data integrity issues.					
Changes to the Measure: This measure is not included in the 2006/07 Service Plan, although the Ministry still monitors it. The measure has been replaced by a stronger outcome measure on public perceptions of the criminal justice system.					

Performance Measure	Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
Number of successful wrongful conviction lawsuits per year	Benchmark of zero	Zero	Zero	None	✓ Target met
Selection Rationale: 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.					
Results and Variance Explanation: In 2005/06, there were no successful wrongful conviction lawsuits against the Crown , and the benchmark of zero was maintained.					
Data Sources and Issues: This measure is calculated by doing a straight count. There are no data integrity issues.					
Changes to the Measure: This measure is not included in the 2006/07 Service Plan, although the Ministry continues to monitors it. The measure has been replaced by a stronger outcome measure on public perceptions of the criminal justice system.					

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 an integrated threat assessment and risk management program that works in cooperation with law enforcement agencies; sets operational security policies for courthouse security screening and use of force; establishes courthouse security design standards; provides training for court security staff; and promotes the use of innovative courtroom technology and modern safety equipment.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Percentage of video conference appearances as a portion of total in-custody appearances	Baseline estimate: 10%	3% increase over baseline	4.1 % increase over baseline	+1.1 %	✓✓ Target exceeded
Selection Rationale: Court appearances by video conference for accused in custody lower security risks by avoiding prisoner transport, guard services and procedures associated with discharge and readmission to correctional centres. Costs are also avoided and may in the future be reduced when the volume of cases conducted by video conference supports significant scheduling efficiencies.					
Results and Variance Explanation: Results are slightly better than targeted with a higher percentage of in-custody appearances now conducted via video conference. The implications are that fewer prisoners were transported with the collateral benefits of significant administrative efficiencies and fewer security concerns. This, in turn, enhances safety for all court users and the public. The Ministry will continue to promote the optimal use of this technology.					
Data Sources and Issues: Data are a by-product of criminal case tracking in the JUSTIN system and are considered reliable and accurate.					
Changes to the Measure: The Ministry continues to track this important operational measure. However, consistent with Ministry efforts to use stronger and fewer outcome measures for its Service Plan, this measure was not included in the 2006/07 Service Plan.					

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Number of serious security incidents as a portion of all court days	Baseline unavailable	Baseline developed	Baseline still being reviewed	Baseline review nearing completion at writing of this report. Report expected November 2006	△ Target largely met
Selection Rationale: A serious security breach is any incident that requires the use of force, and may include such events as an attempted or successful escape, a medical emergency, a bomb threat or the seizure of weapons.					
Results and Variance Explanation: The Ministry has developed a Critical Incident Reporting System and has put in place measures such as training, security protocols, and policy and procedures to address all critical incidents. The actual number of critical incidents relative to all court activity is minimal. The baseline for these events is under review in the context of further definitions for critical incidents.					
Data Sources and Issues: Data to support this measure are derived from the Critical Incident Reporting System in use since January 2005. Critical Incident Reports 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 results. The Ministry is confident that the data used to calculate the results are reliable and accurate.					
Changes to the Measure: The Ministry continues to track this important operational measure. However, consistent with Ministry efforts to use stronger and fewer outcome measures for its Service Plan, this measure was not included in the 2006/07 Service Plan.					

Significant Changes Since September 2005 Update

Objectives

To ensure that critical aspects of Goal 2 were adequately addressed, the Ministry refocused and clarified the objectives for this goal after the September 2005 Service Plan Update was published. Objectives in the 2006/07 Service Plan are now stated as follows:

- *Fair, impartial and just criminal prosecutions and appeals*
- *Criminal prosecutions and appeals processed with appropriate speed*
- *Safe and secure criminal justice programs and services*
- *Reliable criminal justice services*
- *Public understanding of the criminal justice system*

Strategies

Since the September 2005 Service Plan Update, the Ministry has designated specific strategies to support Goal 2. The following strategies represent ongoing Ministry efforts to achieve Goal 2, and are included in the 2006/07 Service Plan.

- *Operate the criminal justice system fairly and efficiently and with appropriate speed.*
- *Integrate, where appropriate, the work of criminal justice system participants, including sharing information about all parts of the system, in order to improve system operation and decision making.*
- *Evaluate the performance of the criminal justice system, internally and from the perspective of the public.*
- *Determine the feasibility of criminal justice reform and innovation suggestions and implement those reforms that are supported.*
- *Apply technology to streamlined and effective criminal justice processes.*
- *Inform the public about the criminal justice system.*

Measures

Consistent with Ministry efforts to reduce the total number of Service Plan measures and focus on a few, critical outcome measures, the number of measures for this goal in the 2006/07 Service Plan has been reduced from six to the two shown below. Replaced measures for Goal 2 appear in Appendix A.

Percentage of all British Columbians 15 years and older who perceive that the criminal courts do a good job of:

- *providing justice quickly*
- *helping the victim*
- *determining whether or not the accused is guilty*
- *ensuring a fair trial for the accused*

Average time to disposition (in days) for:

- *traffic cases*
- *adult and youth criminal cases*

Goal 3: An effective civil justice system¹

The civil and family justice systems help private parties solve problems and resolve disputes. The civil justice system also includes administrative tribunals that provide alternatives to court to resolve disputes between private parties and between individuals and government.

Effective civil and family justice systems are accessible, understood by the public and promote public confidence. This requires a range of dispute resolution options where procedures and costs are proportionate to the nature of the issues involved.

The civil and family justice systems must be — and must be seen to be — fair, impartial and just. They must be responsive, reliable, proportionate and cost-effective. The public must understand the civil and family justice systems and have confidence that they support the resolution of problems and disputes in a timely and effective manner.

The Ministry's role in the civil and family justice systems includes providing effective court services including a safe environment; supporting access to justice; facilitating the development and use of problem-solving and dispute resolution options through processes that are most appropriate to the circumstances; and maximizing the performance of all components of the system.

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

Core Business Areas: 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.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Mean rate of client satisfaction with Small Claims Mediation on a 5-point scale where 5 is very satisfied	4	>4	4.2	None	✓✓ Target exceeded

Selection Rationale: User satisfaction promotes increased use of innovative dispute resolution. This measure tracks client satisfaction with Small Claims Mediation.

¹ Subsequent to the September 2005 Service Plan Update, Goal 3 was rewritten to reflect the fact that the civil system includes both civil and family justice systems. Goal 3 now reads: ***Effective civil and family justice systems.***

Results and Variance Explanation: An actual of 4.2 indicates that participants in mediation were highly satisfied with the service. Of those who completed client exit surveys, 89 per cent said they would use mediation again.

Data Sources and Issues: Data are collected through client exit surveys voluntarily completed after participating in mediation. Court Mediation Program staff collect data from all five provincial court registries where the program is offered. The Ministry is confident that the data used to calculate the results are reliable and accurate.

Changes to the Measure: This measure is used in the 2006/07–2008/09 Service Plan, and will continue to be used on an interim basis until a public confidence measure has been developed.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Number of cases mediated in Court Mediation Program (Small Claims)	875	900	880 This is an interim actual. Not all cases referred in 2005 were concluded by March 31, 2006. It is anticipated that the actual, when final, will exceed the target.	Unknown	✓ Target met

Selection Rationale: This measure tracks the number of small claims cases for which mediation was used.

Results and Variance Explanation: The actual reported here is the minimum number of small claims cases for which mediation was used. Some of the cases referred to mediation prior to March 31, 2006, had not commenced or were in progress by the data cut-off date. These cases are not included, and the true variance is not known. It is very likely that, when these cases are concluded, the 2005/06 revised actual will exceed the target. During the reporting year, a total of 1,220 cases were referred to the Court Mediation Program. Some cases do not proceed beyond referral because they do not meet eligibility criteria.

Data Sources and Issues: Data are collected by the Court Mediation Program. The Ministry is confident that the data used to calculate the results are reliable and accurate.

Changes to the Measure: This output measure has been replaced in the 2006/07 Service Plan by a stronger outcome measure that tracks settlement rates for the Court Mediation (Small Claims) Program.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Recovery rate for support payments to families enrolled in the Family Maintenance Enforcement Program (FMEP)	\$.80 per \$1 due	\$.81 per \$1 due	\$.81 per \$1 due	None	✓ Target met
Selection Rationale: 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 \$.61 for every dollar due.					
Results and Variance Explanation: The results show that the program continues to work effectively in collecting maintenance payments that are due to children and parents.					
Data Sources and Issues: Data are held on a payment processing and disbursement database. The Ministry is confident that the data used to calculate the results are reliable and accurate.					
Changes to the Measure: Although the Ministry continues to track this measure, it has been replaced in the 2006/07 Service Plan. This is consistent with Ministry efforts to have stronger and more comparative measures for Goals 2 and 3.					

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Cost of collecting family maintenance per dollar recovered	\$.09 per \$1 recovered	\$.09 per \$1 recovered	\$.09 per \$1 recovered	None	✓ Target met
Selection Rationale: 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.					
Results and Variance Explanation: These results show that the program continues to operate efficiently.					
Data Sources and Issues: Data sources are applications and funding allocation records. The Ministry is confident that the data used to calculate the results are reliable and accurate.					
Changes to the Measure: Although the Ministry continues to track this measure, it has been replaced in the 2006/07 Service Plan, and is consistent with Ministry efforts to have stronger and more comparative measures for Goals 2 and 3.					

Objective 3.2: Timely, accessible and efficient court processes

Core Business Areas: 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	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Number of civil court record searches conducted by clients remotely through Internet	Measure in development	Baseline to be determined	16,485 paid searches conducted remotely	None	✓ Target met
Selection Rationale: Electronic access to civil court records will increase accessibility to such records and make the search process more efficient. Phased implementation began in 2005/06. Increasing usage levels will reflect the acceptance and functionality of this innovative electronic process.					
Results and Variance Explanation: The number of civil court record searches was in line with Ministry projections. The results are indicative of both acceptance and utilization of this process.					
Data Sources and Issues: Data collection and analysis procedures were developed during 2005/06. Data are held in Court Services Branch, and the Ministry has confidence in the data integrity.					
Changes to the Measure: The Ministry continues to track this important operational measure. However, consistent with Ministry efforts to use stronger and fewer outcome measures for its Service Plan, this measure was not included in the 2006/07 Service Plan.					

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
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%	59%	-31%	✗ Target not met
Selection Rationale: 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.					
Results and Variance Explanation: The Ministry is reviewing this process to determine the barriers to meeting the target, and is evaluating the 5-day baseline for this performance measure.					
Data Sources and Issues: Data for the Ministry-controlled part of the process reside on the Ministry's Civil Electronic Information System (CEIS) and are considered reliable.					
Changes to the Measure: The Ministry continues to track this important operational measure. However, consistent with Ministry efforts to use stronger and fewer outcome measures for its Service Plan, this measure was not included in the 2006/07 Service Plan.					

Performance Measure	Benchmark	2005/06 Target	2005/06 Actual	Variance	Target Met?
Proportion of provincial population residing within one hour of travel time to the nearest court location	Benchmark of 95%	95%	98%	+3%	✓✓ Target exceeded
Selection Rationale: 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 per cent is considered a realistic benchmark. However, in 2004 the actual result was 98 per cent.					
Results and Variance Explanation: One component of access to justice is the availability of court services. This result shows that 98 per cent of the population resides within one hour's travel time of a court location, indicating that court services are accessible on a provincial basis.					
Data Sources and Issues: 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. The data and mapping information are considered reliable and accurate.					
Changes to the Measure: No changes. This measure has been retained for the 2006/07 – 2008/09 Service Plan.					

Significant Changes Since September 2005 Update

Objectives

In the 2006/07 Service Plan, the Ministry has strengthened the objectives for Goal 3 as follows:

- *Accessible and efficient civil and family court processes*
- *Accessible civil and family justice services as alternatives to court*
- *Safe and secure environment for resolving civil and family disputes*
- *Public understanding of the civil and family justice systems*

Strategies

Since the September 2005 Service Plan Update, the Ministry has designated specific strategies to support Goal 3. The following strategies represent ongoing Ministry efforts to achieve Goal 3 and are included in the 2006/07 Service Plan.

- *Operate the civil and family justice systems fairly and efficiently.*
- *Improve access to justice by:*
 - *simplifying and streamlining justice processes;*
 - *using and fostering a problem-solving approach to matters that engage the civil and family justice systems; and*
 - *providing to the public effective sources of information about law, legal processes and justice services.*

- *Evaluate the performance of the civil and family justice systems, internally and from the perspective of the public.*
- *Determine the feasibility of civil and family justice reform and innovation suggestions and implement those reforms that are supported.*
- *Apply technology to streamlined and effective civil and family justice processes.*

Measures

Consistent with Ministry efforts to focus on a few, critical outcome measures, the number of measures for this goal in the 2006/07 Service Plan has been reduced from seven to five. Three new measures are shown below. Replaced measures for Goal 3 appear in Appendix A.

- *Average rate of client satisfaction with child protection mediation on a 5-point scale where 5 is very satisfied*
- *Small claims settlement rate*
- *Average time to disposition for:*
 - *small claims settlement conferences from case initiation*
 - *small claims actions*
 - *child protection hearings*
 - *family hearings*

Satisfaction measures will be used on an interim basis until a public confidence measure can be developed for the civil and family justice systems.

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

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.

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.

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

Core Business Areas: 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	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Costs compared to private sector (to indicate competitive rates)	Unavailable	Benchmarks developed	Benchmarks completed. Internal rates = \$126–\$130 per hour. External rates = \$301–\$341 per hour.	None	✓ Target met
Selection Rationale: Comparisons of the cost of legal services provided internally and externally allows the Ministry to monitor and demonstrate cost-effectiveness.					
Results and Variance Explanation: In-house legal counsel continues to be the most cost-effective model for providing legal services to government. A benchmark is now in place for making comparisons in future years.					
Data Sources and Issues: Internal costs are based on annual rate analysis. External costs are based on Vancouver Association of Legal Administrators and the BC Branch of Canadian Bar Association joint survey of 2005. The Ministry is confident that the data used in all calculations are reliable.					
Changes to the Measure: The Ministry continues to monitor this measure. However, consistent with Ministry efforts to use stronger and fewer outcome measures for its Service Plan, this measure was not included in the 2006/07 Service Plan.					

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Percentage of clients satisfied with: <ul style="list-style-type: none">• timeliness of services• quality and consistency of services	Survey results for 2003/04 showed 85% of clients satisfied with timeliness and quality of services	87%	No data; survey conducted every three years. Next survey in 2006/07.	Not applicable at this time	N/A Target tied to the next survey cycle (2006/07)
Selection Rationale: 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 2006/07. Following that review, another client satisfaction survey will be conducted.					
Results and Variance Explanation: This survey is conducted every three years. The next survey will be conducted in November 2006. The target of 87 per cent was determined after the 2003/04 survey cycle and pertains to the 2006/07 survey cycle.					
Data Sources and Issues: Not applicable at this time.					
Changes to the Measure: This measure appears unchanged in the 2006/07 Service Plan.					

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	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Legal risk management initiatives and processes in use compared with those of other public sector organizations	Unavailable	Appropriate risk management initiatives and processes determined	Information on this actual is pending an internal audit report due July 2006.	Final decisions based on the audit report will be made by December 2006.	N/A
Selection Rationale: This measure helps to assess the Ministry's legal risk management strategies in terms of "best practices" of other public sector organizations					
Results and Variance Explanation: An internal audit report on legal risk management initiatives was in-progress and unavailable when this Annual Report was prepared.					
Data Sources and Issues: N/A					
Changes to the Measure: The Ministry continues to track this operational measure. However, consistent with Ministry efforts to use stronger and fewer outcome measures for its Service Plan, this measure was not included in the 2006/07 Service Plan.					

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
System in place for early identification of significant cases	No system in place	Proposal for identification system completed	Senior legal committee was created to identify and respond to significant legal issues.	None	✓ Target met
Selection Rationale: Early identification of significant cases supports proactive management of the legal issues they present.					
Results and Variance Explanation: Recommendations from the proposal were implemented. Summaries of major cases with legal and policy significance are reviewed by a legal committee, and issues raised are proactively managed.					
Data Sources and Issues: Documentation for this initiative resides in the Legal Services Branch.					
Changes to the Measure: This development measure is no longer needed since the one-time target has been achieved. The Ministry will continue to monitor the early identification of significant cases, but will not develop a measure on this topic for the Service Plan.					

Significant Changes Since September 2005 Update

Strategies

Since the September 2005 Service Plan Update, the Ministry has designated specific strategies to support Goal 4. The following strategies represent ongoing Ministry efforts to achieve Goal 4 and are included in the 2006/07 Service Plan.

- *Attract, retain and support high-quality lawyers within the public service.*
- *Evaluate the cost of legal services against the benchmark of comparable private sector lawyers.*
- *Where appropriate, develop innovative approaches to providing legal services through dispute resolution alternatives, technology and best practices.*
- *Evaluate and implement appropriate processes to manage government legal issues and risks effectively and in the public interest.*

Measures

As part of the Ministry effort to focus on a few critical outcome measures, the Ministry has retained the following satisfaction measure in the 2006/07 Service Plan.

Percentage of clients satisfied with:

- *timeliness of services*
- *quality and consistency of services*

Report on Performance

Part II: Multiculturalism and Immigration

Performance Plan Summary

Five Great Goals	Multiculturalism and Immigration Mission			
	Goal	Objective	Performance Measure	Results
Goal 1: Make B.C. the best educated, most literate jurisdiction on the continent. Goal 5: Create more jobs per capita than anywhere else in Canada.	Full participation of immigrants in social and economic opportunities	Improved settlement and socio-economic outcomes for immigrants	Percentage of recent immigrants in language training who report greater ability to use English	△

✓✓ Exceeded target.

✓ Achieved target.

△ Target mostly achieved.

✗ Missed target.

N/A — Not Applicable.

Goals, Objectives, Strategies and Performance Measures

Goal: Full participation of immigrants in social and economic opportunities²

Immigration continues to play an important role in the province's social and economic development, and it has 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 activities to meet the province's interests in multiculturalism, anti-racism, settlement and immigration.

The Ministry will work collaboratively and strategically to provide leadership and develop 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.

Objective: 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 language training, settlement and adaptation services.

Performance Measure	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance	Target Met?
Percentage of recent immigrants in language training who report greater ability to use English	77%	80%	76%	-4%	△ Target largely met (by 95%)
Selection Rationale: 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.					

² This goal was restated in the 2006/07 Service Plan to focus on the effectiveness of Ministry initiatives. The goal now reads: **Effective immigrant settlement and adaptation services, and multiculturalism and anti-racism initiatives.**

Results and Variance Explanation: The initial 2005/06 target of 80 per cent was established through discussions with service providers, based on their experiences. At the time, an evidence-based benchmark was still in development. Subsequently, a survey conducted by a private survey company over two consecutive years established an evidence-based benchmark of 76 per cent for actual English language training results. Based on the survey results, the target for 2006/07 has been adjusted to 76 per cent.

Data Sources and Issues: Data to support this measure are obtained through sample surveying of clients who have recently left (graduated from or left prior to completion) Ministry-funded adult English-as-a-second-language training programs. Data source is the 2005 British Columbia Settlement and Adaptation Program Outcomes and Client Satisfaction Survey – Stream 3, Synovate Ltd, December 2005. The survey company states that it has a “95% level of confidence that the results are accurate to within +/-3.”

Changes to the Measure: This measure has not been changed, and it is used in the 2006/07 Service Plan.

Significant Changes Since September 2005 Update

Strategies

Since the September 2005 Service Plan Update, the Ministry has designated specific strategies to support the multiculturalism and immigration goal. The following strategies represent ongoing Ministry efforts to achieve this goal and are included in the 2006/07 Service Plan.

- *Promote the social and economic advantages of cultural diversity.*
- *Accelerate the adaptation of immigrants to the social, cultural and political life of their communities.*
- *Enhance and expand leadership on immigration and multiculturalism policy, and settlement services for B.C.*

Measures

The Ministry has added the following measure to the 2006/07 Service Plan.

Number of communities that have participated in the Critical Incident Response Model (CIRM) program

The CIRM program helps communities throughout B.C. to develop community-led responses to racism and hate activity.

Report on Resources

Resource Summary

Core Business Areas	Estimated ¹	Other Authorizations ²	Total Estimated	Actual	Variance ³
Operating Expenses (\$000)					
Court Services					
Gross.....	136,425	6,324	142,749	141,867	(882)
Internal/external recoveries.....	(2,817)		(2,817)	(1,309)	1,508
Net	133,608	6,324	139,932	140,558	626
Legal Services					
Gross.....	60,826	600	61,426	64,388	2,962
Internal/external recoveries.....	(47,422)		(47,422)	(48,565)	(1,143)
Net	13,404	600	14,004	15,823	1,819
Prosecution Services					
Gross.....	84,199	2,039	86,238	85,693	(545)
Internal/external recoveries.....	(1,720)		(1,720)	(1,720)	0
Net	82,479	2,039	84,518	83,973	(545)
Justice Services					
Gross.....	94,101	2,843	96,944	95,894	(1,050)
Internal/external recoveries.....	(2,920)		(2,920)	(2,372)	548
Net	91,181	2,843	94,024	93,522	(502)
Multiculturalism and Immigration					
Gross.....	27,521		27,521	27,475	(46)
Internal/external recoveries.....	(20,493)		(20,493)	(20,459)	34
Net	7,028		7,028	7,016	(12)
Executive and Support Services					
Gross.....	41,749	2,008	43,757	41,370	(2,387)
Internal/external recoveries.....	(437)		(437)	(332)	105
Net	41,312	2,008	43,320	41,038	(2,282)

¹ Estimated amounts correspond to the *Estimates* as presented to the Legislative Assembly on September 14, 2005.

² Other Authorizations include contingencies funding for major trials (Air India, Eron Mortgage, Pickton) and for benefits cost pressures and other adjustments.

³ Variance display is consistent with the Public Accounts. Variance is in all cases "Actual" minus "Total Estimated." If the Actual is greater, then the Variance will be displayed as a positive number.

Core Business Areas	Estimated ¹	Other Authorizations ²	Total Estimated	Actual	Variance ³
Operating Expenses (\$000)					
Total Ministry Operations					
Gross.....	444,821	13,814	458,635	456,687	(1,948)
Internal/external recoveries.....	(75,809)	0	(75,809)	(74,757)	1,052
Net	369,012	13,814	382,826	381,930	(896)
Judiciary	52,281		52,281	52,142	(139)
Crown Proceeding Act	27,500		27,500	23,109	(4,391)
B.C. Utilities Commission					
Gross.....	5,528		5,528	4,806	(722)
Internal/external recoveries.....	(5,527)		(5,527)	(4,806)	721
Net	1		1	0	(1)
Public Guardian and Trustee of B.C. (special account)					
Gross.....	11,599		11,599	12,210	611
Internal/external recoveries.....	(1,193)		(1,193)	(2,769)	(1,576)
Net	10,406		10,406	9,441	(965)
Total					
Gross	541,729	13,814	555,543	552,560	(2,983)
Internal/external recoveries	(82,529)	0	(82,529)	(85,938)	(3,409)
Net	459,200	13,814	473,014	466,622	(6,392)

¹ Estimated amounts correspond to the *Estimates* as presented to the Legislative Assembly on September 14, 2005.

² Other Authorizations include contingencies funding for major trials (Air India, Eron Mortgage, Pickton) and for benefits cost pressures and other adjustments.

³ Variance display is consistent with the Public Accounts. Variance is in all cases “Actual” minus “Total Estimated.” If the Actual is greater, then the Variance will be displayed as a positive number.

Core Business Areas	Estimated ¹	Other Authorizations ²	Total Estimated	Actual	Variance ³
Full-time Equivalents (FTEs)					
Court Services	1,295		1,295	1,293	(2)
Legal Services	330		330	357	27
Prosecution Services	737		737	739	2
Justice Services	177		177	173	(4)
Multiculturalism and Immigration	31		31	35	4
Executive and Support Services	238		238	233	(5)
Total Ministry Operations	2,808	0	2,808	2,830	22
Judiciary	399		399	379	(20)
Crown Proceeding Act	0		0	0	0
B.C. Utilities Commission	26		26	25	(1)
Public Guardian and Trustee of B.C. (special account)	214		214	210	(4)
Total	3,447	0	3,447	3,444	(3)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Court Services	9,022		9,022	7,243	(1,779)
Legal Services	298		298	57	(241)
Prosecution Services	1,200		1,200	1,041	(159)
Justice Services	510		510	313	(197)
Multiculturalism and Immigration	1,250		1,250	206	(1,044)
Executive and Support Services	1,137		1,137	842	(295)
Total Ministry Operations	13,417	0	13,417	9,702	(3,715)
Judiciary	2,236		2,236	1,910	(326)
Crown Proceeding Act	0		0	0	0
B.C. Utilities Commission	12		12	0	(12)
Public Guardian and Trustee of B.C. (special account)	794		794	734	(60)
Total	16,459	0	16,459	12,346	(4,113)

¹ Estimated amounts correspond to the *Estimates* as presented to the Legislative Assembly on September 14, 2005.

² Other Authorizations include contingencies funding for major trials (Air India, Eron Mortgage, Pickton) and for benefits cost pressures and other adjustments.

³ Variance display is consistent with the Public Accounts. Variance is in all cases "Actual" minus "Total Estimated." If the Actual is greater, then the Variance will be displayed as a positive number.

Core Business Areas	Estimated ¹	Other Authorizations ²	Total Estimated	Actual	Variance ³
Capital Plan (\$000)					
Surrey Courthouse	3,340		3,340	0	(3,340)
Total	3,340	0	3,340	0	(3,340)
Other Financing Transactions (\$000)					
Executive and Support Services (Interest on Trusts and Deposits)					
Receipts	700		700	886	186
Disbursements	(700)		(700)	(886)	(186)
Net Cash Source (Requirements)	0	0	0	0	0
Total Receipts	700	0	700	886	186
Total Disbursements	700	0	700	(886)	(186)
Total Net Cash Source (Requirements)	0	0	0	0	0

¹ Estimated amounts correspond to the *Estimates* as presented to the Legislative Assembly on September 14, 2005.

² Other Authorizations include contingencies funding for major trials (Air India, Eron Mortgage, Pickton) and for benefits cost pressures and other adjustments.

³ Variance display is consistent with the Public Accounts. Variance is in all cases “Actual” minus “Total Estimated.” If the Actual is greater, then the Variance will be displayed as a positive number.

Operating Expenses Variance Explanation

Court Services variance is primarily due to the cost of operational requirements exceeding the Ministry’s target funding level.

Legal Services variance is primarily due to Aboriginal litigation expenditures and increased space requirements to meet service level demands from client ministries.

Prosecution Services variance is primarily due to savings in salaries and benefits.

Justice Services variance is primarily due to deferred savings in the Legal Aid Exceptional Matters (Case) fund as well as unexpected savings from the Contingency Vote.

Multiculturalism and Immigration was essentially on budget.

Executive and Support Services variance is primarily due to savings in salary and benefits, shared services, building occupancy charges and additional cost recoveries from the Public Guardian and Trustee.

The Judiciary was essentially on budget.

Crown Proceeding Act variance is due to court-ordered and settlement liabilities against the Crown being less than the budgeted provision.

Public Guardian and Trustee variance is primarily due to greater than expected recoveries from revenues.

Full-time Equivalents (FTEs) Variance Explanation

The Ministry was essentially on budget.

Capital Expenditures (Consolidated Revenue Fund) Variance Explanation

Capital expenditures of \$12.346 million include \$4.391 million for information systems, \$3.289 million for tenant improvements, \$2.167 million for vehicles, \$1.252 million for specialized equipment and \$1.247 million for office furniture and equipment.

Capital Expenditures (Consolidated Revenue Fund) Variance Explanation

Court Services variance is primarily due to reduced costs for the radio replacement project and the delay of some large tenant improvement projects.

Legal Services variance is primarily due to the deferral of a systems project.

Prosecution Services variance is primarily due to an accounting adjustment to write off an accrual from the prior year.

Justice Services variance is primarily due to an accounting adjustment from the prior year.

Multiculturalism and Immigration variance is primarily due to the deferral of systems projects.

Executive and Support Services variance is primarily due to lower than anticipated tenant improvement projects and an accounting adjustment from the prior year.

Judiciary variance is primarily due to a lower number of vehicles acquired and reduced systems purchases.

BC Utilities Commission variance is due to no capital expenditures being required.

Public Guardian and Trustee variance is due to an insignificant recording discrepancy.

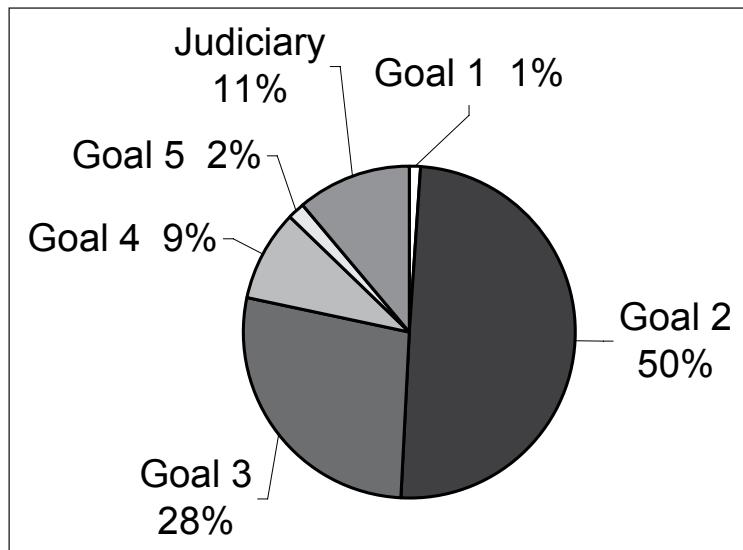
Capital Plan Variance Explanation

Surrey Courthouse refurbishment was delayed.

Other Financing Transactions Variance Explanation

Executive and Support Services variance is primarily due to an increase in the dollar amount of transactions and market increase in interest rates applied to funds held.

Ministry Expenses by Goal and Judiciary



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 (restated for 2006/07 as: Effective civil and family justice systems)
4. Effective legal services enabling government to administer public affairs in accordance with the law
5. Full participation of immigrants in social and economic opportunities (restated for 2006/07 as: Effective immigrant settlement and adaptation services, and multiculturalism and anti-racism initiatives)

Annual Report Appendices

Appendix A: Summary of New, Retained and Replaced Performance Measures

New Justice System Key Outcome Indicator Percentage of British Columbians who have a great deal, or quite a lot, of confidence in the justice system			
<i>Measures in the right-hand column below were replaced to be consistent with Ministry efforts to use stronger, yet fewer, performance measures in the 2006/07 Service Plan and to replace output/operational measures with outcome measures.</i>			
Justice System Goals	New Measures 2006/07 Service Plan	Retained Measures	Replaced Measures 2005/06 Service Plan Update
A Ministry that is a leader in law reform and innovative justice processes	The Ministry has not established specific performance measures for this goal. Implementation of the strategies for this goal will result in the improvement, modernization and reform of the law and justice processes. Measures for the other three justice system goals will also serve as key indicators of success for this goal.	None	Strategic plans for all areas of law reform Percentage of budget directed to reform activities (<i>now reported as part of the Resource Summary</i>) 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 Percentage of litigation files for which Ministry considers mediation and alternative dispute resolution options
An effective criminal justice system	Percentage of all British Columbians 15 years and older who perceive that the criminal courts do a good job of: <ul style="list-style-type: none"> • providing justice quickly • helping the victim • determining whether or not the accused is guilty • ensuring a fair trial for the accused Average time to disposition for: <ul style="list-style-type: none"> • traffic cases • adult and youth criminal cases 	None	Yearly percentage change in average time to trial for adult criminal cases 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 Percentage of video conference appearances as a portion of total in-custody appearances Number of serious security incidents as a portion of all court days

New Justice System Key Outcome Indicator Percentage of British Columbians who have a great deal, or quite a lot, of confidence in the justice system			
<i>Measures in the right-hand column below were replaced to be consistent with Ministry efforts to use stronger, yet fewer, performance measures in the 2006/07 Service Plan and to replace output/operational measures with outcome measures.</i>			
Justice System Goals	New Measures 2006/07 Service Plan	Retained Measures	Replaced Measures 2005/06 Service Plan Update
An effective civil justice system <i>(restated in the 2006/07 Service Plan as: Effective civil and family justice systems)</i>	Average rate of client satisfaction with child protection mediation Small claims settlement rate Average time to disposition for: <ul style="list-style-type: none">• small claims settlement conferences from case initiation• small claims actions• child protection hearings• family hearings	Average rate of client satisfaction with small claims mediation Proportion of provincial population residing within one hour of travel time to court	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 Number of client civil court record searches conducted remotely via Internet Percentage of uncontested divorces processed in 5 days from filing to signing
Effective legal services enabling government to administer public affairs in accordance with the law	None	Percentage of clients satisfied with: <ul style="list-style-type: none">• timeliness of services• quality and consistency of services	Costs of legal services compared to private sector Legal risk management processes in use compared with those of other public sector organizations System in place for early identification of significant cases

Multiculturalism and Immigration Goal	New Measures 2006/07 Service Plan	Retained Measures	Replaced Measures 2005/06 Service Plan Update
Full participation of immigrants in social and economic opportunities <i>(restated in the 2006/07 Service Plan as: Effective immigrant settlement and adaptation services, and multiculturalism and anti-racism initiatives)</i>	Number of communities that have participated in the Critical Incident Response Model (CIRM) Program	Percentage of recent immigrants in language training who report greater ability to use English	None

Appendix B: Ministry Operational Volumes for 2005/06

Examples of Annual Volumes (Based on 2005/06 Data)

Court Services	<ul style="list-style-type: none">• 311,000 civil and criminal case filings• 125,000 prisoners escorted• Management of 44 courthouses and 44 circuit courts• 172,000 hours of trials and hearings
Prosecution Services	<ul style="list-style-type: none">• 156,000 potential criminal charges assessed• 51,000 new criminal files initiated involving 66,000 accused• 295,000 victims and potential witnesses
Justice Services	<ul style="list-style-type: none">• 42,000 Family Justice Centre clients• 160,000 Family Maintenance Enforcement Program (FMEP) clients• Over \$150 million in FMEP payments recovered for children• 30,010 legal aid referrals for representation (22,048 criminal; 7,125 serious family matters; 837 immigration matters)
Legal Services	<ul style="list-style-type: none">• 440,000 total hours of legal services provided to client ministries

Appendix C: Legislation Administered by the Ministry of Attorney General

In 2005/06, the Ministry of Attorney General was responsible for administering the following acts and regulations.

Administrative Tribunals Act

Administrative Tribunals Appointment and Administration Act

Adult Guardianship Act

Age of Majority Act

Association of Former M.L.A.s of British Columbia Act

Attorney General Act (ss. 1, 2 (a) – (d), (f), (g), (i) and (j), 3 and 4; ss. 2 (e), 5 and 6 as they relate to the powers, duties and functions of the Attorney General and Minister Responsible for Multiculturalism)

Civil Rights Protection Act

Class Proceedings Act

Coastal Ferry Act (Part 4 and ss. 70, 72 and 73)

Commercial Arbitration Act

Conflict of Laws Rules for Trusts Act

Constitution Act (except ss. 25 – 27)

Constitutional Amendment Approval Act

Constitutional Question Act

County Boundary Act

Court Agent Act

Court of Appeal Act

Court Order Enforcement Act

Court Order Interest Act

Court Rules Act

Criminal Code (Canada) (s. 672.38 (1) insofar as it applies to British Columbia)

Crown Counsel Act

Crown Franchise Act

Crown Proceeding Act

Debtor Assistance Act

Disciplinary Authority Protection Act

Election Act

Electoral Boundaries Commission Act

Electoral Districts Act

Electoral Reform Referendum Act

Enforcement of Canadian Judgments Act
Escheat Act
Estate Administration Act
Estates of Missing Persons Act
Evidence Act
Expropriation Act
Family Compensation Act
Family Maintenance Enforcement Act
Family Relations Act
Federal Courts Jurisdiction Act
Financial Disclosure Act
Foreign Arbitral Awards Act
Foreign Money Claims Act
Fraudulent Conveyance Act
Fraudulent Preference Act
Frustrated Contract Act
Good Samaritan Act
Holocaust Memorial Day Act
Human Rights Code
Infants Act
Inquiry Act
Insurance Corporation Act (Divisions 1 to 3 of Part 2)
Interjurisdictional Support Orders Act
International Commercial Arbitration Act
International Sale of Goods Act
International Trusts Act
Interpretation Act
Judicial Compensation Act
Judicial Review Procedure Act
Jury Act
Justice Administration Act
Law and Equity Act
Law Reform Commission Act
Legal Profession Act
Legal Services Society Act

Libel and Slander Act
Limitation Act
Lobbyists Registration Act
Local Government Bylaw Notice Enforcement Act
Members' Conflict of Interest Act
Ministry of Consumer and Corporate Affairs Act (ss. 3 and 4 (a) in relation to consumer affairs; s. 4 (b) – (d))
Ministry of International Business and Immigration Act
Ministry of Provincial Secretary and Government Services Act (sections 2 (1), (2), (3), (5) and (6), 3, 5, 6 and 7)
Multiculturalism Act
Negligence Act
Notaries Act
Occupiers Liability Act
Offence Act
Office for Children and Youth Act
Ombudsman Act
Partition of Property Act
Patients Property Act
Perpetuity Act
Police Complaint Commissioner Enabling and Validating Act
Power of Appointment Act
Power of Attorney Act
Privacy Act
Probate Recognition Act
Property Law Act
Provincial Court Act
Public Guardian and Trustee Act
Queen's Counsel Act
Recall and Initiative Act
Referendum Act
Regulations Act
Representation Agreement Act
Safe Streets Act
Securities Act

Sheriff Act

Small Claims Act

Statute Revision Act

Statute Uniformity Act

Subpoena (Interprovincial) Act

Supreme Court Act

Survivorship and Presumption of Death Act

Trespass Act

Trust and Settlement Variation Act

Trustee Act

Trustee (Church Property) Act

Utilities Commission Act

Wills Act (except Part 2)

Wills Variation Act

Youth Justice Act (Part 1 and section 44 (2) (a) and (b))

Appendix D: List of Crowns, Agencies, Boards and Commissions

Public Guardian and Trustee of British Columbia

The Public Guardian and Trustee (PGT) is appointed under the *Public Guardian and Trustee Act*, for a six-year term, to protect the legal and financial interests of children, and provide assistance to adults who need support for financial and personal decision making. The PGT also administers the estates of deceased and missing persons when there is no one else able to do so.

For more information on this organization, please go to: <http://www.trustee.bc.ca/>

Child and Youth Officer

The Officer provides support to children, youth and their families in obtaining relevant services and provides independent observations and advice to government about the state of services provided or funded by government to children and youth in British Columbia. The Officer may comment publicly on matters affecting children and youth. At the request of the Attorney General, the Officer must undertake an investigation into any matter within the scope of the *Office for Children and Youth Act* and make a confidential report to the Attorney General, who determines whether the report should be made public. The Officer reports annually to the Attorney General who must table the report in the Legislative Assembly.

For more information on this organization, please go to: <http://www.gov.bc.ca/cyo/>

British Columbia Human Rights Tribunal

The Tribunal is responsible for accepting, screening, mediating and adjudicating complaints under the *Human Rights Code*. The Tribunal provides parties the opportunity to resolve complaints through mediation. Complaints that are not resolved through mediation proceed to a hearing before the Tribunal. The Tribunal is accountable to the legislature through the Attorney General and functions independently of government on all matters related to adjudication of complaints. Orders of the Tribunal are enforceable in the British Columbia Supreme Court.

For more information on this organization, please go to: <http://www.bchrt.bc.ca/>

British Columbia Review Board

The British Columbia Review Board is established under the *Criminal Code* of Canada. The chair and members are appointed by the Lieutenant Governor in Council on the recommendation of the Attorney General. The Board conducts hearings to review and assess the mental condition and level of threat to the public posed by mentally disordered accused persons to determine whether they should be absolutely or conditionally discharged, or detained in a designated place of custody.

For more information on this organization, please go to: <http://www.bcrb.bc.ca/>

British Columbia Ferry Commission

The British Columbia Ferry Commission regulates British Columbia Ferry Services Inc. (BC Ferries), the major ferry operator in coastal British Columbia, which holds an effective monopoly on most of its routes. The Commission is established under the *Coastal Ferry Act*, and consists of the Commissioner and not more than two Deputy Commissioners. The Commission operates independently of government to regulate fares and service levels of BC Ferries on 25 saltwater routes. The Act sets out six principles that the Commission is to follow in the course of its regulatory activities to protect the public interest in the provision of coastal ferry services.

For more information on this organization, please go to:

<http://www.bcferrycommission.com/>

Legal Services Society

The Legal Services Society (LSS) provides legal aid in British Columbia as set out in the *Legal Services Society Act*. Services include legal information, advice and representation to people with low incomes. The provincial government provides most of the Society's funding, but LSS remains independent of government. The Society reports its activities to the provincial government through the Attorney General, and determines the range of services it will provide within the framework of a Memorandum of Understanding (MOU) negotiated with the Attorney General every three years.

For more information on this organization, please go to: <http://www.lss.bc.ca/Home.htm>

British Columbia Securities Commission

The British Columbia Securities Commission (BCSC) is the independent provincial government agency responsible for regulating securities trading in British Columbia through the administration of the *Securities Act*. The Commission has legal authority to protect investors and market integrity by imposing requirements through rules or other regulatory instruments and by taking enforcement actions.

For more information on this organization, please go to: <http://www.bcsc.bc.ca>

British Columbia Utilities Commission

The British Columbia Utilities Commission operates under and administers the *Utilities Commission Act*, regulating utilities to ensure customers receive safe, reliable and non-discriminatory energy services at fair rates, and that shareholders of those utilities are afforded a reasonable opportunity to earn a fair return on their invested capital.

For more information on this organization, please go to: <http://www.bcuc.com/>