



Published plans and annual reports 2023–2024: Ministry of the Attorney General

Plans for 2023–2024, and results and outcomes of all provincial programs delivered by the Ministry of the Attorney General in 2022–2023.

Ministry overview

Ministry's vision

The Ministry of the Attorney General works to deliver an accessible, responsive and resilient justice system that inspires public confidence and upholds the rule of law.

To achieve this, the ministry is committed to transforming the justice system, prioritizing its critical front-line services and delivering more services remotely and online to ensure that vulnerable individuals and families get the help they need when and where they need it.

Ministry programs

The **Ministry Administration Program** provides the overall ministry administration, including leadership and business support services. This item includes: the offices of the Attorney General, Parliamentary Assistant and Deputy Attorney General, the Corporate Services Management Division and the Communications Branch.

The **Prosecuting Crime Program** is responsible for the prosecution of all criminal offences under the *Criminal Code of Canada* (<https://laws-lois.justice.gc.ca/eng/acts/c-46/>) and other federal and provincial statutes to inspire public confidence and upholding the Rule of Law. This essential service includes representing the Crown in all criminal matters, including prosecuting criminal cases before all levels of courts, representing the Crown on criminal appeals, intervening in appeals raising issues of criminal concern, providing legal advice to the Attorney General and Deputy Attorney General in all criminal law matters, and providing solicitor-client privileged advice to police, upon request. The Criminal Law Division is Ontario's independent prosecutorial service. It is a fundamental principle of the justice system that crimes be prosecuted independently to ensure a just, fair and civil society.

The **Policy, Justice Programs and Agencies Program** includes the Policy Division and the Indigenous Justice Division.

The Policy Division is responsible for developing legislation, regulations and policy initiatives to respond to diverse issues in areas such as civil, family, human rights, administrative and commercial law, as well as regulation of the liquor, gaming, horseracing and retail cannabis sectors. It is also responsible for policy oversight and partnership building relating to the Ministry's regulatory and operational agencies, adjudicative tribunals and programs. In addition, the Division administers ministry public appointments to all agencies and adjudicative tribunals, manages the notaries and commissioners' program that provides direct service delivery to non-lawyer / non-paralegal notary and commissioner applicants, and provides administrative support to the two judicial appointment advisory committees that make recommendations to the Attorney General for judges and justices of the peace appointments in Ontario.

The Indigenous Justice Division (IJD) provides justice policy, legal and program advice to the Attorney General and leads and oversees the development of new programs and services to support Indigenous people involved with the justice system. The Division's mandate is to repair the relationship between the ministry and Indigenous communities within Ontario. The division acts as the ministry's primary contact for Indigenous leaders, partner ministries and stakeholders on broad Indigenous justice matters and works to foster new collaborative, respectful and meaningful relationships between the ministry and Indigenous Peoples.

The **Legal Services Program** includes both the Civil Law Division and the Office of Legislative Counsel.

The Civil Law Division provides legal services in all civil law matters to the Attorney General, Deputy Attorney General, all ministries and many agencies in the Ontario Public Service. The Division supports the Attorney General in his duties as Chief Law Officer of the Crown, which includes conducting litigation for and against the Crown, ensuring that the rule of law is maintained and that Cabinet decisions are legally and constitutionally valid, and advising on matters of law connected to the government's operations and priorities.

The Office of Legislative Counsel is responsible for legislative drafting in English and French. This includes drafting bills for the Government and members of the Legislative Assembly and drafting regulations. The Office also provides related legal advice and editing and publishing services, including providing the content for the e-Laws website.

The **Court Services Program** is responsible for the administration and functioning of criminal, civil, family and small claims courts in Ontario. These services comprise of three main components: court administration, judicial services and court construction. Court administration and judicial services provide judicial, courtroom and court operational support, and are divided into three key program areas: Court and Client Services, Program Support Services and Judicial Services. Court Construction, which is delivered by Corporate Services Management Division (Facilities Management Branch), manages funding for new courthouses and large-scale renovations of existing court facilities to support a justice system that is modern, secure and accessible.

The **Victims and Vulnerable Persons Program** delivers vital services to victims of crime and their families, children, and vulnerable persons. Victims of crime and their family member(s) are supported through the Ontario Victim Services Branch, which offers a wide array of support services delivered both directly and through ministry funded community agencies. Mentally incapable adults receive personal and property guardianship services from the Office of the Public Guardian and Trustee, and the Office of the Children's Lawyer protects the personal and property rights of children before courts and tribunals. The Office for Victims of Crime, a statutory advisory agency to Ontario's Attorney General, is also included in this program.

The **Political Contribution Tax Credit** is a political contribution credit for contributions made to an Ontario party, constituency association or candidate registered under *Ontario's Election Finances Act* (<https://www.ontario.ca/laws/statute/90e07>) .

The **Alcohol and Gaming Commission of Ontario** regulates the liquor, gaming, cannabis and horse racing sectors in Ontario in accordance with the principles of honesty and integrity, and in the public interest.

Key performance indicators

The ministry is engaging in a multi-year process to review and refresh its KPIs to ensure they fully reflect the ministry's key priorities, are reflective of stated outcomes, and have appropriate target values and rationales.

As part of this process, the ministry will enhance its KPI reporting by revisiting and strengthening, where required, the target rationales and statistical calculations for ministry KPIs and ensuring a strong relationship between targets and baselines. This will ensure that the ministry is able to monitor strategic priority areas and improve service to the public, while supporting effective decision-making and measurement of key investments.

The ministry has met or exceeded targets for eight of the sixteen ministry KPIs. For another three KPIs, targets must be established, but values for all three KPIs are above the baselines. One additional KPI is new for this year. The remaining four KPIs are not achieving their targets. These four are related to reducing regulatory burden, administration of penalties and fines, and the incidence of violent crimes.

Where the ministry met or exceeded targets, progress was seen across a range of KPIs, including cases resolved through alternative methods, administrative efficiencies, courtrooms upgraded with video technology, increased online service transactions and satisfaction with digital services.

The ministry will continue to work on improving ministry KPIs with a focus on reviewing KPIs to ensure alignment with strategic priorities and long-term goals.

Performance data for the last two years for the ministry's KPIs are as follows:

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Government-directed KPIs

Key Performance Indicator	Outcome / Objective	Year and Value	Year and Value
Percentage of eligible client transactions using electronic service channels	Ontario is delivering best-in-class, user-centric, secure digital solutions to the people and businesses of Ontario	03/31 /2021 87.6%	03/31 /2022 76.0%
Percentage of clients satisfied with services received	Ontario is delivering best-in-class, user-centric, secure digital solutions to the people and businesses of Ontario	03/31 /2021 79.7%	03/31 /2022 92.5%
Number of regulatory compliance requirements affecting businesses in Ministry's legislation, regulations, policies, and forms	Regulatory burden reduction	03/31 /2021 16,790	03/31 /2022 16,781

Key Performance Indicator	Outcome / Objective	Year and Value	Year and Value
Number of documents filed and submitted online	Increasing Administrative Efficiencies	03/31 /2021 538,197	03/31 /2022 1,256,137
Percentage of victims who felt supported through the services received	Increasing support for victims of crimes	03/31 /2021 98.2%	03/31 /2022 97.5%
Number of services that provide mental health supports to Ontarians	Access to mental health services and supports	03/31 /2021 14	03/31 /2022 14

Key Performance Indicator	Outcome / Objective	Year and Value	Year and Value
Percentage increase in online service transactions	Greater access to online and digital services	03/31 /2021 135,039	03/31 /2022 210,657 56.0% increase
Number of counter payment transactions recorded for the payment of Criminal Code of Canada fines and monetary penalties	Improving administration of penalties and fines	03/31 /2021 20,237	03/31 /2022 14,390

Payment of Criminal Code of Canada fines and monetary penalties			
Key Performance Indicator	Outcome / Objective	Year and Value	Year and Value

		e	e
Number of courtrooms upgraded with video suite technology	Optimization of Courthouses	N/A *****	03/31 /2022 257
Number of Violent Crimes per 100,000 population	Reduction in the incidence of violent crimes	12/31 /2020 899	12/31 /2021 948
Crime severity as measured by the Violent Crime Index	Reduction in the incidence of violent crimes	12/31 /2020 69.5	12/31 /2021 72.15
Facility Condition Index (FCI) for the leasehold component of the ministry's Leasehold Asset Management Program (LAMP) assessed sites *****	Improving conditions of public infrastructure	03/31 /2024 (proje ction) 57.3%	03/31 /2025 (proje ction) 58.0%

Percentage completion of Emergency Management Program legislative requirements	Ontario has planned for specified emergencies and natural disasters and provision of critical government services	03/31 /2021 100.0 %	03/31 /2022 2 100.0 %
Percentage of designated bilingual positions filled with incumbents with the right level of French proficiency	Ensure government capacity to meet the government’s legal obligation to offer services in French	03/31 /2022 (New for 2022) 64.0%	N/A *****

Ministry-identified KPIs *****			
Key Performance Indicator	Outcome / Objective	Year and Value	Year and Value
Percentage of public facing service standards for timely service delivery that are achieved	A modern, people-centred justice system that is efficient, effective, and sustainable	03/31/ 2021 85.0%	03/31/ 2022 77.2%

Key Performance Indicator	Outcome / Objective	Year and Value	Year and Value
Percentage of eligible cases resolved through alternative methods	Equitable access for all to the justice system and supports	03/31/2021 33.8%	03/31/2022 42.0%

2023–2024 Strategic plan

The Ministry of Attorney General’s is continually assessing how best to deploy resources and improve, modernize and transform processes to deliver our services.

In 2023–2024, the ministry will continue to implement the Justice Accelerated strategy and the criminal case backlog reduction strategy. The multi-year Justice Accelerated strategy will deliver the most significant upgrade to justice services in Ontario’s history to better meet the evolving needs of the people of Ontario. The criminal case backlog reduction strategy will reduce and resolve cases before the courts while keeping Ontarians safe.

The ministry is taking a multi-pronged approach to transforming antiquated systems through implementation of Lean practices to review all processes and implement an end-to-end digital case management system, making investments to establish a sustainable justice system to ensure flexibility in a modern workforce that will be able to adjust for future caseload pressures.

The ministry will continue to monitor and review its KPIs to ensure they reflect the ministry’s vision and high-level strategic priorities.

Currently, the ministry has met or exceeded targets for eight of the sixteen ministry KPIs. For three KPIs, targets must

be established, but values for all three KPIs are above the baselines. One additional KPI is new for 2023–2024. The remaining four KPIs are not achieving their targets. These four are related to reducing regulatory burden, administration of penalties and fines, and the incidence of violent crimes. The ministry will continue to work on improving its KPIs in 2023–2024.

The ministry's key priorities are categorized into the following main areas:

Courts modernization

The Courts Digital Transformation initiative is the most significant single step forward in the digital evolution of justice in Canada, replacing outdated and time-consuming paper-based procedures with an intuitive and streamlined online platform to manage cases, documents and schedules.

The ongoing Virtual and Hybrid Hearings initiative expands and improves courtrooms' capabilities for holding remote hearings across the province. This initiative significantly improves access to justice by removing barriers to attending court events, reduces costs for the clients and optimizes the allocation of resources within the ministry by enabling courtrooms with audio and visual technology.

The ministry will work to address the increasing and unsustainable recruitment and retention challenges in frontline Court and Client representative positions to ensure

sustainable court operations now and in the future. Court staff are an integral part of

Ontario's justice system. Without them, court hearings cannot proceed, matters cannot be scheduled, and legal documents cannot be filed, impacting the lives of people who need to access the justice system.

Backlog

The COVID-19 pandemic has caused an unprecedented backlog of criminal cases in the province's courts. The ministry has taken action to address this issue and ensure the protection of public safety by launching a criminal case backlog

reduction strategy. The criminal case backlog strategy has made progress in reducing and resolving cases before the courts while keeping Ontarians safe.

Building on this progress, the ministry will shift to continuous improvement in alignment with Lean best practices and remains committed to ensuring Ontario's justice system is more resilient and sustainable.

The ministry will also continue to address ongoing recovery challenges to preserve and restore stakeholder confidence by addressing the case backlog at the Landlord and Tenant Board (LTB). The ministry will also provide additional resources at the Ontario Land Tribunal (OLT) to facilitate the faster resolution of disputes leading to increased housing supply.

Prosecution

The ministry's top operational risk is the potential for lost cases in the criminal context. *R v. Jordan* requires that cases be heard within strict time limits or the accused is free from prosecution, including cases of murder and sexual assault. Protecting these at-risk cases from collapse is not a temporary pandemic related crisis, and is also in the best interest of the public.

The ministry will continue to invest in Ontario's prosecution service to effectively case manage and prosecute the increased volume and complexity of gun, gang and serious violent criminal cases arising in part from the important increase in investments in police-led initiatives across the province.

Courthouse modernization

The ministry's capital planning approach continues to be brought to life by the "courthouse of the future". As part of the Justice Accelerated strategy, the ministry is using new design thinking and state-of-the-art technology to support more versatile and responsive ways of delivering justice services, manage demand, and reduce the need for in-person visits to courthouses. Courthouse modernization opportunities are being tested now in Halton region through the Milton Courthouse User Experience (CUE) Hub Plus project and the functional program for a planned addition.

Table 1: Ministry planned expenditures 2023–2024 (\$M)

Item	Amount
COVID-19 Approvals	0 . 0
Other Operating	1 , 9 0 2 . 9
Other Capital	1 6 . 2
Total	1 , 9 1 9 . 2

Historical trend analysis data

Historic trend analysis data	Actual s[1] 2020-2 021 \$	Actual s[1] 2021-2 022 \$	Estimat es[1] 2022-2 023 \$	Estimat es 2023-2 024 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not	1 , 8 4 9 , 9 1 1 , 2 0	1 , 8 1 6 , 0 0 9 , 5 6	1 , 8 3 4 , 5 6 6 , 3 1	1 , 9 1 9 , 1 6 0 , 7 1

Historic trend analysis data	Actuals [1] 2020–2 021 \$	Actuals [1] 2021–2 022 \$	Estimat es[1] 2022–20 23 \$	Estimat es 2023–20 24 \$
including Assets)	1	4	4	4
Percent change (%)	N/A *****	– 2%	1%	5%

Changes in the operating and capital expenditures are the result of approvals received in the 2023–2024 Strategic Planning (SPP) process, as well as prior year impacts.

Table 2: Combined operating and capital summary by vote

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Operating Expense

Votes/Programs	Estimates 2023– 2024 \$	Change from Estimates 2022–2023 \$	Percentage %	Estimates 2022– 2023[2] \$	Interim Actuals 2022– 2023[2] \$	Actuals 2021– 2022[2] \$
Ministry Administration	231,324,300	2,052,200	0.9	229,272,100	241,938,200	261,373,996
Prosecuting Crime	350,896,400	12,479,100	3.7	338,417,300	340,932,500	311,679,256
Policy, Justice Programs	511,4	(68,096	(11.	579,5	491,4	578,7
Total Including Consolidation & Other Adjustments	1,902,948,614	84,162,100	4.6	1,818,786,514	1,910,861,314	1,712,310,055

and Agencies	48,800	,400)	7)	45,200	23,100	29,363
Legal Services	32,208,000	1,164,500	3.8	31,043,500	31,724,600	29,904,804
Court Services	512,914,200	45,434,500	9.7	467,479,700	512,052,000	485,852,874
Victims and Vulnerable Persons	158,017,100	2,203,000	1.4	155,814,100	141,439,700	124,954,011
Political Contribution Tax Credit	9,654,700	(6,373,300)	(39.8)	16,028,000	16,314,300	8,559,241
Alcohol and Gaming Commission of Ontario	62,570,500	22,700,800	56.9	39,869,700	66,735,900	84,767,837
Total Including Consolidation & Other Adjustments	1,902,948,614	84,162,100	4.6	1,818,786,514	1,910,861,314	1,712,310,055

Total Operating Expense to be Voted	1,869 ,034, 000	11,564, 400	0.6	1,857 ,469, 600	1,842 ,560, 300	1,885 ,821, 382
Statutory Appropriations	5,369 ,014	1,000	0.0	5,368 ,014	136,2 60,11 4	57,09 1,653
Ministry Total Operating Expense	1,874 ,403, 014	11,565, 400	0.6	1,862 ,837, 614	1,978 ,820, 414	1,942 ,913, 035
Consolidation Adjustment — Legal Aid Ontario	154,5 25,10 0	(19,910 ,600)	(11. 4)	174,4 35,70 0	169,8 05,00 0	59,16 0,453
Consolidation Adjustment — Hospitals	(107, 100)	912,400	N/A *****	(1,01 9,500)	(707, 100)	(1,45 2,672)
Total Including Consolidation & Other Adjustments	1,902 ,948, 614	84,162, 100	4.6	1,818 ,786, 514	1,910 ,861, 314	1,712 ,310, 055

Consolidation Adjustment — Colleges	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(31 , 5 87)
Consolidation Adjustment — iGaming Ontario	109 , 6 51 , 10 0	109 , 651 , 100	N/A *****	N/A *****	N/A *****	N/A *****
Consolidation Adjustment — Ontario Securities Commission	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(6 , 31 9)
Consolidation Adjustment — General Real Estate Portfolio	(235 , 523 , 5 00)	(18 , 056 , 200)	N/A *****	(217 , 467 , 3 00)	(237 , 057 , 0 00)	(286 , 779 , 5 65)
Consolidation Adjustment — Ontario Infrastructure and Lands Corporation	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(1 , 49 3 , 290)
Total Including Consolidation & Other Adjustments	1 , 902 , 948 , 614	84 , 162 , 100	4 . 6	1 , 818 , 786 , 514	1 , 910 , 861 , 314	1 , 712 , 310 , 055

Operating Assets

Votes/Programs	Estimates 2023– 2024 \$	Change from Estimates 2022–2023 \$	Percentage %	Estimates 2022–2 023[2] \$	Interim Actuals 2022–20 23[2] \$	Actuals 2021– 2022[2] \$
Ministry Administration	2,000	N/A *****	N/A *****	2,000	6,800	6,800
Prosecuting Crime	1,000	N/A *****	N/A *****	1,000	1,416, 100	1,415 ,972
Policy, Justice Programs and Agencies	3,000	N/A *****	N/A *****	3,000	102,60 0	102,6 13
Ministry Total Operating Assets	10,000	N/A *****	N/A *****	10,000	1,890, 300	1,890 ,271

Legal Services	1,000	N/A *****	N/A *****	1,000	205,600	205,645
Court Services	1,000	N/A *****	N/A *****	1,000	74,700	74,707
Victims and Vulnerable Persons	1,000	N/A *****	N/A *****	1,000	84,500	84,534
Alcohol and Gaming Commission of Ontario	1,000	N/A *****	N/A *****	1,000	N/A *****	N/A *****
Total Operating Assets to be Voted	10,000	N/A *****	N/A *****	10,000	1,890,300	1,890,271
Statutory Appropriations	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****
Ministry Total Operating Assets	10,000	N/A *****	N/A *****	10,000	1,890,300	1,890,271

Capital Expense

Votes/Programs	Estimates 2023– 2024 \$	Change from Estimates 2022–2023 \$	Percentage %	Estimates 2022– 2023[2] \$	Interim Actuals 2022– 2023[2] \$	Actuals 2021 –2022[2] \$
Ministry Administration	60,255,300	6,890,900	12.9	53,364,400	47,000,000	30,023,182
Policy, Justice Programs and Agencies	1,000	N/A *****	N/A *****	1,000	1,000	N/A *****
Legal Services	1,000	1,000	N/A *****	N/A *****	N/A *****	N/A *****
Total Including Consolidation & Other Adjustments	16,212,100	432,300	2.7	15,779,800	59,262,600	103,699,509

Court Services	6,279 700	(43,112 000)	(87. 3)	49,39 1,700	42,24 2,700	66,8 25,6 91
Alcohol and Gaming Commission of Ontario	1,000	N/A	N/A	1,000	8,202 900	N/A
Total Capital Expense to be Voted	66,53 8,000	(36,220 100)	(35. 2)	102,7 58,10 0	97,44 6,600	96,8 48,8 73
Statutory Appropriations	11,78 8,600	1,949,2 00	19.8	9,839 400	6,591 400	5,31 9,42 3
Ministry Total Capital Expense	78,32 6,600	(34,270 900)	(30. 4)	112,5 97,50 0	104,0 38,00 0	102, 168, 296
Consolidation Adjustment	5,500	4,300,0	358.	1,200	3,600	1,53
Total Including Consolidation & Other Adjustments	16,21 2,100	432,300	2.7	15,77 9,800	59,26 2,600	103, 699, 509

— Legal Aid Ontario	, 000	00	3	, 000	, 000	1, 21 3
Consolidation Adjustment — iGaming Ontario	27, 50 0	27, 500	N/A *****	N/A *****	N/A *****	N/A *****
Consolidation Adjustment — General Real Estate Portfolio	(67, 8 88, 50 0)	30, 442, 900	N/A *****	(98, 3 31, 40 0)	(48, 7 60, 90 0)	N/A *****
Consolidation Adjustment — Ontario Infrastructure and Lands Corporation	246, 5 00	(67, 200)	(21 . 4)	313, 7 00	385, 5 00	N/A *****
Total Including Consolidation & Other Adjustments	16, 21 2, 100	432, 300	2 . 7	15, 77 9, 800	59, 26 2, 600	103, 699, 509

Capital Assets

Votes/Programs	Estimates 2023– 2024 \$	Change from Estimates 2022–20 23 \$	Per cent age %	Estimates 2022– 2023[2] \$	Interim Actuals 2022– 2023[2] \$	Actuals 2021 –202 2[2] \$
Ministry Administration	35,6 92,5 00	(4,101 ,500)	(10 .3)	39,7 94,0 00	9,85 8,40 0	9,57 9,60 6
Policy, Justice Programs and Agencies	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****
Legal Services	N/A *****	(1,880	(10	1,88	N/A *****	N/A *****
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,91 9,16 0,71 4	84,594 ,400	4.6	1,83 4,56 6,31 4	1,97 0,12 3,91 4	1,81 6,00 9,56 4

		, 000)	0.0)	0, 000		
Court Services	50,7 93,8 00	(64,42 8,200)	(55 .9)	115, 222, 000	124, 025, 900	186, 022, 624
Victims and Vulnerable Persons	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****
Alcohol and Gaming Commission of Ontario	2,55 7,20 0	(1,216 ,900)	(32 .2)	3,77 4,10 0	1,22 7,00 0	2,47 6,99 7
Total Capital Assets to be Voted	89,0 43,5 00	(71,62 6,600)	(44 .6)	160, 670, 100	135, 111, 300	198, 079, 227
Statutory Appropriations	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,919 ,160, 714	84,594 ,400	4.6	1,834 ,566, 314	1,970 ,123, 914	1,81 6,00 9,56 4

Consolidation & Other Adjustments	6,750,000	4,250,000	170.0	2,500,000	7,250,000	5,500,956
Ministry Total Capital Assets	95,793,500	(67,376,600)	(41.3)	163,170,100	142,361,300	203,580,183
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,919,160,714	84,594,400	4.6	1,834,566,314	1,970,123,914	1,816,009,564

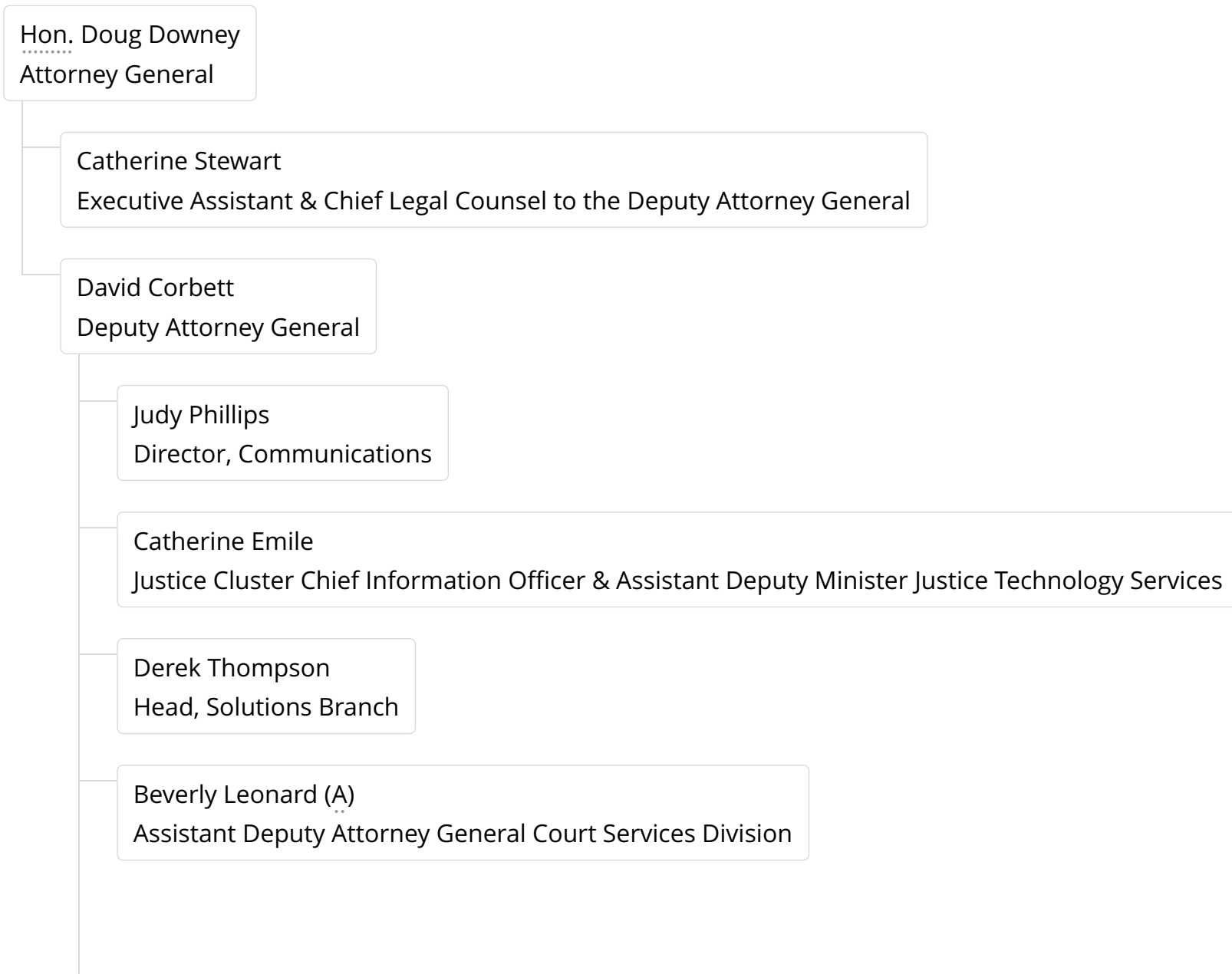
Agencies, boards and commissions reporting to the Ministry

Description	2023–2024 Estimates Expenditure \$	2023–2024 Estimates Revenue \$	2022–2023 Interim Actual Expenditure \$	2022–2023 Interim Actual Revenue \$
Total	511,983,600	170,507,700	492,120,900	149,184,300

Description	2023–2024 Estimates Expenditure \$	2023–2024 Estimates Revenue \$	2022–2023 Interim Actual Expenditure \$	2022–2023 Interim Actual Revenue \$
Alcohol and Gaming Commission of Ontario	62,570,500	86,244,800	66,735,900	54,798,500
Human Rights Legal Support Centre	5,336,200	N/A *****	5,383,200	N/A *****
Legal Aid Ontario	318,516,700	50,452,500	293,704,600	61,190,400
Office of the Independent Police Review Director	7,499,600	N/A *****	7,212,000	N/A *****
Total	511,983,600	170,507,70 0	492,120,900	149,184,300

Description	2023–2024 Estimates Expenditure \$	2023–2024 Estimates Revenue \$	2022–2023 Interim Actual Expenditure \$	2022–2023 Interim Actual Revenue \$
Ontario Human Rights Commission	5,510,900	N/A *****	5,571,300	N/A *****
Royal Commissions	1,000	N/A *****	N/A *****	N/A *****
Special Investigations Unit	10,535,300	N/A *****	11,173,700	N/A *****
Tribunals Ontario	82,556,800	32,759,400	90,243,200	32,144,400
Ontario Land Tribunal	19,456,600	1,051,000	12,097,000	1,051,000
Total	511,983,600	170,507,70 0	492,120,900	149,184,300

Ministry organizational chart



Babi Banerjee
Director, Corporate Support Branch

Vaia Pappas
Director, Operational Support Branch

Jaimie Ann Lee
Director, Program Management Branch

Directors: Court Operations

Rosanna Giancristiano (Tor)
.....

Mena Zaffino (CER)
.....

Ann Gendron (E)
..

Debbie Dunn (CW)
.....

Angela McGonigal (A) (W)
.. ...

Cathy Kulos (NE)
.....

Jennifer Rob (NW)
.....

Shannon Chase
Executive Legal Officer, Court of Appeal

Jamal Salim (A)
..
Director Judicial IT office
...

Norine Nathanson
Executive Legal Officer, Superior Court of Justice

Kathleen Murphy
Executive Legal Officer, Ontario Court of Justice

Randy Schwartz
Assistant Deputy Attorney General, Criminal Law Division

Nancy Krigas
Director, Assistant Deputy Attorney General's Office

Directors: Crown Operations

Andrew Locke (TO)
.....

Paul Tait (CE)
.....

Julie Scott (E)
..

Todd Norman (A) (CW)
.. ..

Fraser Ball (A) (W)
.. ..

Kelly Weeks (N)
...

Leslie Paine
Director, Crown Law Office Criminal

Fred Braley
Director, Guns & Gangs

Janine Hodgins (A)
..
Director, Office of Strategic Initiatives Initiatives

Julie Scott (A)
Director, Major Case Management

Tammy Browes-Bugden
Director, Strategic Operations & Management Centre

Dayna Arron (A)
Executive Director, Justice Centres

Katie Wood
Assistant Deputy Attorney General, Civil Law Division

Sean Kearney
Director, Crown Law Office, Civil

Sarah Wright
Director, Constitutional Law Branch

Nayla Ibrahim
Director, Strategic & Business Management Branch

Jane Price
Director, Education and Development Branch

Portfolio Director (Economics, Infrastructure and Government)

Kikee Malik (A)

Directors: Legal Services

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Len Hatzis (TBS)

Tom McKinlay (A) (MOF)

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Mary Gersht (A) (MTO)

Portfolio Director (Community, Health and Social Services)

Dianne Carter

Directors: Legal Services

Brian Loewen (SOLGEN)

Cheryl Carson (A) (MTCS)

Peter Spencer (MOH/MLTC/Agencies)

Elaine Atkinson (A) (MCCSS)

Natasha Wilson (A) (FRO)

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Samir Khalil (A)

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Mark Osbaldeston (A) (MMAH)

Candice Telfer (A) (IAO)

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Children's Lawyer

Ken Goodman
Public Guardian & Trustee

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Management Division

Erika Cotter
Director, Business & Fiscal Planning

Angela Oh
Director (A) HR Strategic Business Unit

Andrew Nizielski
Director, Facilities Management Branch

Frank Skubic
Director, Justice Sector Security and Emergency Management Branch

Lawrence Song
Director (A), Project Implementation

Dominic Fernandes
Director, Analytics & Evidence Branch

Mirjeta Dhamo
Coordinator, French Language Services

Noel Kent
Coordinator, Freedom of Information

Jessica Smith
Director, Courts Digital Transformation Branch

Brad Obee
Director, Audit Services (TBS)

Marian Jacko
Assistant Deputy Attorney General, Indigenous Justice Division

Jennifer Abbott (A)
Director, Indigenous Services

Rolando Aguilera (A)
Legal Director

Jane Mallen (A)
Assistant Deputy Attorney General, Policy Division

Juliet Robin (A)
Executive Director, Justice Policy Development

Mariela Orellana (A)
Director, Agency & Tribunal Relations

Ana Kapralos (A)
Program Modernization & Appointments Branch

Joe Whitehead (A)
Executive Director, Ontario Land Tribunals

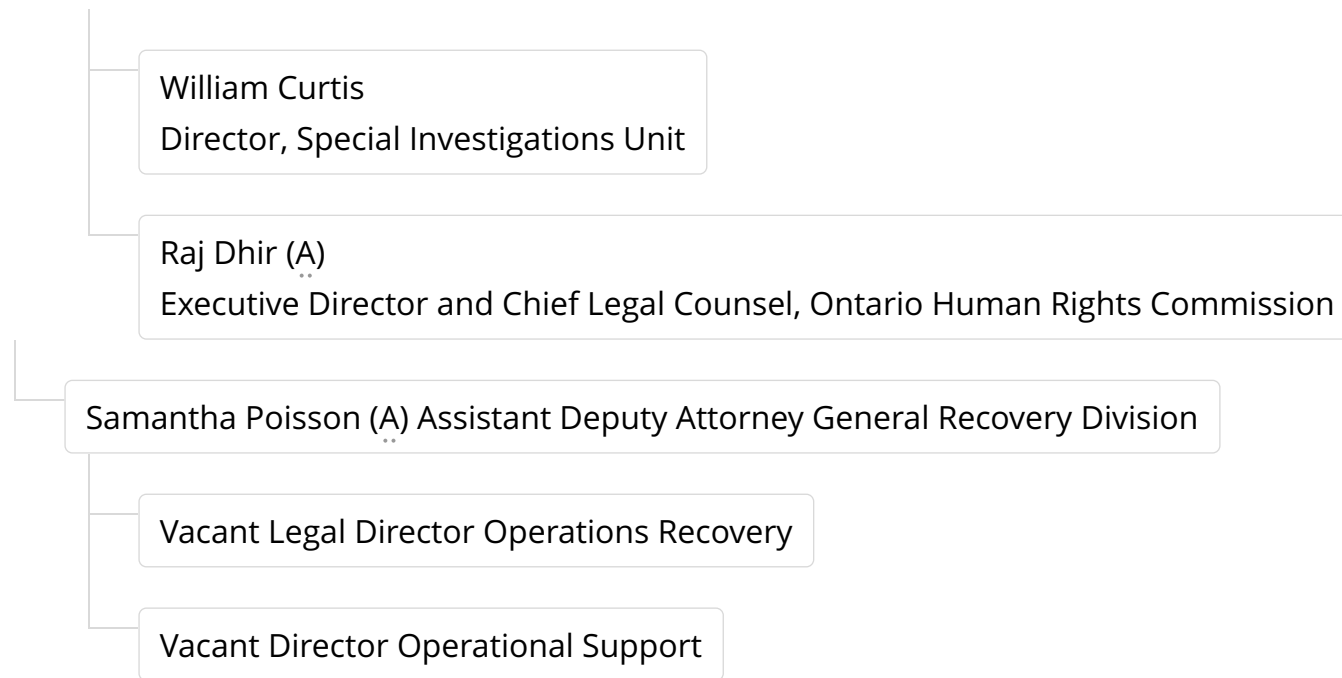
Harry Gousopoulos
Executive Director, Tribunals Ontario

Mira Gamsa
Director Of Operations

Lorissa Sciarra (A)
Director, Strategic Development

Cristina Boucinha
Director, Strategic Business Service Tribunals Ontario

Michael Mamo
Chief Operating Officer, Office of the Independent Police Review Director



Ministry of the Attorney General legislation

Administration of Justice

Administration of Justice Act

Apology Act, 2009

Arbitration Act, 1991

Assessment Review Board Act

Bail Act

Blind Persons' Rights Act

Class Proceedings Act, 1992

Commissioners for Taking Affidavits Act

Courts of Justice Act

Crown Witnesses Act

Dog Owners' Liability Act

Education Act (sections pertaining to Special Education Tribunal — English & French)

Evidence Act

Execution Act

Fines and Forfeitures Act

Fire Protection and Prevention Act, 1997 (sections pertaining to the Fire Safety Commission)

Habeas Corpus Act

Hearings in Tribunal Proceedings (Temporary Measures) Act, 2020

Hospitals and Charitable Institutions Inquiries Act

Human Rights Code

Judicial Review Procedure Act

Juries Act

Justices of the Peace Act

Legal Aid Services Act, 2020

Legislation Act, 2006

Licence Appeal Tribunal Act, 1999

Limitations Act, 2002

Ministry of Correctional Services Act, 1990 (sections pertaining to the Ontario)

Parole Board

Negligence Act

Notaries Act

Ontario Land Tribunal Act, 2021

Ontario Works Act, 1997 (section pertaining to Social Benefits Tribunal)

Parental Responsibility Act, 2000

Police Services Act (sections pertaining to Office of the Independent Police Review Director and the Ontario Civilian Police Commission)

Prevention of and Remedies for Human Trafficking Act, 2017

Provincial Offences Act

Public Inquiries Act, 2009

Real Property Limitations Act

Residential Tenancies Act, 2006 (sections pertaining to the Landlord and Tenant Board)

Safe Streets Act, 1999

Special Investigations Unit Act, 2019

Statutory Powers Procedure Act

Tobacco Damages and Health Care Costs Recovery Act, 2009

Tribunal Adjudicative Records Act, 2019

Opioid Damages and Health Care Costs Recovery Act, 2019

Victims' Bill of Rights, 1995

Family Law

Child, Youth and Family Services Act, 2017 (sections pertaining to Child and Family Services Review Board, Custody Review Board)

Children's Law Reform Act

Family Law Act

Safe Access to Abortion Services Act, 2017

Inter-jurisdictional

Enforcement of Judgments Conventions Act, 1999

International Recognition of Trusts Act, 2017

International Choice of Court Agreements Convention Act, 2017

Interprovincial Summonses Act

International Electronic Communications Convention Act, 2017

Reciprocal Enforcement of Judgments (UK) Act

Reciprocal Enforcement of Judgments Act

International Interests in Mobile Equipment Act (Aircraft Equipment), 2002

Settlement of International Investment Disputes Act, 1999

Transboundary Pollution Reciprocal Access Act

Property Statutes

Accumulations Act

Conveyancing and Law of Property Act

Aliens' Real Property Act

Disorderly Houses Act

Escheats Act, 2015

Expropriations Act

Fraudulent Conveyances Act

Mortgages Act

Occupiers' Liability Act

Business Regulation

Absconding Debtors Act

Alcohol and Gaming Commission of Ontario Act, 2019

Business Records Protection Act

Cannabis Control Act, 2017

Cannabis Licence Act, 2018

Charities Accounting Act

Commercial Mediation Act, 2010

Construction Act

Costs of Distress Act

Creditors' Relief Act, 2010

Electronic Commerce Act, 2000

Frustrated Contracts Act

Professional Regulation

Partition Act

Property and Civil Rights Act

Religious Organizations' Lands Act

Short Forms of Leases Act

Trespass to Property Act

Gaming Control Act, 1992

Horse Racing Licence Act, 2015

International Commercial Arbitration Act, 2017

International Sales Conventions Act, R.S.O. 1990
.....

Liquor Licence and Control Act, 2019

Mercantile Law Amendment Act

Sale of Goods Act

Statute of Frauds

Unconscionable Transactions Relief Act

Vendors and Purchasers Act

Wages Act

Warehouse Receipts Act

Architects Act

Barristers Act

Chartered Professional Accountants of Ontario Act, 2017

Crown Duties/Immunity

Crown Agency Act

Crown Attorneys Act

Crown Liability and Proceedings Act, 2019

Ministry of the Attorney General Act

Estates

Absentees Act

Crown Administration of Estates Act

Declarations of Death Act, 2002

Estates Act

Estates Administration Act

Perpetuities Act

Other

Law Society Act

Professional Engineers Act

Public Accounting Act, 2004

Solicitors Act

Ombudsman Act

Public Authorities Protection Act

Public Officers Act

Supporting Ontario's Recovery Act, 2020

Powers of Attorney Act

Public Guardian and Trustee Act

Settled Estates Act

Substitute Decisions Act, 1992

Succession Law Reform Act

Trustee Act

Variation of Trusts Act

Age of Majority and Accountability Act

Civil Remedies Act, 2001

Donation of Food Act, 1994

Executive Council Act

Good Samaritan Act, 2001

Human Trafficking Awareness Day Act, 2017

Libel and Slander Act

Democracy Statutes

Election Act

Election Finances Act

Electoral System Referendum Act, 2007

Legislative Assembly Act

Representation Act, 2015

Lieutenant Governor Act

Members' Integrity Act, 1994

Ontario Association of Former Parliamentarians Act, 2000

Prohibiting Profiting from Recounting Crimes Act, 2002

Religious Freedom Act

Revised Statutes Confirmation and Corrections Act, 1993

Time Act

Appendix: 2022–2023 Annual Report

In 2022–2023, the Ministry of the Attorney General continued to build on its progress to transform Ontario's outdated justice system, support victims and vulnerable people, and build stronger, more collaborative relationships with the justice system.

The ministry remained steadfast in its commitment to building on the progress made to respond to evolving demands in the justice system and establish new and innovative ways of delivering services remotely, in-person and online. The ministry delivered exceptional service to the public despite significant financial pressures.

Key performance indicators

In 2022–2023, the ministry met or exceeded eight of the sixteen ministry Key Performance Indicators (KPIs). The ministry faced challenges achieving the targets for four other KPIs, which are related to reducing regulatory burden, administration of penalties and fines, and the incidence of violent crimes.

As part of the annual Strategic Planning Process (SPP), the ministry reported its progress on each ministry KPIs. The ministry has made progress in and met or exceeded the stated targets in several areas:

- **Documents filed and submitted online:** there was a significant increase from 538,197 in the previous SPP to over 1.25 million in the 2023–2024 SPP. While this greatly surpasses the ministry's target of 142,484, the ministry is uncertain whether the magnitude of this change will be sustained post COVID recovery.
- **Percentage of victims who reported feeling supported by the services received:** the ministry surpassed the target of 95.0%, with 97.5% of victims feeling supported.
- **Completion of Emergency Management Program requirements:** the ministry continues to meet this target through a 100% compliance rate.
- **Facility Condition Index (FCI) for the leasehold component of the ministry's Leasehold Asset Management Program (LAMP) assessed sites:** This is the first year that this KPI includes all the ministry's LAMP assessed sites compared to previous years where this measure only included government owned courts. The ministry will observe trends in future cycles.
- **Percentage of eligible client transactions using electronic service channels:** the ministry exceeded the target of 55.0%, with 76.0% of eligible client transactions occurring through electronic service channels. Throughout COVID-19, the ministry has made significant progress in enabling electronic transactions for a variety of business

lines.

- **Percentage of clients satisfied with services received:** the ministry exceeded the target of 85.0% by achieving a 92.5% satisfaction rate. Through COVID-19, the ministry has maintained good client satisfaction levels, and this is demonstrated in the ministry's satisfaction rating.
- **Number of services that provide mental health supports to Ontarians:** the ministry met its goal of providing access to mental health services and supports by providing 14 mental health programs.
- **Percentage increase in online service transactions:** in 2020–2021, a baseline of 135,039 online transactions was determined. The ministry targeted a 5.0% increase each year. In 2021–2022, 210,650 online transactions were noted. This increase reflects the launch of the new internet gaming market.

The ministry also conducted a lessons-learned exercise to identify successes and challenges to ensure the best outcomes for the people of Ontario through responsible investment and evidence-based decision-making.

Justice accelerated strategy

In 2022–2023, the ministry continued the largest transformation of the justice sector in Ontario's history, designed to bring more services, such as e-filing and certain court hearings, online and closer to where Ontarians live.

In summer 2022, the ministry launched a new jury notification system (<https://www.ontario.ca/page/jury-duty-ontario>) that instantly sends jurors and potential jurors text messages and emails about court cancellations, date and time changes, location changes, and other important updates. The system replaced a slow and outdated paper-based mail system that was previously used to notify jurors of critical information.

Work continued on the Courts Digital Modernization initiative, which allows court users to digitally access court information 24 hours a day from anywhere. Users are able to:

- submit and view documents online

- file over 700 document types for civil, Divisional Court, bankruptcy, family and Small Claims Court matters
- have easier, faster access to court records
- schedule matters and appearances
- pay fees online
- receive decisions electronically

In 2022, the ministry invested an additional \$65 million over five years to ensure that courtrooms across the province are equipped with technology so that people can access hearings through video or audio. The ministry continues to work to ensure video and audio court hearings are available in every region, including in more rural, northern, and Indigenous communities. In 2021–2022, 40 installations were completed, with another 50 completed in 2022–2023. An additional 16 rooms are targeting completion in 2023–2024 under Phase 1 and another 50 rooms under Phase 2.

The ministry will continue to develop the “courthouse of the future,” which is currently piloted in Halton Region, and offers in-person services and virtual appearances, as well as opportunities for self-service.

In October 2022, the ministry invested \$2.1 million towards the installation of reliable high-speed satellite internet access and video conferencing equipment to enable virtual court proceedings in these 29 communities. The ongoing investment will help break down long-standing barriers and will support a modern, accessible legal system that meets the needs of First Nations and Northern communities.

The ministry also worked to provide technology to the implementation of the Tribunals Ontario Portal — a new case management system that will streamline the dispute resolution process by allowing applications to be filed, processed, and scheduled online. The new system is expected to help address backlogs at the Landlord and Tenant Board, the Human Rights Tribunal of Ontario, and other tribunals that fall under Tribunals Ontario. The Landlord and Tenant Board was the first tribunal to implement the portal.

Criminal court case backlog

The ministry continued to work to address the backlog of criminal cases (<https://news.ontario.ca/en/release/1001076/ontario-introduces-new-measures-to-address-court-backlog>) caused by the COVID-19 pandemic through the criminal case backlog strategy. Launched in October 2021, the government's significant investment of \$72 million over two years has supported the hiring of additional Crown Prosecutors to mitigate the risk of serious cases being stayed for delay, the hiring of new staff to strengthen court and victim/witness services, and increased funding for enhanced legal aid services. The government is also increasing trial capacity in the justice system until the number of outstanding cases returns to pre-pandemic levels by reducing the number of cases entering the criminal justice system, seeking faster resolutions for cases already in the system and updating processes to shorten the time it takes to move a case to trial.

While the majority of initiatives in this strategy were implemented by March 2022, the remaining resources were implemented in 2022–2023 and the ministry continues to see the impact of this important investment. For example, the updated COVID-19 Recovery Directive (<https://www.ontario.ca/document/crown-prosecution-manual/d-38-covid-19-recovery>) is helping to focus prosecutorial resources where they are needed most – the prosecution of serious cases such as murder, sexual assault, and gun-related offences.

The ministry also completed an intensive review and resolution blitz of backlogged cases in 2022. Virtual Resolution Teams of experienced prosecutors were created in each region. As a result, thousands of criminal cases were reviewed, reducing backlog and freeing up beneficial court time.

Legal Aid Ontario

Legal Aid Ontario (<https://www.legalaid.on.ca/>) (LAO) receives a significant portion of its funding from the Law Foundation of Ontario, whose primary source of revenue is the interest derived from lawyers' trust accounts. In 2022–2023, the government approved \$52 million in additional one-time funding for LAO to address funding shortfalls from the Law Foundation of Ontario to ensure that services were not impacted by lost revenue from the Law Foundation of Ontario. LAO is predicting steady funding from the Law Foundation of Ontario for the next three years.

Justice centres

Ontario continued to support justice centres to move justice out of the traditional courtroom into a community setting. By integrating early supports into the justice process, these centres can reduce recidivism, minimize time spent in jail on remand, break the cycle of offending and improve outcomes for justice-involved and high-needs communities in Ontario.

On February 6, 2023, the Ontario government, in collaboration with Indigenous leaders, the Ontario Court of Justice and community partners, opened the Kenora Justice Centre. Designed with and for the Kenora community, the innovative Centre will hold individuals accountable for their offences, while providing community-led supports through health care, education, housing and other social-service providers. Wrap-around programs will be delivered by specialized teams that include Indigenous-led organizations, and mental health and addictions counsellors.

With the launch of the Kenora Justice Centre, there are now four Justice Centres that are operational in Ontario. The first Justice Centre was launched in London in September 2020, and the Toronto Downtown East and Toronto Northwest Justice Centres both launched in May 2021.

Since the London Justice Centre launched in September 2020, it has processed almost 1,000 cases and connected over 90% of Justice Centre clients to supports for mental health, education, employment or housing.

At the Toronto Northwest site, youth have been referred to 40 unique agencies to provide services and supports.

At the Toronto Downtown East site, 100% of first court appearances are scheduled to occur within 1 week of police contact.

In the 12 months after their First Appearance at the Downtown East site, participants incurred fewer new criminal charges than they did in the previous 12 months – with 91.3% of individuals demonstrating some level of abstaining from criminal activity.

Ontario Court of Justice — Toronto

In early 2023, Infrastructure Ontario completed the construction of the new 17-storey high-rise courthouse. The 17-storey high-rise courthouse will bring together most of the Ontario Court of Justice (OCJ) criminal courts operating across the city of Toronto.

The new Ontario Court of Justice — Toronto (<https://news.ontario.ca/en/release/1002759/ontario-opening-new-courthouse-in-toronto>) (OCJT) opened in early March 2023 with phased courthouse moves following. The fully accessible state-of-the-art courthouse will bring six OCJ criminal courts under one roof, including specialty courts, such as those for drug treatment, youth and mental health.

Emergency injunctions

During the blockades and occupations in Ottawa and Windsor in February 2022, MAG lawyers supported affected businesses and municipalities to respond quickly and decisively to prevent further disruptions to critical economic activities and local businesses.

On February 11, 2023, the ministry supported an injunction sought by the Automotive Parts Manufacturers Association and the City of Windsor to prevent protesters from blocking the Windsor Ambassador Bridge and halting critical daily activity with U.S. trading partners. The Chief Justice of the Superior Court of Justice granted the requested injunction.

On February 14, 2023, the ministry supported a similar injunction brought by the City of Ottawa to prohibit breaches of a number of city by-laws to help clear the streets of Ottawa, where several weeks of occupation had begun to take a critical toll on downtown businesses and the tourist economy. The Associate Chief Justice of the Superior Court granted the requested injunction.

These injunctions helped to ensure public safety and protect vital economic activities during a period of crisis.

Housing Supply Action Plan

As part of the Housing Supply Action Plan 2022 (<https://www.ontario.ca/page/more-homes-built-faster>) , led by the Ministry of Municipal Affairs and Housing, the government invested more than \$19 million over three years to help reduce the longstanding backlogs and accelerate decisions at the Ontario Land Tribunal (OLT) and Landlord and Tenant Board (LTB). Investments supported the appointment of more impartial adjudicators at the OLT and LTB and support additional technology at the land tribunal to resolve cases faster.

In November 2022, the ministry invested an additional \$1.4 million into the LTB, allowing the board to hire 35 additional operational staff to enhance scheduling and client experience, issue decisions and orders faster and help tackle the high number of cases before the board.

Establishing safe and competitive online gaming

On April 1, 2022, iGaming Ontario (<https://igamingontario.ca/en>) (iGO) launched the new market for internet gaming (igaming).

Since its launch in April 2022, Ontario's regulated igaming market has more than 40 operators across 70 gaming websites and has displaced the existing unregulated market, which historically has provided limited safeguards for consumers and competed with legitimate gaming providers. In the first year, there has been \$35.6 billion in total wagers and generated \$1.4 billion in total gaming revenue in Ontario.

The Ontario government continues to lead the way in Canada with the new online gaming market that protects consumers and sets clear rules, while ensuring a level playing field for new businesses.

Providing responsive services for vulnerable people

In April 2022, the ministry seamlessly transferred six additional victims services programs to Ministry of Children, Community and Social Services to ensure a more coordinated approach to delivering services such as crisis intervention and violence prevention programs. This followed the transfer of three victim services programs in January 2022.

In December 2022, the ministry provided \$2.13 million in one-time funding for 2022–2023 to address immediate service pressures in the Partner Assault Response (PAR) program (<https://www.ontario.ca/page/partner-assault-response-program>) . This funding allowed providers to offer additional group sessions so that more clients can access the program in a timely fashion and get the help that they, and their partners/victims need.

Table 3: Ministry interim actual expenditures 2022–2023

Ministry interim actual expenditures 2022–2023 ^[3]	Amount \$M *****	
COVID-19 Approvals	N/A *****	
Other Operating	1,910.9	
Other Capital	59.3	
Staff Strength ^[4] (as of March 31, 2023)	8,618.8	

Updated: December 15, 2023
Published: December 15, 2023

Footnotes

- [1] ^ Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.
- [2] ^ Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2023 Ontario Budget.
- [3] ^ Interim actuals reflect the numbers presented in the 2023 Ontario Budget.
- [4] ^ Ontario Public Service Full-Time Equivalent positions.