

Published plans and annual reports 2024–2025: Ministry of the Attorney General

Plans for 2024–2025, and results and outcomes of all provincial programs delivered by the Ministry of the Attorney General in 2023–2024.

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 frontline 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** includes the Attorney General's office, Parliamentary Assistant's office and Deputy Attorney General's office, the Corporate Services Management Division (CSMD) and the Communications Branch. This program provides for the overall administration of the Ministry. CSMD provides strategic support and advice in the areas of business and fiscal planning, human resources, diversity, inclusion and accessibility, emergency management, project management, data and analytics, facilities management and oversight of the ministry's capital, accommodation and lease portfolio. CSMD also delivers shared services for the justice sector, including security support, freedom of information and French language services.

The **Prosecuting Crime Program** is responsible for the prosecution of all criminal offences under the *Criminal Code* (<https://laws-lois.justice.gc.ca/eng/acts/c-46/>) and other federal and provincial statutes, to inspire public confidence and uphold the rule of law. This program also provides legal representation for the Crown in Right of Ontario in all criminal matters, including prosecuting criminal cases before all levels of courts, representing the Crown on appeal and providing legal advice to the Attorney General and Deputy Attorney General in all criminal law matters and to the police upon request.

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. The agencies, tribunals and programs in the division include:

- Tribunals Ontario

- Ontario Land Tribunal
- Legal Aid Ontario
- the Alcohol and Gaming Commission of Ontario
- iGaming Ontario
- the Ontario Human Rights Commission
- the Human Rights Legal Support Centre
- the Special Investigations Unit
- the Law Enforcement Complaints Agency
- the Bail Verification and Supervision Program

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 is dedicated to addressing Indigenous justice issues, with a specific focus on reducing recidivism rates and the overrepresentation of Indigenous people in the justice system as victims, accused and offenders. The division is committed to building strong and respectful relationships with Indigenous communities in Ontario in order to improve trust in, and understanding of, the justice system. The division is currently engaged in work that includes overseeing Indigenous justice programs, facilitating Indigenous cultural competency training, legislative reform, policy development and Coroner's Inquests. The division also provides strategic advice to the Attorney General and Deputy Attorney General on matters tied to Indigenous justice. The division works closely with, and supports/informs the work of, other divisions within the Ministry of the Attorney General, other ministries including the Ministry of the Solicitor General and the Ministry of Indigenous Affairs, the Ontario Provincial Police and First Nations Police Services within the province. In addition, the division supports the Indigenous Justice Group and the Elders' Council as they provide critical expert advice to the Attorney General and other ministries as requested.

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 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, 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 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 in year two of a multi-year process to review and refresh its Key Performance Indicators (KPIs) to ensure they:

- are fully reflective of the ministry's key priorities and stated outcomes
- have appropriate target values and rationales

The ministry understands the need to be transparent in its performance reporting and this report continues to reflect previous recommendations from the Auditor General to communicate performance results.

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

This project has already seen the replacement or revision of its complete suite of government-directed KPIs and will next identify common ministry priorities for the development of ministry-identified KPIs.

At this time, the ministry is able to report on the KPIs that remain unchanged from the previous reporting year, the results for which are highlighted below:

Performance data for the last three years for the KPIs that remain unchanged as a result of the ministry's KPI redesign work are as follows:

Government-directed KPIs

Key Performance Indicator	Outcome / Objective	Year and Value	Year and Value	Year and Value
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.	N/A *****	03/31 /2022 (new in 2022) 64.0% Target: 65%	03/31 /2023 60% Target: 65%
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% Target: 100%	03/31 /2022 100% Target: 100%	03/31 /2023 100% Target: 100%
Facility Condition Index for the leasehold component of the ministry's Leasehold Asset Management Program (LAMP) assessed sites.	Improving conditions of public infrastructure.	03/31 /2024 (projection) 57.3% Target: 54.1% by 2029	03/31 /2025 (projection) 58% Target: 54.1% by 2029	03/31 /2026 (projection) 57.9% Target: 54.9% by 2029
Percentage of clients satisfied with services received.	A modern, people-centred justice system that is efficient, effective, and sustainable.	03/31 /2021 79.7% Target: 85%	03/31 /2022 92.5% Target: 85%	03/31 /2023 94.3% Target: 85%
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% Target: 75%	03/31 /2022 77.2% Target: 75%	03/31 /2023 73% Target: 75%

The Ministry of the Attorney General is responsible for the delivery of an accessible, responsive and resilient justice system that inspires public confidence and upholds the rule of law.

In 2024–2025, the ministry will continue to implement Justice Accelerated, a multi-year strategy that is delivering the most significant upgrade to justice services in Ontario’s history to address longstanding challenges. The ministry will also continue to address delays and backlogs in the justice system to ensure that cases proceed through the system as efficiently and effectively as possible.

The ministry continues to take a multi-pronged approach to transform antiquated systems through the implementation of Lean practices and an end-to-end digital case management system. The ministry is also 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 also continues to support the work of the Alcohol and Gaming Commission (AGCO) in its licensing and regulation of alcohol, gaming, cannabis retail and horse racing in Ontario. The government is currently developing a new retail marketplace for alcohol that will expand the sale of beer, wine, cider and ready to drink spirits in all grocery, convenience and big box stores across Ontario by January 2026. The ministry will continue to work with the AGCO to maintain rigorous standards for licensing, regulation and social responsibility as the retail alcohol framework transitions and expands over the coming years.

In tandem with the work the ministry is doing to update its entire suite of KPIs, the ministry will continue to monitor its KPIs to assess performance in areas where reporting is ongoing: for example, French Language Services, improving conditions of public infrastructure, and client satisfaction.

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

Courts modernization

Guided by the Justice Accelerated Strategy, the ministry will continue to transform Ontario’s justice system to address longstanding challenges through ground-breaking digital initiatives that will make it easier for the public to interact with the courts and increase their access to justice.

The Courts Digital Transformation (CDT) initiative is the most significant single step forward in the digital evolution of justice in Canada. CDT will replace outdated and time-consuming paper-based procedures with an intuitive and streamlined online platform to manage cases, documents and schedules. This platform, to be delivered by Thomson Reuters, will support access to both the Superior Court of Justice (SCJ) and the Ontario Court of Justice (OCJ). The first phase of the platform is scheduled to launch in 2025 in Toronto for SCJ family, civil, small claims, enforcement, and divisional courts, and OCJ family court.

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

The ministry will continue to prioritize the staffing of courtrooms to address recruitment and retention challenges in frontline court and client representative positions to ensure sustainable court operations now and in the future. Court staff play an essential role in the administration of justice. Without them, court hearings cannot proceed, matters cannot be scheduled, and legal documents cannot be filed, impacting the lives of everyone who needs to access the justice system. The ministry is working closely with judicial officials to ensure matters can proceed as scheduled.

In addition, 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. This 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.

Sustaining Ontario's justice system

The ministry remains committed to reducing the backlog of criminal cases in Ontario courts and continues to closely monitor backlog reduction progress. Building on the criminal case backlog strategy, the ministry is taking action to keep Ontarians safe and ensure access to justice for those involved in the criminal justice system, including victims and their families.

The ministry is also focused on addressing the backlog of civil and family cases in the province's courts. This will help to reduce the length of time it takes the courts to reach a decision in civil and family matters and make the justice system more accessible, efficient and responsive to the needs of people across the province.

The ministry will continue to work with all legal partners to explore ways to address delays and backlogs in the justice system. The ministry will work to ensure that cases proceed through the system as efficiently and effectively as possible and Ontario's justice system remains strong, responsive and sustainable for many years to come.

The ministry will continue to work with Tribunals Ontario to ensure that the ministry's tribunals provide effective dispute resolution services and that Ontarians who need those services have access to justice. This includes actively addressing the backlog of cases at the Landlord Tenant Board to improve client service and reduce decision timeframes.

Prosecution

The ministry's top operational risk continues to be 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 in the best interest of the public and community safety.

The ministry continues to invest in Ontario's prosecution service to effectively case manage and prosecute the increased volume and complexity of gun and gang, auto theft and serious violent criminal cases. The ministry's new Major Auto Theft Prosecution Response Team will work directly with the Ontario Provincial Police's Organized Crime Towing and Auto Theft Team to provide advice at the investigative stage and to case manage and prosecute these large and complex cases.

The ministry is supporting prosecution teams across the province by adding additional resources for review and disclosure of digital evidence from police service body-worn and in-car cameras. These investments will help ensure that prosecution teams have the resources they need to provide timely disclosure, lead to fewer cases being dismissed due to delay and foster a resilient, responsive justice system that protects victims and witnesses who cooperate with critical police investigations.

The ministry work on the multi-year Guns, Gangs and Violence Reduction Strategy will continue and help combat gun and gang violence on all fronts across Ontario and keep communities safe. The ministry is focusing on initiatives related to prosecution, intervention, prevention, and victim services.

Support for victims

The ministry continues to support the complex needs of Ontarians within victim services by sustaining and expanding critical programs to support victims of crime, their families and survivors of sexual violence.

This includes investing to support the Independent Legal Advice for Survivors of Sexual Assault program and sustain and expand the Child Victim Witness Support Program. These programs provide legal support for survivors of sexual assault and for children who are victims or witnesses of crime. Participation in these programs allows recipients to better understand the criminal court process and make informed decisions about their legal options, including reporting the incident and holding the offenders to account after experiencing sexual assault.

Review of the Rules of Civil Procedure

The Attorney General, in partnership with the Chief Justice of the Superior Court, established the Civil Rules Review working group to carry out a review of the Rules of Civil Procedure to support the necessary transformation of civil proceedings to help save Ontarians time and money. Through broad consultation with civil justice system participants, the review will identify and target areas for rules reform that will have the most positive impact for the public, self-represented litigants, members of the practicing bar, judges and valued court staff. In the past four years, the ministry created transformational change to civil court processes through 24 regulations amending the court rules as well as amendments to the Family Law Rules, with the Family Rules Committee.

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

Item	Amount \$
Operating	1,939.7
Capital	26.1
Total	1,965.8

Historical trend analysis data

Historic trend analysis data	Actual s 2021– 2022 ^[1] \$	Actual s 2022– 2023 ^[1] \$	Estima tes 2023– 2024 ^[1] \$	Estima tes 2024– 2025 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,816,009,564	1,922,784,310	1,809,482,114	1,965,816,014

Historic trend analysis data	Actual s 2021– 2022 ^[1] \$	Actual s 2022– 2023 ^[1] \$	Estima tes 2023– 2024 ^[1] \$	Estima tes 2024– 2025 \$
Percent change (%)	N/A *****	5 . 9%	(5 . 9%)	8 . 6%

Table 2: Combined operating and capital summary by vote

Operating Expense						
Votes/Programs	Estim ates 2024– 2025 \$	Change from Estimat es 2023– 2024 \$	Perc enta ge %	Estim ates 2022– 2023 [2] \$	Interi m Actua ls 2023– 2024 [2] \$	Actu als 2022– 2023 [2] \$
Ministry Administration Program	248,498,700	17,174,400	7.4	231,324,300	246,270,900	230,233,967
Prosecuting Crime Program	380,232,700	29,336,300	8.4	350,896,400	391,726,400	335,616,452
Policy, Justice Programs and Agencies	525,698,900	14,250,100	2.8	511,448,800	561,370,000	483,593,399
Legal Services Program	31,368,500	(839,500)	(2.6)	32,208,000	37,037,100	31,227,386
Total Including Consolidation & Other Adjustments	1,939,678,114	146,380,600	8.2	1,793,297,514	2,077,708,114	1,863,861,153

Votes/Programs	Estimates 2024-2025 \$	Change from Estimates 2023-2024 \$	Percentage Change	Estimates 2022-2023 \$ [2]	Actuals 2023-2024 \$ [2]	Actuals 2022-2023 \$ [2]
Court Services Program	555,600	42,741,700	8.3	512,914,200	624,249,200	550,006,885
Victims and Vulnerable Persons Program	149,923,200	(8,093,900)	(5.1)	158,017,100	155,816,800	141,565,629
Political Contribution Tax Credit	10,346,400	691,700	7.2	9,654,700	11,955,400	16,314,278
Alcohol and Gaming Commission of Ontario Program	77,235,900	14,665,400	23.4	62,570,500	84,346,500	62,185,410
Total Operating Expense to be Voted	1,978,960,200	109,926,200	5.9	1,869,034,000	2,112,772,300	1,850,743,406
Statutory Appropriations	5,369,014	N/A	N/A	5,369,014	62,375,614	110,233,932
Total Including Consolidation & Other Adjustments	1,939,678,114	146,380,600	8.2	1,793,297,514	2,077,708,114	1,863,861,153

Votes/Programs	Estimates 2024– 2025 \$	Change from Estimates 2023– 2024 \$	Percentage %	Estimates 2022– 2023 [2] \$	Interim Actuals 2023– 2024 [2] \$	Actuals 2022– 2023 [2] \$
Ministry Total Operating Expense	1,984 ,329, 214	109,926 ,200	5.9	1,874 ,403, 014	2,175 ,147, 914	1,96 0,97 7,33 8
Consolidation Adjustment — colleges	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(7,8 48)
Consolidation Adjustment — Legal Aid Ontario	178,2 98,50 0	23,773, 400	15. 4	154,5 25,10 0	138,2 80,30 0	169, 095, 199
Consolidation Adjustment — school boards	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(120 ,806)
Consolidation Adjustment — hospitals	(872, 400)	(765,30 0)	714 .6	(107, 100)	(949, 600)	(1,1 83,0 17)
Consolidation Adjustment — Children Aid Societies	(376, 700)	(376,70 0)	N/A *****	N/A *****	(376, 700)	(407 ,803)
Consolidation Adjustment — General Real Estate Portfolio	(221, 700,5 00)	13,823, 000	(5. 9)	(235, 523,5 00)	(234, 393,8 00)	(263 ,460 ,383)
Total Including Consolidation & Other Adjustments	1,939 ,678, 114	146,380 ,600	8.2	1,793 ,297, 514	2,077 ,708, 114	1,86 3,86 1,15 3

Votes/Programs	Estimates 2024–2025 \$	Change from Estimates 2023–2024 \$	Percentage %	Estimates 2022–2023 [2] \$	Interim Actuals 2023–2024 [2] \$	Actuals 2022–2023 [2] \$
Consolidation Adjustment — Ontario Infrastructure and Lands Corporation	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(1,031,527)
Total Including Consolidation & Other Adjustments	1,939,678,114	146,380,600	8.2	1,793,297,514	2,077,708,114	1,863,861,153

Operating Assets

Votes/Programs	Estimates 2024 – 2025 \$	Change from Estimates 2023– 2024 \$	Perc enta ge %	Estimates 2023– 2024 [2] \$	Interim Actuals 2023– 202[2] \$	Actuals 2022 – 2023 [2] \$
Ministry Administration Program	1,000	(1,000)	(50.0)	2,000	6,800	6,800
Prosecuting Crime Program	1,000	N/A	N/A	1,000	1,416,100	1,416,000
Ministry Total Operating Assets	9,000	(1,000)	(10.0)	10,000	3,354,200	1,890,200

Votes/Programs	Estimates 2024 – 2025 \$	Change from Estimates 2023– 2024 \$	Percentage %	Estimates 2023– 2024 [2] \$	Interim Actuals 2023– 202 ^[2] \$	Actuals 2022 – 2023 [2] \$
Policy, Justice Programs and Agencies Program	3,000	N/A *****	N/A *****	3,000	102,600	102,600
Legal Services Program	1,000	N/A *****	N/A *****	1,000	205,600	205,600
Court Services Program	1,000	N/A *****	N/A *****	1,000	74,700	74,700
Victims and Vulnerable Persons Program	1,000	N/A *****	N/A *****	1,000	84,500	84,500
Alcohol and Gaming Commission of Ontario Program	1,000	N/A *****	N/A *****	1,000	1,464,000	N/A *****
Total Operating Assets to be Voted	9,000	(1,000)	(10.0)	10,000	3,354,200	1,890,200
Ministry Total Operating Assets	9,000	(1,000)	(10.0)	10,000	3,354,200	1,890,200

Capital Expense

Votes/Programs	Estimates 2024– 2025 \$	Change from Estimates 2023– 2024 \$	Percentage %	Estimates 2023– 2024 [2] \$	Interim Actuals 2023– 2024 [2] \$	Actuals 2022 – 2023 \$
Ministry Total Capital Expense	92,327,000	14,000,400	17.9	78,326,600	84,585,300	56,242,924
Consolidation Adjustment — Legal Aid Ontario	5,500,000	N/A	N/A	5,500,000	4,000,000	2,680,233
Consolidation Adjustment — Ontario Infrastructure and Lands Corporation	(55,900)	(302,400)	(122.7)	246,500	(65,900)	N/A
Consolidation Adjustment — General Real Estate Portfolio	(71,633,200)	(3,744,700)	5.5	(67,888,500)	(74,652,500)	N/A
Total Including Consolidation & Other Adjustments	26,137,900	9,953,300	61.5	16,184,600	13,866,900	58,923,157

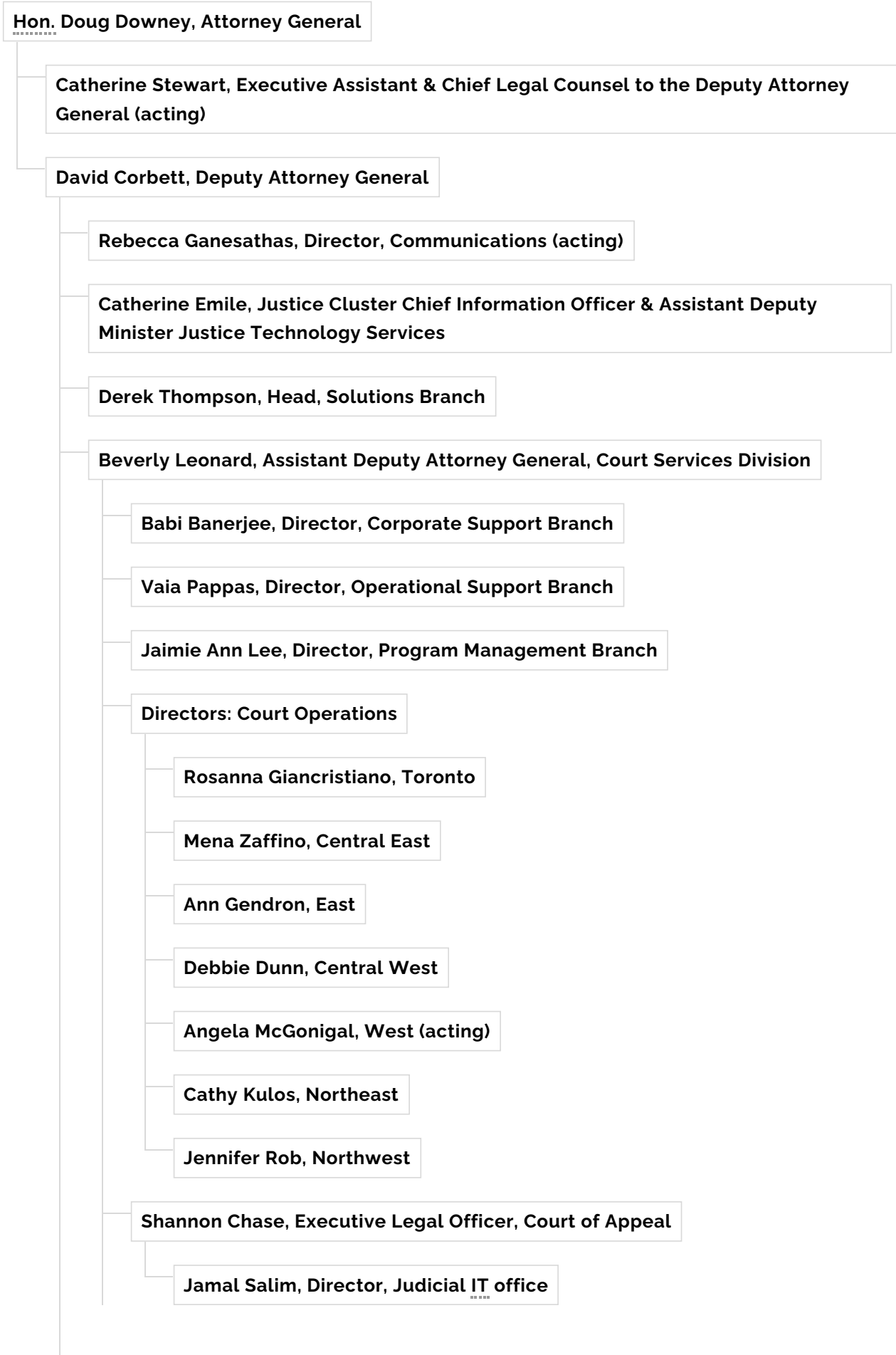
Capital Assets

Votes/Programs	Estimates 2024 – 2025 \$	Change from Estimates 2023– 2024 \$	Percentage %	Estimates 2023 – 2024 [2] \$	Interim Actuals 2023– 2024 ^[2] \$	Actuals 2022 – 2023 [2] \$
Ministry Administration Program	40,876,300	5,183,800	14.5	35,692,500	12,964,200	9,774,098
Court Services Program	4,862,800	(45,931,000)	(90.4)	50,793,800	29,619,400	131,969,820
Alcohol and Gaming Commission of Ontario Program	2,019,000	(538,200)	(21.0)	2,557,200	1,492,800	794,593
Total Capital Assets to be Voted	47,758,100	(41,285,400)	(46.4)	89,043,500	44,076,400	142,538,511
Ministry Total Capital Assets	47,758,100	(41,285,400)	(46.4)	89,043,500	44,076,400	142,538,511
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,965,816,014	156,333,900	8.6	1,809,482,114	2,091,575,014	1,922,784,310

Agencies, boards and commissions reporting to the ministry

Description	2024-2025 Estimates Expenditure \$	2024-2025 Estimates Revenue \$	2023-2024 Interim Actual Expenditure \$	2023-2024 Interim Actual Revenue \$
Alcohol and Gaming Commission of Ontario	77,235,900	64,913,800	84,346,500	57,708,400
Human Rights Legal Support Centre	5,336,200	N/A *****	5,882,200	N/A *****
Legal Aid Ontario	318,081,100	49,841,900	338,919,100	70,707,100
Law Enforcement Complaints Agency	7,518,700	N/A *****	7,797,300	N/A *****
Ontario Human Rights Commission	5,561,300	N/A *****	5,836,500	N/A *****
Royal Commissions	1,000	N/A *****	N/A *****	N/A *****
Special Investigations Unit	10,961,500	N/A *****	11,998,800	N/A *****
Tribunals Ontario	90,247,200	32,768,200	100,363,400	32,768,200
Ontario Land Tribunal	20,635,500	1,200,000	17,908,500	1,200,000
Total	535,578,400	148,723,900	573,052,300	162,383,700

Ministry organizational chart



Rosemarie Juginovic, Executive Legal Officer, Superior Court of Justice (acting)

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, Toronto

Paul Tait, Central East

Julie Scott, East

Todd Norman, Central West

Belinda Pagliaroli, West

Kelly Weeks, North

Leslie Paine, Director, Crown Law Office, Criminal

Fred Braley, Director, Guns & Gangs

John Corelli, Director, Complex Prosecution Bureau

Dayna Arron, Executive Director, Justice Centres

Janine Hodgins, Director, Office of Strategic Initiatives

Majid Juma, Director, Strategic Operations & Management Centre

Sean Kearney, Assistant Deputy Attorney General, Civil Law Division (acting)

Chantelle Blom, 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

Samir Khalil, Portfolio Director (Economics, Infrastructure and Government) (acting)

Directors: Legal Services

Fateh Salim, Ministry of Public and Business Service Delivery/Ministry of Infrastructure (acting)

Len Hatzis, Treasury Board Secretariat

Tom McKinlay, Ministry of Finance (acting)

Roslyn Baichoo, Ministry of Labour, Immigration, Training and Skills Development (acting)

Mary Gersht, Ministry of Transportation

Kikee Malik, Portfolio Director (Community, Health and Social Services) (acting)

Directors: Legal Services

Brian Loewen, Ministry of the Solicitor General

Cheryl Carson, Ministry of Tourism, Culture and Sport/Ministry for Seniors and Accessibility/Ministry of Francophone Affairs (acting)

Peter Spencer, Ministry of Health/Ministry of Health and Long Term Care/Agencies) (acting)

Elaine Atkinson, Ministry of Children, Community and Social Services (acting)

Hari Viswanathan, Family Responsibility Office (acting)

Amyn Hadibhi, Ministry of Education/Ministry of Colleges and Universities (acting)

Donald Bennett, Portfolio Director (Indigenous, Lands and Resources) (acting)

Directors: Legal Services

Stephan Luciw, Ministry of the Environment, Conservation and Parks (acting)

Stephen Lockwood, Ministry of Municipal Affairs and Housing (acting)

Estee Garfin, Indigenous Affairs Ontario (acting)

Donna Glassman, Ministry of Energy/Ministry of Economic Development, Job Creation and Trade (acting)

Diane Zimnica, Ministry of Natural Resources and Forestry

Lauren Temple, Ministry of Mines/Ministry of Northern Development

Natasha Wilson, Ontario Ministry of Agriculture, Food and Rural Affairs (acting)

Mark Spakowski, Chief Legislative Counsel

Olha Dobush, Assistant Deputy Attorney General, Victims & Vulnerable Persons Division

Nicole Mahabir, Director, Divisional Corporate Support Branch (acting)

Jill Dubrick, Director, Ontario Victim Services

Dianne Carter, Children's Lawyer

Sidney Peters, Public Guardian & Trustee

Paula Reid, Assistant Deputy Attorney General & Chief Administrative Officer, Corporate Services Management Division

Erika Cotter, Director, Business & Fiscal Planning

Lisa Gold, Director, Human Resources Strategic Business Unit (acting)

Andrew Nizielski, Director, Facilities Management Branch

Frank Skubic, Director, Justice Sector Security and Emergency Management Branch

Peter O'Keefe, Director, Project Implementation (acting)

Dominic Fernandes, Director, Analytics & Evidence Branch

Mirjeta Dharmo, Coordinator, French Language Services

Noel Kent, Coordinator, Freedom of Information

Carol Pham-de Leon, Director, Courts Digital Transformation Branch (acting)

Brad Obee, Director, Audit Services (Treasury Board Secretariat)

Marian Jacko, Assistant Deputy Attorney General, Indigenous Justice Division

Raj Dhir, Executive Director, Indigenous Justice Policy (acting)

Jennifer Abbott, Legal Director, Indigenous Services

Kaitlin Ritchie, Legal Director

Jane Mallen, Assistant Deputy Attorney General, Policy Division

Juliet Robin, Executive Director, Justice Policy Development

Mariela Orellana, Director, Agency & Tribunal Relations (acting)

Ana Kapralos, Director, Program Modernization & Appointments Branch (acting)

Joe Whitehead, Executive Director, Ontario Land Tribunals (acting)

Harry Gousopoulos, Executive Director, Tribunals Ontario

Mira Gamsa, Director Of Operations

Lorissa Sciarra, Director, Strategic Development

Cristina Boucinha, Director, Strategic Business Service Tribunals Ontario

Christopher Wu, Chief Operations Officer, Law Enforcement Complaints Agency (acting)

Brad Brand, Director, Special Investigations Unit (acting)

Michael Harris, Director, Ontario Human Rights Commission (acting)

Samantha Poisson, Assistant Deputy Attorney, General Recovery Division (acting)

(Vacant), Legal Director, Operations Recovery

(Vacant), Director, Operational Support

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

Community Safety and Policing Act, 2019 (sections pertaining to the Law Enforcement Complaints Agency)

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

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

Opioid Damages and Health Care Costs Recovery Act, 2019

Tribunal Adjudicative Records 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

Mortgages Act

Aliens' Real Property Act

Occupiers' Liability Act

Conveyancing and Law of Property Act

Partition Act

Disorderly Houses Act

Property and Civil Rights Act

Escheats Act, 2015

Religious Organizations' Lands Act

Expropriations Act

Short Forms of Leases Act

Fraudulent Conveyances Act

Trespass to Property Act

Business Regulation

Absconding Debtors Act

Gaming Control Act, 1992

Alcohol and Gaming Commission of Ontario Act, 2019

Horse Racing Licence Act, 2015

Business Records Protection Act

International Commercial Arbitration Act, 2017

Cannabis Control Act, 2017

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

Cannabis Licence Act, 2018

Liquor Licence and Control Act, 2019

Charities Accounting Act

Mercantile Law Amendment Act

Commercial Mediation Act, 2010

Sale of Goods Act

Construction Act

Statute of Frauds

Costs of Distress Act

Unconscionable Transactions Relief Act

Creditors' Relief Act, 2010

Vendors and Purchasers Act

Electronic Commerce Act, 2000

Wages Act

Frustrated Contracts Act

Warehouse Receipts Act

Professional Regulation

Architects Act

Barristers Act

Chartered Professional Accountants of Ontario Act, 2017

Law Society Act

Professional Engineers Act

Public Accounting Act, 2004

Solicitors Act

Crown Duties/Immunity

Crown Agency Act

Crown Attorneys Act

Crown Liability and Proceedings Act, 2019

Ministry of the Attorney General Act

Ombudsman Act

Public Authorities Protection Act

Public Officers Act

Supporting Ontario's Recovery Act, 2020

Estates

Absentees Act

Crown Administration of Estates Act

Declarations of Death Act, 2002

Estates Act

Estates Administration Act

Perpetuities Act

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

Other

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

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

Democracy Statutes

Election Act

Election Finances Act

Electoral System Referendum Act, 2007

Legislative Assembly Act

Representation Act, 2015

Appendix: 2023–2024 Annual Report

In 2023–2024, 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 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

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

- **Completion of Emergency Management Program requirements:** the ministry continues to meet this target through a 100% compliance rate each year.
- **Facility Condition Index for the leasehold component of the ministry's Leasehold Asset Management Program (LAMP) assessed sites:** The ministry is on track to achieve its planned renewal investments in courthouse buildings.
- **Percentage of clients satisfied with services received:** the ministry exceeded the target of 85% by achieving a 92.5% satisfaction rate in 2022–2023, and results improved even more in 2023–2024, with a 94.3% satisfaction rating. The ministry has maintained good client satisfaction levels, and this is demonstrated in the ministry's satisfaction rating.

The ministry faced challenges achieving the target for two KPIs:

- **Percentage of designated bilingual positions filled with incumbents with the right level of French proficiency:** the ministry's results dropped from 64% last year to 60% as of March 31, 2023. The Justice Sector Ministries' French Language Services (FLS) Strategic Plan has a strong focus on recruitment and retention of a qualified bilingual workforce and aligns with FLS enterprise initiatives. This is ongoing work, and the ministry committed to provision of FLS in all areas of its operations.
- **Percentage of public facing service standards for timely service delivery that are achieved:** the ministry's result last year was 77.2%, but this figure has fallen to 73% as of March 31, 2023. In April 2022, various programs aimed at supporting victims — along with the related data — moved to the Ministry of Children Community and Social Services.

Each year, the ministry conducts 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

The ministry continued the largest digital transformation of the justice sector in Ontario's history, designed to bring more services, such as e-filing, paying court fees and certain court hearings, online and closer to Ontarians, no matter where they live in the province.

In July 2023, the ministry invested \$166 million in the Courts Digital Transformation initiative (<https://news.ontario.ca/en/release/1003292/ontario-investing-in-digital-justice-platform>) to deliver more legal services online, replacing outdated paper-based procedures with a digital platform that will support access to

the Superior Court of Justice and the Ontario Court of Justice. Thomson Reuters was awarded the contract to deliver the new digital justice platform, which will allow court users to:

- file documents quickly and easily online
- digitally access court case information online
- pay fees online
- connect virtually to hearings
- manage court appearances online
- receive decisions electronically

The ministry also expanded the Justice Services Online (JSO) platform to allow court users to file nearly 800 different court documents online, without having to go to court.

The ministry expanded the types of court documents that can be filed online to include bankruptcy and Divisional Court files in addition to expanding the online court case search tool to ensure the public can access basic court information and select civil and active criminal matters.

The expansion of the JSO continues to allow court users to digitally access court information 24 hours a day from anywhere, without having to go to a courthouse.

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. In 2023–2024, eight courtrooms were completed under Phase 1, and 26 courtrooms were completed under Phase 2.

In April 2022, the ministry invested \$2.5 million to purchase, install and operate Starlink satellite internet and video conferencing equipment to enable virtual court proceedings and video conferencing. As of September 2023, 48 Starlink satellite units have been installed across 27 fly-in 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.

Criminal court case backlog

In 2023–2024, unprecedented case volumes and continuing impacts from the COVID-19 pandemic continued to present capacity challenges for Ontario's court system. The ministry worked to address delays and backlogs in the justice system.

The government's investment of \$72 million over two years continues to have a positive impact. Launched in October 2021, the strategy 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 resources put in place are now permanent and an ongoing investment has become part of the ministry's annual funding.

Courts staffing

Court staff play an essential role in the administration of justice and the ministry is committed to attracting, developing, and retaining a diverse and professional workforce. Starting in 2024, the ministry increased the number of full-time, permanent court staff across the province through almost \$6 million in additional annual

funding. The ministry has offered full-time employment opportunities to existing on-call staff and is recruiting new, permanent, full-time staff and on-call court staff in Toronto Region.

Major Auto Theft Prosecution Response Team

In May 2023, the ministry invested \$13.9 million over three years for the new Major Auto Theft Prosecution Response Team (<https://news.ontario.ca/en/release/1003005/ontario-cracking-down-on-auto-theft>) . The team works directly with the Ontario Provincial Police's Organized Crime Towing and Auto Theft Team to provide advice at the investigative stage and to case manage and prosecute these large and complex cases.

This team provides permanent, dedicated prosecutors at courthouses in jurisdictions facing the highest rates of auto theft, such as Toronto, Hamilton, Ottawa and London. The team is also structured so that prosecutors can be mobilized and deployed to other courthouses across the province.

Intensive Serious Violent Crime Bail Support Team

In April 2023, The ministry announced \$26 million over three years to establish Intensive Serious Violent Crime Bail Support Teams (<https://news.ontario.ca/en/release/1002987/ontario-takes-action-on-high-risk-and-repeat-violent-offenders>) within the courts system to ensure that there are dedicated prosecutors and subject matter experts to prepare for and properly conduct the often lengthy and complex bail hearings. These investments will immediately help to address serious, violent and repeat offenders by providing more resources to police to investigate and apprehend these accused persons and to prosecutors and courts to conduct complex, time-consuming bail hearings with the best evidence possible. This investment was part of a larger government investment of \$112 million over three years to help ensure that high-risk and repeat violent offenders comply with their bail conditions, and prosecutors have the resources to prepare for and conduct complex bail hearings.

Brampton (A. Grenville and William Davis) Courthouse Expansion

In early 2024, Infrastructure Ontario completed the expansion of the Brampton (A. Grenville and William Davis) Courthouse (<https://news.ontario.ca/en/release/1004107/ontario-completes-expansion-of-brampton-courthouse>) , one of the busiest courthouses in the province. The \$117 million expansion boasts enhanced technology to support more virtual hearings and included:

- Six additional floors with 18 additional hearing rooms: 13 courtrooms, three settlement conference spaces and two pre-trial rooms for the Superior Court of Justice and Ontario Court of Justice.
- Upgraded security features, including courtrooms built for trials involving multiple accused persons and remote testimony spaces.
- Improved accessibility spaces such as barrier-free witness stands and specialized seating for jury members.

Legal Aid Ontario

The ministry continues to work with Legal Aid Ontario (LAO) (<https://www.legalaid.on.ca/>) to ensure access to justice and effective legal services for eligible low-income Ontarians. In 2023, LAO made changes to the compensation structure for private bar lawyers who are paid to do legal aid work. The compensation structure is set out in the legal aid tariff.

The compensation structure for legal aid lawyers in Ontario had been largely unchanged over the past 25 years, and the hourly rates and block fee rates had not increased since 2015. These tariff changes

acknowledge the increased complexity of providing legal aid services. In order to implement key tariff improvements in a timely manner, LAO is taking a phased approach to implementation.

The first phase of tariff reforms came into effect in October 2023. The second phase of tariff reform changes will be launched in two stages. The first stage of phase two came into effect in March 2024 and the second stage is expected to be implemented in July 2024.

LAO's current strong financial position has enabled LAO to fund these tariff changes.

iGaming reference

In February 2024, Ontario filed a reference with the Court of Appeal to clarify whether permitting people in Ontario to participate in online games and betting involving players located outside of Canada would be consistent with the *Criminal Code*. The reference is expected to be heard in November 2024.

Housing Supply Action Plan

As part of the government's plan to address housing supply, legislative changes were passed to help ensure disputes holding up housing growth are resolved faster. Once proclaimed the changes to the *Ontario Land Tribunal Act* will help speed up proceedings, resolve cases faster and streamline processes at the Ontario Land Tribunal (OLT).

As announced in the 2023 Budget, the ministry is investing \$11.8 million over three years to help the OLT speed up case resolution, improve client service and support faster housing creation, by:

- hiring more support staff
- investing in technology for digital and hybrid hearings
- improving client service via phone and web channels
- enhancing its case management system

The ministry continues to work with Tribunals Ontario and the Landlord Tenant Board (LTB) to address the accumulation of active cases before the board. The ministry has taken action to increase funding and resources for the LTB. This will improve client service and continue to reduce active applications and decision timeframes at the board. In 2023–2024, the ministry invested \$6.5 million (<https://news.ontario.ca/en/release/1002902/ontario-strengthening-protections-for-tenants>) in the LTB to appoint an additional 40 adjudicators, more than doubling the number of full-time adjudicators and hire five staff to improve service standards and continue to reduce active applications and decision timeframes. This funding was in addition to the \$11.8 million over three years announced in the 2023 Budget to help reduce the backlog of cases by hiring more support staff and expanding hearing hours.

Providing Responsive Services for Vulnerable People

In September 2023, the ministry provided an additional \$2.13 million annually for two years (<https://news.ontario.ca/en/backgrounder/1003528/ontario-supporting-victims-and-survivors-of-intimate-partner-violence-domestic-violence-human-trafficking-and-child-exploitation>) for Partner Assault Response providers to help sustain the program and address service pressures. This represents an approximate 22% increase in annual funding for all service providers.

In March 2024, the ministry provided over \$1.4 million through the Grant to Support Child Victims of Gun and Gang Violence (<https://news.ontario.ca/en/backgrounder/1004298/ontario-supporting-young-victims-of-gun-and-gang-violence>) in communities across the province to help support young victims, witnesses and survivors

of gun and gang violence and human trafficking. The new program is funded as part of a \$121 million investment by the federal government to help prevent gun and gang violence in Ontario (<https://www.canada.ca/en/public-safety-canada/news/2024/01/government-of-canada-announces-federal-support-to-prevent-crime-and-combat-auto-theft-in-ontario.html>) , and builds on the province’s Guns, Gangs and Violence Reduction Strategy (<https://www.ontario.ca/page/guns-gangs-and-violence-reduction-strategy>) and the Anti-Human Trafficking Strategy (<https://www.ontario.ca/page/ontarios-anti-human-trafficking-strategy-2020-2025>) .

Table 3: Ministry interim actual expenditures 2023–2024

Ministry interim actual expenditures 2023–2024 ^[3]	Amount \$M	
Operating	2,077.7	
Capital	13.9	
Staff Strength ^[4] (as of March 31, 2024)	9,047.5	

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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 2024 Ontario Budget.
- [3] ^ Interim actuals reflect the numbers presented in the 2023 Ontario Budget.
- [4] ^ Ontario Public Service Full-Time Equivalent positions.