

**Appendix A:**  
**Court Services Division Five-Year Plan**

2004/05—2008/09

## Mission and Business Goals

### Mission

The Court Services Division mission is to provide a modern and professional court service that supports accessible, fair, timely and effective justice services.

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### Business Goals

#### Timely and Efficient Case Processing

- Court office resources and fully staffed, fully functional courtrooms are available as needed.
- Courtroom technology supports efficient case processing.
- Electronic case tracking permits continuous monitoring of case volumes, case flow and dispositions.
- Court filing and data entry are consistent, accurate and up-to-date at all court offices.
- Mediation services are available to promote early resolution of civil and domestic family cases.
- Court rules and procedures promote timely resolution of cases and reduce unnecessary appearances and costs.
- The Division works collaboratively with the judiciary, the bar and justice sector partners to eliminate case backlogs.

#### Accessible Services

- Barriers to court are identified and reduced or eliminated.
- Information services are easily available to the public.
- Self-help information to support unrepresented litigants is provided to enable access to Family Court and Small Claims Court.
- Technology enables improved access to court information, files and schedules and remote court appearances by parties and witnesses.
- Access to court documents, files and databases is governed by a legal and policy framework.
- An effective communications strategy is in place to inform court users of changes in policies and practices.

### Consistent High-Quality Services

- A professional, trained court workforce provides consistent, knowledgeable, courteous services at court counters and offices, high quality courtroom and administrative support to the judiciary and effective enforcement services.
- Specialized court services are provided where appropriate.
- Electronic links between information systems support justice sector goals.
- The Division has effective partnerships with the business communities and other external agencies for the delivery of some services.
- The Division participates in projects to provide justice services and expertise to the international community.
- Head Office and regional staff collaborate on the development and implementation of new programs and policies.
- Collaborative working relationships exist with municipalities, the judiciary and the bar, Justice Sector partners, other ministries, agencies and other Ministry of the Attorney General divisions.
- The Division has a Federal/ Provincial/ Territorial strategy in place.
- The Division has links with external agencies to identify emerging issues and best practices and to improve the analysis of court data.
- Efficient file and record management practices are in place at all court offices.
- Jury process and accommodations encourage participation in juries.
- The Division participates in broader legislative and policy reviews aimed at improving court services and processes.
- Enforcement services are effective and timely.

### Accountable and Effective Decision-Making

- The Division's Five-Year Plan provides multi-year strategic direction on Divisional priorities.
- Client satisfaction with services is continuously monitored through public complaints protocols and client satisfaction surveys.
- The Division meets all Quality Service Standards.
- The Division has quality assurance standards and practices in place.
- Local practices and programs, pilot programs, and test pilots are evaluated and assessed for province-wide application.
- Provincial support, monitoring and oversight ensures that municipal courts deliver Provincial Offences Act court services in accordance with legal requirements, Ministry standards and the terms of the POA Transfer Agreement.
- An Operational Plan is published at the beginning of each fiscal year to assess upcoming challenges, risks, and the financial outlook, and to identify and track program commitments throughout the year.
- Management information reports are available to the Division, MAG, the judiciary and the public, to support ongoing program reviews and the analysis of case processing trends, resource allocation decisions, client satisfaction with services.
- An Annual Report is published at the end of each fiscal year to report on case trends, Divisional achievements, and other developments affecting the courts.
- All programs are regularly evaluated.

### Efficient Resource Management

- Resource models provide an objective basis for assessing courtroom and court office staffing needs, the judicial and justice of the peace complement for the Ontario Court of Justice, regional allocations and private/public costs of litigation.
- Divisional finances are managed according to Management Board standards and policies, and are tracked monthly to ensure the Division operates within its allocation.
- Operational and financial risks are identified early and are effectively managed.
- Strategies are in place to review fees on a regular basis, and to generate new fee revenue where appropriate.
- Policies are in place to support effective collection of unpaid fines and estreated bail.
- The Division works with the Facilities Management Branch to effectively manage court facilities and to develop a multi-year infrastructure strategy plan for future courthouse projects.
- The Division maintains an effective document management system.

## Meeting our Goals

### Performance Measures

The Division has been working in consultation with the judiciary and court users to develop measures by which to judge its success in meeting its goals. Measures developed to date are:

#### Timely and Efficient Case Processing

- Percent of customers whose default judgments were issued within 5 business days (civil and SCC). (Monthly audit instituted December 1, 2004. Results to be reported in 2005/06.)
- Percent of customers whose certificates of appointment of estate trustee were issued within 15 business days. (Monthly audit instituted December 1, 2004. Results to be reported in 2005/06.)
- 40% of civil cases settled (full and partial) through the mediation process. (50% full and partial settlement rate achieved.)
- 60% of family cases settled (full and partial) through the mediation process. (79% full and partial settlement rate achieved.)

#### Consistent, High Quality Services

- Percent of customers satisfied with the counter services (civil, SCC and family). (Survey implemented in 19 representative locations, collecting 3,667 responses. Positive results indicate high levels of satisfaction.)
- Percent of customers with single filings whose maximum waiting time for counter service is 20 minutes or less (civil, SCC and family). (Quarterly audit instituted December 1, 2004. Results to be reported in 2005/06.)
- 80% of customers satisfied with Family Mediation Services. (Satisfaction rate over 80%.)
- Comply 100% with telephone standards: staff answer telephone calls by 3<sup>rd</sup> ring; forward phones to voicemail when not available; return all calls within one business day; and do not redirect calls more than once. (Standards met.)
- Comply 100% with correspondence standards: staff reply to all correspondence within 15 business days. (Standards met.)

The Division initially intended to develop measures for each of its key goals. This approach mirrored that previously taken by the US National Center for State Courts (NCSC), an international leader in court innovation. The NCSC developed over 60 measures that were tested and demonstrated in 12 state courts. However, the results of the pilot projects were unsatisfactory. Many of the courts found that there were far too many indicators and that they were, consequently, unable to implement them. The NCSC therefore terminated the program.

### NCSC Courtools

NCSC has now developed 10 Courtools by which to assess performance.

1. **Access and Fairness:** Ratings of court users on the court's accessibility and its treatment of customers in terms of fairness, equality and respect.
2. **Time to Disposition:** Percent of cases resolved within established timeframes.
3. **Age of Active Pending Caseload:** Percent of cases pending for longer than established standard.
4. **Clearance Rates:** The number of outgoing cases as a percentage of the number of incoming cases. Trial Date Certainty: number of trials held on first date they are scheduled.
5. **Trial Date Certainty:** The average number of times cases scheduled for trials are rescheduled before they are heard.
6. **Reliability and Integrity of Case Files:** Percent of files that can be retrieved within established time standards and that meet established standards for completeness.
7. **Collection of Monetary Penalties:** Percent of total fines, fees, restitution and costs payments collected and distributed within established timelines.
8. **Jury Yield and Utilization:** Percent of total prospective jurors selected and utilized.
9. **Court Workforce Strength:** Rates knowledge, understanding, commitment, motivation and preparedness of court employees against established benchmarks.
10. **Cost per case:** Used as comparison within and between courts; rather than measurement, is a diagnostic tool.

CSD is reviewing the Courtools and the experience of the NCSC to determine whether our approach to developing measures should be re-thought.

Meeting our goals will also require that the Division put new and better services and processes in place. These improvements, to be implemented over the course of the Five-Year Plan, and our progress to date, are set out on the following pages.

## Priority Division Initiatives

### Business Goal #1: Timely and Efficient Case Processing

Goal	Initiative	Implementation				
		04/05	05/06	06/07	07/08	08/09
Courtroom technology supports efficient case processing	Evaluate model electronic courtroom to explore the use of in-court technology					
	Provide mobile courtroom technology equipment and develop courtroom technology policy to support local responses to requests from litigants					
Electronic case tracking permits continuous monitoring of case volumes, case flow and dispositions	Implement a new case tracking system for Superior Court of Justice cases and Ontario Court of Justice family cases (FRANK successfully implemented at 83 court sites.)	✓				
	Implement enhancements to FRANK (Planning and development underway.)	✓				
	Implement enhancements to criminal case tracking system (ICON)					
	Implement new WRITS application in partnership with Teranet to integrate existing systems and to enhance user access and reporting capacity					
	Establish a single case tracking system					
Court filing and data entry are consistent, accurate and up-to-date at all court offices	Develop training programs and staff manuals for major data entry systems (Completed.)	✓				
Court rules and procedures promote timely resolution of cases and reduce unnecessary appearances and costs	Participate in the expansion of the <i>Family Law Rules</i> to the Superior Court of Justice (Completed. Manuals and guides provided to court staff.)	✓				
	Participate in Toronto Region's Case Management Implementation Review Committee; support implementation of recommendations (Completed – practice direction issued.)	✓				
	Support implementation of recommendations of Discovery Task Force (Phase 1 discovery rule amendments completed.)	✓				
	Participate in review of Small Claims Court Rules (Proposals developed for new rules will be considered by the Civil Rules Committee.)	✓				
	Participate in implementation of amended Small Claims Court Rules (Division is participating.)	✓				
	Consult with judiciary and the bar on appropriate Court Services Division standards (Meeting held in February 2005 and advice incorporated in Five-Year Plan.)	✓				
The Division works collaboratively with the judiciary, the bar and justice sector partners to eliminate case backlogs	In collaboration with partner Divisions and the judiciary; implement Justice Delay Reduction Initiative in ten sites: Toronto (3), Brampton, Orangeville, Kitchener, Ottawa, Oshawa, Cornwall, Newmarket (Implementation underway.)	✓				
	Establish standard data definitions for criminal case data collection					
	Participate in Family Courts Steering Committee and Working Groups (Chaired and participated in the Steering Committee and participated in working groups.)	✓				
	Work with the judiciary to establish pilot Court and Community Liaison Committees in six locations in the province (Five of the six pilot committees have been established.)	✓				
	Support establishment of backlog reduction courts (Established in Brampton, North York and Scarborough, and further courts to be determined.)	✓				

✓ = Checkmark indicates that the fiscal year commitment on the initiative has been met. In the case of a single-year initiative, the project has been completed. In the case of a multi-year initiative, the 2004/05 phase of the initiative has been completed. Shaded areas indicate the number of years in the project timeline.

COURT SERVICES DIVISION FIVE-YEAR PLAN

Business Goal #2: Accessible Services						
Goal	Initiative	Implementation				
		04/05	05/06	06/07	07/08	08/09
<b>Barriers to services provided by the Court Services Division are identified and reduced or eliminated</b>	Assess impact of current fee schedule and any proposed fee increases on public access (Fee waiver mechanism implemented. Family court fees harmonized.)	✓				
	Participate in the Chief Justice's Disability Committee					
<b>Information services are easily available to the public.</b>  <b>Self-help information to support unrepresented litigants is provided to enable access to Family Court and Small Claims Court.</b>  • Continue to provide and advertise availability of public education materials	Advertise availability of public education materials at courthouses, on the Ministry's web site and in public locations (Signage distributed to public libraries, Government Information Centres and courthouses to advertise availability of education materials on the web site.)	✓				
	Establish Small Claims Courts public information sessions/centres and develop Internet materials (Law students assist Toronto litigants in filling out forms. Self-help information and forms available on Ministry web site.)	✓				
	Family Law Information services available in all court sites (Services were expanded to all Family Court sites.)	✓				
	Develop a new Courts web site, with the offices of the Chief Justices, to provide public access to court decisions, court forms etc. (Proposed web site prototype under review.)	✓				
	Develop standard information for family litigants across the province (Developing a video for family litigants with the Superior Court of Justice.)	✓				
<b>Technology enables improved access to court information, files and schedules and remote appearances by parties and witnesses</b>  • Post current court services information on the Ministry Internet site (e.g. information on estate matters, the jury selection process, court locations, guides and booklets and the legal appointment process)  • Ensure that technology provided to the judiciary and to staff is modern, efficient, secure, private and managed in a responsive and confidential way	Update court address database and post new family and SCC forms, guides and booklets on Ministry web site (Completed.)	✓				
	Develop interim web site containing POA information for municipal court managers (Completed.)	✓				
	Develop "Life Events" information packages for the Ministry web site (Monitored use of Separation and Divorce package. Development of "Going to Court" package underway.)	✓				
	Link operational systems to enable posting of scheduling information on courthouse display boards					
	Provide electronic access to all court counter services, e.g. filing of documents, payment of fines and fees and access to court files and schedules					
	Provide remote access to interpreter services by northern courts (Pilot work complete.)	✓				
	Use technology to permit more remote appearances, particularly in northern locations (Video equipment installed in three court locations to enable connections to remote "fly-in" communities for family matters.)	✓				
	Provide remote access to solicitor/client assessments (Pilot project in Northern locations commenced.)	✓				
	Expand availability of telewarrants to <i>Provincial Offences Act</i> matters (Policy approval received.)	✓				
Evaluate the use of remote appearances in the model electronic courtroom including the impact on courtroom procedures						
<b>Access to court documents, files and databases is governed by a legal and policy framework</b>	Establish a policy and legal framework to balance the public right of access to court information and services with the right to confidentiality and privacy					
<b>An effective communications strategy is in place to inform court users of changes in policies and practices</b>	Assess potential for electronic channels of communication and more effective use of local bench and bar committees, rules committees, Law Society Channels, etc.					

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Business Goal #3: Consistent, High-Quality Services						
Goal	Initiative	Implementation				
		04/05	05/06	06/07	07/08	08/09
<p><b>A professional, trained court workforce provides consistent, accountable, knowledgeable, courteous services at court counters and in court offices, high quality courtroom and administrative support to the judiciary and effective enforcement services.</b></p> <ul style="list-style-type: none"> <li>Support court staff through consistently updated policies, electronic manuals, electronic forms, intranet, etc</li> <li>Provide training to respond to changes in practices, rules, procedures, legislation and technology and ensure regional capacity for ongoing program-related training</li> <li>Provide enhanced training on financial management to financial officers and managers to enhance controls over expenditures in accordance with the report of the Ontario Provincial Auditor</li> <li>Provide staff development programs</li> <li>Review courtroom and court office staffing needs and find solutions to high staff turnover rate</li> <li>Establish performance plans for all staff that reflect the Division's goals and conduct annual performance reviews</li> </ul>	Enhance regional training capacity (Completed.)	✓				
	Monthly meetings are held with Divisional financial staff to review financial status and communicate Divisional and corporate procedural and policy changes (Meetings established.)	✓				
	Provide updated staff manuals (Underway.)	✓				
	Review and update Division policies including emergency plans (Emergency Response and Business Continuity Planning Guide developed and posted on the Division's Intranet site. Developing corporate emergency response plan.)	✓				
	Initiate Revitalized Workforce Project (Underway.)	✓				
	Assess training needs of enforcement officers (New policies and procedures, including training plans, have been developed and will be implemented this year.)	✓				
	Work with universities and community colleges to establish certificate, degree and graduate degree programs for staff and managers and executive development programs (Work with a university and a community college is underway.)	✓				
	Assess training needs of front-line staff and develop policies and procedures for training					
	Explore feasibility of distance learning for staff and managers					
	Identify and implement recruitment processes to ensure that future skill and resource needs are met					
<p><b>Specialized court services are provided where appropriate</b></p>	Participate in implementation of the Northern Issues Working Group Report (Completed.)	✓				
	Assess the effectiveness of criminal courts that offer specialized services at some locations, including the Aboriginal Court, Drug Treatment Court and Mental Health Courts, in consultation with the judiciary (Mental Health Courts survey completed.)	✓				
	Work with other jurisdictions to explore the effectiveness of new models for specialized courts, e.g. community courts, to identify the feasibility of expanding specialized courts in Ontario					
<p><b>Electronic links between information systems support stronger, safer communities</b></p>	Establish criminal justice information links with Crowns, police services, Corrections					
<p><b>Collaborative working relationships exist with municipalities, the judiciary and the bar, Justice Sector partners, other ministries, agencies, and other Ministry of the Attorney General divisions and public service unions/ associations</b></p> <ul style="list-style-type: none"> <li>Forums include Justice Summit, local Bench and Bar Committees, Operational Policy Tables and other regular meetings</li> <li>Meet with Court Goals Advisory Panels annually to review standards and best practices</li> </ul>	Explore options for court administration that would support a more efficient and accessible court system, provide the judiciary with greater control over the administration of the courts and respond to the recommendations of the Provincial Auditor (Underway.)	✓				
	Establish regular meetings with the judiciary and the bar to ensure central and local communication	✓				

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COURT SERVICES DIVISION FIVE-YEAR PLAN

Business Goal #3: Consistent, High-Quality Services (continued)						
Goal	Initiative	Implementation				
		04/05	05/06	06/07	07/08	08/09
<b>The Division has a Federal/Provincial/Territorial strategy in place</b> <ul style="list-style-type: none"> <li>• Monitor the impact of federal legislative policy and program changes on court workload and procedures</li> <li>• The Division participates in the Federal/Provincial/Territorial justice forum, e.g. the Family Justice Coordinating Committee of Senior Officials</li> </ul>	Implement Bill C15A ( <i>Criminal Code</i> amendments) and the <i>Youth Criminal Justice Act</i> (Completed.)	✓				
	Finalize <i>Contraventions Act</i> negotiations with federal government	✓				
	Develop a strategy to respond to federal proposals relating to contribution funding and Unified Family Court expansion	✓				
	Develop a Divisional Federal/Provincial/Territorial strategy to manage the impact of federal legislation and policies on Ontario's courts (Consultation conducted on Canadian Centre for Justice Statistics strategic plan to assess needs of judiciary and court users.)	✓				
	Explore the feasibility of a Canadian equivalent to the American "National Center for State Courts"					
<b>The Division has links with external agencies to identify emerging issues and best practices and to improve the analysis of court data</b> <ul style="list-style-type: none"> <li>• Build on relationship with the Association of Canadian Court Administrators, the Canadian Centre for Justice Statistics and the National Center for State Courts</li> <li>• Establish partnerships with universities, law schools and other research agencies</li> </ul>	Develop a plan to establish research partnerships (Underway.)					
	Consider providing court data for research purposes, advertising the Division's research interests and making Divisional data and research reports available for a fee					
	Explore potential for working with others to establish a faculty of law in northern Ontario in collaboration with a northern university					
<b>Efficient file and record management practices are in place at all court offices</b>	Develop and implement file integrity quality assurance measures	✓				
<b>Jury selection process and accommodations encourage participation in juries</b>	Implement upgrades to all jury deliberation rooms					
	Survey jurors and potential jurors to determine satisfaction with process and accommodations and barriers to jury participation					
	Develop and implement plan to improve jury processes and accommodations					
<b>The Division participates in broader legislative and policy reviews aimed at improving the court process</b>	Review Justice of the Peace system, including qualifications for appointment and ensuring fairness and transparency in the appointment process (On target.)	✓				
	Evaluate the Family Court in consultation with the judiciary	✓				
	Meet Attorney General's obligation to engage in <i>Provincial Offences Act</i> streamlining exercise with municipalities					
<b>Enforcement services are effective and timely</b> <ul style="list-style-type: none"> <li>• Standards, policies and procedures are regularly reviewed and updated</li> </ul>	Publish and distribute a new manual for enforcement officers					
	Develop new standards, policies and procedures for enforcement services					
	Provide enforcement officers with new equipment and training					
<b>High quality court reporting and interpreter services are available as needed</b>	Establish core competencies and develop training content (Completed.) Transcript tracking processes are in place (Completed.)	✓				
	Develop and implement a plan to enhance the provision of interpreter services					

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COURT SERVICES DIVISION FIVE-YEAR PLAN

Business Goal #4: Effective and Accountable Decision-Making						
Goal	Initiative	Implementation				
		04/05	05/06	06/07	07/08	08/09
<p>The Division's Five-Year Plan provides multi-year strategic direction on Divisional priorities.</p> <ul style="list-style-type: none"> <li>Plan is updated annually in consultation with judiciary and court users</li> </ul>	System measures are established and incorporated in the Five Year Plan. Results are tracked and reported regularly to central agencies and the public (Approach to system measures and proposed new measures is under review.)	✓				
	Client satisfaction with services is continuously monitored through public complaints protocols and client satisfaction surveys	Design complaints protocol and ensure timely resolution of public complaints (Completed.)	✓			
<p>The Division has Quality Assurance standards and practices in place</p>	Regularly monitor all court services and programs through client satisfaction surveys (Survey of counter services implemented in 19 representative locations, collecting 3,667 responses. Positive results indicate high levels of satisfaction.)	✓				
	Improve consistency and integrity of collection and reporting of court activity data (Data definitions and approved practices for FRANK application developed and provided to all users and managers.)	✓				
	Implement standard account financial reporting for all regions and head office (Standard monthly financial reporting templates are in place.)	✓				
	Executive Table Chairs lead in the development of quality assurance measures and implementation plans (Underway.)	✓				
<p>Localized practices and programs, pilot projects and test pilots are evaluated and assessed for province-wide application</p>	Review quality assurance standards for court interpreter services					
	Participate in implementation of best practices for child protection cases (Division participates in the Family Courts Steering Committee, which oversees implementation.)	✓				
<p>Provincial support, monitoring and oversight ensure that municipal courts deliver <i>Provincial Offences Act</i> court services in accordance with legal requirements, Ministry standards and the terms of the POA Transfer Agreement.</p> <ul style="list-style-type: none"> <li>Compliance with standards and requirements regularly monitored through court activity and financial reports and annual on-site audits</li> </ul>	As part of the Justice Delay Reduction Initiative, develop, implement and evaluate best practices for court and administrative staff (Ongoing.)	✓				
	Establish Table with representatives of municipal court administrators to address operational policy issues, the need for more effective communication of Ministry policies and financial oversight and technology requirements (POA Unit restructured, POA Table established, over 20 information bulletins issued to municipal POA partners.)	✓				

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**Business Goal #4: Effective and Accountable Decision-Making (continued)**

Goal	Initiative	Implementation				
		04/05	05/06	06/07	07/08	08/09
<p><b>Management information reports are regularly made available to the Division, MAG, the judiciary and the public to support ongoing program reviews and the analysis of case processing trends, decisions, client satisfaction with services and accountability to the public for the operation of the courts</b></p> <ul style="list-style-type: none"> <li>• Reports will be reviewed annually in consultation with the judiciary and court users</li> <li>• Division will continue to respond to ad hoc data requests</li> </ul>	Reach provincial agreement on data definitions needed to establish baseline data (Data definitions developed for key criminal baseline data e.g. bail hearings and reasons for adjournment.)	✓				
	Develop new standard statistical reports for criminal practice area (Four new reports developed.)	✓				
	Establish provincial statistical database (Criminal data in place, incorporation of civil and family data underway.)	✓				
	Enhance criminal data collection, reporting and analysis to identify and resolve the causes of criminal case backlogs (Measures to enhance scope of data collection for criminal practice area are under way. Data analysis ongoing with judiciary and court users.)	✓				
	Develop new standard reports for family, civil, Small Claims Court, Superior Court of Justice criminal and <i>Provincial Offences Act</i> matters (Prototypes for new reports developed.)	✓				
	Train staff in the collection of data, the use of databases and reading and interpretation of data reports (Staff training program for use of Cognos cubes under development. Data report training for Regional staff underway.)	✓				
	Work with representatives of the judiciary and other court users, and develop research partnerships, to enhance data analysis capacity (Underway.)	✓				
	Link court activity statistical data to other data to support workload and resource forecasting (Financial, staffing and workload data is being incorporated into Divisional database. Analysis of relationship between staff resources and workload underway.)	✓				
	Post statistical data reports on the Ministry's Internet site					
	Develop a non-statistical research database for research on social, economic, demographic and justice trends and best practices					
	Commission an external study to explore reasons for case backlogs and compare court locations within Ontario and with other jurisdictions					
	Move from delivery of data to establishment of integrated, analytical management information system to support decision-making					

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COURT SERVICES DIVISION FIVE-YEAR PLAN

Business Goal #5: Efficient Resource Management						
Goal	Initiative	Implementation				
		04/05	05/06	06/07	07/08	08/09
Resource models provide an objective basis for assessing courtroom and court office staffing needs, the judicial and justice of the peace complement for the Ontario Court of Justice, regional allocations and private/public costs of litigation	Complete operational review of Regional Head Offices	✓				
	Establish and implement standard monthly reporting tools (In place.)	✓				
	With the Ontario Court of Justice and the National Center for State Courts, develop a Justice of the Peace complement model (Ongoing.)	✓				
	Develop Divisional staffing model (International approaches to staffing models have been explored, workload indicators are being established and development of small court model is underway.)	✓				
	Develop model to assess private/public costs of litigation					
Strategies are in place to review fees on a regular basis, and to generate new fee revenue where appropriate	Develop fee strategy (Fee waiver mechanism implemented. Family Court fees harmonized.)	✓				
Policies are in place to support effective collection of unpaid fines and estreated bail <ul style="list-style-type: none"> <li>Regularly transmit defaulted fine information to Collections Management</li> <li>Track the amount of defaulted fines and estreated bail collected</li> </ul>	Develop and implement a plan for the collection of unpaid <i>Criminal Code</i> fines, POA fines and estreated bails					
The Division works with the Facilities Management Branch to effectively manage court facilities and to develop a multi-year strategic facilities plan for future courthouse projects <ul style="list-style-type: none"> <li>Develop multi-year infrastructure strategy for major capital and asset management</li> <li>Ongoing tracking and strategic planning</li> <li>Work with Facilities Management Branch to develop annual infrastructure plans and the MAG asset management plan</li> </ul>	Contribute to the justice sector capital review (Asset infrastructure and asset management plans and work are in progress.)	✓				
	Develop a framework to ensure that court facilities are designed in a way that meets current and future needs, court facilities provide open, accessible and timely services to the public and consistent and effective courthouse planning processes are in place province-wide					
	Explore the potential for partnerships in courthouse development that will foster community development and support best practices in land use planning					
	Post archival information on the Ministry's Internet site about architecture, history and features of heritage courthouses					
The Division maintains an effective document management system	Create an electronic filing system and protocol to ensure safe storage and efficient retrieval of Division information					

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