

Ministry of
Justice

2013/14
Annual Service Plan Report



Ministry of Justice

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Published by the Ministry of Justice

Message from the Minister and Accountability Statement



As British Columbia's Attorney General and Minister of Justice, I am pleased to introduce this *2013/14 Annual Service Plan Report*. The report highlights the significant progress we have made on the mandate initiatives assigned to me by Premier Christy Clark in June 2013, our justice and public safety transformation initiatives, and our many other accomplishments of the past year.

The Ministry of Justice is committed to delivering vital services within the justice and public safety sector. Our dedicated public servants ensure that crime is investigated and prosecuted, that citizens' rights and interests are well represented, and that community well being is maintained. Families are assisted as they work through the difficulties of marriage breakdown, and support is available to ensure that contracts are honoured. Above all, the Ministry ensures that the rule of law applies to the way we settle wrongs and disputes, and to the way we protect our communities. These services, and many others, are essential for a healthy British Columbia.

I am very pleased to report that the crime rate is at its lowest in four decades and the number of new court cases has declined. We are actively pursuing justice transformation to address challenges in the justice system, such as rising costs and increasing complexity which contributes to court delays. Significant progress has been made on recommendations following the independent review of the justice system in 2012 by Geoffrey Cowper QC, but much more remains to be done.

Access to justice remains a top priority and supporting legal aid is one of the many important measures that we are taking. Our government provided the Legal Services Society with a base budget of \$72.5 million in 2013/14, and committed to providing an additional \$2 million per year from 2014/15 through 2016/17 to fund justice transformation initiatives aimed at increasing services to clients while improving justice system outcomes.

Another important addition to the services that improve access to justice is a new Justice Access Centre in Victoria that helps people seeking assistance with family and civil problems, such as separation and divorce, housing, income assistance and employment disputes. This is the third Justice Access Centre in the province. An arrangement that facilitates the co-location of the University of Victoria Law Centre brings new and improved services to south island families.

To optimize the Province's investments in British Columbia's justice system, the Lower Fraser Valley Regional Plan: Court Capacity Expansion report was released in February 2014. The Lower Fraser Valley is one of the fastest growing regions in the province and this report will be a key part of supporting future expansion decisions regarding court facilities in Surrey, Abbotsford, Langley and Chilliwack.

The Province proclaimed November 17 – 24 Restorative Justice Week in British Columbia to recognize the critical role restorative justice plays in preventing crime, helping victims feel safer, and connecting offenders with their communities. A restorative justice approach addresses the harm caused by crime through the involvement of victims, offenders and communities. Approximately 50 community-based programs throughout the province accept about 1,400 referrals annually, and staff and volunteers in the province devote more than 90,000 hours to restorative justice each year.

Government remains firmly committed to building a legacy of safety and security for women. Work is substantively completed or underway on most of the major themes of the Missing Women Commission of Inquiry report, which include compensation, improvements to policing, safety for vulnerable women and supports for missing persons. We have now either completed or made significant progress on more than three quarters of the recommendations in the report and we will continue to put in place structures and supports to help ensure something like this tragedy never happens again.

In collaboration with the BC Association of Chiefs of Police, we have completed a review of existing police departments' policies, procedures and operational responses as they pertain to the recommendations. The Inquiry's Policing Policy Review report identifies gaps and needs, and makes recommendations to address the identified gaps.

We are also progressing in the development of provincial policing standards on missing persons' investigations. A standing Advisory Committee on Provincial Policing Standards, comprised of police and non-police stakeholders, has been established to provide input into the process. The standards are expected to be completed this fall.

Government committed to act quickly to modernize outdated liquor laws in the province and we are delivering on that promise. Government announced its full support of all 73 recommendations in the B.C. Liquor Policy Review final report. We are adopting a phased-in approach to modernizing the legislation and a complete re-write of the *Liquor Control and Licensing Act* is planned for spring 2015. While it's clear that consumers want convenience and choice, and the industry wants Government to be flexible and to promote an open, fair market, we will continue to place significant emphasis on protecting health and public safety with each of the changes we make.

My ministry will continue to strengthen public safety through our leadership role in emergency management, including our role in the province-wide earthquake consultation process, flood mitigation and the other emergency management priorities that are crucial to protect our communities and the businesses and industries that provide jobs for British Columbians.

These and the many other noteworthy accomplishments highlighted in this report demonstrate the dedication and professionalism of Ministry staff working across the province. We remain committed to maintaining a citizen centred, fiscally responsible approach to justice and public safety for all British Columbians.

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The Ministry of Justice *2013/14 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's June 2013 *Revised 2013/14 – 2015/16 Service Plan*. I am accountable for those results as reported.

A handwritten signature in blue ink that reads "Anton".

Honourable Suzanne Anton QC
Attorney General
Minister of Justice
June 26, 2014

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Highlights of the Year

Our government is committed to improving timeliness and efficiency in the justice and public safety sector. British Columbia is actively pursuing transformation measures to address challenges in the sector, such as rising costs and the increasing complexity that contributes to court delays.

We have made significant progress on recommendations from Geoffrey Cowper's independent review of the justice system, including bringing the *Justice Reform and Transparency Act* into force in the spring of 2013. The Act provides a statutory framework for some key changes in the justice and public safety sector and supports a well-functioning, transparent and accountable sector strengthened by greater opportunities for collaboration among justice and public safety stakeholders and participants.

The Act established the roles and responsibilities of the Justice and Public Safety Council, whose members are appointed by the Attorney General and Minister of Justice. The Council is empowered to set, in consultation with other justice and public safety sector leaders and participants, a strategic vision for the sector and to engage in, facilitate and promote practices that support achievement of that vision.

The Council is required to set forth practical objectives in an annual strategic plan for the justice and public safety sector, and to assist in achieving greater transparency in the sector by providing clear, public reports on the performance of the sector related to overall achievement of the vision. The first annual plan of the Justice and Public Safety Council, the [*Strategic Plan for the Justice and Public Safety Sector, April 2014 – March 2017*](#), was presented to the Attorney General and Minister of Justice on March 31, 2014. This and subsequent justice and public safety plans will guide the Ministry of Justice in priority setting and will inform strategic planning within the Ministry going forward.

The following sections identify some of the Ministry's many transformation and other significant accomplishments of 2013/14.

A transparent and accountable justice and public safety system

- On December 12, 2013, the final version of British Columbia's long-term policing plan was released. The [*British Columbia Policing and Community Safety Plan*](#) focuses on modernizing the Province's policing and law enforcement framework over the next three, five and ten years. The plan builds on existing successes, including British Columbia's record low crime rate and various tough and leading edge approaches to specific safety concerns, such as drinking driving and excessive speeding laws. In addition, the values expressed in the final plan reflect the intent to strengthen relationships between police and First Nations.
- In keeping with [*Forsaken: The Report of the Missing Women Commission of Inquiry*](#), the first action item of the *British Columbia Policing and Community Safety Plan* commits the Ministry to: working with municipalities, police agencies and experts to clarify policing

responsibilities of each level of government; exploring policing models ranging from further integration to regional service delivery; and, developing options for police service governance and funding models. An Expert Committee on Police Structure and Funding has been established, comprised of representatives from the Ministry of Finance, the Ministry of Community, Sport and Cultural Development, Surveyor of Taxes, police agencies, local governments, Union of BC Municipalities, Association of Police Boards, BC Police Association, RCMP Contract Management Committee and First Nations representatives. This work with stakeholders is expected to be completed in late 2015.

- British Columbia's month-long gun amnesty found its mark, with 1,801 firearms, 155 other weapons and approximately 30,700 rounds of ammunition turned in for destruction, furthering public safety throughout the province. The goal of the program, which ran through June 2013, was to encourage British Columbians to safely dispose of unwanted weapons that might otherwise fall into the hands of criminals, children or others, potentially leading to tragic consequences.
- Government has invested \$22 million a year in the anti-gang strategy and keeping dedicated anti-gang officers on the streets. In partnership with the RCMP, a review of Anti-Organized Crime and Gang Initiatives within and outside of British Columbia is being conducted to identify potential further civil and administrative law strategies to complement existing enforcement coordination and disruption efforts. Investigations by the Combined Forces Special Enforcement Unit of British Columbia have resulted in the targeting, investigation, prosecution, disruption and dismantling of organized crime groups and individuals that pose the highest risk to public safety due to their involvement in gang activity.
- A blue-ribbon panel comprised of criminologists, former RCMP leaders and a former federal deputy solicitor general formed in September 2013 to study and recommend ways to drive British Columbia's record low crime rate down even further. Chaired by Parliamentary Secretary for Crime Reduction and veteran criminologist Dr. Darryl Plecas, the volunteer members of the panel began meeting in October 2013 to examine existing crime reduction initiatives and research from other Canadian provinces and other countries. The panel held regional roundtable sessions, conducted stakeholder consultations and received written submissions relative to current crime reduction approaches in the context of successes, challenges and gaps, as well new opportunities. A summary of the panel's findings will be delivered in summer 2014.
- On June 7, 2013, Dr. Laurie Throness was appointed as the Parliamentary Secretary for Corrections. His mandate is to work with stakeholders in the Corrections field to propose changes and improvements to how we protect staff, inmates and the communities in which correctional facilities are located. A report on the findings from the consultations will be delivered in summer 2014.

Timely, accessible and efficient processes and services

- The Ministry has implemented enhanced Crown counsel file ownership and other process reforms to integrate with, and gain the maximum benefit from, the new Provincial Court scheduling system. An evaluation framework has been developed to measure progress against the intended outcomes of increased pre-trial file resolution, reduction in the number of court appearances per case, and reduced time to disposition.
- Effective November 30, 2013, volunteer and non-profit organizations are now eligible for free criminal record checks for their volunteers who work with children and vulnerable adults, through the provincial Criminal Records Review Program. Since amending related legislation in the spring of 2013, government has made various improvements to maximize the program's effectiveness and efficiency while ensuring it remains cost neutral for taxpayers overall. The change also means significant benefits to those people who work in the volunteer sector – saving both them and the organizations they work with time, effort and money. As well, and more than ever, this program is putting the safety of children and vulnerable adults first.
- Twelve new deputy sheriffs joined B.C. Sheriff Services in December 2013, with responsibility for the security of court facilities and the safety of all justice system participants. With the addition of these new sheriffs, there are approximately 478 full-time equivalent sheriffs working in 44 courthouses and 45 circuit courts in communities throughout the province. Sheriffs not only provide for the safety of the public, judiciary and other justice partners attending court, but also accused persons by providing secure transport and facilitating in-court appearances both in-person or by video from correctional institutions.
- Twelve probation officers and support positions were added to the existing complement of Community Corrections' staff in 2013/14 to reinforce the phased implementation of Strategic Training Initiative in Community Supervision. Since the fall of 2011, B.C. Corrections has brought on a total of 36 full-time equivalent positions as more than 400 staff are being trained in structured one to one intervention techniques that target the criminogenic needs of medium and high risk offenders in the community. This three year rollout was prompted by research results demonstrating a 38 per cent reduction in recidivism for offenders supervised by probation officers trained through the Strategic Training Initiative in Community Supervision, compared to the clients of probation officers who did not receive the training.
- On February 5, 2014, the official opening and ribbon-cutting for the newly expanded Surrey Pretrial Services Centre took place. This was a significant event for the Ministry as it marked the completion of the Province's first ever correctional centre project delivered through a public-private partnership (P3). The 216-cell expansion, which had a capital cost of \$100 million and will add 130 new full-time correctional positions, has more than doubled the size of the facility and added much needed space to meet Corrections' capacity demands. The project also included the renovation of much of the existing facility, and the incorporation of many state-of-the-art layout, security, and technology features. Under the

P3 agreement, the private partner was responsible for the design, construction and financing of the project, and will maintain the entire building for the next 30 years.

- On May 23, 2014, the official ground-breaking ceremony for the new 378-cell Okanagan Correctional Centre took place, at the site of the facility on land leased from the Osoyoos Indian Band, just north of Oliver. Construction of the facility will cost an estimated \$193 million and will result in approximately 1,000 direct and indirect jobs for the local economy. Upon completion, the facility will more than double correctional capacity in the Province's interior. The facility will be completed in late 2016, begin operations in early 2017, and add over 240 new full-time correctional positions. This is the Province's second correctional centre to be delivered through a public-private partnership, and the first project of its kind to be located on First Nations land through this historic land lease arrangement with the Osoyoos Indian Band.
- On March 25, 2014, Government announced that it accepted and would be taking immediate action on all nine of the Auditor General of British Columbia's recommendations outlined in the [Catastrophic Earthquake Preparedness](#) report which was released that same day. While complementary, this work will be in addition to and will happen concurrently with the consultation and public education campaign announced on March 12, 2014, to support long-term planning on all aspects of earthquake preparedness and response. As well, in response to the recommendations, Emergency Management BC is already developing a long-term plan that sets out provincial goals regarding catastrophic earthquake preparedness, along with a phased approach towards achieving them.
- In June 2013, Online Dispute Resolution was piloted by Consumer Protection BC in consultation with the Ministry. This new, online self-help tool offers British Columbia consumers a modern and alternative way to resolve disputes with businesses, focused on making it easier and cheaper to resolve differences. During the Online Dispute Resolution process, consumers and businesses work together to reach mutually agreed upon resolutions. The new approach is both innovative and cost effective for citizens and business owners alike.
- An innovative new technology pilot project called the Integrated Corrections Operations Network (ICON) – the first of its kind in Canada – is giving B.C. Corrections inmates direct, secure and easy access to legal documents, client histories, discharge dates and medical appointments, all at the touch of a button. The pilot began in July 2013 at two correctional centres and five community corrections offices throughout the province, and will be expanded in 2014/15 to Crown counsel offices. This state-of-the-art technology will improve the efficiency and cost-effectiveness of the justice system, which depends to a great extent upon timely, appropriate sharing of information.
- Judicial appointments in the Provincial Court are made by Order in Council by the Lieutenant Governor. Working with the Office of the Chief Judge and pursuant to the relevant sections of the *Justice Reform and Transparency Act*, British Columbia will be engaging in discussion regarding the means to determine an appropriate level of judicial

resources. In the interim, five Provincial Court judges were appointed between December 2013 and March 2014 to replace vacancies in the Court.

- The number of Provincial Court administrative regions in the province has been consolidated from 12 to five; a move that more closely aligns the regions with those used by other parts of the Ministry of Justice, such as Court Services and Criminal Justice, and that will improve court management. As well, under the *Justice Reform and Transparency Act*, the *Provincial Court Act* was amended on April 11, 2013, to enhance the authority of the Chief Judge to manage the administration of the court, improving administrative efficiency.
- Government continues its commitment to improve access to justice through development of the Civil Resolution Tribunal. The technology necessary to support implementation of the Tribunal is expected to be in place by spring 2015. The acting chair of the Tribunal, along with a dedicated team in the Tribunal office, have been doing the foundational work required to get the Tribunal up and running with the development of processes, rules and technology as well as stakeholder consultations.
- Government remains committed to moving forward with other tribunal transformation initiatives while protecting the legislative mandates of each tribunal.
- In addition, the Ministry continues designing and implementing the Road Safety Initiative to shift traffic disputes out of court, improve police efficiency, and make the process more accessible for citizens.
- The *Missing Persons Act* received Royal Assent on March 24, 2014. The legislation, once in force, will provide police with timely access to relevant information in cases where a missing person hasn't been seen by, or in touch with, people who are normally involved in their lives and whose safety and welfare are of concern because of their age, physical or mental capabilities, or the circumstances surrounding their absence. The central goal of this new legislation is to improve access to information that may hold clues to a missing person's whereabouts when there is no suspicion a criminal offence may have taken place in relation to their disappearance. This legislation fulfills a recommendation made by the Missing Women Commission of Inquiry.

Balanced, integrated and evidence-based programs

- In March 2014, the Integrated Offender Management/Homelessness Intervention Project concluded and transitioned into a permanent program at three correctional centres across the province. This innovative cross ministry initiative was evaluated and demonstrated promising results in housing participants, reducing recidivism and decreasing the severity of offending. Only 35 per cent of participants reoffended over a two year period following their involvement in the program and 78 per cent of the offences committed were of a less serious nature than the offenders' previous convictions. In the program, correctional officers and probation officers work in collaboration with other ministries and partner agencies to assist inmates who are homeless, or at risk of homelessness, with the resources and services needed at release for successful transition from custody into the

community. Partners include the ministries of Social Development and Social Innovation, Health and Justice, as well as Provincial Health Services, Fraser Health, Vancouver Coastal Health and Island Health Authorities, BC Housing, and Community Living BC.

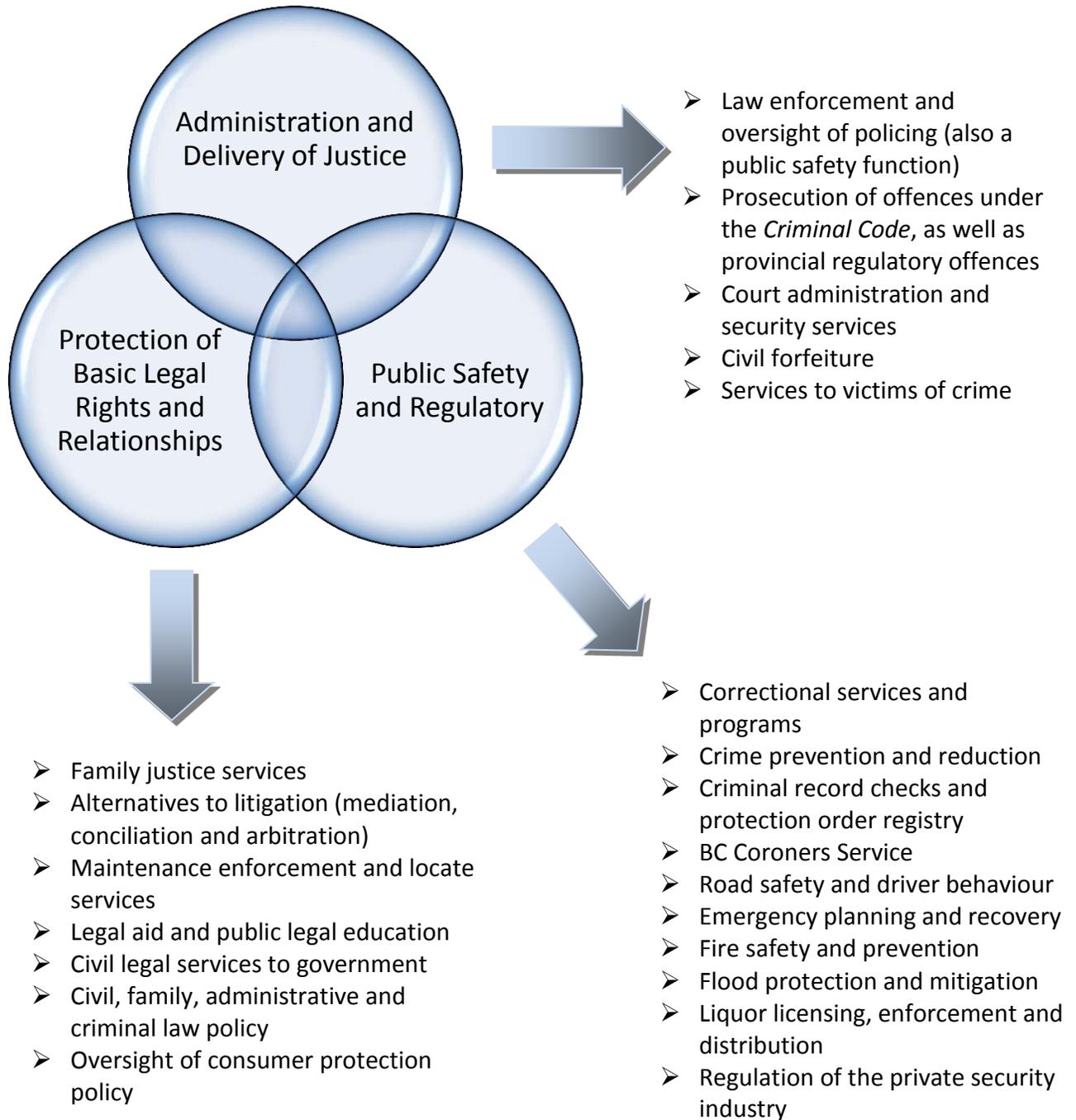
- Effective January 1, 2014, all dispute resolution professionals are required to meet new training and practice standards, including training on how to screen for family violence. Under the *Family Law Act*, families going through separation and divorce are encouraged to consider, where appropriate, out-of-court family dispute resolution options. These options include the services of professionals such as mediators, parenting coordinators and arbitrators. The new training standards will ensure families are directed to safe and appropriate processes conducted by qualified professionals.
- Access to domestic violence training for police advanced on July 15, 2013, with the launch of a new online course developed to help police better protect vulnerable women and families. The new course, the second in a three-phase training program, provides an in-depth look at how police assess domestic violence risk, with a focus on victim safety planning. The course will also help to further improve and standardize practices around interagency co-operation, risk assessment, bail hearings and safety planning for families.
- In conjunction with the Ministry's federal, provincial and territorial colleagues, the [Draft Justice Framework to Address Violence Against Aboriginal Women and Girls](#), was released on November 14, 2013. The draft framework draws on previous reports and recommendations on the issue, and its themes and principles reflect the commonalities found in those materials. It is a guide for those involved as they work toward the development of actions to address violence against Aboriginal women and girls, and the framework helps lay the groundwork for dialogue with Aboriginal communities and organizations.
- In September 2013, the Province's Family Maintenance Enforcement Program celebrated 25 years of operation and more than \$3 billion collected for families in British Columbia. The program was established in 1988 to monitor and enforce court orders and agreements for child support and spousal maintenance. Each year, the program handles approximately 45,000 cases, representing 85,000 parents and 65,000 children.
- Through the B.C. Liquor Policy Review – one of Government's most successful public engagements – Government committed to make practical and responsible changes to the Province's outdated and inefficient liquor laws. Parliamentary Secretary John Yap led extensive stakeholder and public consultations in September and October 2013 and in his [B.C. Liquor Policy Review Final Report](#), Mr. Yap made 73 recommendations that enhance convenience for consumers, spark the economy, create new opportunities for businesses, and continue to safeguard health and public safety. On January 31, 2014, the Province announced its full support for all 73 recommendations and continues moving forward in phases to implement significant changes, such as liquor sales in grocery stores, expanding the Serving it Right program, removal of beer garden and festival barriers, and cutting red tape on licensing.

- The Province's tough drinking and driving laws have decreased alcohol related driving fatalities by an unprecedented 52 per cent, three years after they were launched. The 52 per cent decrease by the end of 2013 represents 190 lives that have been saved since the legislation came into effect. The Province originally set its goal to reduce drinking and driving fatalities by 35 per cent by the end of 2013 when it launched the Immediate Roadside Prohibition program on September 20, 2010, in honour of Alexa Middelaer, killed by a drunk driver in 2008. Under the Immediate Roadside Prohibition program, alcohol related driving fatalities have dropped significantly to an average of 54 a year, from a prior five-year average of 112.
- In December 2013, seven crime-stopping groups serving British Columbia, Greater Vancouver and Prince George shared more than \$370,000 in gaming grants awarded to support everything from volunteer street patrols to property engraving to child fingerprinting for parents. Recipients included: the BC Crime Prevention Association; Hastings North Area Planning Association; Kerrisdale, Oakridge, Marpole Crime Prevention Society; Metro Vancouver Crime Stoppers Association; Prince George's Community Crime Stoppers Association; South Vancouver Community Crime Prevention Society; and, Surrey Crime Prevention Society. These public safety organizations provide diverse services in British Columbia communities, while sharing a common commitment to protecting citizens.
- Eleven other local organizations also shared more than \$500,000 in provincial community gaming grants in December 2013, to support public safety measures like restorative justice, youth outreach and traffic safety for children. Whether through mentoring, restorative justice, front-line victim outreach or working to stop violence against women, community gaming grants are another way the Province is giving back and supporting public safety efforts.
- The Province has taken action on more than three quarters of the recommendations in the Missing Women Commission of Inquiry report. Over \$5 million in Civil Forfeiture proceeds is being invested to take further action on the recommendations and to support prevention of violence against women and youth crime prevention initiatives. In March 2014, a total of more than \$1 million was provided to key organizations to address the recommendations.
- Also in March 2014, the Ministry provided over \$1 million in funding to programs to support vulnerable and at-risk women through the development of new Domestic Violence Units in Surrey, Nanaimo and Kelowna, as well as the enhancement of existing Units in Vancouver, New Westminster, Abbotsford and Greater Victoria. This latest round of civil forfeiture grants also includes over \$1.5 million for projects that prevent youth involvement in crime and other crime prevention initiatives.
- As of April 1, 2014, children of the women identified in the Missing Women Commission of Inquiry report are eligible to share \$4.9 million from the Province, the Government of Canada and the City of Vancouver. The \$50,000-per-child compensation offer is intended to provide these children with an opportunity to enhance their education, housing or other circumstances as they progress with their lives.

Purpose of Ministry

The mission of the Ministry of Justice is to lead law reform in British Columbia, see that public affairs are administered in accordance with the law, and ensure that British Columbia is a province where people are safe.

The portfolio of the Ministry is extensive and diverse, and includes the following responsibilities:



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A full list of the legislation for which the Attorney General and Minister of Justice is responsible can be found at www.leg.bc.ca/PROCS/allacts/justice.htm.

The Attorney General and Minister of Justice is also responsible for the Liquor Distribution Branch¹, the Combined Forces Special Enforcement Unit – British Columbia (see page 49), and a number of other agencies, boards and commissions (see page 53).

The Ministry conducts its business in a manner that upholds Government's values as identified in the *Province of British Columbia Strategic Plan*, and continues to focus on the priorities that will ensure success in meeting its goals. Central to that success are the Ministry's dedicated workforce of over 6,000 British Columbians and the strong, collaborative relationships it maintains with stakeholders, volunteers, partner agencies, and other Ministries and levels of government.

Our vision for British Columbia is a safe and secure province where citizens have timely access to information and services to prevent and resolve legal disputes, and where we all work together to keep our communities safe.

¹ The service plans and annual reports of the Liquor Distribution Branch are available at www.bclldb.com.

Strategic Context

Crime and Public Safety Trends

The prevalence of crime in British Columbia continued to decline in 2012 for the ninth consecutive annual decrease and the lowest recorded crime rate since 1972.² British Columbia's overall crime rate in 2012 was 77 offences per 1,000 people, representing a two per cent decrease from 79 offences per 1,000 population in 2011. The vast majority of the reduction in the overall crime rate over the past decade is a result of a reduction in reported property crime incidents. For more information on crime rates, see page 38.

The relative severity of crime is also decreasing in the province.³ In 2012, British Columbia's overall crime severity index was 93.4, representing nearly a two per cent decrease from 95.2 in 2011. For more information on the crime severity indices, see page 39.

The homicide rate for the province is at its lowest since recording began in 1961.⁴ At 1.54 per 100,000 population in 2012, British Columbia's rate is now the lowest of all western provinces' rates. Historically, the western provinces and the territories have reported the highest homicide rates in the country.

Domestic violence remains a great concern. While both men and women report experiencing domestic violence, the majority of victims of police-reported intimate partner violence are women, who account for eight in ten victims of domestic violence in Canada.⁵ The nature and consequences of domestic violence are also typically more severe for women.

Trafficking of persons for sexual exploitation and forced labour is a prolific area of international and domestic criminal activity and a leading source of profit for organized crime. Canada is a source, transit and destination country for human trafficking and Vancouver has been identified as a port of concern, as both a destination and a transit point. British Columbia has seen examples of human trafficking for sexual exploitation, labour and domestic servitude.

Aboriginal people continue to be over-represented in the justice system as both offenders and victims. Difficult social and economic conditions in Aboriginal communities are contributing factors. The Ministry is committed to a justice and public safety system that understands and responds to the needs of Aboriginal people and their communities.

² Canadian Centre for Justice Statistics, Statistics Canada, 2012. Detailed overviews of crime data collection and trends in crime statistics in British Columbia are available at www.pssg.gov.bc.ca/policeservices/statistics/index.htm.

³ Canadian Centre for Justice Statistics, Statistics Canada, 2012. While crime rates measure crime volumes and count all crimes equally, the crime severity index is designed to measure changes not only in year-to-year crime volumes but also changes in those volumes based on specific seriousness weights assigned to each offence. These weights assign higher values to more serious crimes while less serious, high-volume crimes are assigned lower values.

⁴ Canadian Centre for Justice Statistics, Statistics Canada, *Homicide in Canada*, 2012.

⁵ Statistics Canada, *Measuring Violence Against Women: Statistical Trends*, 2012.

Motor vehicle crashes are a leading cause of death and serious injury for all age groups in British Columbia. Provincial road safety initiatives continue to work towards reducing casualties caused by alcohol-affected or drug-affected driving, high-risk drivers and distracted drivers. Innovative road safety measures are also being applied to increase intersection safety.

The number and severity of natural disasters are increasing due in part to factors such as climate change and the popularity of backcountry recreational activities, which can result in increased incidence of forest fires and avalanches, for example. These natural disasters challenge individuals, communities and all levels of government and can pose significant risk to the continued delivery of programs and services to the public. Public expectations are also increasing with respect to the quantity and timeliness of the information available to citizens through emergency management agencies.

The British Columbia government regulates and monitors the liquor industry to protect the public from the harm that may be caused by illegally making and selling liquor or products that contain alcohol. Through the *Liquor Control and Licensing Act* and its regulations, and by requiring anyone who holds a liquor licence to meet strict terms and conditions, Government works to prevent under-age drinking, the over-consumption of alcohol, overcrowding or unsafe conditions in restaurants, bars and pubs, and misuse of non-beverage products containing alcohol. These regulations also help to minimize the potentially negative impact of liquor sales on neighbourhoods and communities.

Justice Sector Challenges

Mirroring national trends, the cost of policing in British Columbia continues to rise. This impacts the provincial budget but predominantly impacts local governments as they bear the majority of the cost of policing. Cost drivers include: the number of police officers and increased compensation and benefit costs; increased investigation workloads resulting from changes to policies and procedures; and, increased calls for service related to mental illness and addiction.

While crime rates continue to decrease in the province, the relationship between trends in crime rates and criminal justice system workloads needs to be interpreted with caution. As stated previously, it is mainly a reduction in reported property crime that is driving the downward trend in the overall crime rate. Property crime offences are arguably the least serious and complex types of *Criminal Code* violations. Therefore, even a large reduction in rates of reported property crime may have limited impact on criminal justice system workloads.

As technology continues to develop (e.g., wiretaps, surveillance technologies, criminal use of disposable cell phones, prevalence of personal recording devices), meeting the disclosure obligations set out in the *Canadian Charter of Rights and Freedoms* and decisions by the courts can place increased demands on Crown counsel and police workloads.

Large criminal trials that consume significant resources have become more frequent in British Columbia in recent years. The Ministry is examining data related to large cases to more fully understand their impact and to ensure the most efficient use of justice resources.

Organized crime remains a significant challenge. It crosses community, provincial and national boundaries and is present in many forms of criminal activity, including murder, gang violence, illegal drug production and trafficking, identity theft, payment card fraud, money laundering, cybercrime and firearms smuggling.

The annual number of new Provincial Court criminal cases entering the system has declined by 20 per cent over the last 10 years.⁶ Timeliness remains a concern, however. While there are many factors affecting timeliness, court procedures are being streamlined through new technologies and innovations. Additionally, initiatives are underway to move certain types of disputes out of courtrooms, where appropriate, to allow court hearings to be reserved for the more serious matters, for which alternatives are not viable.

The provincial government is moving forward with its commitment to provide British Columbians with an inexpensive, fast and convenient alternative to court for the resolution of some civil disputes. The Civil Resolution Tribunal will build on British Columbia's excellent tradition of administrative justice, but in a new and even more accessible way, with many services delivered online.

Reform initiatives are also underway to improve accessibility and outcomes for families through innovative service delivery and more legal support for out-of-court processes. This approach is set out in the *Family Law Act* which facilitates the use of processes that can help people to settle their disputes early and without going to court, where possible.

B.C. Corrections serves a variety of individuals, many of whom have significant and complex needs. Caseloads include a high proportion of medium-risk and high-risk offenders. They also include a high proportion of vulnerable and at-risk populations, such as women with lengthy histories of abuse, and an over-representation of Aboriginal people, individuals struggling with illiteracy, and those with significant mental health and/or substance use disorders. In addition, as the population of British Columbia becomes more culturally diverse, so does the corrections population. This requires B.C. Corrections, along with all other areas of the Ministry, to evolve its services, programs and case management to respond accordingly.

While corrections caseloads have remained high in the community, there has been a decline in inmate counts within provincial correctional centres since 2010. Despite this decline, provincial correctional centres regularly face capacity pressures. With this in mind, the provincial government is furthering the largest capital expansion in the history of B.C. Corrections, working to add new cells in the Interior; work to add new cells in the Lower Mainland and the North has been completed (for further information, see page 48).

As the role of Government becomes increasingly complex, the need for legal advice regarding policy priorities and new and amended legislation, and for legal representation in litigation, increases as well. The Ministry continues to provide this service across Government, including support on major matters such as Liquefied Natural Gas Development.

⁶ New Provincial Court criminal cases per year, 2003 to 2013, have gone from 102,212 to 82,066. Criminal caseloads are comprised of adult and youth cases, including impaired driving cases, which are defined as any case prosecuted under the *Criminal Code*, Sections 253, 254 or 255. The caseloads do not include traffic or bylaw cases.

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Litigation matters involving government also continue to increase in complexity. During 2013/14, key Aboriginal and constitutional litigation included: the test for proof of Aboriginal title and consequences of a finding of title at the Supreme Court of Canada; applications for damages under the *Canadian Charter of Rights and Freedoms*; a reference case on assisted suicide; and, a constitutional case on French language rights. Civil litigations during 2013/14 involved: challenges to the Province's authority to regulate and prohibit the export of fresh water; allegations that the Province owed emergency room doctors fees for attending on patients not covered by the Medical Services Plan; claims against the Province for alleged negligence in the fighting of forest fires; Civil Forfeiture claims resulting in over \$9.7 million in recoveries in 2013/14; cases in the Supreme Court of Canada dealing with the law of nuisance and defences available to provincial governments; cases in the Supreme Court of Canada dealing with law and procedure involved in arbitrations; and, the Reference on Senate Reform, also in the Supreme Court of Canada.

Many policy changes, whether minor or major, require legislation. The Office of Legislative Counsel supports all legislative needs of government and Cabinet, including drafting of all government Bills, Regulations and Orders in Council, and advising government on legislative process and the interpretation of legislation.

Report on Performance

This section presents the Ministry's goals and objectives, and identifies a set of key strategies to achieve them. Although the strategies are grouped under each of the goals, many of them support more than one goal.

Also presented are a number of performance measures to indicate progress towards achievement of the goals and objectives identified. The measures included here represent only a few of many possible indicators of performance and the degree of influence varies from measure to measure.

All of the Ministry's performance measures are currently under review as we work to develop a set of key performance indicators that best reflect both what we control and how we contribute to the high-level outcomes of the justice and public safety sector. The ability to measure performance well is a critical enabler for getting results and achieving goals. Strengthening our business intelligence and performance management capacity is a priority of the Ministry.

Measuring the performance of justice and public safety programs, organizations and systems is complex. Long-term outcomes are affected by many factors and are not under the exclusive control of any one program area or organization. The complex nature of justice and public safety processes and outcomes requires a collective and integrated response from all areas and levels of government, as well as from other justice and public safety participants and stakeholders.

Performance Results Summary Table

Goal 1: A transparent and accountable justice and public safety system	2013/14 Target	2013/14 Actual
For greater detail see pages 23 - 26		
1.1 Clear governance		
1.2 Common understanding		
1.3 Performance focus		
Percentage of British Columbians who have 'a great deal of' or 'quite a lot of' confidence in the justice system	55	DATA AVAILABLE WINTER 2014
Cumulative number of data sets available on the DataBC website:		
<ul style="list-style-type: none"> • Community Safety and Crime Prevention • Corrections • Court Services • Criminal Justice • Emergency Management BC • Liquor Control and Licensing • Policing and Security Programs • RoadSafetyBC⁷ • Total Ministry of Justice 	<p>5</p> <p>11</p> <p>35</p> <p>4</p> <p>5</p> <p>4</p> <p>10</p> <p>10</p> <p>84</p>	<p>5 ACHIEVED</p> <p>15 EXCEEDED</p> <p>33 NOT ACHIEVED</p> <p>6 EXCEEDED</p> <p>2 NOT ACHIEVED</p> <p>3 NOT ACHIEVED</p> <p>10 ACHIEVED</p> <p>10 ACHIEVED</p> <p>84 ACHIEVED</p>
Cumulative number of binding <i>British Columbia Provincial Policing Standards</i> approved for implementation	17	16 NOT ACHIEVED
Goal 2: Timely, accessible and efficient processes and services	2013/14 Target	2013/14 Actual
For greater detail see pages 27 - 34		
2.1 Efficient case management		
2.2 Early assistance to citizens		

⁷ As of May 30, 2014, the former Office of the Superintendent of Motor Vehicles officially changed its name to RoadSafetyBC.

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2.3 Smart choices at the start		
Median age of a family application when first order is issued	103	126 NOT ACHIEVED
Median age of a small claims case at first substantive appearance	216	172 EXCEEDED
Median age of a small claims case at trial stage	420	412 EXCEEDED
Median time to conclude Provincial criminal cases (Adult and Youth)	81	82 NOT ACHIEVED
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	150	50 EXCEEDED
Average number of days from receipt of a complete Disaster Financial Assistance evaluator's report until the claim has been adjudicated and closed	15	14 EXCEEDED
Goal 3: Balanced, integrated and evidence-based programs	2013/14 Target	2013/14 Actual
For greater detail see pages 35 - 43		
3.1 Integrated, risk-based approaches		
3.2 Programs based on what works		
3.3 Citizen-focused services		
Police-reported BC crime rates:		
• Violent crime	13.2	DATA AVAILABLE SUMMER/FALL 2014
• Property crime	42.5	
• Other crime	15.6	
• Overall crime rate	71.3	
Crime severity indices:		
• Violent crime severity index	85.4	DATA AVAILABLE SUMMER/FALL 2014
• Non-violent crime severity index	85.9	
• Youth crime severity index	54.6	
• Overall crime severity index	85.8	
Percentage of adult offenders who are not re-convicted in B.C. within two years of release from custody, commencement of community supervision, or active community supervision:		
• Community Corrections	77.5	76.7 NOT ACHIEVED
• Custody	49.5	48.7 NOT ACHIEVED
• Overall rate of non-reoffending	73.0	72.2 NOT ACHIEVED
Traffic fatality and injury rates:		
• Number of traffic fatalities per 100,000 population	5.6	5.7 NOT ACHIEVED
• Number of traffic injuries per 100,000 population	405.1	442.2 NOT ACHIEVED
Number of alcohol/drug related driving fatalities per 100,000 population	2.0	1.31 EXCEEDED
Percentage of inspected/investigated liquor licensees in compliance	95	97 EXCEEDED

Goals, Objectives, Strategies and Performance Results

Goal 1: A transparent and accountable justice and public safety system

Objective 1.1 Clear governance

Objective 1.2 Common understanding

Objective 1.3 Performance focus

Strategies

- Lean Process Improvement Methodology: The 'Lean' approach continues to be adopted throughout the Ministry to support improvement of processes and services while also building internal capacity through elimination of unnecessary rules, processes, activities and non-essential steps.⁸ Examples of the many ways Lean is being applied include: improving workflow practices for court files; streamlining business processes to admit and discharge inmates from correctional centres; and, simplifying the application process for the Disaster Financial Assistance Arrangements Program.
- Evidence-Based Decision Making and Performance Management: To inform strategic decision making processes, two key strategies are in place. First, building on previous work in this area, the Ministry is refining its business intelligence framework, including the acquisition, analysis and reporting of justice sector data. Valid business intelligence is key for performance measurement and management. In addition, it aids the second strategy – systemic analysis, research and evaluation, including partnership with non-government expertise where necessary.
- Project Management: The Ministry works to meet accepted project management standards to ensure that all project plans are efficient, clear and financially responsible and support the goals of the Ministry.
- Costing of the Justice System: A methodology is being developed to enable the costing of various processes within the justice system. This will better inform policy decisions and fund allocations to ensure that justice system resources provide the best possible service to the

⁸ Lean is a process improvement methodology that originated over 50 years ago in the Toyota Production System. It is a proven method that encourages innovation and recognizes quality, cost, productivity, safety and people as key performance indicators that drive organizational performance and effectiveness. It's a way of looking at how we use resources for our various business processes and putting value on those steps that benefit citizens and stakeholders. Steps that don't benefit citizens and stakeholders are considered wasteful and should be eliminated.

public, and to provide an increased understanding of the costs of interventions utilized within the system.

- **Complexity Index:** The Ministry is pioneering an innovative complexity index for measuring the increasing complexity of criminal litigation. The index offers an objective indicator of the extent to which the justice system is experiencing increased or reduced complexity. It will facilitate a greater understanding of the dynamics that inform the criminal litigation process for use in resource allocation and other business decisions.
- **Open Data Strategy:** This strategy aims to facilitate the continued publication of data sets via the [DataBC](#) website to support informed dialogue between citizens and government regarding the functioning, accountability and performance of the justice system. The Ministry is currently developing an open data implementation plan and a justice sector three-year data publishing plan.

Performance Measure 1: Public confidence in the justice system

Performance Measure	2003 Baseline	2008 Actual	2013 Target	2013 Actual	2014 Target	2015 Target	2016 Target
Percentage of British Columbians who have 'a great deal of' or 'quite a lot of' confidence in the justice system	50	53	55	2013 results available by winter 2014	Next survey will be in 2018		

Data Source: Statistics Canada General Social Survey on Social Engagement. The survey is conducted by Statistics Canada every five years to gather data on the activities and perceptions of Canadians. It is anticipated that the survey will be conducted again in 2018.

Discussion of Results

The Ministry tracks long-term trends in public perceptions of the justice system as an indicator of its effectiveness. British Columbians must have confidence in the justice system for it to function effectively and to ensure continued public participation and support.

Performance Measure 2: Public release of data sets

Cumulative number of data sets available on DataBC website	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target ¹	2015/16 Target	2016/17 Target
Community Safety and Crime Prevention	0	5	5	5 ACHIEVED	6	7	7
Corrections	8	8	11	15 EXCEEDED	18	20	20 ²
Court Services	13	18	35	33 NOT ACHIEVED	27	32	32
Criminal Justice	0	5	4	6 EXCEEDED	6 ³	6	6
Emergency Management BC	0	2	5	2 NOT ACHIEVED	9	10	11
Liquor Control and Licensing	2	3	4	3 NOT ACHIEVED	6 ⁴	6	6
Policing and Security Programs	0	5	10	10 ACHIEVED	15	18	20
RoadSafetyBC	2	5	10	10 ACHIEVED	15 ⁵	15	15
Total Ministry of Justice	25	51	84	84 ACHIEVED	98	113	116

Data Source: Data BC website: www.data.gov.bc.ca

¹ Many of the 2014/15 and 2015/16 targets were revised since publication of the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan*, based on forecast results for 2013/14 developed in winter 2013.

² The focus every second year is to complete a full refresh of all previous data sets with additional completed fiscal year data.

³ The Criminal Justice Branch forecasts contributing updated data sets each fiscal year, but no new data sets.

⁴ A total of six data sets updated annually will cover the data available at the Liquor Control and Licensing Branch.

⁵ A total of 15 data sets updated annually will cover the data available at RoadSafetyBC.

Discussion of Results

While not all areas of the Ministry met their 2013/14 targets for the cumulative number of data sets they have posted on the DataBC website, the total number of data sets posted by the Ministry reached the number anticipated.

The Ministry will continue to publish and regularly update data sets on DataBC to facilitate broader public access to information about Government’s programs and services.

Performance Measure 3: *British Columbia Provincial Policing Standards*

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target ¹	2015/16 Target ¹	2016/17 Target
Cumulative number of binding <i>British Columbia Provincial Policing Standards</i> approved for implementation	14	16	17	16 NOT ACHIEVED	26	30	34

Data Source: Results for this measure are derived from records kept by the Policing and Security Branch.

¹ The 2014/15 and 2015/16 targets for this measure were revised since publication of the *Ministry of Justice 2013/14 – 2015/16 Revised Service Plan*, based on forecast results for 2013/14.

Discussion of Results

The *British Columbia Provincial Policing Standards* serve to set benchmarks against which certain aspects of police activities are measured. The Standards are designed to ensure the safe and effective delivery of policing and to strengthen police accountability.

Currently, the development of new policing standards is undertaken by the Ministry in consultation with an advisory committee comprised of interested stakeholders. Fiscal implications are considered during the development of new standards and significant efforts are made to mitigate costs.

The Ministry continues to work toward developing new Standards in response to recommendations from the Missing Women Commission of Inquiry Report. This work is complex and resource intensive, resulting in a time delay in meeting the target for this measure for 2013/14.

Goal 2: Timely, accessible and efficient processes and services

Objective 2.1 Efficient case management

Objective 2.2 Early assistance to citizens

Objective 2.3 Smart choices at the start

Strategies

- Court Administration Transformation Suite (CATS): The Ministry is developing and implementing a series of court administration computer applications that leverage previous and current investments in information technologies to create an ecosystem of interconnected business systems and processes. This will enable the seamless transfer of electronic information and data between justice system participants, managers and partners, and the means by which to monitor, measure and refine system performance based on evidence acquired through operational business intelligence tools. CATS supports Government's commitment to a transparent, timely and balanced justice system. For example, [Court Services Online](#) provides citizens with the ability to view court files online, electronically file civil court documents, and view daily court lists for Provincial Court small claims, Supreme Court Chambers, Appeal Court, and Provincial Criminal Court matters.
- Provincial Court Scheduling: Under the leadership of the Office of the Chief Judge, the Ministry is working with the Provincial Court to better use judicial and staff resources and court facilities. Changes include rule revisions that reduce administrative processes by returning case management responsibility to counsel, and supporting the introduction of a Provincial Court trial scheduling platform. This new scheduling system will be designed to take advantage of the move toward fully electronic files, ensuring the best use of resources and facilities.
- Crown File Ownership: The Ministry has implemented Crown counsel file ownership and other process reforms to integrate with, and gain the maximum benefit from, the new Provincial Court scheduling system. Application of file management best practices is intended to increase efficiency in case processing.
- Major Criminal Case Management Model: The Ministry is implementing a comprehensive model of best practices for British Columbia's Prosecution Service for managing major criminal cases. The model includes: a major case management advisory panel; a funding formula for major cases; identification of a dedicated Crown counsel role to oversee disclosure; guidelines for early advice to police; a major case leadership and team training program; a major case administrative resource group; and, a performance monitoring framework and comprehensive review process.
- Improved Communication with Enforcement Agencies: Working closely with police, the Ministry has developed a series of training materials for enforcement agencies to enhance understanding of disclosure obligations. Crown counsel also liaise with local police with

respect to disclosure obligations in order to ensure that when reports to Crown counsel are submitted, they are complete and appropriate for charge assessment.

- Expansion of Justice Access Centres: Justice Access Centres use an integrated, cost-effective approach to connect people to the services that best meet their civil and family justice needs through a series of ministry and agency partnerships. Justice Access Centres operate in Nanaimo and Vancouver, and the Victoria centre opened its doors in October 2013. In future, a proposed virtual Justice Access Centre will employ a range of technologies and the Internet to provide a simple access point to the civil and family justice systems for citizens across the province.
- Family Justice Reform: In March 2013, the new *Family Law Act* replaced the *Family Relations Act* as the primary family law statute in the province. It modernized family law and better supports families to make important decisions about parenting arrangements for children, child and spousal support, and the division of family property. The new Act: sets out a parentage regime, including for families using assisted reproduction; adopts the use of more collaborative language to discuss parenting arrangements; updates the 'best interests of the child' test; and recognizes the serious impacts of family violence by defining family violence, addressing family violence within the 'best interests of the child' test and introducing protection orders. The *Family Law Act* explicitly encourages the use of non-court family dispute resolution processes such as mediation and parenting coordination, and imposes a duty on professionals helping parents or spouses to screen for the presence of family violence to ensure the processes recommended are appropriate and safe. Minimum practice standards for family law mediators, arbitrators and parenting coordinators are set out in the Regulations to ensure families are assisted by qualified professionals.
- Civil Legal Services: The Ministry's Legal Services Branch provides civil legal services to Cabinet, all ministries and certain public agencies to assist them in fulfilling their business objectives while minimizing and mitigating legal risk to the provincial government. The Branch continues to leverage best practices, particularly in planning and early engagement with clients, and is expanding its use of technology to support knowledge management. The Branch is also enhancing its client training and education programs to ensure that the role and mandate of the Attorney General are understood by its clients.
- Revised Child Support Case Management Model: Parents receiving income assistance or living out of province are required to make application to court for family support and to enroll subsequent orders in the Family Maintenance Enforcement Program. The proposed revised case management model will transfer resources from lawyers and courts to case managers and a newly established child support registrar, accelerating the process while reducing the demands on the courts and their registries.
- Civil Resolution Tribunal: The Civil Resolution Tribunal will give citizens a choice in how to resolve their small claims cases and will address concerns about the lack of a viable venue for resolving strata disputes. The tribunal will offer a user-focused alternative to the

Provincial Court through the use of self-help, online dispute resolution, and assessment services, and allow for cost effective resolution of small claims and strata property disputes.

- Tribunal Transformation: Tribunal transformation is about shifting the way British Columbia's administrative tribunals deliver services to create greater accountability and transparency. By moving service delivery online, integrating support services and systems, and clustering sector-based tribunals together, it will become possible to build the infrastructure for more efficient and effective tribunal services.
- Partners in Change: Enhancing Continuity of Care: In collaboration with the Mental Health and Substance Abuse Branch of the Ministry of Health, B.C. Corrections is developing guidelines as well as inter-ministry information sharing and transition protocols to ensure that adults with mental illness and/or problematic substance use, and who are in contact within the provincial correctional system, have access to appropriate transition and support services. Building upon the work initiated through the [Mental Health Strategy for Corrections in Canada](#), intended outcomes include increased access for Corrections clients to community mental health services, continuity of care and reduced recidivism.
- ICON 2: This initiative will enable compliance with the Supreme Court of Canada requirement to provide in-custody accused with appropriate access to electronic disclosure evidence, and will protect rights and privacy, modernize corrections information technology, and optimize efficient and effective offender management. Electronic fingerprints will be used to authenticate and identify inmates and clients (under supervision in the community) and provide them with self-service access to electronic services and controlled communications. This long-term solution will provide the justice sector with new transformational opportunities and foundational business technologies for integrated, comprehensive caseload and document management, increased public safety, crime reduction, and workload management strategies.
- B.C. Coroners Service: The Coroners Service continues to: conduct investigations into unnatural and unexpected deaths in the province; ensure that the relevant facts are made a matter of public record; identify and advance recommendations aimed at prevention of death in similar circumstances; report on issues affecting public health and safety; and, review all children's deaths.
- Disaster Financial Assistance: The Ministry continues to maximize the provincial government's ability to recover funding from the federal government's Disaster Financial Assistance Arrangement Program through claims for all eligible events.

Performance Measure 4: Family Court Timeliness

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual ¹	2014/15 Target ²	2015/16 Target	2016/17 Target
Median age of family application when first order is issued	105	105	103	126 NOT ACHIEVED	127	126	125

Data Source: Courts Electronic Information System. This measure reports the median number of days between filing an application to obtain or change an order and when the order is issued on a family matter at a Provincial Court appearance. Cases included in the measure involve family maintenance, child custody, guardianship and access.

¹At the time of publishing this report, fiscal 2013/14 year end data were not ready for reporting, so the first three quarters (April to December, 2013) of fiscal 2013/14 have been used. Full fiscal 2013/14 data will be available July 2014.

²The 2014/15 and 2015/16 targets were revised since publication of the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan* based on forecast results for 2013/14 developed in winter 2013.

Discussion of Results

Preliminary results show an anticipated increase in the time it takes to get a family order in Provincial Court in 2013/14. Compared to the same April to December time period in 2012/13, when it took 104 days to get a family order, family applications filed in the first three quarters of 2013/14 took 126 days to get an order.

Key elements of family case processing timeliness include capacity, participant readiness, the implementation of more efficient processes, alternatives to court, and overall caseload trends.

Participant readiness is playing a significant part in family court timeliness, with parties enrolling in Parenting After Separation courses after filing an application, failing to appear at hearings, or changing counsel. The proportion of judicial resources devoted to criminal, civil and family matters may also be impacting family court timeliness.

Performance Measures 5 and 6: Small Claims Timeliness

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual ¹	2014/15 Target ²	2015/16 Target	2016/17 Target
Median age of a small claims case at first substantive appearance ³	200	210	216 ⁴	172 EXCEEDED	178	177	176
Median age of a small claims case at trial stage ⁵	422	421.5	420	412 EXCEEDED	417	416	415

Data Source: Courts Electronic Information System.

¹ At the time of publishing this report, fiscal 2013/14 year end data were not ready for reporting, so the first three quarters (April to December 2013) of fiscal 2013/14 have been used. Full fiscal 2013/14 data will be available July 2014.

² The 2014/15 and 2015/16 targets were revised since publication of the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan* based on forecast results for 2013/14 developed in winter 2013.

³ This measure calculates the median number of days from the date a file is opened in Provincial Court to the date of the first substantive appearance, which includes settlement conferences, summary trials, simplified trials or mediation. This methodology provides a picture of the speed and timeliness of the entire small claims process across the province, regardless of the specific process used.

⁴ The target for 2013/14 was based on a forecast of 217 days for 2012/13.

⁵ This measure reports the median number of days from the date a file is opened in Provincial Court to the date of the trial.

Discussion of Results

Preliminary results indicate improvement in small claims timeliness. Compared with the first three quarters of the previous fiscal year, the time it takes for small claims cases to get their first substantive appearance (i.e., settlement conference, summary trial, simplified trial or mediation) dropped from 215 days to 172 days in 2013/14, representing about a 20 per cent decrease.

Scheduling of small claims matters is likely the main factor contributing to the time required to reach the first substantive appearance. Also, since the Small Claims Court is largely a party-driven system, other influences which can significantly affect the timely resolution of cases include multi-defendant cases, problems with contacting the opposing party, changes of lawyers, additions of parties, and delays caused by pre-trial motions. Small claims cases can also be resolved by the parties without the court being notified.

Performance Measure 7: Timeliness of criminal case conclusion

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual ¹	2014/15 Target ²	2015/16 Target	2016/17 Target
Median time to conclude Provincial criminal cases (Adult and Youth)	89	82	81	82 NOT ACHIEVED	82	81	80

Data Source: Courts Electronic Information System. This measure reports the median number of days from the date the information is sworn to the date the matter is completed.

¹ At the time of publishing this report, fiscal 2013/14 year end data were not ready for reporting, so the first three quarters (April to December 2013) of fiscal 2013/14 have been used. Full fiscal 2013/14 data will be available July 2014.

² The 2014/15 and 2015/16 targets were revised since publication of the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan* based on forecast results for 2013/14 developed in winter 2013.

Discussion of Results

The volume of new Provincial criminal adult and youth cases initiated during 2013 was at an all time low (82,066 new cases) when compared with all years of available data. New case volumes have decreased every year since fiscal 2009/10, with the decrease in volume accelerating between 2010/11 and 2011/12 and into calendar year 2013. Some of this recent decrease can be attributed to the passing of legislative authority allowing the police to hand out immediate administrative roadside driving prohibitions, beginning in September 2010, to drivers affected by alcohol. It is estimated that this legislation has had the effect of removing 22,000 *Criminal Code* impaired driving cases from the criminal court system since coming into effect.

Lower criminal case volumes are not necessarily translating into reduced median time to case conclusion, although the median value of 82 days to disposition was lower in 2013 than the 89 reported in 2011/12.

The justice system is complex with many factors contributing to the time it takes to conclude a criminal case – delays in scheduling cases for trial and increasing case complexity are seen as two key factors. The Provincial Court has developed a new process at medium and large court locations meant to address the delays and ‘overlap’ in scheduling cases for trial. This is intended to streamline the trial scheduling process and have some impact on improving case timeliness. This new process is expected to be in place in 2014/15.

Performance Measure 8: Timeliness of Victim Financial Assistance claim adjudication

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	163	81 ¹	150 ²	50 ³ EXCEEDED	70	70	70

Data Source: Results for this measure are derived from the Electronic Victim Information System, taking into account the dates claims were received and the dates they were completed, as well as the cases that remain outstanding.

¹ The 2012/13 Actual has been revised to 81 days from 70 based on further adjudications on claims submitted during the 2012/13 fiscal year. This number is subject to further revisions as a very limited number of claims remain outstanding.

² This target was established based on an average of 150 days over a six year period.

³ The actual of 50 days for 2013/14 represents adjudication of 90 per cent of claims received in 2013/14 and is subject to change once adjudications are complete.

Discussion of Results

This measure indicates the level of client service and system efficiency in administering the Crime Victim Assistance Program under the *Crime Victim Assistance Act*. The 2013/14 target of 150 days reflects the average time to complete adjudication over a six year period.

The Ministry conducted an internal services review to improve administrative practices. This resulted in a dramatic decrease in the average time for adjudications since being implemented in July 2012. These changes resulted in a 2012/13 actual that was significantly below the original long-term target of 150 days. The actual of 50 days for 2013/14 represents adjudication of 90 per cent of claims received in 2013/14 and is subject to change once adjudications are complete. The 50 days for adjudication compares to a 399-day timeframe for adjudication in Ontario in 2012/13.

To determine claimants' eligibility for benefits, the Ministry must obtain supporting information from third parties, such as police and medical professionals. This reliance on third parties to provide information results in the majority of claims being adjudicated within approximately two months; urgent cases requiring immediate assistance are expedited.

Performance Measure 9: Timeliness of Disaster Financial Assistance private sector claim adjudication

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Average number of days from receipt of a complete Disaster Financial Assistance evaluator’s report until the claim has been adjudicated and closed	17	14	15	14 EXCEEDED	13	12	11

Data Source: Data to support this measure are compiled from a dedicated Disaster Financial Assistance database that tracks individual applications by event. The measure is based on a five-year rolling average. Use of a five-year rolling average provides a stronger indication of organizational performance and process improvement trends than single year reporting, due to the variability of events and Disaster Financial Assistance applications between years.

Discussion of Results

Disaster Financial Assistance provides financial assistance to help individuals and communities recover from catastrophic events that have resulted in uninsurable property and infrastructure damage. The Disaster Financial Assistance Program operates under the *Emergency Program Act* and the *Compensation and Disaster Financial Assistance Regulation*.

Community assistance is delivered through the program for local government bodies and individual assistance is delivered for the private sector. There are five categories for individuals – home owners, residential tenants, small business owners, farm owners, and charitable or volunteer organizations. Upon receipt of an eligible private sector Disaster Financial Assistance application, losses are evaluated, a report is completed and reviewed, and payment is processed.

The Recovery and Funding team at Emergency Management BC continue to revise and streamline their processes, resulting in faster and more accurate claims completion. It should also be noted that a significant factor in the timeliness of Disaster Financial Assistance claims adjudication is the volume of claims. Although there were several flooding events in British Columbia in 2013/14, the number of individuals impacted was minimal.

Goal 3: Balanced, integrated and evidence-based programs

Objective 3.1 Integrated, risk-based approaches

Objective 3.2 Programs based on what works

Objective 3.3 Citizen-focused services

Strategies

- New Approach to Community Safety: The *Community Safety Act* received Royal Assent on March 14, 2013. The Act gives people a simple, timely and, perhaps most importantly, a safe way to submit confidential complaints to a new provincial unit charged with investigating, mediating and working with property owners to curb various threatening and dangerous activities taking place in their neighbourhood. This new civil legislation will target properties where the occupants may change frequently, but problem activities persist and property owners fail to take effective action to stop them. Introduction of the legislation fulfils a Families First Agenda commitment. Under the agenda, Government is committed to ensuring communities and families feel protected and safe.
- Addressing Domestic Violence: The Ministry supports the [Provincial Domestic Violence Plan](#), released on February 5, 2014. Coordinated through the Provincial Office of Domestic Violence, the plan delivers on Government's commitment to make British Columbia a safer place for women, children and anyone who has been affected by domestic violence. The plan is the result of public and anti-violence stakeholder consultations and includes the creation of additional specialized domestic violence units, programs for Aboriginal families, direct services for perpetrators, and improved access to services and social housing for survivors in rural and remote communities. The plan includes an Aboriginal response and specific approaches to address the unique needs of immigrant and refugee women as well as women with disabilities.
- Protection Order Registry: The Protection Order Registry is a confidential database containing all civil and criminal protection orders issued in British Columbia. It is accessible 24 hours a day, seven days a week by community partners such as police agencies and B.C. Corrections. The intent of the registry is to help reduce violence against women and vulnerable adults, youth and children through support of the enforcement of protection orders.
- Criminal Records Review Program: Under the *Criminal Records Review Act*, individuals working with children and vulnerable adults must undergo a criminal records check. The Criminal Records Review Program helps protect children and vulnerable adults by thoroughly investigating and determining whether an individual's criminal record and background indicate they pose a risk of physical or sexual abuse or, in the case of vulnerable adults, financial abuse. In 2013/14, this program was expanded to offer free criminal record checks to volunteers in publicly funded or non-profit organizations.

- Metal Dealers and Recyclers Regulation: Canada's first provincial anti-metal-theft legislation and regulations came into effect with identification and reporting requirements designed to limit the resale market for stolen assets and ensure thieves are identified and prosecuted. In force since July 2012, the *Metal Dealers and Recyclers Act* fulfils a key Government commitment. Those wishing to sell regulated metals must present valid identification; in turn, scrap dealers and recyclers who buy these metals must share purchase details with their local police and adhere to strict limits on cash transactions. The regulations are the result of extensive consultations with utilities, municipalities and scrap metal dealers and are designed to respond to the significant number of thefts that continue to incur tens of thousands of dollars worth of damage to utility and municipal assets across the province, including copper wire, manhole covers and sign posts. Removing the anonymity that allows metal thieves to profit from their activities is a key goal of the law.
- Private Security Industry Regulation: Regulations ensure a professional and responsible private security industry by focusing on licensing qualified security workers who have undergone criminal background checks and have the appropriate training and experience for their occupation. The Ministry also ensures compliance through regular inspections and investigations of incidents and all public complaints, backed by a wide range of sanctions.
- Integrated Offender Management and the Homelessness Intervention Program: The Ministry works in collaboration with other ministries and partner agencies to link clients who are homeless, or at risk of homelessness, with the resources and services needed at release for successful transition from custody into the community. A preliminary evaluation of the program has demonstrated promising results in increased housing stability and reduced risk of reoffending. Other outcomes include: increased connections to the community; increased access to resources for mental health and substance use issues; increased access to Fetal Alcohol Spectrum Disorder assessment and Acquired Brain Injured programs; and, increased employability, self-sufficiency and well-being.
- Strategic Training Initiative in Community Supervision: In collaboration with Public Safety Canada, probation officers across the province are being trained to apply evidence-based principles of offender rehabilitation in all aspects of client supervision. Research has found a 38 per cent reduction in recidivism for offenders supervised by probation officers trained through the Strategic Training Initiative in Community Supervision, compared to the clients of probation officers who did not receive the training. More information is available at www.pssg.gov.bc.ca/corrections/programs/stics.htm.
- Adult Alternative Measures: In 2010, B.C. Prosecution Service's alternative measures policy was revised to increase the flexibility of Crown counsel to refer appropriate matters into alternative measures programs and away from the court process on a principled basis. The Ministry continues to encourage the enhanced use of alternative measures across the province as a means to resolve prosecution files without a formal prosecution, where appropriate.
- Immediate Roadside Prohibition: The Ministry continues to champion the successful Immediate Roadside Prohibition Program through which administrative driving prohibitions

prescribed under the *Motor Vehicle Act* are issued to drivers affected by alcohol. Since introduction in September 2010, this program has contributed to a 52 per cent decrease in fatalities related to drinking and driving.

- Focus on High-Risk Drivers: RoadSafetyBC is leading the development of a new graduated intervention approach, beginning with education and progressing through prohibitions and counseling, to more effectively intervene with high-risk drivers to encourage behavioural change. In future, electronic ticketing, collision and police reporting, coupled with a faster dispute resolution process, will mean that driver infractions will be recorded against a driving record more quickly. These integrated electronic processes will enable interventions for dangerous drivers to be applied soon after habitual high-risk driving is identified.
- B.C. Road Safety Strategy 2015: The Ministry is leading the implementation of the B.C. Road Safety Strategy, taking us to 2015 and beyond. RoadSafetyBC is advancing the Strategy through the collaborative and combined efforts of over 30 stakeholder groups, including government departments, enforcement agencies, municipalities, researchers and members of the health sector, with the goal of zero road fatalities and “the safest roads in North America.”
- Targeted Liquor Regulation Resources: Liquor regulation resources are targeted on high-risk licensed establishments, and inspections and investigations are focused primarily on service to minors, over-service, overcrowding and illicit alcohol. This includes the expansion and ongoing use of the Minors as Agents Program which employs underage youth to assess whether licensees or staff serve or sell liquor to minors. The program now includes inspections of Food Primaries (restaurants), some Special Occasion Licences and Liquor Primaries (pubs or taverns), as well as liquor retail outlets. Since the introduction of the program, we have seen compliance rise substantially from 29 to 71 per cent.
- Public Safety Strategy for Special Occasion Liquor Licenses: The Province continues to develop a public safety strategy for Special Occasion Licences. To date this has included directing resources toward events with a higher risk of over-service, service to minors, and over-crowding. Key areas for these efforts are applicant screening, host education, event security planning and inspection and compliance efforts. Continuing efforts to improve public safety at these events are currently underway.
- Management of Large Public Events: Improving public safety at large public events continues to be a priority to ensure that they are safe and enjoyable for families. In response to the Stanley Cup riot in 2011, an integrated strategy for managing large public events was developed with other agencies and levels of government.
- Responsible Alcohol Consumption Education and Awareness: The Ministry will continue efforts to improve education and awareness of responsible alcohol consumption to assist in citizen engagement on responsible drinking. For example, the Liquor Control and Licensing Branch continues to produce a biannual newsletter to communicate with licensees about policy changes, social responsibility, and other new and topical issues. In addition, the Branch will continue its work on development of resources for parents of minors.

- **Emergency Management:** The Ministry works with local governments, First Nations, federal departments, industries and volunteers to support the emergency management pillars of prevention/mitigation, preparedness, response and recovery. It also engages provincial, national and international partners to enhance collective emergency preparedness.
- **Fire Safety and Prevention:** Relationships continue to be strengthened among the Office of the Fire Commissioner, partner agencies and stakeholder groups, and support is provided to fire departments, local governments and the public to ensure effective fire safety and prevention. Work with other ministries and the Union of British Columbia Municipalities also continues to provide structure protection during wildfire seasons, primarily in regions of the province with limited resources.
- **Flood Protection and Mitigation:** The Ministry works closely with local governments, provincial partners and the federal government to identify areas at risk of flooding and to provide funding for permanent flood protection works to better protect citizens and assets.

Performance Measure 10: Police-reported BC Crime Rates

Police-reported BC crime rates (<i>Criminal Code</i> offences per 1,000 persons)	2011 Actual	2012 Actual ¹	2013 Target	2013 Actual
Violent crime ²	14.6	13.8	13.2	DATA AVAILABLE SUMMER/FALL 2014
Property crime ³	47.0	47.1	42.5	DATA AVAILABLE SUMMER/FALL 2014
Other ⁴	17.3	16.3	15.6	DATA AVAILABLE SUMMER/FALL 2014
Total	78.9	77.3	71.3	DATA AVAILABLE SUMMER/FALL 2014

Data Source: Crime rates are obtained through the Uniform Crime Reporting Survey. Every police agency across Canada participates in this annual survey, which is managed nationally by the Canadian Centre for Justice Statistics, a part of Statistics Canada. Crime rates are based on all police-reported violent crime, property crime and other offences, but do not include offences that are traffic, drug or federal statute related.

¹ The data are reported by calendar year. The most recent year for which data are available is 2012.

² Violent offences include homicide, attempted murder, sexual assaults, non-sexual assaults, firearm offences, robbery, forcible confinement/kidnapping, abduction, extortion, criminal harassment, uttering threats, threatening or harassing phone calls, and other violent offences.

³ Property offences include the offence categories of theft, motor vehicle theft, possession of stolen property, breaking and entering, arson, mischief, and fraud.

⁴ *Criminal Code* offences which are not violent or property related are classified as other offences. These include counterfeiting, offensive weapons, child pornography, prostitution, disturbing the peace, offences related to the administration of justice and other miscellaneous *Criminal Code* offences.

Discussion of Results

The crime rate is the number of *Criminal Code* offences (excluding drug crimes and traffic-related offences) reported for every 1,000 persons. It is a better measure of trends in crime than is the actual number of offences because it allows for population differences.

The targets established for police-reported crime rates for 2013 represented a five per cent decrease from the rates forecast for 2012.

It is anticipated that 2013 crime rates for British Columbia will be available in late summer or early fall of 2014. New results will be presented in future Ministry service plans and annual reports as they become available.

Long-term trends in crime rates are also discussed in the Strategic Context section of this report (see page 16).

Performance Measure 11: Crime Severity Indices

Crime severity indices	2011 Actual	2012 Actual ¹	2013 Target	2013 Actual
Violent crime severity index ²	94.6	89.3	85.4	DATA AVAILABLE SUMMER/FALL 2014
Non-violent crime severity index ³	95.2	94.6	85.9	DATA AVAILABLE SUMMER/FALL 2014
Youth crime severity index ⁴	60.5	57.8	54.6	DATA AVAILABLE SUMMER/FALL 2014
Overall crime severity index ⁵	95.1	93.4	85.8	DATA AVAILABLE SUMMER/FALL 2014

¹ The data are reported by calendar year. The most recent year for which data are available is 2012.

² The violent crime severity index is based on the total volume of police-reported violent federal statute offences and measures the relative severity of violent crime.

³ The non-violent crime severity index is based on the total volume of police-reported federal statute offences not considered violent in nature and measures the relative severity of non-violent crime.

⁴ The youth crime severity index is based on the same principles as the overall crime severity index, which reflects the relative seriousness of different offences, but uses the number of youths accused instead of an incident count to measure the relative severity of crimes committed by youth.

⁵ The overall crime severity index is based on the total volume of police-reported federal statute offences and measures the relative severity of overall crime.

Discussion of Results

In 2009, the Canadian Centre for Justice Statistics launched the crime severity indices. This tool is designed to track changes in the severity or seriousness of crime, as well as its volume.

Crime rates measure only volumes and count all crimes equally. As a result, they are dominated by substantial volumes of less serious crimes. In addition, crime rate calculations are based solely on *Criminal Code* offences and do not factor in other federal statute offences, such as drug or traffic crimes.

In contrast, the crime severity indices are based on the total volume of federal statute reporting, including *Criminal Code*, drug, traffic, and miscellaneous federal statute offences. They are designed to measure changes not only in year-to-year crime volumes but also changes in those volumes based on specific seriousness weights assigned to each offence. These weights

assign higher values to more serious crimes while less serious, high-volume crimes are assigned lower values.

The 2013 targets for this indicator were established based on projections of five per cent year-to-year decreases in the crime severity indices from the rates forecast for 2012.

For more information on crime severity trends, see page 16.

Performance Measure 12: Rates of Non-reoffending

Percentage of adult offenders who are not re-convicted in B.C. within two years of release from custody, commencement of community supervision, or active community supervision	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target ¹	2015/16 Target	2016/17 Target
Community Corrections ²	76.2	76.8	77.5	76.7 NOT ACHIEVED	77.5	78	78.5
Custody ³	48.4	50.6	49.5 ⁴	48.7 NOT ACHIEVED	51.5	52	52.5
Overall rate of non-reoffending ⁵	71.9	72.6	73.0	72.2 NOT ACHIEVED	73.5	74	74.5

Data Source: Corrections Branch. This measure is based on offence date rather than sentence date. That means it includes all individuals, regardless of court date, who are not reconvicted with an offence date that falls within the two-year follow-up period. Therefore, the rates reported may shift slightly over time. The rate is calculated at the conclusion of each fiscal year for the purpose of the Ministry's service plans and annual reports. Each year's rate is based on the cohort two years prior. In other words, the 2013/14 rate is based on offenders admitted and/or released in 2011/12.

¹ The 2014/15 and 2015/16 targets have been revised since publication of the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan* based on forecast results for 2013/14 developed in winter 2013.

² The Community Corrections rate is derived from individuals whose supervision was all or mostly in the community. It is the percentage of offenders who do not return to Corrections within two years of commencement or active community supervision.

³ The Custody rate is derived from individuals who were released from custody and did not receive follow-up supervision in the community. It is the percentage of offenders who do not return to Corrections within two years of their release from custody.

⁴ The target for 2013/14 was based on a forecast for 2012/13 that was lower than the actual result for that year.

⁵ The overall rate of non-reoffending is the percentage of offenders who do not return to Corrections within two years of commencement or active supervision in the community or release from custody.

Discussion of Results

Rates of non-reoffending are used as a litmus test when assessing the overall effectiveness of the justice system in deterring and rehabilitating offenders.

Criminal behaviour is a highly complex phenomenon involving a variety of individual and societal factors and overall rates such as these are slow to change. For this reason, targeting modest gains in the overall rates is appropriate. The effectiveness of specific programs is best assessed through evaluative research.

Each jurisdiction in Canada calculates recidivism using different variables for the follow-up time frame, the indicator of conviction (for example, most use sentencing date while B.C. Corrections uses offence date), and the definition of the sample to track. B.C. Corrections is working on a multi-year project with their provincial, territorial and federal counterparts to standardize a series of definitions, including recidivism.

The Ministry plans to improve rates of non-reoffending by continued focus on evidence-based strategies and through increased collaboration with justice, social and health partners.

Performance Measures 13 and 14: Traffic fatality and injury rates

Performance Measure	2005 – 2009 Baseline ¹	2012 Actual	2013 Target	2013 Actual	2014 Target ²	2015 Target	2016 Target
Number of traffic fatalities per 100,000 population	9.2	6.2	5.6	5.7 NOT ACHIEVED	5.8	5.6	5.5
Number of traffic injuries per 100,000 population	576.6	445.2	405.1	442.2 NOT ACHIEVED	418.5	405.9	393.8

Data Source: Traffic Accident System Q1 2014 extract; BC Statistics (April 2013). Population Estimates and Projections as of July 1st each year. Results are reported by calendar year rather than fiscal year. All numbers have been rounded to the closest tenth.

These measures are based on police-attended collisions involving injuries and/or fatalities. Collision data are collected by police and individual reports may be subject to error. As enforcement resources do not allow officers to attend all collisions, it is estimated that police reports may not include up to 20 per cent of injuries.

¹ The baseline was calculated for the five-year period from 2005 to 2009.

² The 2014 and 2015 targets were revised since publication of the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan*, based on forecast results for 2013 and targeted year-to-year reductions of three per cent.

Discussion of Results

The targets for traffic fatality and injury rates are based on annual reductions of three per cent from 2013 onward. The targets for 2013 were not achieved.

As traffic fatality and injury rates are affected by random variations from year to year, trends in the rates are most meaningful when considered over the long term. The influence of factors external to government programs must also be taken into account. Despite these

considerations, reductions in fatalities and injuries over the long term remain good indicators of road safety improvements.

The Ministry continues to work with all key partners and stakeholders in the development and implementation of road safety policies and programs.

Performance Measure 15: Alcohol/drug related driving fatality rates

Performance Measure	2005 – 2009 Baseline	2012 Actual	2013 Target ²	2013 Actual	2014 Target ³	2015 Target	2016 Target
Number of alcohol/drug related driving fatalities per 100,000 population	2.90	1.25	2.00	1.31 EXCEEDED	1.16	1.12	1.09

Data Source: Traffic Accident System Q1 2014 extract; BC Statistics (April 2013) Population Estimates and Projections as of July 1st each year. These measures are collected from police-attended collisions involving fatalities. Results include only motor vehicle fatalities where alcohol and/or drugs are a contributing factor. Results are reported based on calendar year rather than fiscal year.

² The 2013 target of 2.00 was based on a forecast for 2012 that was higher than the actual result for that year.

³ The 2014 and 2015 targets have been revised since publication of the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan*, based on forecast results for 2013 and targeted year-to-year reductions of three per cent from 2013 onward.

Discussion of Results

The 2013 target for this measure reflected Government’s original commitment to reduce motor vehicle fatalities where alcohol was a factor by 35 per cent by the end of 2013. That target was exceeded.

The Province’s tough drinking and driving laws have in fact decreased the number of alcohol related driving fatalities by an unprecedented 52 per cent, three years after they were launched.

Performance Measure 16: Liquor Licensee Compliance Rate

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of inspected/ investigated liquor licensees in compliance	96	95	95	97 EXCEEDED	95	95	95

Data Source: Liquor Control and Licensing Branch

Discussion of Results

The Ministry tracks the percentage of inspected or investigated liquor licensees that are found to be in compliance with provincial liquor licensing regulations. Over 13,000 inspections are conducted annually of almost 10,000 licensees across all regions of the province. The Ministry focuses resources on high-risk establishments, so some establishments may be visited more than once in a given year, while others may not be visited during that year.

The level of voluntary compliance indicates the degree to which licensees understand and are willing to cooperate with the liquor regulatory framework. A high level of voluntary compliance in areas such as over-service and prevention of service to minors may also indicate a corresponding low level of liquor misuse.

The Ministry's targeted approach of focusing resources on public safety contraventions, and high-risk or problem establishments, means there is a greater degree of certainty of enforcement consequences for non-compliant licensees. In the short term, this leads to a higher degree of voluntary compliance. Over the long term, however, the compliance rate may be seen to decrease due to the focus on high-risk, chronically non-compliant licensees.

The Ministry will continue to work with licensees through education, inspections, and where necessary, enforcement action to promote compliance with the requirements of the *Liquor Control and Licensing Act* and Regulations and to minimize the risks and problems associated with alcohol misuse.

Report on Resources: Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Vote 31 – Attorney General Operations					
Justice Services	106,190	5,394	111,584	112,403	819
Prosecution Services	112,914	1,622	114,536	117,694	3,158
Court Services	96,421	3,217	99,638	99,853	215
Legal Services	17,571	0	17,571	18,110	539
Agencies, Boards and Commissions	13,295	0	13,295	13,035	(260)
Executive and Support Services	22,011	216	22,227	17,755	(4,472)
Corrections	213,456	0	213,456	207,352	(6,104)
Policing and Security Programs	342,089	0	342,089	344,058	1,969
Victim Services and Crime Prevention²	40,210	0	40,210	37,216	(2,994)
Emergency Management BC	26,736	0	26,736	23,612	(3,124)
Office of the Superintendent of Motor Vehicles³	4,150	4,268	8,418	12,621	4,203
Liquor Control and Licensing	1	0	1	0	(1)
Corporate Services	12,874	0	12,874	18,926	6,052
Judiciary	68,109	0	68,109	67,863	(246)
<i>Crown Proceeding Act</i>	24,500	0	24,500	23,626	(874)
Independent Investigations Office	10,100	0	10,100	7,146	(2,954)
British Columbia Utilities Commission	1	0	1	0	(1)
<i>Emergency Program Act⁴</i>	14,478	20,755	35,233	35,233	0
Statutory Services⁵	14,785	(466)	14,319	13,801	(518)
Statutory – <i>Public Inquiry Act</i>	0	149	149	149	0
Adjustment of Prior Year's Accrual	0	0	0	(1,073)	(1,073)

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Total	1,139,891	35,155	1,175,046	1,169,380	(5,666)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Justice Services	0	0	0	9	9
Prosecution Services	0	0	0	31	31
Court Services	0	0	0	4,806	4,806
Legal Services	0	0	0	25	25
Executive and Support Services	6,036	0	6,036	297	(5,739)
Corrections	0	0	0	2,502	2,502
Policing and Security Programs	0	0	0	411	411
Victim Services and Crime Prevention	0	0	0	0	0
Emergency Management BC	0	0	0	0	0
Office of the Superintendent of Motor Vehicles	0	0	0	0	0
Liquor Control and Licensing	0	0	0	24	24
Corporate Services	11,346	0	11,346	0	(11,346)
Judiciary	765	0	765	1,224	459
<i>Crown Proceeding Act</i>	0	0	0	0	0
Independent Investigations Office	388	0	388	41	(347)
B.C. Utilities Commission	10	0	10	0	(10)
Public Guardian and Trustee	382	0	382	372	(10)
<i>Emergency Program Act</i>	0	0	0	11	11
Civil Forfeiture	0	0	0	0	0
Corrections Work Program	0	0	0	60	60
Criminal Asset Management	0	0	0	0	0
Victim Asset Management	0	0	0	0	0
Adjustment of Prior Year's Accrual	0	0	0	56	56
Total	18,927	0	18,927	9,869	(9,058)

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Other Financing Transactions (\$000)					
Executive and Support Services (Interest on trusts and deposits)	0	0	0	0	0
Receipts	(2,900)	0	(2,900)	(603)	2,297
Disbursements	2,900	0	2,900	603	(2,297)
Net Cash Source (Requirements)	0	0	0	0	0
Total Receipts	(2,900)	0	(2,900)	(603)	2,297
Total Disbursements	2,900	0	2,900	603	(2,297)
Total Net Cash Source (Requirements)	0	0	0	0	0

¹ "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies.

² Referenced as Victim Services and Crime Prevention to align with the Public Accounts; however, within the Ministry of Justice the Branch is referred to as Community Safety and Crime Prevention.

³ Referenced as Office of the Superintendent of Motor Vehicles to align with the Public Accounts; however, as of May 30, 2014, the Branch officially changed its name to RoadSafetyBC.

⁴ The *Emergency Program Act* provides for response and recovery from emergencies and disasters, and for hazard mitigation initiatives.

⁵ Statutory Services includes the following Special Accounts: Civil Forfeiture Account; Corrections Work Program Account; Forfeited Crime Proceeds Fund; Public Guardian and Trustee; and, Victim Surcharge.

Operating Expenses – Variance Explanations

Prosecution Services: Compensation increases pressures.

Corrections: Savings due to spending reduction initiatives.

Policing and Security Programs: Pressures from RCMP contract.

Victim Services and Crime Prevention: Fluctuations in Crime Victim Assistance Program long term liability.

Emergency Management BC: Savings due to spending reduction initiatives.

Independent Investigations Office: Savings due to hiring delays.

Environmental Appeal Board and Forest Appeals Commission

While the Board and the Commission operate independently from the Ministry of Justice, their budget vote is the responsibility of the Ministry. Therefore, while they are not considered one of the core business areas accountable to the Attorney General and Minister of Justice, they are included in the Resource Summary.

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Administration and Support Services	1,453	0	1,453	1,344	(109)
Environmental Appeal Board	312	0	312	252	(60)
Forest Appeals Commission	310	0	310	48	(262)
Total	2,075	0	2,075	1,644	(431)

Major Capital Projects

Representing the largest capital expansion in the history of B.C. Corrections, the Corrections Capital Asset Management Plan (CAMP) was developed to address current and future capacity demands in correctional centres in British Columbia.

Government's CAMP Phase One approval included a total of \$185 million in capital between 2008/09 and 2013/14 for three separate projects to add 340 new cells to the provincial capacity:

- A 20-cell expansion for women at the Prince George Regional Correctional Centre, completed in December 2010;
- A 104-cell addition at Alouette Correctional Centre for Women, completed in October 2012; and,
- A 216-cell addition to the Surrey Pretrial Services Centre opened in February 2014.

The initial project in CAMP Phase Two was approved in December 2012 – the construction of a 378-cell Okanagan Correctional Centre within the Osoyoos Indian Band's Senkulmen Business Park on Highway 97, seven kilometres north of Oliver. The project is now under construction and is scheduled to be completed in late 2016. It will create up to 500 direct and 500 indirect jobs during construction, and over 240 new, full-time positions upon completion, and will more than double correctional centre capacity in British Columbia's Interior.

In addition to these major capital projects, Corrections responded to Government's construction stimulus program with the implementation of \$40 million in Accelerated Infrastructure Projects to increase the ability of existing institutions and offices to safely and securely accommodate offenders. Benefits of the funding to Community Corrections include office changes to ensure staff and client safety, increased office security, and interview rooms that facilitate client-staff engagement in a safe and secure environment. Benefits of the funding to Adult Custody include increased security, and increased staff and inmate safety.

Combined Forces Special Enforcement Unit – British Columbia

In 1999, the Organized Crime Agency of British Columbia (OCABC) was developed as an independent Designated Policing and Law Enforcement Unit under the Provincial *Police Act*.

In 2004, the Combined Forces Special Enforcement Unit-British Columbia (CFSEU-BC) was developed in consultation with the provincial government as an initiative to integrate the OCABC, the municipal police departments and the RCMP.

CFSEU-BC is the Province's anti-gang police agency. It is the largest integrated joint forces police unit in Canada and draws and develops highly-specialized officers from federal, provincial and municipal agencies around the province.

The mission of CFSEU-BC is to facilitate the disruption and suppression of organized crime which affects British Columbians. Its mandate is to target, investigate, prosecute, disrupt and dismantle the organized crime groups and individuals that pose the highest risk to public safety due to their involvement in gang violence in British Columbia.

CFSEU-BC's integrated approach enhances intelligence sharing, coordination and strategic deployment against threats of violence posed by organized crime groups and gangs in British Columbia. Its police officers and civilian staff are highly motivated, progressive and known for developing ground-breaking methods and techniques.

CFSEU-BC is governed by a Board of Governance that includes senior RCMP and municipal police and the Director of Police Services. The board members do not receive remuneration.

The work of CFSEU-BC is consistent with local, regional, national and international priorities, and CFSEU-BC also supports other agencies by assisting in organized and major crime investigations.

More information can be found at: www.cfseu.bc.ca/cms.

Appendix A: Ministry Contact Information and Hyperlinks to Additional Information

Domestic Violence Helpline

1-800-563-0808

www.domesticviolencebc.ca

Confidential; Free; 24 hours/7 days; Multiple Languages

Human Trafficking Helpline

1-888-712-7974

Confidential; Free; 24 hours/7 days; Multiple Languages

For assistance with human trafficking cases, including emergency services, and accessing shelter, interpretation and translation services

JusticeBC

www.justicebc.ca

Provides online access to more than 300 pages of information about the criminal and family justice systems, as well as links to other resources and services

VictimLink BC

1-800-563-0808

www.victimlinkbc.ca

Confidential; Free; 24 hours/7 days; Multiple Languages

Provides help and information for victims of family and sexual violence, and all other crimes

Ministry of Justice

For information related to the responsibilities of the Ministry of Justice, visit our website at www.gov.bc.ca/justice or refer to the following:

Office of the Deputy Attorney General and Deputy Solicitor General

- 250-356-0149

Community Safety and Crime Prevention Branch

- 604-660-4510
 - Civil Forfeiture Office www.pssg.gov.bc.ca/civilforfeiture
 - Community Safety and Crime Prevention: www.pssg.gov.bc.ca/crimeprevention
 - Office to Combat Trafficking in Persons: www.pssg.gov.bc.ca/octip
 - Victim Services: www.pssg.gov.bc.ca/victimservices

Consumer Protection BC

- 604-320-1667
- www.consumerprotectionbc.ca

Corrections Branch

- 250-387-5059
- www.pssg.gov.bc.ca/corrections

Court Services Branch

- 250-356-1550
- www.ag.gov.bc.ca/courts

Criminal Justice Branch

- 250-387-3840
- www.ag.gov.bc.ca/prosecution-service

Crowns, Agencies, Boards and Commissions

- A list of Crowns, Agencies, Boards and Commissions with links to their websites may be found at: www.ag.gov.bc.ca/abc. Please also refer to Appendix B.

Dispute Resolution Office

- 250-387-1480
- www.ag.gov.bc.ca/dro

Emergency Management BC

- 250-952-5013
 - BC Coroners Service: www.pssg.gov.bc.ca/coroners
 - Office of the Fire Commissioner: www.embc.gov.bc.ca/ofc
 - Emergency Management: www.embc.gov.bc.ca/em

Family Justice Centres and Justice Access Centres

- Family Justice Centres: www.clicklaw.bc.ca/helpmap/service/1019
- Justice Access Centres: www.ag.gov.bc.ca/justice-access-centre

Family Maintenance Enforcement Program

- www.fmep.gov.bc.ca

Justice Services Branch

- 250-356-6582
- www.ag.gov.bc.ca/justice-services/index.htm

Legal Services Branch

- 250-356-8467

Legislation and Ministry Responsibilities

- www.leg.bc.ca/legislation/index.htm

Liquor Control and Licensing Branch

- 250-952-5787
- www.pssg.gov.bc.ca/lclb

Liquor Distribution Branch

- 604-252-3000
- www.bcldb.com

Policing and Security Programs Branch

- 250-387-1100
- Police Services: www.pssg.gov.bc.ca/policeservices
- Security Industry Licensing: www.pssg.gov.bc.ca/securityindustry

RoadSafetyBC

- 250-387-7747
- www.pssg.gov.bc.ca/osmv

Appendix B: Agencies, Boards and Commissions

BC Ferry Commission

The BC Ferry Commission is a quasi-judicial regulatory agency operating under the *Coastal Ferry Act*. The Commission regulates the ferry operator British Columbia Ferry Services Inc. (BC Ferries) on 25 saltwater routes and is independent of both the provincial government and BC Ferries. The primary responsibility of the Commissioner is to regulate ferry fares. The Commissioner sets a price cap on the average level of fares which BC Ferries can charge, the goal of which is to balance the interests of ferry users with the interests of taxpayers while protecting the financial sustainability of the ferry operator. Other key tasks include: monitoring adherence to the terms of the Coastal Ferry Services Contract; approval of major capital expenditures; regulating unfair competitive advantage; and, the approval and monitoring of BC Ferries' customer complaints process. More information can be found at: www.bcferrycommission.com

British Columbia Human Rights Tribunal

The Tribunal is responsible for accepting, screening, mediating and adjudicating complaints under the *Human Rights Code*. It provides parties the opportunity to resolve complaints through mediation; complaints that are not resolved through mediation proceed to a hearing before the Tribunal. The Tribunal is accountable to the legislature through the Attorney General and functions independently of Government on all matters related to adjudication of complaints. Orders of the Tribunal are enforceable in the British Columbia Supreme Court. More information can be found at: www.bchrt.bc.ca

British Columbia Law Institute

The British Columbia Law Institute was created in January 1997 to: promote the clarification and simplification of the law and its adaptation to modern social needs; promote improvement of the administration of justice and respect for the rule of law; and, promote and carry out scholarly legal research. More information can be found at: www.bcli.org

British Columbia Review Board

The British Columbia Review Board conducts hearings to review and assess the mental condition and level of threat to the public posed by mentally disordered accused persons for the purpose of determining whether they should be absolutely or conditionally discharged, or detained in a designated place of custody. More information can be found at: www.bcrb.bc.ca

British Columbia Utilities Commission

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

Environmental Appeal Board

The Environmental Appeal Board is an independent agency which hears appeals from certain decisions made by government officials related to environmental issues. These decisions include water licences, contaminated site remediation orders, pesticide permits and the cancellation of hunting licences, among other things. The Environmental Appeal Board plays a role in ensuring the protection and wise use of the environment by providing a quasi-judicial access point for the public and industry to appeal certain government decisions. More information can be found at: www.eab.gov.bc.ca

Forest Appeals Commission

The Forest Appeals Commission is an independent tribunal established under the *Forest Practices Code of British Columbia Act* and continued under the *Forest and Range Practices Act*. The Commission hears appeals from certain decisions made by government officials related to forests and the environment. More information can be found at: www.fac.gov.bc.ca

Independent Investigations Office

The Independent Investigation Office was established to conduct criminal investigations regarding police-related incidents involving death or serious harm. The Office is under the command and direction of the Chief Civilian Director, a position for which one cannot ever have served as a police officer. More information can be found at: www.iiobc.ca

Legal Services Society

The Legal Services Society provides legal aid in British Columbia as set out in the *Legal Services Society Act*. Services include legal information, advice and representation to people with low incomes. The Province provides most of the society's funding, but the Legal Services Society remains independent of Government. The society reports its activities to Government through the Attorney General and determines the range of services it will provide within the framework of a memorandum of understanding negotiated with the Attorney General every three years. More information can be found at: www.lss.bc.ca

Oil and Gas Appeal Tribunal

The Oil and Gas Appeal Tribunal is an independent quasi-judicial agency that hears appeals from decisions of the Oil and Gas Commission which include certain orders, declarations, findings of contravention, administrative penalties and permitting decisions in relation to an 'oil and gas activity' such as geophysical exploration, the construction or operation of a pipeline, road construction, and the production, gathering, processing, storage or disposal of petroleum, natural gas or both. More information can be found at: www.ogat.gov.bc.ca

Police Boards

In British Columbia, independent municipal police departments are overseen by an appointed police board made up of civilian members of the community. The role of police boards is to provide general direction to the department, in accordance with relevant legislation and in response to community needs. More information can be found at: www.pssg.gov.bc.ca/policeservices/boards/index.htm