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Ministry of Public Safety and Solicitor General,
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January 26, 2004

Honourable Rich Coleman
Minister of Public Safety and Solicitor General

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment to “establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see.”

On June 25, 2001, I sent you a letter of instruction setting out the key priorities for your Ministry, including a list of the *New Era* commitments assigned to your Ministry. These commitments were also included in the Government Strategic Plan and Ministry Service Plans that were tabled in the Legislature in February 2002, covering fiscal years 2002/03 through 2004/05.

The Service Plan you are tabling today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments. Specifically, of the eight *New Era* commitments that involved your Ministry, the province has now completed or begun work on seven of these. Accomplishments in your Ministry over the past two-and-a-half years include:

- Announced provincial funding to establish the Police Records Information Management Environment, a computer system linking every police officer in British Columbia.
- Implemented tough new rules to strengthen driver safety through the Graduated Licensing Program, including increasing the learner stage from six months to one year.
- Restructured liquor licensing by reducing liquor licence classes from 19 to two, cutting regulatory requirements by 41% and lifting the moratorium on Licensee Retail Stores to increase flexibility.

.../2

In the coming year, the province will continue work on a number of priorities to honour the commitments that we have made. These are detailed in your Ministry Service Plan, and include:

- Improve the effectiveness of policing through integration of services, enhanced use of technology, appropriate governance and accountability mechanisms and better coordination of all services.
- Implement an effective liquor retail and distribution system.
- Focus liquor resources on public safety.

It is important to note that all of the province's achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan – in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

I know that you will continue to build on the progress your Ministry has made. Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

A handwritten signature in black ink, reading "Gordon Campbell". The signature is written in a cursive, flowing style with a period at the end.

Honourable Gordon Campbell
Premier



Ministry of Public Safety and Solicitor General



I have the honour of submitting the Ministry of Public Safety and Solicitor General Service Plan 2004/05 – 2006/07. This plan presents the goals, objectives and strategies that will direct ministry activities over the next three years, and represents a key element in our accountability to British Columbians.

Over the past year, the ministry has furthered its commitment to enhance public safety. We take pride in our achievements, including: implementing PRIME, an innovative crime-fighting technology that enhances officer and public safety and improves law enforcement across the province; demonstrating the strength of our Provincial Emergency Program by our timely and coordinated response to the interface forest fires and fall flooding; and continuing to streamline the regulatory environment while maintaining our public safety mandate.

Public safety is a key priority for our government. In the coming year, we will continue to work toward enhancing the security and economic vitality of communities through effective policing, corrections, liquor and gaming control, road safety initiatives and other protective programs. The ministry has a strong, skilled workforce of professionals who are focused on the strategic goals of the ministry and are dedicated to serving the public and their communities. I am confident we will continue to build on our successes to realize the government's vision of a prosperous and just province.

A handwritten signature in black ink, appearing to read "R. T. Coleman".

Honourable R. T. (Rich) Coleman
Solicitor General
Minister of Public Safety and Solicitor General

February 4, 2004

Accountability Statement

The 2004/05 – 2006/07 Ministry of Public Safety and Solicitor General Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable R. T. (Rich) Coleman
Solicitor General
Minister of Public Safety and Solicitor General

February 4, 2004

Ministry Overview

The portfolio of the ministry of Public Safety and Solicitor General includes law enforcement, corrections, crime prevention, victim services, liquor and gaming regulation, liquor distribution, consumer protection, and emergency response and recovery.¹

Five main core business areas within the ministry work together to fulfill the public safety mandate; these are described in detail in the section entitled Core Business Areas.

Corrections protects communities through the safe custody and reintegration of adult offenders serving provincial terms of custody, community sentences, or on conditional release, as well as those remanded into custody or released on bail supervision.

Policing and Community Safety superintends law enforcement in the province, provides victims of crime with services and benefits, assists communities with crime prevention, regulates the private security industry, and provides other protective programs, emergency preparedness, response and recovery, and coroners services.

Compliance and Consumer Services provides consumer protection, residential tenancy services and film classification and, from April 2003, administers programs related to driver fitness and dangerous drivers, and monitors commercial vehicle industry carriers and professional drivers.

Gaming Policy and Enforcement develops and manages gaming policy and legislation, standards, regulation, licensing, registration, distribution of gaming proceeds, enforcement for all gaming sectors, and the province's Problem Gambling Program.

Liquor Control and Licensing regulates the manufacture and resale of liquor in licensed establishments in the province in order to improve the safety of communities by reducing harm caused by alcohol misuse.

The Ministry of Public Safety and Solicitor General Service Plan presents a high-level description of these core business areas and explains the key goals, objectives, and activities and services associated with each business area. It also provides information on resources and performance measures with planned targets for the next three years.

¹ The Liquor Distribution Branch was transferred to the Ministry of Public Safety and Solicitor General in April, 2003, from the Ministry of Competition, Science and Enterprise. The branch reports to the Crown Agencies Secretariat for performance planning and financial management purposes and therefore publishes its own annual three-year service plan, separate from the ministry's service plan. The service plan for the Liquor Distribution Branch can be accessed at <http://www.bcliquorstores.com>

Resource Summary

Core Business Area	2003/04 Restated Estimates ¹	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenses (\$000) by Core Business Area				
Corrections	187,370	174,169	174,828	175,126
Policing and Community Safety	267,524	251,067	249,355	246,820
Compliance and Consumer Services	36,219	35,496	34,356	33,969
Gaming Policy and Enforcement	15,312	15,142	14,856	14,790
Liquor Control and Licensing	1	1	1	1
Executive and Support Services ²	2,781	3,016	2,855	2,855
Emergency Program Act ³	18,948	15,635	15,628	15,628
Special Accounts ⁴	8,865	8,879	8,891	8,891
Total	537,020	503,405	500,770	498,080
Full-time Equivalents (FTEs) by Core Business Area				
Corrections	1,961	1,735	1,735	1,735
Policing and Community Safety	209	245	245	245
Compliance and Consumer Services	419	396	396	396
Gaming Policy and Enforcement	117	116	114	113
Liquor Control and Licensing	104	104	104	104
Executive and Support Services	20	25	27	28
Emergency Program Act				
Special Accounts				
Total	2,830	2,621	2,621	2,621

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2004/2005 Estimates.

² This core business area consists of the offices of the Minister and Deputy Minister, including salaries, benefits and allowances and operating expenses. It also includes the budget for centralized capital acquisitions for the ministry.

³ The *Emergency Program Act* provides for response to and recovery from emergencies and disasters.

⁴ Special Accounts encompasses the Forfeited Crime Proceeds Fund Special Account, the Inmate Work Program Special Account, and the *Victims of Crime Act* Special Account.

Ministry of Public Safety and Solicitor General

Core Business Area	2003/04 Restated Estimates ¹	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) by Core Business Area				
Corrections	2,659	2,324	1,474	2,860
Policing and Community Safety	1,766	1,679	140	300
Compliance and Consumer Services	1,627	2,655	1,186	1,186
Gaming Policy and Enforcement	20	320	270	420
Liquor Control and Licensing	905	330	300	
Executive and Support Services	360	150	150	150
Emergency Program Act				
Special Accounts	93	93	93	93
Total	7,430	7,551	3,613	5,009
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) by Capital Category				
Building, Tenant Improvement, Land, Land Improvement, Road, Bridges and Ferries	1,195	670	350	350
Vehicles, Specialized Equipment, Office Furniture and Equipment	1,919	985	2,413	3,909
Information Systems	4,316	5,896	850	750
Total	7,430	7,551	3,613	5,009
Consolidated Capital Plan Expenditures (CCP) (\$000)				
New/Replacement		2,200		
Total		2,200		

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2004/2005 *Estimates*.

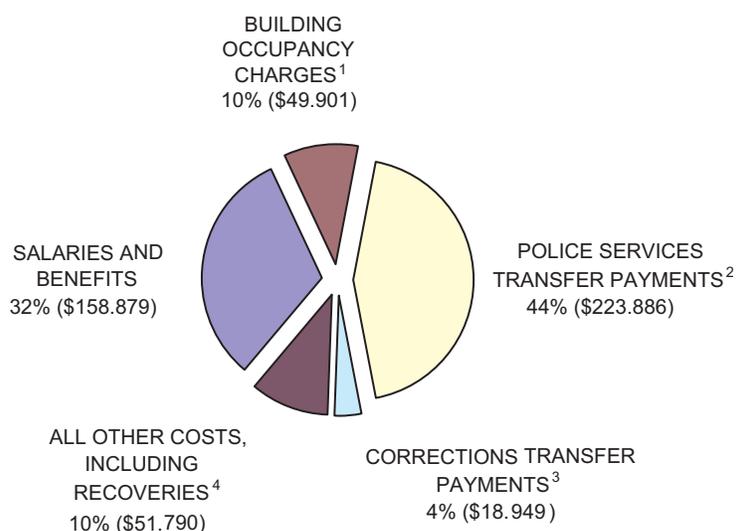
Core Business Area	2003/04 Restated Estimates ¹	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Other Financing Transactions (\$000)				
Compliance and Consumer Services Disbursements		1,500		
Receipts			100	100
Gaming Policy and Enforcement Receipts		431	456	484
Total Net Cash Source (Requirement)		(1,069)	556	584

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2004/2005 Estimates.

Planned Expenditures for 2004/05

Total Budget = \$503.405

(millions)



Notes:

¹ Cost of space occupied by the ministry, including correctional facilities

² Includes RCMP policing costs in the province

³ Includes costs related to correctional facilities and probation services

⁴ All remaining costs such as asset amortization, contracted expenditures and transfers to external parties, less payments received from the federal government and other parties external to the ministry for various program costs

Core Business Areas

The five core business areas described in this section contribute separate programs and services that work together to fulfill the ministry's public safety mandate.

Corrections

The Corrections Branch protects communities through appropriate supervision and case management of adult offenders and accused persons. The safe management and control of offenders is based on assessment of their risk to re-offend and need for rehabilitation. Through assessments, the branch determines suitable levels of supervision and programs to promote positive change in offender thinking and behaviour.

To function effectively and protect the public, the Corrections Branch works closely with the police, the courts, Crown counsel, victim services, Immigration Canada, the B.C. Board of Parole, Correctional Services of Canada, aboriginal justice organizations and community service agencies.

The branch is comprised of two divisions — Adult Custody, and Community Corrections and Corporate Programs.

Adult Custody Division

The Adult Custody Division is responsible for supervision and case management of individuals held for trial or sentenced to jail for less than two years. The division also supervises offenders awaiting transfer to federal prison, federally sentenced offenders transferred to provincial jurisdictions, and individuals detained under the federal *Immigration Act*. In addition to supervising adult offenders, the division provides a variety of work and core programs aimed at reducing the risk of re-offending and enabling successful reintegration into the community.

Community Corrections and Corporate Programs Division

This division is responsible for all individuals ordered to bail supervision, community sentences, and those paroled from a provincial correctional centre. The division also supervises individuals on peace bonds and those subject to alternative measures.²

² Alternative measures programming provides an opportunity for the client to demonstrate personal responsibility for the offence by imposing on the accused an agreed upon consequence for the behaviour. The conditions under which alternative measures may be used to deal with persons alleged to have committed an offence are established in Section 717 of the *Criminal Code of Canada*.

Community Corrections provides a range of core programs for offenders to mitigate the likelihood of re-offending. The division manages contracted programs for aboriginal programs and relationship violence treatment. Strategic and service delivery planning, research, evaluation, management information and technology systems are also under the mandate of this division and collectively ensure that there is cohesive organization and leadership for the branch as a whole.

Policing and Community Safety

As of April 1, 2004, the Policing and Community Safety Branch will have four rather than six divisions: Police Services, Victim Services and Community Programs, Provincial Emergency Program, and B.C. Coroners Service.

As part of the ministry's commitment to safe homes and communities, Victim Services and Community Programs have been integrated to enable a more holistic response to crime — from prevention strategies through to supports for victims of crime — and to allow for greater administrative and program efficiencies. Strong partnerships have been established across disciplines to ensure coordinated and comprehensive services are available throughout the province.

Security Programs has been included as a section of Police Services as there are linkages regarding the continuum of public and private policing. Combining the programs will allow for more consolidated and coordinated program delivery and policy analysis.

Police Services Division

Police Services Division superintends law enforcement functions in British Columbia, oversees the private security industry and provides protective public safety programs by:

- ensuring adequate and effective levels of policing enforcement throughout British Columbia on behalf of the Ministry of Public Safety and Solicitor General;
- ensuring central oversight of all policing;
- developing and administering policing policy;
- administering the RCMP provincial police force contract, and overseeing the organization of all provincial and municipal RCMP forces;
- supporting the provincial police service and other police agencies, including the Organized Crime Agency of B.C. and the Police Academy at the Justice Institute of B.C.;
- collecting, monitoring, analyzing and reporting on provincial crime and police data;
- conducting inspections and audits for municipal police force services using provincial policing standards;

- licensing and regulating the security industry, including security guards, private investigators and other security industry personnel; and,
- maintaining the Protection Order Registry.

Victim Services and Community Programs Division

Victim Services and Community Programs Division supports victims of crime and their families and develops and delivers programs to help British Columbians build and maintain safe communities by:

- funding over 150 police-based and community-based victim service programs that provide information, assistance and support to victims of crime;
- funding a 24-hour, provincewide telephone service — VictimLINK 1-800-563-0808;
- enhancing high-risk victim safety by providing safety planning, including notification of offender release information;
- overseeing the *Victims of Crime Act*, which promotes a fair and accessible justice system for victims of crime;
- administering the *Crime Victim Assistance Act* and Program, which provides financial benefits and assistance to victims of crime;
- providing leadership, advice, training and expertise on victim issues;
- establishing and maintaining partnerships with organizations, communities and government to ensure coordinated and comprehensive services;
- working with community groups, schools, youth groups, businesses, service organizations, police and all levels of government to support activities that reduce crime, violence and victimization; and,
- placing special emphasis on effective programs for youth.

Provincial Emergency Program (PEP)

The Provincial Emergency Program (PEP) minimizes the loss of life and economic impact of disaster/emergency events such as floods, earthquakes, landslides and severe storms by:

- maintaining an integrated response and recovery immediate activation capability for all hazard emergencies and disasters;
- recruiting, training and maintaining a resource pool (TEAMS) of provincial staff experienced in management of emergency operations;
- providing leadership and subject matter expertise in assisting local governments, non-government agencies and families in preparing for and responding to an emergency or disaster;
- managing the provision of Disaster Financial Assistance (DFA) for individuals and families, local governments and businesses; and,

- administering the *Emergency Program Act*, Regulations and the DFA Agreement and five public safety lifeline volunteer services.

B.C. Coroners Service

The Coroners Service is responsible for the investigation of all sudden and unexpected, unexplained or unattended deaths and makes recommendations to improve public safety and prevent death in similar circumstances.

Compliance and Consumer Services

The ministry's public safety mandate is supported by the Compliance and Consumer Services Branch through the Consumer Services Division, the Film Classification Office, the Residential Tenancy Office, the Office of the Superintendent of Motor Vehicles, and the Commercial Vehicle Safety and Enforcement Division.

Consumer Services Division

The Consumer Services Division promotes fairness and understanding in the marketplace through a combination of consumer protection and industry regulation. This is accomplished through:

- developing and administering consumer protection legislation;
- regulating key industries or sectors to enhance consumer protection;
- participating with other enforcement agencies in combating consumer fraud and commercial crime;
- providing consumer/business mediation, information and education;
- administering consumer protection boards/funds, trusts and financial instruments; and,
- managing cost recovery and providing restitution to consumers to reduce costs to taxpayers.

Film Classification Office

The Film Classification Office safeguards public interests by regulating the public exhibition, rental and distribution of films, video games and videos in British Columbia. The office is responsible for:

- administering the *Motion Picture Act* and regulations;
- classifying films into age-appropriate ratings and providing advisories on film content to assist the public in making informed viewing choices;
- assessing adult videos for content that is prohibited under the *Motion Picture Act* or the *Criminal Code of Canada*;

- licensing film and video distributors, video retailers, and theatres;
- enforcing the Act and regulations and removing unapproved or prohibited adult videos from the marketplace and taking action to ensure the restricted sale of mature video games;
- assisting the police and Canada Customs in the review of seized adult videos and the prosecution of cases resulting from these investigations; and,
- educating the public on the film classification system through a comprehensive internet site and school outreach program.

Residential Tenancy Office

The Residential Tenancy Office encourages and actively promotes harmonious relationships by providing landlords and tenants with information and dispute resolution services, including a quasi-judicial arbitration process that is intended to be quick, inexpensive and accessible. The key functions of the office are:

- administering legislation that regulates relationships between residential property landlords and tenants;
- providing intervention, arbitration and arbitration review services to resolve landlord and tenant disputes; and,
- providing information services to landlords and tenants.

Office of the Superintendent of Motor Vehicles

The Office of the Superintendent of Motor Vehicles regulates drivers to help ensure the safe and responsible operation of motor vehicles in British Columbia. The office is responsible for:

- setting licensing policy and monitoring and regulating dangerous and unfit drivers;
- conducting appeals of administrative driving prohibitions and vehicle impoundments;
- conducting hearings and reviews of Insurance Corporation of British Columbia decisions respecting driver licence sanctions, driver training school and driver trainer licences; and,
- leading and supporting government traffic safety initiatives.

Commercial Vehicle Safety and Enforcement Division

The Commercial Vehicle Safety and Enforcement Division contributes to the public safety network by:

- enforcing laws and regulations related to commercial vehicle safety and vehicle equipment standards in British Columbia, including provisions of the *Motor Vehicle Act*, *Commercial Transport Act*, *Transport of Dangerous Goods Act*, *Motor Carrier Act*, and *Motor Fuel Tax Act*;

- maintaining and promoting road safety through the implementation and management of the *National Safety Code*, Commercial Vehicle Inspection Program, Private Vehicle Inspection Program, Commercial Transport Program, Transport of Dangerous Goods Program and the Commercial Vehicle Safety Alliance; and,
 - participating on various national and international government road safety bodies to coordinate and harmonize commercial transport and vehicle equipment and safety standards.
-

Gaming Policy and Enforcement

The Gaming Policy and Enforcement Branch contributes to the ministry's public safety mandate by ensuring a comprehensive legal and policy framework, regulating gaming and horse racing in British Columbia, ensuring the integrity of people and equipment involved in the gaming industry, and investigating allegations of wrongdoing.

Policy, Legislation and Standards Division

The Policy, Legislation and Standards Division promotes responsible gambling practices by developing and maintaining a rigorous regulatory environment for gaming and horse racing that balances economic benefits with public safety. The division provides advice regarding legislation, policies and standards that govern gaming. The division also coordinates administrative review hearings as required and is responsible for delivering the Responsible Gambling Strategy, which includes the Problem Gambling Program.

Licensing and Proceeds Distribution Division

The Licensing and Proceeds Distribution Division issues gaming licences permitting eligible community organizations to hold fundraising events such as ticket raffles, independent bingo games, wheels of fortune and social occasion casinos. The division also allocates government gaming revenue to eligible community organizations through grants from the Direct Access and Bingo Hall Affiliation programs.

Racing Division

The Racing Division develops and implements policies to regulate horse racing in British Columbia to ensure its integrity, and monitors and enforces the *Rules of Thoroughbred and Standardbred Racing*. The division oversees all races taking place in the province, monitors the activities of track officials and other employees, ensures the safety and security of race track grounds, and investigates and adjudicates matters arising from race meetings. In addition, the division licenses participants in the horse racing industry.

Registration Division

The Registration Division ensures the integrity of organizations, employees and equipment in the gaming industry by conducting mandatory background checks to determine the suitability of potential employees and service providers, and approving and certifying all gaming equipment. The division also maintains a register of gaming service providers and gaming workers.

Audit and Compliance Division

The Audit and Compliance Division manages a comprehensive audit strategy for commercial gaming, including horse racing, to ensure compliance with all applicable legislation, regulations, policies and directives. The division conducts regular audits of gaming activity in the province, assesses compliance reviews conducted by the B.C. Lottery Corporation and reviews community organizations' use of funds received through gaming licences and the Direct Access and Bingo Hall Affiliation grant programs.

Investigation Division

This division investigates all complaints and allegations of criminal or regulatory wrongdoing related to gaming and horse racing in British Columbia, and is responsible for the province's illegal gaming strategy. This strategy includes a team of branch investigators and RCMP officers, who work with other law enforcement agencies on gaming-related investigations. All investigators in this division are special provincial constables.

Liquor Control and Licensing

The Liquor Control and Licensing Branch regulates the manufacture of liquor and the resale of liquor in licensed establishments in order to improve public safety by reducing liquor misuse.

Licensing and Local Government Liaison Division

The Licensing and Local Government Liaison Division is responsible for the analysis, approval and processing of licence applications for the manufacture, sale and service of liquor in the province. The division is responsible for all aspects of issuing, amending, transferring and renewing licences for licensed establishments, licensee retail stores, wineries and manufacturers. During the approval process, the division works closely with local government staff and elected officials to gather community input for licensing decisions. The division is also responsible for issuing permits to purchase and store grain alcohol, regulating the sale of medicinal and cooking alcohols, and reviewing requests for exemptions to Special Occasion Licences.

Compliance and Enforcement Division

The Compliance and Enforcement Division is responsible for inspecting, investigating and educating licensees to ensure they comply with the law, and taking enforcement action when voluntary compliance cannot be achieved. The division partners with police agencies and local government agencies to monitor compliance and target high-risk licensees.

Policy, Planning and Communications Division

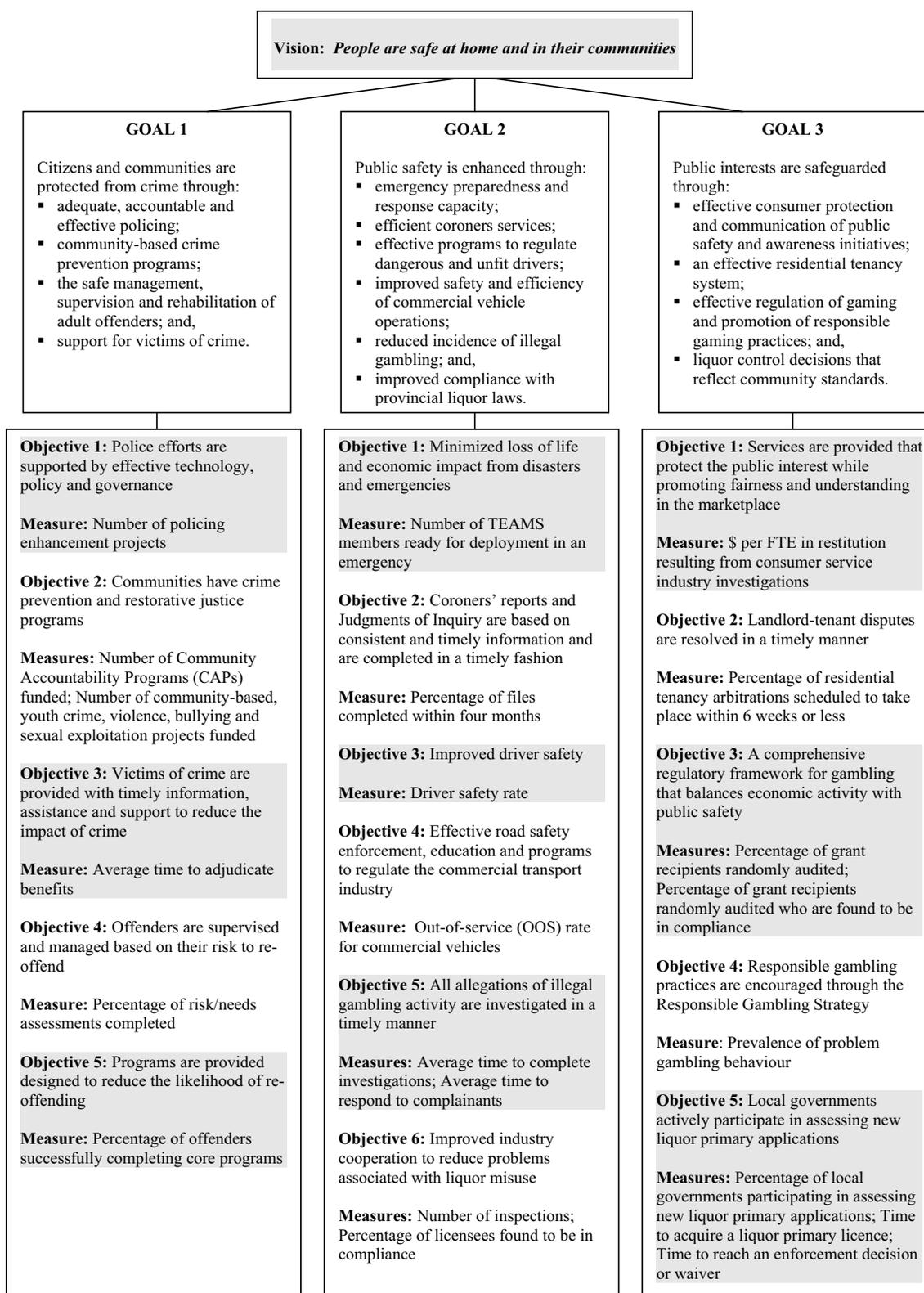
This division leads the branch in strategic planning processes and in the development of legislative, regulatory and policy change. The division is also responsible for consulting with federal-provincial and stakeholder groups, including industry associations, police and local governments. In addition, the division is responsible for responding to media, legislative and public inquiries related to the mandate and activities of the branch.

Goals, Objectives, Strategies and Results

This section presents a high-level summation of the ministry's key goals and the objectives, strategies and measures that support them. Each of the three key goals identified is linked to several of the ministry's core business areas and represents a desirable outcome over which core business areas have a considerable degree of control.

All objectives are supported by performance measures. Some of these measures are newly derived, as each core business area tries to find better ways of assessing the results of their operations. Consequently, several of the newer measures must have a baseline established first before realistic targets can be set.

The diagram that follows provides an overview of the key performance elements that are described in detail in this part of the service plan. The foundation for the three key goals is the ministry's vision of safe homes and communities throughout British Columbia.



Goal 1: *Citizens and communities are protected from crime through:*

- *adequate, accountable and effective policing;*
- *community-based crime prevention programs;*
- *the safe management, supervision and rehabilitation of adult offenders;*
- and,*
- *support for victims of crime.*

Core Business Area: *Policing and Community Safety*

Objective 1: *Police efforts are supported by effective technology, policy and governance*

- Strategies:**
1. *Enhance integration and consolidation of police services across and within regions while maintaining a commitment to the principles and values of community-based policing, focusing on operations and reducing administrative tasks.*
 2. *Restructure police financing to reduce inequities and support integrated services.*
 3. *Strengthen the policing infrastructure (technology) across the province to improve officer safety, address the changing nature of crime and support local community-based policing.*
 4. *Support the RCMP in its efforts to expand current initiatives aimed at addressing violent, organized and cross-jurisdictional crime.*
 5. *Provide the police with information systems to support quick response and problem-solving.*

Implementation of critical policy and technology projects results in policing operations that are more efficient and effective, thereby contributing to achievement of the objective and goal identified above. Through initiatives such as integration, more police resources will be directed towards operations, and activities will be coordinated across broad regions. Through technological innovations like PRIME, police will be able to have information for quick response and problem-solving.³ Greater accountability and effectiveness will also be achieved through improved policing governance.

³ PRIME, the Police Records Information Management Environment, is an electronic records management system that links all police department information across the province and improves the ability of police to solve major crime.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of policing enhancement projects	Total of 8 projects initiated and 3 completed	Total of 12 projects initiated and 6 completed	Total of 16 projects initiated and 9 completed	To be determined

Projects underway or completed in 2003/04 include: integrating policing on the lower island and the lower mainland; developing PRIME and the Canadian Police Information Centre (CPIC); assuming responsibility for the management of enhanced road safety programs, developing the province’s Amber Alert program; and developing policy for refinancing policing of rural areas and small communities.

Projects planned for 2004/05 and beyond include: supporting security arrangements for the 2010 Olympics; further rolling-out of PRIME; developing legislation to enhance the police complaint process and introduce civil forfeiture of proceeds of crime; and implementing a range of enhanced road safety law enforcement programs to be delivered by an integrated police unit.

Objective 2: *Communities have crime prevention and restorative justice programs*

Strategy: *Fund crime prevention and restorative justice programs for communities.*

Communities have opportunities to become safer if they are actively engaged in programs to reduce crime and repair the harm caused by crime. Such programs can involve community groups, schools, youth groups, businesses, service organizations, police and all levels of government.

Community Programs promotes applied research and identification of best practices to assist communities in addressing local problems. Based on these parameters, Community Programs supports and funds the development of crime prevention and restorative justice programs, especially with regard to youth.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of Community Accountability Programs (CAPs) funded ¹	76	84	87	90
Number of community-based, youth crime, violence, bullying and sexual exploitation projects funded ²	225	250	260	275

¹ CAPs are volunteer-based programs that embrace the principles of restorative justice. They hold low risk youth and adult offenders accountable for their actions, give victims a voice, repair the harm caused by an offence and help restore balance in the community.

² The estimate and targets for this measure are reduced from those reported in the previous year's service plan because of resource constraints.

Objective 3: *Victims of crime are provided with timely information, assistance and support to reduce the impact of crime*

- Strategies:**
1. *Offer support to victims of crime through victim service programs.*
 2. *Provide financial benefits and assistance to victims of crime.*
 3. *Provide training and support to victim service workers.*
 4. *Provide education for first responders, justice system personnel and community partners regarding the needs of victims of crime.*
 5. *Increase public awareness of the services available to victims of crime.*

Public demands for coordinated and comprehensive victim services are increasing. Victims continue to seek more acknowledgment of their needs from the criminal justice system and greater protection for the vulnerable. Victims require a range of supports and services as they participate in the justice system.

Through partnerships with organizations and communities, Victims Services provides leadership, advice, training and expertise on victim issues to victim service workers, justice system personnel and community partners.

By administering the *Crime Victim Assistance Act*, Victim Services also ensures that victims have access to financial assistance and other benefits in a timely manner.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Average time to adjudicate benefits	6 months	4 months	4 months	4 months

Core Business Area: *Corrections Branch*

Objective 4: *Offenders are supervised and managed based on their risk to re-offend*

Strategy: *Conduct offender risk/needs assessments to determine appropriate supervision.*

To effectively and efficiently supervise offenders while they are under court orders, and to achieve reductions in re-offending behaviour over the long term, it is critical to understand the risk an offender poses to society and how that risk can be best addressed. More than twenty years of correctional research have resulted in the development of standardized assessment tools that can reliably provide this information. By undertaking risk/needs assessments, the Corrections Branch effectively targets its resources towards supervision of offenders that present the highest risk to re-offend.

The following measure provides information on the percentage of offenders for whom risk/needs assessments have been completed. Note that because the Corrections Branch policy allows a sixty-day period for risk/needs assessments to be completed, at any time approximately 10 to 15 per cent of offenders will be new intakes in the process of being assessed.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of risk/needs assessments completed	85%	85%	85%	85%

Objective 5: *Programs are provided designed to reduce the likelihood of re-offending*

Strategies: 1. *Provide the following core programs to offenders according to their case management plans: Cognitive Skills; Educational Upgrading; Respectful Relationships; Relapse Prevention for Sex Offenders; Substance Abuse Management; and Violence Prevention.*

2. *Develop Living Skills core program.*

Risk/needs assessments are also used to establish case management plans to address the factors known to influence re-offending (e.g., substance abuse, cognitive skills). Correctional research has confirmed that providing programs that target these factors among higher risk

offenders can reduce re-offending behaviour. The Corrections Branch has developed and is implementing a number of core programs to address the rehabilitative needs of offenders. The following measure provides information on the short-term outcomes of offender programs designed to reduce the likelihood of re-offending.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of offenders successfully completing core programs	75%	76%	77%	78%

Goal 2: *Public safety is enhanced through:*

- *emergency preparedness and response capacity;*
- *efficient coroners services;*
- *effective programs to regulate dangerous and unfit drivers;*
- *improved safety and efficiency of commercial vehicle operations;*
- *reduced incidence of illegal gambling; and,*
- *improved compliance with provincial liquor laws.*

Core Business Area: *Policing and Community Safety*

Objective 1: *Minimized loss of life and economic impact from disasters and emergencies*

- Strategies:**
1. *Continue to develop provincial capacity to respond to emergencies and disasters.*
 2. *Assist local governments in preparing for emergencies and disasters by providing education and tools via the internet.*

Individuals and local governments are responsible for their level of preparedness to respond to emergencies and disasters. However, as a crisis escalates, they need support and assistance from the province. Providing individuals and local governments with the tools to deal with emergencies will reduce the harm caused by disasters. Improving the provincial response capacity will result in reductions in loss of life and disturbance to property and ultimately aid in the recovery of the community.

The province is faced with many natural disasters as a result of changing weather patterns, greater mobility and natural occurrences. In 2003, the province responded to major avalanches, fire and flooding events.

As disasters are unpredictable in their nature, size, scope and area of occurrence, it is difficult for the Provincial Emergency Program (PEP) to maintain regular staff resources required to respond to all potential disasters. In order to address this issue, PEP initiated the Temporary Emergency Assignment Management System (TEAMS) to provide the province with the capacity to respond to disasters. PEP selects TEAMS members from across all ministries, provides them with training in emergency management, and maintains a log of member availability.

TEAMS members are available to assist local governments in the event of a disaster. They also provide staffing for the Provincial Emergency Coordination Center (PECC) and Provincial Regional Emergency Operations Centers (PREOCS). Without an adequate number of trained TEAMS members, the province may lack the capacity to respond to a major disaster such as the wildfires of 2003. The number of TEAMS members ready for deployment in an emergency is therefore used to assess the ministry's ability to enhance public safety by minimizing loss of life and economic impact from disasters and emergencies.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of TEAMS members ready for deployment in an emergency	110	120	120	120

Objective 2: *Coroners' reports and Judgments of Inquiry are based on consistent and timely information and are completed in a timely fashion*

- Strategies:**
1. *Redesign the Coroners Case Management System (TOSCA).*
 2. *Provide ongoing training to all coroners.*
 3. *Provide coroners with electronic access to field investigation protocols.*

The Coroners Service investigates all sudden and unexpected, unexplained or unattended deaths and makes recommendations to improve public safety through preventative measures. This service also helps people deal with the trauma of death through provision of timely and accurate information.

In order to develop effective recommendations for future prevention of death, accurate, timely and comprehensive data are required. Through electronic case management systems and protocols, more accurate and timely reports will be completed. In addition, more comprehensive data will be collected to compare similar cases and enhance recommendations for prevention. With diligent time management, at least 80 per cent of all files should be completed within four months.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of files completed within four months	80%	81%	82%	83%

Core Business Area: *Compliance and Consumer Services*

Objective 3: *Improved driver safety*

- Strategies:**
1. *Review Driver Fitness and Driver Improvement Standards to identify those requirements that will have the greatest impact on driver safety and to eliminate any unnecessary requirements.*
 2. *Introduce business process and system enhancements that free resources to focus on work that will lead to improved driver safety.*
 3. *Work with ICBC to develop a senior driver strategy.*

Within the Compliance and Consumer Service Branch, the Office of the Superintendent of Motor Vehicles (OSMV) delivers programs to improve driver safety while balancing clients' needs for service and fair treatment. Improving driver safety helps achieve the goal of enhanced public safety by ensuring drivers are safe, fit and able.

It is critical that decisions affecting the licensing privileges of dangerous or unfit drivers are reached and implemented quickly and efficiently. These decisions often involve requiring an individual to participate in a program of assessment, remediation or management of driving behaviour (e.g. driver fitness or driver improvement).

An important outcome measure directly linked to the objective of improved driver safety is the driver safety rate, which is calculated by ICBC. The driver safety rate reflects the percentage change in accident rates after drivers become involved in OSMV's driver fitness or driver improvement programs. OSMV's target is to improve safety levels while realizing efficiencies and reducing the regulatory burden. ICBC and the police also have a major influence on this target through their role in delivering driver programs.

As well as the driver safety programs discussed above, maintaining and enhancing the driver safety rate will depend on freeing available resources for additional safety-focused programming. This will be accomplished by reducing regulatory requirements and improving business processes and systems to facilitate efficient and timely case handling.

In addition, it should be noted that driver safety is significantly affected by factors other than regulatory programs, such as police enforcement levels, economic activity and demographic trends. For example, population ageing creates the challenge of dealing with

more driver fitness cases within existing resources, and evolving human rights law has the potential to add extensive work to case management in driver fitness.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Driver safety rate	56.1% ¹	56.7%	58.7%	60.7%

¹ The rate reported for 2003/04 is based on data for the 2002 calendar year due to ICBC data management processes.

Objective 4: *Effective road safety enforcement, education and programs to regulate the commercial transport industry*

Strategies:

1. *Review and improve commercial transport regulations, eliminating unnecessary ones.*
2. *Reduce overlap between enforcement agencies.*
3. *Pursue increased cooperation between police and compliance enforcement services.*

The Commercial Vehicle Safety and Enforcement Division establishes standards that govern the operation of British Columbia's commercial transport industry to ensure an appropriate level of safety and efficiency in the operation of commercial vehicles. The goal of improving the safety and efficiency of those operations is directly linked to the objective of effective road safety enforcement, education and regulatory programs.

A key performance measure linked to that objective is the out-of-service rate (OOS rate) for commercial vehicles. The OOS rate is compiled on the basis of statistics from random roadside inspections conducted according to standards developed by the Commercial Vehicle Safety Alliance (CVSA), a North America-wide commercial vehicle safety organization. The OOS rate is the percentage of those commercial vehicles randomly inspected and found to have serious safety violations which render them unsafe.

The measure indicates the ministry's success in helping to enforce regulations and educate operators, and provides a reading of the industry's compliance with maintenance standards. It also assists in planning budget allocations.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Out-of-service (OOS) rate for commercial vehicles	21%	21%	20%	19%

Core Business Area: *Gaming Policy and Enforcement*

Objective 5: *All allegations of illegal gambling activity are investigated in a timely manner*

- Strategies:**
- 1. Complete implementation of the Integrated Illegal Gambling Enforcement Team, composed of RCMP and branch investigators.*
 - 2. Implement a ticket violation program for certain offences under the Gaming Control Act to reduce unnecessary court time.*
 - 3. Work with the RCMP and other law enforcement agencies to better identify and prosecute offenders and reduce the incidence of illegal gambling.*
 - 4. Develop branch experts qualified to give expert evidence at administrative hearings and court proceedings regarding illegal gambling activity.*

Protecting public safety by reducing the incidence of illegal gambling in British Columbia is an important goal for the Gaming Policy and Enforcement Branch. The ability to identify and investigate alleged illegal gambling activity will minimize the related economic and social harm experienced by individuals and communities.

The establishment of the Integrated Illegal Gambling Enforcement Team will help the branch achieve its objective of investigating all allegations of illegal gambling by providing the resources necessary to investigate all complaints in a timely manner. Dedicated RCMP officers are being placed in regional offices, working along side branch investigators. In addition, enforcement action in the form of issuing tickets for some offences will provide an alternative to charges being laid, thereby reducing pressure on the court system. As well, partnerships will be established, on an as-needed basis, with other law enforcement agencies to ensure cross-jurisdictional cooperation in illegal gambling investigations.

Performance Measures	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Average time to complete investigations	Establish baseline	To be determined (improve time)	To be determined (improve time)	To be determined (improve time)
Average time to respond to complainants	Establish baseline	To be determined (improve time)	To be determined (improve time)	To be determined (improve time)

Core Business Area: *Liquor Control and Licensing*

Objective 6: *Improved industry cooperation to reduce problems associated with liquor misuse*

- Strategies:**
1. *Target inspection resources on high-risk establishments and focus inspections and investigations on service to minors, over-service, overcrowding and illicit alcohol.*
 2. *Create tools to identify high-risk establishments in consultation with local governments, police, schools and licensees.*
 3. *Improve Server Training Program to strengthen service to minors and over-service education components.*

Industry members must acknowledge and accept that with the privilege of holding a liquor licence and maintaining a livelihood by selling liquor, comes a legal responsibility to minimize harm to their liquor-consuming customers and any individual or community affected by the consumption of liquor in their establishments. Strengthening the Responsible Beverage Service (RBS) program is key to licensees' and their employees' understanding of the responsibilities of selling and serving liquor.

Increasing the presence of enforcement staff in licensed establishments and at events where liquor is served is also an important element in achieving greater industry cooperation in reducing the problems associated with liquor misuse. Increasing the number of inspections and investigations will achieve several outcomes: it will raise awareness among liquor licensees that their performance in complying with regulations is being monitored; it will allow for the provision of professional advice and educational assistance to licensees who need to improve their understanding and implementation of regulatory requirements; and it will facilitate cooperative efforts with local police, fire, health and other organizations interested in reducing harm caused by liquor misuse. Together, these results should lead to improved voluntary compliance within the industry, thereby enhancing public safety.

Performance Measures	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of inspections	14,777	16,800	16,800	16,800
Percentage of licensees found to be in compliance	80%	85%	90%	92%

Goal 3: *Public interests are safeguarded through:*

- *consumer protection and communication of public safety and awareness initiatives;*
- *an effective residential tenancy system;*
- *regulation of gaming and promotion of responsible gaming practices; and,*
- *liquor control decisions that reflect community standards.*

Core Business Area: *Compliance and Consumer Services*

Objective 1: *Services are provided that protect the public interest while promoting fairness and understanding in the marketplace*

- Strategies:**
1. *Implement new legislation and regulations for consumer industries.*
 2. *Move regulated consumer industries toward delegated administrative authority.*
 3. *Take targeted enforcement action to reduce consumer victimization.*
 4. *Improve the quality of consumer information on film classifications and warnings.*
 5. *Implement changes to regulations to focus resources on high-risk businesses involved in film and video distribution.*

An important goal for the Compliance and Consumer Services Branch is protecting public interests through effective consumer protection and communication of public safety and awareness initiatives. Directly linked to this goal is the objective of delivering consumer protection and licensing services that promote fairness and understanding in the marketplace. This objective is supported through the strategies of taking enforcement action against consumer industries where appropriate and improving the quality and availability of consumer information.

Achievement of this objective serves to protect public interests by protecting consumers from victimization. It also benefits industries by providing a fair regulatory environment and enhancing consumer confidence in industries where the potential for consumer loss may be high.

A key performance measure identified to indicate progress made in meeting the objective are the dollars per full-time equivalent (FTE) in restitution resulting from consumer services industry investigations. This figure demonstrates the level of reduced consumer harm resulting from enforcement actions against illegal activity on the part of suppliers.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Dollars per FTE in restitution resulting from consumer service industry investigations ¹	\$0.600M	\$0.700M	\$0.700M	\$0.700M

¹The amount of restitution in a given year can vary substantially from prior years depending on the size of the court award in each case, the number of court cases heard, etc.

Objective 2: *Landlord-tenant disputes are resolved in a timely manner*

- Strategies:**
1. *Implement new residential tenancy legislation.*
 2. *Improve the quality of residential tenancy information.*
 3. *Provide residential tenancy information efficiently through the internet and information clinics.*

Another important goal for Compliance and Consumer Services is an effective residential tenancy system. This goal is achieved through the objective of ensuring landlord and tenant disputes are resolved in a timely manner and ensuring that parties have access to an orderly and efficient dispute resolution process.

The objective of the timely resolution of landlord-tenant disputes is in turn linked to the strategy of improving the quality of residential tenancy information. The foundation for this strategy is the new *Residential Tenancy Act* and *Manufactured Home Park Tenancy Act*.

With access to improved information, landlords and tenants may be better informed of their rights and responsibilities under residential tenancy law. Parties who are better informed are more likely to resolve disputes between themselves, thereby reducing the demand on the residential tenancy arbitration system and in turn improving system access for those who remain in dispute. For parties who remain in dispute and proceed to arbitration for resolution, improved residential tenancy information ensures they are better prepared.

A key performance measure identified for residential tenancy is the percentage of residential tenancy arbitrations scheduled to take place within six weeks or less. Being able to schedule arbitrations on a timely basis indicates that the objective of providing timely resolution of landlord and tenant disputes is being met, enhancing the efficiency of the residential tenancy system.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of residential tenancy arbitrations scheduled to take place within 6 weeks or less	90%	92%	92%	92%

Core Business Area: *Gaming Policy and Enforcement*

Objective 3: *A comprehensive regulatory framework for gambling that balances economic activity with public safety*

- Strategies:**
- 1. Streamline criteria for licensees and registrants.*
 - 2. Continue to develop, implement and enforce public interest standards.*
 - 3. Develop compliance sanctions and penalties for violations of the Gaming Control Act, regulations and policies.*
 - 4. Audit charities receiving over \$50,000 in grants every four years.*
 - 5. Conduct random audits of grant recipients.*
 - 6. Audit major ticket raffle licensees every two years.*

It is in the public interest to ensure gaming in British Columbia is conducted within a strong regulatory framework that balances economic activity with the responsible management and delivery of gaming. In order to reach this objective, criteria for access to gaming grants, and the processes for obtaining gaming event licenses or registering as a gaming worker, will continue to be reviewed and simplified. The elimination of unnecessary requirements will allow those involved in the gaming industry to conduct their business more efficiently, and will support community organizations in their efforts to provide important programs and services.

Public interest standards protect public safety by ensuring gaming is delivered in a responsible manner. Regularly conducted compliance audits may result in sanctions and penalties for individuals or organizations that violate gaming legislation and/or policies, and will help ensure the provision of gaming is legal and ethical. Grant recipients are also

regularly audited to ensure that eligible community organizations receiving gaming funds use those funds to provide direct programs and services which significantly benefit local communities.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of grant recipients randomly audited	5%	5%	7%	10%
Percentage of grant recipients randomly audited who are found to be in compliance	70%	75%	80%	85%

Objective 4: *Responsible gambling practices are encouraged through the Responsible Gambling Strategy*

- Strategies:**
1. *Maintain and enhance the Responsible Gambling Website.*
 2. *Enhance the delivery and effectiveness of problem gambling treatment and prevention services across the province.*
 3. *Increase awareness of responsible gambling initiative and treatment services available to those with a gambling problem.*
 4. *Organize forums of experts to advise on responsible gambling initiatives.*

The development and implementation of a comprehensive Responsible Gambling Strategy will protect the public interest by reducing the harmful impacts of excessive gambling and encouraging responsible gambling practices and healthy choices. Public education, treatment services and research are key elements of this strategy. Specific strategies designed to meet the objective of encouraging responsible gambling practices include expanding the Responsible Gambling Website, which provides a broad range of information and services related to excessive gambling. Enhanced service delivery in the areas of treatment and prevention services, which includes provincial coordinators working with specific communities to address specific needs, will provide targeted assistance to those who need it. Additional educational efforts will be made to increase awareness of this issue across the province. Establishing relationships with experts in the area of problem gambling and related fields will assist us in evaluating our program, ensuring it continues to meet high standards, utilizes the latest information and meets the needs of those seeking services.

In considering the targets established below, it is noteworthy that each 0.1 per cent reduction in the prevalence of problem gambling in the province means 1,000 fewer people with gambling problems.

Performance Measure	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Prevalence of problem gambling behaviour ¹	4.6%	Data not available	4.5%	4.4%

¹ The estimate provided for 2003/04 is based on a prevalence study released in May 2003 (see <http://www.bcreponsiblegambling.ca/bcresearch.html>). The next study of the prevalence of problem gambling in British Columbia will be conducted in 2005/06.

Core Business Area: *Liquor Control and Licensing*

Objective 5: *Local governments actively participate in assessing new liquor primary applications*

- Strategies:**
1. *Provide local governments with community health indicators to better assess licence applications.*
 2. *Set terms and conditions for hours, size and entertainment that are consistent with community standards.*
 3. *Reduce regulatory requirements and processes that do not impact public safety.*
 4. *Streamline licensing and enforcement processes.*

The elimination of liquor regulations that do not support public safety, and efficient licensing and enforcement processes, are two ways of making sure that liquor-related decisions reflect community standards. Reducing the number of regulatory requirements and streamlining the liquor licensing process allows the branch to focus on providing local governments with the community indicators they need to effectively review new licence applications, and to work with communities to make sure that new licences are issued in the public interest. The public interest and community standards are also safeguarded by ensuring that problem establishments are dealt with quickly in the enforcement hearing process.

Performance Measures	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of local governments participating in assessing new liquor primary applications	Establish baseline	80%	90%	95%
Time to acquire a liquor primary licence	6.5 months	5 months	4 months	3 months
Time to reach an enforcement decision or waiver	3.3 months	3 months	3 months	3 months

Deregulation

The Ministry of Public Safety and Solicitor General continues to make progress toward meeting the *New Era* commitment to cut red tape and reduce regulatory burden within three years (by June 30, 2004). As of March 31, 2003, the ministry had reduced its regulatory requirements by 9.3 per cent from the base count of requirements, exceeding the target established for that date by 1.1 per cent.

In order to continue to reduce regulatory burden without compromising public safety, the ministry has been reviewing specific legislation with a view to create opportunities for industries to have a greater say in how they are regulated.

The following targets have been set for the ministry's continued reduction in regulatory requirements.

Deregulation	March 31, 2003 Actual	March 31, 2004 Target	June 30, 2004 Target	Cumulative Target
Percentage reduction from base count of regulatory requirements	9.3%	7.5%	4.1%	20.9% ¹

¹ The cumulative target originally established for the ministry was 19.9 per cent.

Risk Management

Enterprise-wide risk management (ERM) is an essential process for making decisions about long-term planning, major projects and programs, and resource investments. Risk management plans identify potential risks that could affect ministry performance and impede progress toward achieving goals and objectives. Risk management plans also include risk assessment, avoidance and management strategies.

Government is encouraging all ministries to develop risk management plans over a three-year period, to report on the progress made in implementing this initiative, and to include in their service plans an appropriate reference to ERM. Executive and Support Services of the Ministry of Attorney General is responsible for coordinating this initiative and for working with respective Executive Committees to establish risk registers for the Ministry of Public Safety and Solicitor General, the Treaty Negotiations Office, and the Ministry of Attorney General.

The Ministry of Attorney General's Service Plan 2004/05 – 2006/07 includes the following objective, strategy and performance measure.⁴

Objective: *Integrated corporate performance and accountability mechanisms that are consistent with government directions*

Strategy: *Develop three levels of Enterprise Risk Management (ERM) registers for Ministry of Public Safety and Solicitor General, Ministry of Attorney General and the Treaty Negotiations Office.*

Proxy Output Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Completion of key ERM deliverables [Ministry of Attorney General, Treaty Negotiations Office, and Ministry of Public Safety and Solicitor General]	PHASE 1: ERM charter established; Training in progress	PHASE 2: Ministry risk registers developed	PHASE 3: Ministry risk registers implemented	PHASE 4: All risk registers updated

⁴ The Ministry of Attorney General Service Plan 2004/05 – 2006/07 can be accessed at <http://www.gov.bc.ca/ag>

Appendix 1. Strategic Context

Vision, Mission and Values

Vision

People are safe at home and in their communities.

Mission

To ensure the security and economic vitality of communities through effective policing, corrections, liquor and gaming control and other protective and regulatory programs

Values

The Ministry of Public Safety and Solicitor General shares with all government organizations a commitment to affordability, efficiency, accountability, innovation and reform, and a healthy, supportive workplace. In addition, the ministry strives to deliver its unique services in accordance with these values:

- Respect for the law
- Integration of services
- Community participation
- Risk management
- Self-regulation
- Balance of consumer protection with economic vitality

Planning Context

Many factors influence the ministry's ability to carry out its public safety mandate and achieve its goals and objectives. Some of these factors place the ministry in a strong position to move forward and build on past successes. Others present opportunities to take new and innovative approaches. New opportunities can lead to significant improvements in the way the ministry provides its services. The strengths and opportunities that currently affect ministry planning are identified in this section of the document.

Strengths

- The ministry mandate clearly focuses on public safety, effectively guiding the ministry in defining direction and priorities.
- The Corrections Branch is re-developing its operational system — CORNET2. This is a significant project that will render more efficient, timely and accurate data collection, integrates and enhances offender case management, amalgamates several internal systems, and interfaces with external systems (i.e., JUSTIN and the Correctional Services of Canada Offender Management System).
- The ministry has an excellent working partnership with the police and law enforcement agencies of the province. This relationship exists at the most senior levels, both one-on-one and through existing agencies (e.g., the B.C. Association of Chiefs of Police and the B.C. Association of Municipal Chiefs of Police), as well as at the staff level, individually and through various working committees.
- The ministry is implementing innovative crime-fighting technology that will enhance officer and public safety and improve law enforcement across the province. PRIME, the Police Records Information Management Environment, will connect every municipal police department and RCMP detachment in the province, so that information about criminals and crimes can be shared within minutes. British Columbia is the first jurisdiction in the country to adopt a provincewide, online police records management system.
- The ministry continues to be recognized as a national leader in victim services and the prevention of youth crime, violence, bullying and sexual exploitation.
- The ministry has implemented the Electronic Victim Information System to streamline the administration of Crime Victim Assistance Program Benefits.
- The ministry is continuing to strengthen partnerships with organizations, communities and governments in the areas of crime prevention and victim services.
- The ministry is implementing a system to allow for the real-time reporting of the results of critical safety inspections completed on commercial vehicles by the ministry's Commercial Vehicle Safety and Enforcement Division (CVSE) and police agencies across the province. This will reduce the time it takes to get inspection results into the electronic database from six to eight weeks to a matter of minutes. The system will allow CVSE and police to better monitor the safety of the commercial transport industry and will enhance road safety across the province.
- The ministry has implemented FIGARO as a licensing and regulatory system originally developed to support three separate program areas:
 - Private Investigators and Security Agencies;
 - Film Classification; and,
 - Gaming Policy and Enforcement.
- The ministry has consolidated gaming agencies from five to two and introduced new, consolidated gaming legislation.

- A consistent level of grant funding has enabled government to maintain its commitment to charities. Two grant programs managed by the Gaming Policy and Enforcement Branch distribute \$137 million to more than 5,000 community organizations around the province, so that important programs and service can be delivered at the local level.
- Improved contract management processes for the Problem Gambling Program will ensure enhanced service delivery and accountability. A comprehensive review of problem gambling clinical and prevention services identified a number of areas where improvements could be made. New contracts for service delivery are now in place, and regular reporting will allow for further program evaluation and enhancement in 2004.
- The ministry continues to benefit from a strong, skilled workforce and from sound, stable leadership and effective management during a period of restructuring and change. Ministry employees are well-trained professionals who remain focused on the strategic goals of the ministry and are dedicated to serving the public and their communities.
- The ministry has a progressive Human Resource Management Plan (see Appendix 3) focused on effective leadership, on human resource planning that is specific to business requirements, employee performance and development, and on safety in the workplace.
- The ministry has embarked on an initiative called Learning and Leading to support its employees at all levels in learning new skills, to strengthen collaboration, and to encourage innovation and creativity in delivering services and programs.
- The Corrections Branch is undertaking a wellness program for all staff to better maintain their health while working in a demanding environment.

Opportunities

- The Corrections Branch is undertaking initiatives to advance integrated offender management. These projects will enhance access to reliable and timely offender data, will improve case management practices between adult custody and community corrections, and will integrate the principles and practices of core programs more firmly in offender supervision.
- The Corrections Branch will further expand its quality management processes to promote excellence in adherence to its legislation and policies and ensure effectiveness in all aspects of operations.
- Through the use of offender risk/needs assessments, the Corrections Branch continues to target its resources towards supervision of offenders in the community and correctional centres that present the highest risk to re-offend and the greatest need for program intervention.
- Core programs developed to target those factors identified by research as being associated with re-offending behaviour will continue. These programs include anger management, substance abuse management, family violence prevention, relapse prevention for sex offenders, educational upgrading, and cognitive skills. A seventh program to enhance living skills will be developed and implemented.

- Gender-specific core programs for female offenders are being researched and developed for implementation in the new facilities for women, the Alouette Correctional Centre for Women, the Surrey PreTrial Service Centre and the Prince George Regional Correctional Centre.
- The excellent working relationship between the ministry and provincial police and law enforcement agencies ensures a daily exchange of information which greatly assists in achieving financial and operational accountability and ensuring there is an adequate and effective police service throughout British Columbia.
- With the ability to take advantage of technology, the ministry continues to increase integration of police services by consolidating some police jurisdictions and creating specialized police units to improve police effectiveness and efficiency.
- Full implementation of PRIME will be completed throughout the province during fiscal year 2005/06.
- The Provincial Emergency Program continues to be a leader in coordinating the integrated response structure for emergency management. This allowed the province to respond effectively to Firestorm 2003 and the fall flooding, and establishes a model for British Columbia and other provinces to utilize.
- The ministry will continue to partner with the federal government on crime prevention initiatives that enhance public safety and support the increased participation of victims in the criminal justice system.
- The ministry continues to be a leader in developing responses to the needs of victims of crime, including those impacted by family and sexual violence. The ministry continues to provide relevant and responsive training programs for victim service workers and justice system personnel.
- The Commercial Vehicle Safety and Enforcement Division (CVSE) is reviewing its policy restricting its law enforcement staff from enforcing moving violations. Recent crash statistics indicate driver behaviour, such as aggressive driving, is now the leading causal factor in heavy commercial vehicle crashes. Allowing CVSE staff to enforce moving violations will help address the over-representation of commercial vehicles in serious injury and fatal crashes as well as result in greater coordination amongst traffic law enforcement agencies.
- A strategic plan for the delivery of road safety law enforcement will be implemented and will be coordinated with law enforcement agencies to enhance road safety in the province.
- The Coroners Service is working toward establishing the capability of statistically monitoring and analysing trends in causes of death. This capability will form the basis for subject-specific review of common causes of death which, in turn, is intended to eventually lead to the development of a new process for death review beyond the current case-by-case analysis. This is a significant shift in the manner in which we seek preventative efforts beyond our current two processes — Judgment of Inquiry or Inquest.

- Establishing the Business Practices and Consumer Protection Authority (BPCPA) will allow for greater flexibility in delivering consumer protection and regulating high-risk industries. Flexibility in the legislation will allow the BPCPA to assume additional responsibility for other consumer protection functions and new lines of business in the future.
- The Ministry will pursue options to encourage the development of innovative solutions and the use of leading-edge technologies and business solutions in the more effective delivery of programs to the public. For example, the recently initiated joint solutions procurement for the Residential Tenancy Office (RTO) will allow vendors to develop solutions that will assist RTO to enhance service quality at a lower cost to taxpayers.
- The ministry is proactively seeking consolidation and harmonization of consumer services amongst its provincial counterparts. For example, the Film Classification Office is actively involved in developing a national strategy to address harmonization and efficiencies in the delivery of film, video and video game classifications, and to achieve enhanced media education and awareness on film ratings and content.
- The Liquor Reform Project will help government fulfill its commitment to ensure that liquor distribution and retailing continues to meet the needs of customers.⁵ At the same time, the Liquor Control and Licensing Branch will continue to focus on increasing public safety, upholding community standards and reducing the costs associated with liquor misuse.
- The ministry will continue to work toward a level playing field for liquor retail and warehousing in British Columbia. The Liquor Control and Licensing Branch will continue to improve the ability of licensee retail stores to compete with each other and with government liquor stores while encouraging responsible alcohol sales and use.
- The Illegal Gaming Strategy will enable the ministry to more aggressively pursue and reduce the incidence of illegal gambling activity in British Columbia.
- The Gaming Policy and Enforcement Branch will continue streamlining the regulatory environment to eliminate unnecessary requirements on service providers and gaming participants, and will focus resources on implementing the Responsible Gambling Strategy designed to reduce the harmful impacts of excessive gambling and to encourage responsible gaming practices and healthy choices.
- The ministry will continue to increase use of the internet and intranet for self-service to external clients and ministry staff.
- Employee Performance Development Plans (EPDPs) are developed for all employees to encourage individual and organizational learning, development and performance, and align individual employee performance with the goals and objectives of the ministry.

⁵ For more information on the Liquor Reform Project, see <http://www.pssg.gov.bc.ca/legislation/liquor-reform/>

Highlights of Strategic Shifts and Changes from the Previous Service Plan

Changes in Strategic Direction

There have been no significant changes in the ministry's overall strategic directions since the ministry's last service plan was published in February 2003.

Following what we learned from the 2001 core review of ministry programs and services, the ministry continues to further its commitment to enhance public safety and provide safer streets and schools in every community. The ministry has followed through on a number of strategic shifts identified in the previous year's service plan, including: enhancing the effectiveness of police agencies through technological and operational changes; moving toward a new supervision model to target resources on managing high-risk offenders to ensure the maximum level of protection to the public; encouraging community ownership of community-based crime prevention programs; and reducing the number and complexity of regulations in the liquor, gaming and consumer industries.

As demonstrated by the goals and objectives presented in this service plan, the ministry is continuing to seek innovative ways to increase public safety, enhance community capacity, and ensure that British Columbians have a fair and efficient system of justice.

Changes to Structure and Content

Each year, government issues new guidelines for developing the next three-year service plans. The guidelines change from year to year as more ways are found to improve the plans and make them more consistent across government. The ultimate goal is a service plan model that is compatible with most ministries and presents consistent information at the appropriate level according to a standardized format.

Significant changes to structure and content for this year's service plan over the previous year's plan include the following:

- Last year's plan contained fourteen branch-level goals. In contrast, and in keeping with the new guidelines, this year's plan presents three high-level goals for the ministry. The ministry-level goals are supported by more than one core business area and the core business areas support more than one goal.
- The previous plan presented goals, objectives, strategies, measures and targets in tables with very little supporting text. This year only selected key measures and targets are presented in tabular format and key objectives and strategies, also limited in number, are accompanied by text that describes how they are linked and how they are expected to assist in achieving the ministry-level goals.

- There is a greater emphasis this year on limiting the plan to a few key business aspects and reducing the total number of performance measures, as opposed to covering a broader segment of the ministry's responsibilities as done in last year's plan. Accordingly, objectives, strategies and measures have been culled or restated to make them more accurately reflect the direct accountabilities of the core business areas. Targets themselves have been adjusted where necessary to reflect changing fiscal realities, staff and program reductions, and other challenges involved in balancing the ministry's overall budget.
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Consistency with Government Strategic Plan

The third annual three-year *Government Strategic Plan* is the guiding document for the government of British Columbia, outlining its goals and providing the broad framework for individual ministry service plans.

The government plan calls for safe communities and a fair and efficient system of justice as objectives in realizing the government's vision of a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

The ministry's vision, mission and values, described earlier in this document, support government's vision for the province. Further, ministry core business areas are working separately and together to address justice-related strategies in the government plan.

Ministry Links to Government Strategic Actions

Government Strategic Action	Responsible Ministry Core Business Area
Ensure criminal cases move through the justice system in a timely and efficient manner.	Policing and Community Safety
Ensure information is available to assist individuals in making more informed decisions regarding their personal and community health, education, fitness, safety and health care needs.	Policing and Community Safety; Gaming Policy and Enforcement; Liquor Control and Licensing
Lower the risks of re-offending by using risk and needs assessment to determine appropriate rehabilitation programs.	Corrections
Ensure the development of socially responsible and safe industry practices.	Compliance and Consumer Services; Gaming Policy and Enforcement; Liquor Control and Licensing; Policing and Community Safety
Encourage workplaces to improve their safety practices and seek improvements from employers and industries with poor safety records.	Compliance and Consumer Services
Develop regulatory legislation that offers protection for consumers and flexibility for consumer industries.	Compliance and Consumer Services; Gaming Policy and Enforcement; Liquor Control and Licensing
Integrate overlapping and duplicate police services.	Policing and Community Safety
Focus liquor control enforcement and inspections on public safety issues such as service to minors, over-service, overcrowding and illicit alcohol.	Liquor Control and Licensing

Appendix 2. Supplementary Performance Information

The performance measures that appear earlier in this plan relate to specific activities that are conducted within separate core business areas. Responsibility for this kind of performance measure and control over the results reside largely within each respective business area.

However, there are other broader measures of performance that do not fall exclusively under the auspices of a single core business area or even a single ministry. These measures are referred to as system indicators. System indicators are characterized by widely shared responsibility for, or control over, their outcomes.

The indicator *percentage of offenders who do not re-offend* is used by the ministry to assess the overall effectiveness of the justice system in not only managing adult offenders, but also focusing on their rehabilitation. However, success in reducing recidivism is not under the exclusive control of a single business area nor the ministry itself; reduced re-offending behaviour is a multifaceted outcome that involves all components of the criminal justice system as well as many other aspects of government, such as health, education and human resources.

For that reason, the indicator is included in this plan as supplementary performance information. It captures the percentage of offenders who are not sentenced to a subsequent offense for two years following completion of a jail sentence or upon being sentenced to community supervision.⁶

Key Indicator	2003/04 Estimate/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of offenders who do not re-offend ¹	70%	70%	70%	71%

¹ The method for calculating this measure requires a two-year tracking period and is based on a rolling average of all sentenced re-offending. Consequently, the 2003/04 estimate presents the data available for 2000/01. The data are drawn from CORNET — an electronic, integrated offender management information system — and are very reliable.

⁶ This measure does not capture other indicators of re-offending behaviour, such as victimization rates, police contacts, or charges recommended by police for example.

Appendix 3. Summary of Related Planning Processes

Human Resource Management Plan

The 2004/05 – 2006/07 Ministry Human Resource Management Plan (HRMP) highlights how the Ministry of Public Safety and Solicitor General will continue to work towards developing excellence within the Public Service. It reflects the ministry's ongoing view that people are our most valued asset. In addition, it forms an important linkage with the government's commitment to accountability.

The ministry HRMP has been developed within the framework provided by government's Corporate Human Resource Plan (CHRP) and continues the ministry's commitment to the six goals of Public Service Renewal:⁷

- Effective people strategy;
- Learning and innovative organization;
- Proactive and visionary leadership;
- Flexible and motivating work environment;
- Performance focused workplace; and,
- Progressive employer-employee relations.

The 2004/05 – 2006/07 HRMP builds on the initiatives commenced under last year's plan. A number of key ministry-wide initiatives have been developed over the past year to support each of the six renewal goals. These include:

- Supporting the management of change;
- Performance development;
- Succession planning;
- Employee safety in the workplace;
- Management development; and,
- Learning and Leading Strategy.

⁷ http://www.renewal.gov.bc.ca/down/CHRP_final.pdf

These initiatives will continue to be moved forward, strengthened and developed as the ministry advances towards its people management objectives. In addition to continuing to build on these successes, the ministry will focus on developing new initiatives in 2004/05, such as:

1. **Strategic Human Resource Planning** — Each branch is unique in its business needs. To best align these needs with the management of its people, each branch is encouraged to develop their own human resource strategies to fit their distinct business circumstances.
2. **Leadership** — Effective, quality leadership is the ultimate enabler of Public Service Renewal, therefore the ministry will continue to work toward developing leadership at all levels of the organization. This includes the continued participation in various leadership initiatives being sponsored by the Deputy Minister.
3. **Occupational Safety and Health (OSH)** — The safety and well-being of our staff is critical to the ministry; therefore the current OSH program will be both strengthened and expanded as part of our overall human resource strategy.
4. **Employee Performance Development Plans (EPDPs)** — In order to better become a learning organization, the ministry will continue to focus on the development of EPDPs that are future oriented, encourage individual and organizational learning, development and performance, and align individual employee performance with the goals and objectives of the ministry. The ministry is committed to have all employees complete EPDPs in consultation with their supervisor by the end of the fiscal 2004/05 year.

Information Resource Management Plan

Strategic Direction

The ministry will continue to plan and implement strategic technology solutions to improve the value of information and services to citizens and business. This will be achieved by the following strategies:

- Financial accountability and service plan alignment through branch executive approval and sponsorship for all capital projects;
- Continued application of formal project management methodologies on all projects to minimize risk, ensure value, and achieve more project successes;
- Utilize electronic service delivery to citizens and business where feasible through shared government information technology services or alternate service delivery programs, allowing the ministry to focus on its core business areas;
- Continued focus on sound security policy and procedures for ensuring the protection of justice information and promoting good privacy practices for information-sharing with business partners and government;

- Utilize executive and enterprise reporting tools to measure program performance against service plan and provide improved data for planning;
- Incorporate document management and workflow technologies into applications to better manage information and records; and,
- Focus on data sharing and system integration opportunities across aligned ministries, cross-government, the broader B.C. public sector, and inter-jurisdictional justice partners.

These strategies will enable the ministry to deliver on its service plan, focusing on its core business areas while continuing to deliver valuable services to the citizens and businesses of British Columbia.

Major Projects

Figaro2 — User-requested enhancements will be made to Figaro, an integrated film classification, private investigator and gaming licensing application.

CORNET2 — Corrections Network (CORNET) is a mission-critical application used by the Corrections Branch and the Ministry of Children and Family Development to track information relating to the supervision of offenders in custody and in the community. Redevelopment is required because the current version of Oracle will soon be unsupported, and enhanced functionality is required to meet the changing business needs of the branch.

TOSCA — A case management system for the coroners service will be implemented. This will allow coroners electronic access to yield investigation protocols. It will enable the coroners service to perform enhanced statistical analysis on cases to determine trends and opportunities for prevention. Case reports will also be generated by this system, reducing the average time to complete a case.

