

# **Ministry of Public Safety and Solicitor General**

## **REVISED 2011/12 – 2013/14 SERVICE PLAN**

**May 2011**



For contact information for the  
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see page 36.

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Published by the Ministry of Public Safety and Solicitor General

## Message from the Minister and Accountability Statement



I am pleased to present the *Revised 2011/12 – 2013/14 Service Plan* for the Ministry of Public Safety and Solicitor General. In this plan, the Ministry lays out its goals for the next three years as we work to support the three key government priorities of families, jobs and open government.

Families are at the forefront of government's new agenda and to have strong families, we need safe communities. We will continue to focus on prolific and chronic offenders and, by harnessing crime data, police agencies will work with community partners to find comprehensive solutions to local crime problems. A community is safest when we all work together to support activities that reduce crime, violence and victimization.

Provincial and local crime prevention and reduction strategies are paying off. The crime rate in British Columbia is the lowest it has been in three decades and, according to the most recent information available, British Columbia has had the largest decline in crime rates and crime severity of all the provinces and territories in Canada.

We are building on our commitment to combat gangs and guns. The Province has strengthened integrated policing and prosecution resources, resulting in more guilty pleas and more convictions.

With the support of our Civil Forfeiture Program, local police in Abbotsford have transformed a drug dealer's forfeited Hummer into a rolling billboard to help educate youth on the high costs of gang involvement and criminal lifestyles. Through this and other innovative strategies, we are helping to send a strong anti-crime, anti-gang and anti-drug message to our youth.

Through the Domestic Violence Action Plan implemented by the Province, we are contributing to greater integration, co-ordination, collaboration and training among service providers to better meet the needs of families, women and children in British Columbia.

We remain committed to managing liquor and gaming to protect public interests and ensure public safety.

We also continue to strengthen public safety through our leadership role in all emergency management activities in the province. Recent earthquakes in New Zealand and Japan have highlighted the importance of maximizing preparedness and promoting integrated and comprehensive emergency response planning.

A joint investment of nearly \$8.8 million by the governments of British Columbia and Canada will provide communities throughout the province with greater flood protection. Funding is targeted toward

13 flood mitigation projects, ranging from erosion protection near Prince George to river dike upgrades in Creston. The projects not only provide critical flood protection for the public; they also help protect the businesses and industries that provide jobs for British Columbians.

Our commitment to making government more open and accessible to the people it serves is reflected in the JusticeBC website recently launched by the Ministry in partnership with the Ministry of Attorney General and the Ministry of Children and Family Development. The website is designed to help British Columbians access the resources and services that are most important to them. I invite you to visit the site at [www.justicebc.ca](http://www.justicebc.ca).

During this exciting time of change for British Columbia, our strong, skilled workforce of professionals will continue to demonstrate its commitment to working successfully with communities and other agencies across government to enhance the safety and well-being of all British Columbians.

The Ministry of Public Safety and Solicitor General *Revised 2011/12 - 2013/14 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.



Honourable Shirley Bond  
Minister of Public Safety and Solicitor General

May 1, 2011

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# Purpose of the Ministry

The Ministry of Public Safety and Solicitor General works to maintain and enhance public safety in every community across the province. The Ministry's portfolio includes:

- Law enforcement;
- Adult custody and community corrections;
- Private security industry;
- Crime prevention and restorative justice;
- Protection of children and vulnerable adults;
- Addressing violence against women;
- Victim services;
- Anti-human-trafficking strategy;
- The BC Coroners Service;
- Fire prevention, life safety and property protection;
- Emergency prevention, preparedness, response and recovery;
- Driver behaviour and road safety;
- Liquor licensing, enforcement and distribution;
- Gaming policy, regulation and enforcement; problem gambling programs; licensing of charitable gaming; oversight of horse racing; and distribution of gaming grants;
- Consumer protection policy, including oversight of the administration of consumer protection legislation by Consumer Protection BC and the Motor Vehicle Sales Authority of British Columbia; and,
- The Public Sector Employers' Council Secretariat, which coordinates the management of labour relations policy and practice in the public sector to foster an efficient and effective workforce.<sup>1</sup>

***Working in partnership to help  
British Columbians stay safe***

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<sup>1</sup> In March 2011, the Minister of Public Safety and Solicitor General gained responsibility for the Public Sector Employers' Council and the British Columbia Pension Corporation. Also at that time, all areas related to housing were transferred to the Ministry of Energy and Mines (Minister Responsible for Housing).

The Minister of Public Safety and Solicitor General is also responsible for the Insurance Corporation of British Columbia<sup>2</sup>, the British Columbia Lottery Corporation<sup>3</sup>, the Liquor Distribution Branch<sup>4</sup>, the British Columbia Pension Corporation<sup>5</sup>, and the Organized Crime Agency of British Columbia.<sup>6</sup>

The Ministry conducts its business in a manner that upholds government's values as identified in the *Province of British Columbia Strategic Plan*. Its stakeholders are the citizens of British Columbia and their representatives at all levels of government, community groups, non-profit societies, schools, service organizations, businesses and industry associations. Key to the Ministry's success is its ability to maintain strong, collaborative relationships with stakeholders, partner agencies and other levels of government.

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<sup>2</sup> The Insurance Corporation of British Columbia (ICBC) is a provincial Crown corporation that provides universal vehicle insurance to British Columbia motorists. ICBC is also responsible for driver licensing, and vehicle licensing and registration. ICBC's service plans and annual reports are available at: [www.icbc.com](http://www.icbc.com).

<sup>3</sup> The British Columbia Lottery Corporation (BCLC) is a provincial Crown corporation responsible for conducting, managing and operating lottery, casino, community gaming and eGaming in British Columbia. BCLC's service plans and annual reports are available at: [www.bclc.com](http://www.bclc.com).

<sup>4</sup> The Liquor Distribution Branch (LDB) regulates the distribution and importation of beverage alcohol, and operates government liquor stores in the province. LDB's service plans and annual reports are available at: [www.bcliquorstores.com/corporate-publications](http://www.bcliquorstores.com/corporate-publications).

<sup>5</sup> See [www.pensionsbc.ca](http://www.pensionsbc.ca).

<sup>6</sup> In 1999, the Organized Crime Agency of British Columbia (OCABC) was developed as an independent Designated Policing and Law Enforcement Unit under the *Police Act*. In 2004, the Combined Forces Special Enforcement Unit-British Columbia (CFSEU-BC) was developed as an initiative to integrate the OCABC, the municipal police departments and the RCMP. In 2009, in consultation with government, the Board and the RCMP, CFSEU-BC continued to evolve, extending units in other areas of the Province, developing new investigative units, and bringing all aspects of provincial resources regarding gangs and organized crime units under CFSEU-BC. The mandate of the unit is to investigate, prosecute, disrupt and suppress criminal organizations, consistent with local, regional, national and international priorities. This is done through specialty units, integrated expertise and specifically directed resources. CFSEU-BC reports to a Board of Governance appointed by the Solicitor General. The Board determines the strategic direction of CFSEU-BC and ensures operational priorities are aligned with the policing priorities for the province. CFSEU-BC operates under the RCMP administrative policies and procedures. OCABC remains a fully seconded workforce within CFSEU-BC. The board members receive no remuneration. More information may be found at: [www.cfseu.bc.ca/cms](http://www.cfseu.bc.ca/cms).

## Strategic Context

Many external factors and trends challenge the Ministry to continue developing and strengthening innovative strategies to increase public safety and security. Some of these factors and trends are discussed here to provide context regarding the environment in which the Ministry operates.

**Public confidence in the justice system and in police** has increased somewhat in British Columbia in recent years, according to the most recent data available from surveys conducted by Statistics Canada.<sup>7</sup> In 2008, 53 per cent of British Columbians reported having “a great deal of” or “quite a lot of” confidence in the justice system, compared to 50 per cent in 2003.<sup>8</sup> When asked about a variety of social institutions, British Columbians provided their most favourable assessments to the police, with 81 per cent of respondents reporting confidence in police in 2008 compared to 79 per cent in 2003.<sup>9</sup> Long-term trends in public perceptions of the justice system can be viewed as indicative of its effectiveness. Citizens must have confidence in the system to ensure continued public participation and support.

**The prevalence of crime** is indicated by police-reported crime rates and self-reported victimization rates. Together, these rates indicate the state of public safety and provide further context regarding the environment in which the justice system is operating (see also page 14).

British Columbia’s crime rate has been generally declining since peaking in 1991. Increases were reported for 2002 through 2004; however, since then the crime rate has returned to its downward trend. In 2009, the crime rate in British Columbia was 90.1 offences per 1,000 population, a decrease of six per cent from 2008 and the lowest it has been in three decades.<sup>10</sup>

Although not directly comparable to police-reported crime rates, survey-based victimization data indicate that some types of crime may be more frequent in British Columbia than is reported to police.<sup>11</sup> The divergence in crime rates and victimization rates occurs largely in household/property crime. Police-reported property crime rates have been decreasing, whereas household victimization rates increased over the Statistics Canada General Social Survey years of 1999 and 2004, and then decreased again in 2009. While police-reported violent crime rates have been relatively stable in the province, violent victimization rates have fluctuated, showing an increase in 1999, a decrease in 2004, and another increase in 2009.

A multitude of factors affect the prevalence and reporting of crime, including demographics, technological change, influences on police enforcement practices, victims’ responses to crime, societal responses to crime, and reporting structures of police services.

**Recidivism rates** are also linked to the prevalence of crime and provide a litmus test when assessing the overall effectiveness of the justice system in deterring and rehabilitating offenders. The recidivism

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<sup>7</sup> Statistics Canada, *General Social Survey on Social Engagement in Canada*, 2008 (Cycle 22) and 2003 (Cycle 17).

<sup>8</sup> These percentages compare to 61 per cent of all Canadians in 2008 and 57 per cent of all Canadians in 2003.

<sup>9</sup> Compared to 84 per cent of all Canadians in 2008 and 82 per cent of all Canadians in 2003.

<sup>10</sup> It is anticipated that 2010 crime rates for British Columbia will be available in August 2011.

<sup>11</sup> Caution should be used when considering the trends in relation to one another. The two data sources collect data from differing populations, on differing crime/victimization types, and report the data using differing scales.



rate is defined here as the percentage of offenders who return to BC Corrections within two years of their release from custody or commencement and/or continuation of community supervision. For 2009/10, the rate was 31.7 per cent, which indicates the percentage of the 2007/08 cohort who returned to BC Corrections within two years.<sup>12</sup> Like crime rates and victimization rates, recidivism rates are affected by a variety of individual and societal factors, while also being influenced by processes and programs within the justice system.

**The complexity of crime** continues to increase, reflecting rapid and transformative changes in information and communication technology and transportation. Global networks span jurisdictions, creating opportunities for multi-jurisdictional and transnational crimes. For example, the Internet allows criminals with few resources to adopt virtual identities and perpetrate crimes on numerous people in multiple jurisdictions. Law enforcement and legislative responses to new and evolving forms of crime have become equally complex. Police training and techniques are continually adapting to respond more effectively to new forms of crime. More sophisticated responses to complex crime will be required to keep pace with technological innovations that are used for criminal purposes.

**Increasing complexity in the legal system**, and specifically in the criminal justice system, has also significantly impacted the investigation and prosecution of crime. Court decisions in the areas of disclosure and process have necessitated that police adopt comprehensive procedures for collecting, storing and disclosing evidence during the course of investigations and trials.

**Organized crime** crosses community, provincial and national boundaries and is expanding into all forms of criminal activity, including illicit drug production and trafficking, precursor chemical smuggling, identity theft, payment card fraud, money laundering, cybercrime and firearms smuggling. Organized crime undermines legitimate economies and market integrity, which affects all British Columbians. More visibly, gang violence has increased, particularly in the Lower Mainland, where incidents of gun violence have demonstrated the willingness of gang and organized crime members to act with impunity to defend drug and other criminal markets. With over 130 identifiable organized crime groups in British Columbia, the scope and magnitude of the issue is significant.

**Trafficking in persons** for sexual exploitation and forced labour is a prolific area of international criminal activity and a leading source of profits for organized crime. It is estimated that 800,000 people are trafficked across international borders each year; approximately 80 per cent of that number are females and up to half are minors.<sup>13</sup> Human trafficking is estimated to be the third-highest generator of global criminal profits after drugs and arms. Canada is a source, transit and destination country for people trafficked for the purposes of commercial sexual exploitation and forced labour, and Vancouver has been identified as a port of significant concern, as both a destination and a transit point. In addition, some Canadian women and girls, many of whom are Aboriginal, are trafficked within the

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<sup>12</sup> The recidivism rate is based on a rolling average of all offenders who have been sentenced for another offence within the two-year time frame tracked. Consequently, for any given year, the results reported are for offenders found guilty and sentenced or still under community supervision two years prior. The 31.7 per cent reported here has been adjusted from the 30 per cent reported in the Ministry's *2009/10 Annual Service Plan Report*, as more individuals have completed the court process and received a conviction, with an offence date that falls within the two-year follow-up period.

<sup>13</sup> US Department of State, *Trafficking in Persons Report*, 2007.

country for commercial sexual exploitation.<sup>14</sup> Domestic trafficking in persons parallels international patterns of recruitment, movement, control and exploitation of victims.<sup>15</sup>

**Domestic violence** has a significant impact on families and communities and constitutes the most numerous case type for provincial Crown counsel. In 2008/09, Crown counsel received 10,224 domestic violence cases (14 per cent of all cases received).<sup>16</sup> While women and men both report experiencing domestic violence, the majority of victims of police-reported spousal violence continues to be women, accounting for 83 per cent of victims of domestic violence in Canada.<sup>17</sup> The nature and consequences of domestic violence are also typically more severe for women. In domestic violence situations, women are more than twice as likely as men to be physically injured, three times more likely to fear for their lives and six times more likely to seek medical attention.<sup>18</sup> Of the 73 domestic violence homicides occurring between January 2003 and August 2008 in British Columbia, 55 involved a female victim.<sup>19</sup> Emerging best practices highlight the need for specialized supports and integrated cross-agency policies as key components of an effective domestic violence response strategy.

**Rising Corrections caseloads** in British Columbia significantly impact Ministry operations. The current daily adult inmate population is between 2,700 and 2,850, peaking at 3,162 in August 2010. This volume remains at critical capacity, with the Province's nine correctional centres operating at an average of 173 per cent of designed capacity.<sup>20</sup> The increase of adults in custody has been largely driven by growth in the number of people awaiting trial or sentencing. Ten years ago, these remand inmates accounted for one-third of the provincial inmate population; now, they account for one-half. An additional source of unexpected custody population growth was the arrival of over 400 migrants in British Columbia in August 2010.

The number of people under community supervision has increased by 35 per cent, or approximately 6,200 people, since April 2004 and currently stands at about 24,100.<sup>21</sup> The primary resource for managing offenders in the community is Corrections staff, and the 35 per cent increase in clients has exponentially exceeded staffing resources over the past five years.

Offenders posing a medium or high risk to re-offend make up about 74 per cent of the sentenced community offender population. As the count increases, we are receiving more medium-risk and high-risk offenders – individuals more likely to re-offend and therefore requiring more intense and complex case management – than low-risk offenders who require less supervision.

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<sup>14</sup> US Department of State, *Trafficking in Persons Report*, 2009.

<sup>15</sup> Criminal Intelligence Service Canada Central Bureau, *Strategic Intelligence Brief*, August 2008.

<sup>16</sup> Criminal Justice Branch, Ministry of Attorney General, *VAWIR Matters per Accused Person – JUSTIN Data*, 2010.

<sup>17</sup> Statistics Canada, *Family Violence in Canada: A Statistical Profile*, 2009, p. 5.

<sup>18</sup> Statistics Canada, *Measuring Violence Against Women: Statistical Trends*, 2006, p. 33.

<sup>19</sup> British Columbia Coroners Service, *Report to the Chief Coroner of British Columbia: Findings and Recommendations of the Domestic Violence Death Review Panel*, 2010, p. 3.

<sup>20</sup> Based on forecasts for 2010/11. Individuals who are remanded into custody or sentenced to a term of two years less a day are incarcerated in these provincial facilities. An offender who receives a jail sentence of two years or more typically remains in a regional correctional centre for up to 21 days before being transferred to a federal penitentiary. The number of cells has increased in some centres due to a revised cell counting method, not due to increases in actual cells. This leads to slightly lower rates of capacity than previously published.

<sup>21</sup> As of May 6, 2010.

**Managing complex offenders** has become more challenging, with a disproportionate number of individuals under Corrections supervision affected by substance abuse, addictions, persistent mental illnesses and/or concurrent disorders. The proportion of violent, high-risk and/or complex offenders has significant resource implications and requires specialized staff training, program development and delivery, security, and custodial and community supervision.

**Over-representation of Aboriginal people in the justice system** is visible in the correctional system. Aboriginal people comprise just four per cent of British Columbia's population<sup>22</sup>, but in 2009/10 they made up 21 per cent of the prison population and 20 per cent of people supervised by Community Corrections. Research indicates that Aboriginal offenders are at a higher risk to re-offend and score higher on all needs dimensions, such as substance abuse and unstable employment.

Aboriginal people are also more likely to become victims of crime. In a survey conducted by Statistics Canada in 2009, individuals who identified themselves as Aboriginal people, age 15 and older, were three times more likely than the non-Aboriginal population to report being a victim of a sexual assault and two times as likely to report being a victim of a violent crime.<sup>23</sup>

**The increasing complexity of gaming** continues to pose challenges for the Ministry, with gaming integrity remaining a key priority. The introduction of casino-style games offered over the Internet marks a significant milestone in the evolution of the gaming industry in British Columbia, requiring the Ministry to continue to adapt regulatory and enforcement practices as the gaming industry evolves.

**The safety of all road users** remains a top priority. Motor vehicle collisions continue to be a leading cause of accidental death and serious injury for all age groups. These deaths and injuries create enormous social and financial burdens on society. Increasingly, road crash fatalities and injuries are viewed as a major public health issue where the numbers of people negatively impacted can be significantly reduced through a combination of programs and policies.

**Emergency management** requires coordinated prevention/mitigation, preparedness, response, and recovery efforts to: minimize loss of life and suffering; protect health, property, infrastructure and the environment; limit economic loss; and, reduce social impacts.

The number and severity of natural disasters that challenge individuals, communities and all levels of government are increasing due to climate change, the popularity of backcountry recreational activities and the urbanization of rural areas. The potential for catastrophic events to occur in future years poses significant risk to the continued delivery of mission-critical programs and services to the public. In an effort to minimize the impact of such events, the Ministry continues to develop expertise in business continuity planning.

The Ministry is supporting implementation of the provincial climate change Adaptation Strategy, which calls on government agencies to consider climate change and its impacts, where relevant, in planning, projects, policies, legislation, regulations, and approvals, by assessing business risks and opportunities related to climate change. Adaptation is a vital part of government's climate change plan.

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<sup>22</sup> Statistics Canada, *Census Data*, 2001. This reflects the most recent census data.

<sup>23</sup> Statistics Canada, General Social Survey, 2009.

It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses and communities.

**Public sector labour relations** are key to fostering an efficient and effective workforce. The current public sector net zero compensation mandate is a reflection of government fiscal conditions coming out of the recession. Affordability will continue to be a major consideration in the negotiating mandate that will be established for 2012 and beyond.

Pension plans are an important component of compensation for employees, and an important factor in future demands for, and costs of, social programs for seniors. The public sector pension plans are jointly governed by employer and employee partners. They have avoided the crises facing equivalent plans in many other countries through limiting benefits and through sound planning based on conservative assumptions. The Public Sector Employers' Council Secretariat will continue to work with other plan partners and plan boards of trustees to ensure that this continues.

# Goals, Objectives, Strategies and Performance Measures

This section of the plan presents the Ministry's goals and objectives, and identifies a set of key strategies to achieve them. Also presented are a number of performance measures that are used by the Ministry to indicate progress towards achievement of the goals and objectives identified.

Measuring the performance of British Columbia's public safety, justice and regulatory systems is complex. Long-term outcomes, such as reductions in crime rates or traffic injury and fatality rates, for example, are affected by many factors and are not under the exclusive control of any one program area or ministry. The complex nature of these challenges requires a collective and integrated response from all areas and levels of government, as well as from the business sector and community partners.

The measures included here represent only a few indicators of performance. The degree of influence varies by measure. In some cases, measures indicate specific program results; in other cases, measures may be the result of multiple agencies' efforts as well as external influences. Together, these measures, along with the trends discussed in the Strategic Context section, allow readers of this plan to gauge the Ministry's progress towards its goals and objectives.

# Goal 1 Support to individuals and communities in British Columbia to prevent crime and reduce the harm caused by it

## Performance Measure 1: Police-reported crime rates

| Performance Measure: <i>Criminal Code</i> offences per 1,000 persons | 2009 Actual <sup>1</sup> | 2011 Target | 2012 Target | 2013 Target |
|--|--------------------------|-------------|-------------|-------------|
| Violent crime  | 16.7                     | 15.7        | 14.9        | 14.2        |
| Property crime   | 55.3                     | 52.5        | 49.9        | 47.4        |
| Other  | 18.1                     | 17.2        | 16.3        | 15.5        |
| Total  | 90.1                     | 85.4        | 81.1        | 77.1        |

**Data Source:** This information is 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. The crime rate is based on all police-reported violent crime, property crime and other offences, but does not include offences that are traffic, drug or federal statute related.

<sup>1</sup> The data are reported by calendar year. The most recent year for which data are available is 2009.

### Discussion

Police-reported crime rates and self-reported victimization rates provide an understanding of the extent to which citizens are exposed to crime. Victimization rates are no longer included here as a performance measure because of the infrequency of data availability. Victimization data are obtained through the General Social Survey on Victimization administered by Statistics Canada every five years. Long-term trends in victimization rates and crime rates are discussed in the Strategic Context section of this plan (see page 8) and will be updated in future publications as new information becomes available.

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.

Targets for this measure are based on projections of a five per cent year-to-year decrease in police-reported crime rates. The measure is also an indicator of progress made toward Goal 2 (see page 19).

## Objective 1.1 Support for community crime prevention and restorative justice programs

### Strategies

- Continue to work with government and community partners to implement crime prevention strategies to address issues such as youth gang violence and sexual exploitation, and to support community-based crime prevention and restorative justice initiatives.

- Support Crime Stoppers, a toll-free tip line and secure, online tip-taking program allowing citizens to anonymously report information about a crime or potential crime to the police without fear of reprisal.
- Support the Youth Against Violence Line, a toll-free, multilingual phone line and e-mail service available 24/7 for youth to report crime or seek help from local police and service providers.

## **Objective 1.2      Effective protective programs for women, children and vulnerable adults**

### **Strategies**

- Maintain the Protection Order Registry, a confidential database containing all civil and criminal protection orders issued in British Columbia. 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.
- Under the *Criminal Records Review Act*, anyone who works with children or who has unsupervised access to children must submit to a criminal record check. The Criminal Record Review Program protects children from individuals whose criminal record indicates they pose a risk of committing physical or sexual abuse. Following 2009 amendments to the Act, the Ministry has expanded this program to include those who work with vulnerable adults, including seniors and individuals with physical, mental or developmental disabilities, in order to protect them from physical, sexual and financial abuse.
- Provide protective measures, such as home alarms and relocation expenses, through the Crime Victim Assistance Program to address the safety concerns of victims of domestic violence and to prevent further abuse.
- Support the Provincial Protective Measures Unit, which specializes in assisting victims at risk of serious injury or death as a result of domestic violence.
- Support integrated Domestic Violence Units and Elder Abuse Units, which are partnerships between Victim Services, police and other service providers to ensure rapid follow-up on high-risk domestic violence cases reported to police and to support older, vulnerable adults.

## **Objective 1.3      Support for reduction of the over-representation of Aboriginal people in the justice system**

### **Strategies**

- Continue to work with other ministries, Aboriginal agencies and community representatives to address the root causes underlying the incidence of criminal behaviour and victimization within Aboriginal populations, to engage communities in the management of offenders, and to promote community healing.

- Thirty-six Aboriginal Justice Programs operating in communities across the province provide a range of services, from court diversion to the re-integration of offenders back into the community. Of these programs, six are funded solely by the Ministry and 30 are jointly funded with the federal Department of Justice.
- Substance Abuse Management and Respectful Relationship Programs are jointly delivered by Aboriginal service providers and probation officers in eight British Columbia communities. The communities receive ongoing training in case management and program delivery.
- Aboriginal service providers in all provincial custody centres provide spiritual leadership, counselling and cultural programming, and maintain contacts with Aboriginal communities to facilitate the re-integration of Aboriginal offenders.
- The Aboriginal Courtworker Program has been operating in the province for 37 years to provide services for Aboriginal people who come into contact with the court system. Jointly funded with the federal Department of Justice, the program operates in 28 British Columbia communities and covers 74 per cent of the courts, including Vancouver's Downtown Community Court.
- The Ministry funds programs that are specifically designed to serve Aboriginal victims of violence, in addition to programs that serve areas with high Aboriginal populations, reserves and/or specific First Nations. Programs include Victim Services Programs, Stopping the Violence Counselling Programs, Children Who Witness Abuse Programs, and Outreach Services for women fleeing violence.

## **Objective 1.4      Timely information, assistance and support for victims of crime**

### **Strategies**

- Support VictimLink BC, a toll-free helpline that provides crisis support to victims of family and sexual violence, and provides information, referrals and assistance to victims of all crimes. Service is provided in 110 languages, including 17 North American Aboriginal languages, and is available all hours, seven days a week.
- Support police-based and community-based victim service programs that offer information, referrals, practical support, court accompaniment and other services to victims of crime and their families.
- Provide funding and support to outreach and multicultural outreach programs.
- Support counselling programs for women fleeing violence in their relationships and for children who witness abuse.
- Provide eligible victims of violent crime and their family members with financial assistance and other benefits through the Crime Victim Assistance Program.



- Through the Victim Safety Unit, provide victims of crime with access to information about an accused or offender in their case, including whether the person is incarcerated, when they may be released, and what conditions they must follow in the community.
- Manage the Victim Court Support Program that is currently operational in Port Coquitlam and Surrey and in Vancouver's Downtown Community Court. This initiative assists victims of crime to understand and participate in the justice process through information, court accompaniment, and referrals to other justice and community services.
- Continue to collaborate with community service organizations and all levels of government through the Ministry's Office to Combat Trafficking in Persons to ensure that trafficked persons in British Columbia are provided with the supports and services required to ensure their protection, aid their recovery and reduce their risk of being re-trafficked.
- Continue to develop service networks for trafficked persons outside of the Lower Mainland (Vancouver Island, Interior and North) and protocols with key partners (RCMP, municipal police and others) to better coordinate services.

## Performance Measure 2: Timeliness of victim financial assistance claim adjudication

| Performance Measure  | 2010/11 Forecast | 2011/12 Target | 2012/13 Target | 2013/14 Target |
|--|------------------|----------------|----------------|----------------|
| Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime | 180              | 150            | 150            | 150            |

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

### Discussion

This measure indicates the level of client service and system efficiency in administering the *Crime Victim Assistance Act*, providing victims and others impacted by violent crime with access to financial assistance and other benefits to assist in reducing the impact of crime. The consistent target of 150 days reflects an ambitious effort to maintain high levels of service despite continued increases in the number of applications (a 20 per cent increase since 2006). The forecast of 180 days for 2010/11 compares to a two-year timeframe for adjudication in Ontario.

To determine claimants' eligibility for benefits, the Crime Victim Assistance Program 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 generally being adjudicated within approximately five months; urgent cases requiring immediate assistance are expedited.

## **Objective 1.5      Prevention of trafficking in persons for sexual exploitation and forced labour**

### **Strategies**

- Develop and implement Canada's first anti-human-trafficking training and tools for service providers in health care, shelter services, child protection, settlement services, labour organizations and multi-service agencies.
- Collaborate with Aboriginal organizations, relevant provincial ministries, the BC Teachers' Federation and others to inform teachers and youth of the dangers and indicators of trafficking.
- Strengthen the ability to identify trafficked persons through training programs for law enforcement agencies, immigration and border officials, Citizenship and Immigration Canada, and Crown counsel, and by unique Canadian first-responder training for front-line service providers.
- Continue to work with Canada Border Services Agency, Citizenship and Immigration Canada, provincial law enforcement agencies, Crown counsel and Victim Services to contribute to the successful prosecution of traffickers.
- Further develop Aboriginal, domestic and international anti-human-trafficking strategies to combat all forms of human trafficking in British Columbia.

## **Objective 1.6      An effective and professional private security industry**

### **Strategies**

- Build and maintain legislative and regulatory support for all private security industry stakeholders to ensure they obtain the level of service required to fulfil their various mandates.
- Ensure that training requirements for the private security industry remain current and appropriate.
- Provide an effective compliance and enforcement strategy to make certain that only qualified security workers, who have undergone the requisite background checks, training and licensing, provide security services in British Columbia.
- Ensure that all complaints are recorded and investigated in a timely manner, that appropriate action is taken to address complaints, and that regular updates and conclusion reports are provided to complainants.

## Goal 2 Integrated and effective responses to crime in British Columbia

### Objective 2.1 Effective, innovative, integrated and accountable law enforcement

#### Strategies

- Continue to combat gang and gun crime through a robust strategy that includes enhanced criminal justice capacity, new laws and prevention support.
- Support intelligence-led, evidence-based policing. This approach combines research on effective crime reduction strategies with using timely and accurate data to analyze crime problems, and deploying resources efficiently to prevent and reduce crime.
- Update the *Provincial Standards for Municipal Police Departments* to increase consistency of police services among municipalities.
- The Ministry accepted all 19 recommendations of Justice Braidwood's report, *Restoring Public Confidence – Restricting the use of Conducted Energy Weapons in British Columbia*.
- Ensure effective oversight of and public confidence in the municipal police complaint process and British Columbia's municipal forces, facilitated by the amendments to the *Police Act* which were passed in October 2009.
- The Province is committed to creating a civilian-led independent investigations unit which will investigate police-related deaths and serious incidents.
- Continue to strengthen responses to the cross-jurisdictional, cross-border nature of organized crime by integrating specialized and capital-intensive police services.
- Continue to work with police agencies and municipalities to ensure that appropriate infrastructures are in place so that police have the most modern technologies available to combat crime.

#### *Policing in British Columbia*

*Residents of British Columbia receive police services from: an RCMP provincial force; 61 RCMP municipal forces; 11 independent municipal police departments; one First Nations administered force; the RCMP federal force; Municipal, Provincial and Federal Integrated Teams; the Combined Forces Special Enforcement Unit; and, the Canadian National and Canadian Pacific Railway Police. The South Coast British Columbia Transportation Authority Police Service is a designated police unit in the Lower Mainland, and there are also enhanced police services at the Vancouver and Victoria International Airports. To learn more: visit: [www.pssg.gov.bc.ca/police\\_services](http://www.pssg.gov.bc.ca/police_services).*

## **Objective 2.2      Strengthened collaboration among justice, health, housing and social service agencies**

### **Strategies**

- Lead systemic change to help first responders, support workers, the courts and communities to deal more effectively with domestic violence. The Domestic Violence Action Plan, launched by the Province in January 2010, is resulting in strengthened partnerships, better training, and development of an integrated, cross-agency domestic violence policy, setting out the obligations and commitments for justice system partners and service providers involved in high-risk domestic violence cases.
- Continue to strengthen partnerships between Community Corrections and other ministry agencies and community resources to enhance delivery of services, such as mental health, addictions, housing and employment services, targeting individuals demonstrating high needs and utilizing services from multiple providers.
- Continue to work with justice partners and other stakeholders to develop a holistic approach to reducing crime by applying integrated approaches to breaking the cycle of crime. Key initiatives include:
  - **Prolific Offender Management Project:** Enforcement agencies (police, BC Corrections and Crown counsel) work with a range of health and social service partners to reduce the amount of crime committed by a small number of prolific offenders in six pilot communities. The six pilots reached the end of their two-year pilot phase in summer 2010 and are being evaluated to determine how effective they have been and whether the offenders targeted have reduced their criminal behaviour. Early evidence suggests many offenders are obtaining help and addressing the underlying factors that have driven their recidivism, and that those who continue to offend are receiving a stronger response from the justice system.
  - **Downtown Community Court in Vancouver:** The main objectives of this ‘problem-solving’ court are: to better assess and understand offender needs and collaborate with partner agencies to address them; to achieve tangible results for offenders and communities in an efficient manner; to improve the quality and quantity of information available to the court; and, to promote criminal justice changes more generally. An evaluation to measure success in meeting these objectives is currently underway in partnership with the Ministry of Attorney General and researchers at Simon Fraser University.
  - **Drug Treatment Court of Vancouver:** This court was created as a response to the particular needs of substance-dependent offenders and drug-related offences in Vancouver’s Downtown Eastside. The addicted population of the Downtown Eastside is recognized as facing a variety of health and social challenges, including chronic and acute illnesses, as well as unstable employment and housing. The Drug Treatment Court of Vancouver is envisioned as a means of directing motivated drug-dependent individuals into a structured, health-enhancing treatment program as an alternative to the existing administration of justice. The Ministry is currently

collaborating with Simon Fraser University to conduct an evaluation to measure the success of the initiative in meeting its objectives.

- **Vancouver Intensive Supervision Unit:** This is a specialized supervision team comprised of probation officers and mental health professionals that provides intensive interventions in Vancouver's Downtown Eastside to reduce hospital and jail admissions.
- **Bail Reform Project:** The project was launched in late 2008 in three communities in the Peace District, and in Surrey and Delta in early 2009, to better inform decisions regarding bail, to provide earlier access to counsel to expedite hearings, and to facilitate the use of video-conferencing to avoid transporting accused for hearings. An evaluation showed a reduction in prisoner transports, and highlighted the effectiveness and efficiency of video-conferencing technology. The project continues to operate in the pilot communities.
- **Adult Alternative Measures Pilot Project:** Alternative measures provide an alternative to court for people charged with less serious offences. Individuals accept personal responsibility for their behaviour and agree to make amends to the victim and/or community. A pilot project was implemented in 2010 in partnership with the Ministry of Attorney General to support the application of alternative measures by increasing the number of appropriate referrals to the program. Probation officers in three pilot sites administer, when requested, the Corrections Risk Needs Assessment as part of the alternative measures screening process. Preliminary evaluation will examine the effectiveness of the pilot as well as possible impacts elsewhere in the criminal court process.

## **Objective 2.3      Reduced profit motive behind crime**

### **Strategies**

- Continue to recover profits from illicit activities through Civil Forfeiture. These recovered profits have grown from \$600,000 annually in 2006 to more than \$4 million in 2010. The recovery of these proceeds from the criminal economy adversely impacts and deters criminal enterprises – in particular, organized crime – by targeting the economic drivers of crime. Proceeds recovered under the *Civil Forfeiture Act* are used to fund the Civil Forfeiture Office, further enhancing the Office's capabilities. Excess forfeitures may be used to compensate eligible victims, fund crime prevention activities, and remedy the effects of crime.
- Foster and strengthen the strong collaborative working relationships between the Civil Forfeiture Office and law enforcement agencies in Canada and the United States to increase the rate at which criminal proceeds are recovered.

## **Objective 2.4      Enhanced supervision and management of offenders based on court orders and risk to re-offend**

### **Strategies**

- Continue developing new infrastructure to effectively address the increased inmate population. To expand jail capacity across the province, \$185 million in capital is being invested between 2008/09 and 2013/14. In the interim, ways of responding to the increased number of adults in custody has been to double-bunk inmates and, when required in emergency situations, utilize the gyms at custody centres.
- Apply risk/needs assessments to sentenced offenders supervised in the community to provide information regarding the rehabilitative needs of offenders and their risk to re-offend. The Ministry is also planning to expand the application of risk/needs assessments to offenders in custody.

#### ***Correctional Facilities in British Columbia***

*The Ministry operates nine correctional centres – two on Vancouver Island, two in Greater Vancouver, three in the Fraser Valley, one in the Interior and one in the North. The Ministry also operates over 50 community corrections offices that provide service to more than 400 communities across the province. To learn more, visit: [www.pssg.gov.bc.ca/corrections](http://www.pssg.gov.bc.ca/corrections).*

## **Objective 2.5      Applied and supported evidence-based case management and program delivery to address factors associated with re-offending**

### **Strategies**

- Continue evidence-based community case management and engage in ongoing quality assurance activities, ensuring adherence to the principles of risk, need and responsivity.
- Provide correctional programs that are responsive to the needs of distinct offender groups, focus interventions on offenders most likely to re-offend, and address factors known to contribute to re-offending.
- Continue to develop correctional programs to increase essential skills, such as life skills, literacy and employability, and increase inmate access to programming in custody centres.
- Focus more intensive case management and programming on higher-risk offenders in response to the increase in the Community Corrections caseload.
- Continue to enhance and specialize case management skills through work on various initiatives and pilot projects, such as Integrated Offender Management and Prolific Offender Management. A number of initiatives, such as the Strategic Training Initiative in Community Supervision, Domestic Violence Maintenance, and Community Programs for Women, await resources that would permit the Ministry to achieve greater community safety.

- Continue to strengthen partnerships with social, health and justice agencies to deliver integrated services that provide basic living essentials to higher-need offenders, with the aim of reducing re-offending.

### Performance Measure 3: Quality of community case management

| Performance Measure  | 2010/11 Forecast | 2011/12 Target | 2012/13 Target | 2013/14 Target |
|--|------------------|----------------|----------------|----------------|
| Percentage of community case management quality assurance activities that meets Community Corrections' policy expectations overall | 88               | 89             | 90             | 91             |

**Data Source:** Results for this measure are derived from the BC Corrections operating system. Quality assurance activities include the reviews completed by local managers of probation officers' work in the program areas of Alternative Measures, Bail Supervision, Core Facilitation, Interviewing, Pre-Sentence, Conditional Sentence Order Calculation, Community Assessment Reports, and Risk/Needs Case Management.

#### Discussion

This measure provides an assessment of the steps taken to ensure high-quality and resource-effective case management. Local managers assess the case management work of probation officers with offenders to determine whether casework meets Community Corrections' policy expectations. This is the integral first step in breaking the cycle of criminogenic behaviour and reducing recidivism. It is critical for probation officers to work with offenders to address factors associated with re-offending behaviour.

Targets for the measure were determined by past performance with reasonable rates of increase.

### Performance Measure 4: Availability of correctional programs

| Performance Measure   | 2010/11 Forecast | 2011/12 Target | 2012/13 Target | 2013/14 Target |
|---|------------------|----------------|----------------|----------------|
| Average number of program hours per month available to inmates in custody centres | 567              | 595            | 625            | 655            |

**Data Source:** Results for this measure are derived from the BC Corrections operating system. Programs included for male offenders are Substance Abuse, Violence Prevention, and Respectful Relationships. Programs included for female offenders are Substance Abuse, Emotions Management, and Relationship Skills. Multiple programs may run at the same time.

#### Discussion

This measure indicates the level of access inmates have to correctional programming linked to behavioural change that is provided in correctional centres across the province.

Accepting the premise that inmates who complete correctional programming are less likely to re-offend, the ultimate long-term outcome associated with this measure is reduced recidivism. Trends in recidivism rates are discussed in the Strategic Context section of this plan (see pages 8 and 9).

Targets for the measure were determined by past performance with reasonable rates of increase.

## **Goal 3: Safe and sustainable homes, communities and roads for all British Columbians**

### **Objective 3.1 Promotion of fire prevention, life safety and property protection programs**

#### **Strategies**

- Further strengthen relationships among the Office of the Fire Commissioner, partner agencies and stakeholder groups, and continue to enhance the support provided to fire departments, local governments and the public to ensure effective fire safety and prevention.
- Work with the Ministry of Forests, Lands and Natural Resource Operations and the Union of British Columbia Municipalities to provide structure protection during wildfire seasons, primarily in regions of the province with no local authority fire departments.
- Provide funding to eligible applicants through the Flood Protection Program for projects that aim to reduce flood hazards in British Columbia, including both structural enhancements and gravel removal.

### **Objective 3.2 Improved community safety and quality of life through death investigations**

#### **Strategies**

- The BC Coroners Service continues to build on its use of investigative protocols and advanced technology and statistical surveillance measures.
- The expertise of the BC Coroners Service's Child Death Review Unit continues to be further developed to review the deaths of all children age 18 and under in British Columbia. The intent is to better understand how and why children die, and to use review findings to prevent other deaths and improve the health, safety and well-being of all children in the province.
- The BC Coroners Service continues to work with the Ministry of Health and other agencies to ensure availability of timely pathology and toxicology services.



## Objective 3.3 Enhanced emergency prevention, preparedness, response and recovery

### Strategies

- Continue to work with and assist emergency management stakeholders, such as local governments, First Nations, federal departments, industry and volunteers, to support the emergency management pillars of prevention/mitigation, preparedness, response and recovery.
- Coordinate inter-agency conference calls throughout British Columbia, in advance of recognized seasonal hazards (freshet flooding in spring, wildfire in summer, severe weather in fall/winter), to maximize preparedness and promote integrated response activities.
- Support the creation and review of multi-agency emergency management plans as required, to ensure that effective strategies are in place to address many types of emergencies and disasters. These plans foster cooperation among multiple organizations and focus on public safety, human consequence management, infrastructure and property protection, and managing the aftermath of events.
- Continue to maximize the Province's ability to recover funding from the federal government's Disaster Financial Assistance Arrangement Program through claims for all eligible events.
- Ensure that government's essential services are maintained during business disruptions through support and coordination of all ministries' and selected agencies' business continuity planning.

#### *Public Safety Lifeline Volunteers*

*About 13,000 people across the province volunteer their time and expertise in preparing for and responding to emergency situations. Registered volunteers participate in Search and Rescue, Emergency Social Services, Emergency Radio Communications, Provincial Emergency Program Air Search and Rescue, BC Road Rescue Service, and General Services. For more information, visit: [www.pep.bc.ca/volunteer/volunteer.html](http://www.pep.bc.ca/volunteer/volunteer.html).*

### Performance Measure 5: TEAMS positions filled

| Performance Measure  | 2010/11 Forecast | 2011/12 Target | 2012/13 Target | 2013/14 Target |
|--|------------------|----------------|----------------|----------------|
| Percentage of critical Temporary Emergency Assignment Management System (TEAMS) positions filled by qualified government employees | 83               | 93             | 97             | 100            |

**Data Source:** Results for this measure are derived from records kept by the Ministry during training and operational deployments.

## **Discussion**

The Temporary Emergency Assignment Management System is a staffing strategy that maintains a resource pool of provincial government employees from across all ministries who, through formalized training and on-site mentoring, have achieved a high level of emergency management expertise and experience. Members fill key British Columbia Emergency Response Management System functional roles within any of the six Provincial Regional Emergency Operations Centres and/or Provincial Emergency Coordination Centre when they are activated in support of local communities responding to an emergency or disaster.

Qualified members of the Temporary Emergency Assignment Management System include those who have developed and maintained their skills by participating in either an exercise or actual field deployment situation in the prior 12 months, are registered with the program, and are available for rapid deployment.

The Ministry tracks the number of members registered with the program as well as the average number of training and operational (deployed) days per member as an indicator of the readiness of the provincial emergency management structure. The number of qualified members currently required for a full provincial complement is 120.

## **Objective 3.4      Increased road safety**

### **Strategies**

- Continue to enforce sanctions for impaired driving brought into force in the province in 2010/11 to reduce the prevalence of drinking and driving and the number of impaired driving fatalities and injuries.
- Develop and implement specific interventions, such as prohibitions and remedial programs, which focus on high-risk drivers.
- Implement a new approach to driver medical fitness that focuses on how specific medical conditions affect driving.
- Implement helmet legislation and a Graduated Licensing Program for motorcyclists.
- Continue to support CounterAttack for RCMP and independent municipal police to combat impaired driving, as well as the Impaired/Intersection Night-time Seatbelt Traffic Enforcement Project, through which the RCMP deploys officers at key times and locations to observe vehicles for signs of impaired driving or unbelted occupants. These efforts support other initiatives to remove drinking drivers from the roads, such as the Ignition Interlock Program.
- Use targeted, data-driven, intelligence-led enforcement to identify and apprehend dangerous drivers through the Enhanced Traffic Enforcement Initiative, which brings together RCMP and independent municipal police officers in Integrated Road Safety Units.
- Continue to build on the success of the Integrated Municipal Provincial Auto Crime Team, bait cars, traffic safety helicopters and the Automated Licence Plate Recognition Program, which

maximizes officer efficiency and safety by scanning licence plates to detect unlicensed, uninsured and prohibited drivers, as well as stolen vehicles.

- Curb aggressive driving at intersections through expansion of the Intersection Safety Camera Program and installation of digital cameras at 140 high-risk sites, enabling targeted enforcement at individual sites during periods when risk is greatest.
- Continue to engage all current key partners and stakeholders in the development and implementation of road safety policies and initiatives.

## Performance Measures 6 and 7: Traffic fatality and injury rates

| Performance Measure                                 | 2010 Forecast <sup>1</sup> | 2011 Target | 2012 Target | 2013 Target |
|---|----------------------------|-------------|-------------|-------------|
| Number of traffic fatalities per 100,000 population | 8.0                        | 7.7         | 7.5         | 7.3         |
| Number of traffic injuries per 100,000 population   | 499.5                      | 484.5       | 469.9       | 455.8       |

**Data Source:** Data for these measures are collected from police-attended collisions involving injuries and/or fatalities. Collision data are collected by police and individual reports may be subject to error. Collisions involving only property damage and collisions unattended by police are not included. As policing priorities do not allow officers to attend all collisions, it is estimated that police reports may not include up to 20 per cent of injuries. These data are reported by calendar year.

<sup>1</sup> The forecast rate for 2010 is preliminary only until the various data sources (police, ICBC, the BC Coroners Service and Statistics Canada) have been fully reconciled and final rates approved.

## Discussion

Targets for these measures are based on a three per cent annual reduction in traffic fatalities and injuries.

As the 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 the best indicators of road safety improvements.

## Performance Measure 8: Impaired driving fatality rates

| Performance Measure  | 2005-2009 Baseline <sup>1</sup> | 2010 Forecast | 2011 Target | 2012 Target | 2013 Target |
|--|---------------------------------|---------------|-------------|-------------|-------------|
| Number of impaired driving fatalities per 100,000 population | 3.0                             | 2.8           | 2.5         | 2.3         | 2.0         |

**Data Source:** Results for this measure are derived from police-reported data in the Traffic Accident System. Results include only motor vehicle fatalities where alcohol and/or drugs are a contributing factor.

<sup>1</sup> The baseline was calculated from the five-year period from 2005 to 2009, including a projected estimate for 2009.

## **Discussion**

The annual targets for this measure are based on the Province's commitment to reduce motor vehicle fatalities where alcohol and/or drugs are a factor by 35 per cent by the end of 2013.

From 2005 to 2009, an average of 133 people died each year in British Columbia in motor vehicle collisions involving alcohol and/or drugs. This equates to approximately three people every year per 100,000 population. Based on population estimates, if the targets for this measure are met, nearly 90 lives will have been saved in British Columbia by the end of 2013.

## **Goal 4: Sound regulatory measures to promote responsible liquor licensing and gaming, consumer protection and fair business practices in British Columbia**

### **Objective 4.1 Comprehensive and responsible gaming regulatory framework and programs**

#### **Strategies**

- Ensure all gaming in the province, including gaming conducted over the Internet, is subject to a high level of rigour and scrutiny. In the case of online gaming, this includes certifying and monitoring the online platform, systems upgrades, and all games to ensure technical standards are met.
- Certify all companies, people and equipment involved in gaming and horse racing.
- Conduct regular audits of all commercial gaming venues and investigate all allegations of wrongdoing, to ensure the integrity of gaming and use of proceeds.
- Oversee the regulation and operation of horse racing in the province, including implementing the BC Horse Racing Industry Revitalization Initiative.
- Provide gaming grants to support social programs, community services, local economic development initiatives, local governments and the horse racing industry.
- Continue to develop and enhance the Province's Responsible Gambling Strategy for online players and for those who visit more traditional gaming facilities.
- Implement, evaluate and report on recommendations concerning the lottery retail network made by the Office of the Ombudsperson and the independent auditing firm, Deloitte and Touche LLP.

## Performance Measure 9: Gaming policy and enforcement service score

| Performance Measure                                    | 2010/11<br>Forecast | 2011/12<br>Target | 2012/13<br>Target | 2013/14<br>Target |
|--|---------------------|-------------------|-------------------|-------------------|
| Gaming policy and enforcement service score percentage | 81                  | 84                | 85                | 86                |

**Data Source:** Gaming Policy and Enforcement Branch

### Discussion

The service score was developed as a measure of the ability of the Ministry's Gaming Policy and Enforcement Branch to meet pre-determined standards of timeliness of service to the public.

The score is an average result calculated across the five program areas that have appropriate, measured service standards: audit; licensing and grants; registration; policy; and, problem gambling. Examples of service standards include the percentage of complete applications for lottery retail registration processed within five business days, and the percentage of draft reports of commercial gaming audits issued within 30 days.<sup>24</sup>

The service score is a percentage, but it is unlikely that a score of 100 per cent will be achieved due to some measures being impacted by factors outside of the Ministry's control, such as an incomplete application for a gaming event license.

An increase in the service score is forecast for 2011/12 as a result of anticipated hiring to fill key vacancies. Subsequent modest year-to-year increases are projected from ongoing process reviews to achieve greater efficiencies in service.

## Objective 4.2 Effective licensing and inspection of liquor licensees

### Strategies

- Target resources on high-risk establishments and focus inspections and investigations primarily on service to minors, over-service, overcrowding and illicit alcohol.
- Strengthen integrated partnerships with stakeholders, such as local government staff and officials, police and industry members.
- Increase voluntary compliance through expanded provision of education and information to licensees.
- Ensure that only qualified applicants hold liquor licenses and establishment locations are appropriate.
- Ensure regulations, policies and resources are directed at protecting public safety and public interests.

<sup>24</sup> A detailed breakdown of the service score will be included in the *Gaming Policy and Enforcement Branch 2011/12 Business Plan*. The business plan will be available in May 2011 at: [www.pssg.gov.bc.ca/gaming/reports](http://www.pssg.gov.bc.ca/gaming/reports).

## Performance Measure 10: Liquor licensee compliance rate

| Performance Measure   | 2010/11<br>Forecast | 2011/12<br>Target | 2012/13<br>Target | 2013/14<br>Target |
|---|---------------------|-------------------|-------------------|-------------------|
| Percentage of inspected/investigated liquor licensees in compliance | 94.9                | 95                | 95                | 95                |

**Data Source:** Liquor Control and Licensing Branch

### Discussion

The Ministry tracks the percentage of inspected or investigated liquor licensees who are found to be in compliance with provincial liquor licensing regulations. Over 9,000 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.

Increased voluntary compliance indicates the level at which licensees understand and are willing to cooperate with the liquor regulatory framework. An increase in voluntary compliance in areas such as over-service and prevention of service to minors may also indicate that liquor misuse is decreasing, thereby increasing public safety.

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.

## Objective 4.3      Straightforward and effective consumer protection regulation

### Strategies

- Provide oversight of the administration of consumer protection legislation by Consumer Protection BC and the Motor Vehicle Sales Authority of British Columbia, and continue to work with these agencies to enforce consumer protection legislation and protect consumers' interests.
- Undertake research and participate with other jurisdictions on emerging consumer issues, such as enforcement best practices and alternative consumer credit, and review areas requiring new or strengthened consumer protection legislation and regulation.

## **Goal 5: Public sector labour relations support the Province's goals for long-term, sustainable growth and prosperity**

### **Objective 5.1 Effective support of government's management of public sector labour relations and human resource strategies**

#### **Strategies**

- Develop and maintain executive compensation and negotiating frameworks that incorporate government's fiscal, policy and program directions.
- Work with other plan partners and plan boards to accomplish the objectives of the Public Sector Pensions Framework.
- Improve the quality and reliability of data that support negotiations.
- Expand strategic labour relations and pension capacity in the provincial government.

# Resource Summary

## Resource Summary Table

| Core Business Area                                      | 2010/11<br>Restated<br>Estimates <sup>1</sup> | 2011/12<br>Estimates | 2012/13<br>Plan | 2013/14<br>Plan |
|---|---|----------------------|-----------------|-----------------|
| <b>Operating Expenses (\$000)</b>                       |   |                      |                 |                 |
| Corrections .....                                       | 192,904                                       | 190,443              | 190,443         | 190,443         |
| Policing and Security Programs .....                    | 294,169                                       | 294,202              | 295,202         | 295,202         |
| Victim Services and Crime Prevention .....              | 42,140  | 41,857               | 41,857          | 41,857          |
| Emergency Management BC .....                           | 26,913  | 27,793               | 27,793          | 27,793          |
| Gaming Policy and Enforcement <sup>2</sup> .....        | 18,090  | 18,361               | 18,145          | 18,145          |
| Office of the Superintendent of Motor<br>Vehicles ..... | 4,708   | 4,492                | 4,492           | 4,492           |
| Liquor Control and Licensing .....                      | 1   | 1                    | 1               | 1               |
| Public Sector Employers' Council<br>Secretariat .....   | 16,603  | 16,640               | 16,640          | 16,640          |
| Executive and Support Services .....                    | 11,897  | 11,413               | 11,413          | 11,413          |
| <i>Emergency Program Act</i> <sup>3</sup> .....         | 14,559  | 14,478               | 14,478          | 14,478          |
| Statutory Services <sup>4</sup> .....                   | 14,805  | 14,785               | 14,785          | 14,785          |
| <b>Total .....</b>                                      | <b>636,789</b>                                | <b>634,465</b>       | <b>635,249</b>  | <b>635,249</b>  |



Ministry of Public Safety and Solicitor General

| Core Business Area  | 2010/11<br>Restated<br>Estimates <sup>1</sup> | 2011/12<br>Estimates | 2012/13<br>Plan | 2013/14<br>Plan |
|---|---|----------------------|-----------------|-----------------|
| <b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) <sup>5</sup></b> |   |                      |                 |                 |
| <b>Executive and Support Services</b> .....   | 6,726   | 6,657                | 2,753           | 2,574           |
| <b>Total</b> .....  | <b>6,726</b>                                  | <b>6,657</b>         | <b>2,753</b>    | <b>2,574</b>    |

<sup>1</sup> Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2011/12 *Revised Estimates*.

<sup>2</sup> This core business area includes Gaming Policy and Enforcement operations, and distribution of gaming proceeds.

<sup>3</sup> The *Emergency Program Act* provides for response to and recovery from emergencies and disasters, and for hazard mitigation initiatives.

<sup>4</sup> Statutory Services includes Civil Forfeiture Account, Corrections Work Program Account, Forfeited Crime Proceeds Fund and Victim Surcharge Special Account.

<sup>5</sup> Ministry operations capital has been centralized under one core business pending review by the Ministry.

## Major Capital Projects

The Corrections Capital Asset Management Plan (CAMP) Phase 1 is part of a multi-year plan to address significant levels of inmate overcrowding and meet future capacity demands in correctional centres in British Columbia.

CAMP Phase 1 includes a total of \$185 million in capital between 2008/09 and 2013/14 for three separate projects. Of these, the building of an addition to the Surrey Pretrial Services Centre will add 180 cells to the current provincial capacity by the fall of 2013. An addition at Prince George Regional Correctional Centre will add 20 more cells, and an addition at Alouette Correctional Centre for Women will add 104 more cells; both projects being purpose-built for women. In addition to these major capital projects, BC Corrections responded to government's construction stimulus program with implementation of \$38 million in Accelerated Infrastructure Projects that will increase the ability of existing institutions to safely and securely accommodate overcrowding.

Benefits of the projects include: reduced overcrowding; reduced risk of inmate disturbances, staff assaults and liability to lawsuits; and, increased staff safety and ability to meet the needs of inmates and families. Challenges include possible project delays, which could lead to cost escalation and risks to staff and public safety due to prolonged overcrowding.

While CAMP Phase 1 will add a total of 304 more cells, the inmate population is projected to continue to increase over the next ten years. The Ministry is currently working towards necessary additional capacity in a proposed CAMP Phase 2. This plan responds to Community Corrections' needs and will include the development of a 360 cell correctional centre in the Okanagan.

## Appendix 1: Employer Associations in the Government Reporting Entity

Employer associations funded by the Public Sector Employers' Council include: the British Columbia Public School Employers' Association (BCPSEA)<sup>25</sup>, the Community Social Services Employers' Association (CSSEA)<sup>26</sup>, the Health Employers' Association of British Columbia (HEABC)<sup>27</sup>, and the Post Secondary Employers' Association (PSEA)<sup>28</sup>.

The mandates and purposes of these associations are found in sections 6 and 7 of the *Public Sector Employers Act*.

Their governance structures are as follows:

- BCPSEA has a board of up to 15 members. Nine of these members are school trustees who are elected to the board annually; up to four are appointed by the provincial government; and two non-voting members are appointed, one each, by the British Columbia Association of School Business Officials and the British Columbia School Superintendents Association.
- CSSEA has a board of up to 11 directors. Up to seven of these directors are appointed by representatives of social service agencies; one is appointed by Community Living British Columbia; and up to three are appointed by the provincial government.
- HEABC has an 11-person board. Six of its members are appointed from the health authorities; two by the provincial government; and one each from proprietary care providers, affiliated care providers and denominational care providers.
- PSEA has a 10-person board. Six of its members are elected annually from member employers; two are appointed by the provincial government; and two non-voting members are the Chair and Vice-chair of the PSEA's Standing Committee on Human Resource Practices.

### Forecast Employer Association Expenditures

| Forecast Expenditures (\$000) |         |         |         |
|-------------------------------|---------|---------|---------|
| 2010/11                       | 2011/12 | 2012/13 | 2013/14 |
| 25,039                        | 25,666  | 24,368  | 24,568  |

<sup>25</sup> [www.bcpsea.bc.ca](http://www.bcpsea.bc.ca)

<sup>26</sup> [www.cssea.bc.ca](http://www.cssea.bc.ca)

<sup>27</sup> [www.heabc.bc.ca](http://www.heabc.bc.ca)

<sup>28</sup> [www.psea.bc.ca](http://www.psea.bc.ca)

## Appendix 2: Ministry Contact Information

**Enquiry BC** refers members of the public to appropriate government offices by transferring calls and forwarding e-mails free of charge. Hours of operation are 7:30 a.m. to 5:00 p.m., Monday to Friday. Email address: [EnquiryBC@gov.bc.ca](mailto:EnquiryBC@gov.bc.ca)

In Victoria, call: 250-387-6121

In Vancouver, call: 604-660-2421

Elsewhere in British Columbia, call: 1-800-663-7867

Telephone Device for the Deaf (TDD)

In Vancouver, call: 604-775-0303

Elsewhere in British Columbia, call: 1-800-661-8773

**JusticeBC** provides online access to more than 300 pages of information about the criminal justice system, as well as links to other resources and services. Visit: [www.justicebc.ca](http://www.justicebc.ca)

### Ministry of Public Safety and Solicitor General Communications Office

PO Box 9282 Stn Prov Govt, Victoria, BC V8W 9J7

Phone: 250-387-0520 Facsimile: 250-387-1753

### BC Corrections

- Contact and other information about BC Corrections can be accessed at: [www.pssg.gov.bc.ca/corrections](http://www.pssg.gov.bc.ca/corrections)

### Emergency Management BC

- Contact and other information about the BC Coroners Service can be accessed at: [www.pssg.gov.bc.ca/coroners](http://www.pssg.gov.bc.ca/coroners)
- Contact and other information about the Office of the Fire Commissioner can be accessed at: [www.pssg.gov.bc.ca/firecom](http://www.pssg.gov.bc.ca/firecom)
- Contact and other information about the Provincial Emergency Program can be accessed at: [www.pep.bc.ca](http://www.pep.bc.ca)

### Gaming Policy and Enforcement

- Contact and other information about Gaming Policy and Enforcement can be accessed at: [www.pssg.gov.bc.ca/gaming](http://www.pssg.gov.bc.ca/gaming)

## **Liquor Control and Licensing**

- Contact and other information about Liquor Control and Licensing can be accessed at: [www.pssg.gov.bc.ca/lclb](http://www.pssg.gov.bc.ca/lclb)

## **Office to Combat Trafficking in Persons**

- Contact and other information about the Office to Combat Trafficking in Persons can be accessed at: [www.pssg.gov.bc.ca/octip](http://www.pssg.gov.bc.ca/octip)
- For assistance with human trafficking cases, including emergency services, accessing shelter, interpretation and translation services, and other services as required, call the toll-free, 24 hour line: 1-888-712-7974

## **Policing and Security Programs**

- Contact and other information about Police Services can be accessed at: [www.pssg.gov.bc.ca/police\\_services](http://www.pssg.gov.bc.ca/police_services)
- Contact and other information about Security Industry Licensing can be accessed at: [www.pssg.gov.bc.ca/securityindustry](http://www.pssg.gov.bc.ca/securityindustry)

## **Superintendent of Motor Vehicles**

- Contact and other information about the Superintendent of Motor Vehicles can be accessed at: [www.pssg.gov.bc.ca/osmv](http://www.pssg.gov.bc.ca/osmv)

## **Victim Services and Crime Prevention**

- Contact and other information about Victim Services can be accessed at: [www.pssg.gov.bc.ca/victimservices](http://www.pssg.gov.bc.ca/victimservices)
- VictimLINK provides help and information for victims of family and sexual violence and all other crimes. Call toll-free, 24 hours a day, seven days a week: 1-800-563-0808
- Contact and other information about Community Safety and Crime Prevention can be accessed at: [www.pssg.gov.bc.ca/crimeprevention](http://www.pssg.gov.bc.ca/crimeprevention)