

**Ministry of
Justice**

**2012/13 – 2014/15
SERVICE PLAN**

February 2012



For more information on the
British Columbia Ministry of Justice,
see Ministry Contact Information on page 45

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Message from the Minister and Accountability Statement



As the Minister of Justice and Attorney General, I am pleased to present the Ministry's 2012/13 – 2014/15 *Service Plan*. The plan sets goals for improvements and strategies to move British Columbia towards a more effective and responsive justice system. It reflects the hard work and dedication of Ministry employees, and the goals and aspirations of government for the Province's justice services.

Canada's justice system is widely respected as one of the best in the world. This is due in part to the integrity of our courts and a system that is open and fair. As might be expected, there are many challenges that will demand creative, forward-thinking steps as the reforms we have envisioned are implemented.

The justice system needs to ensure safe communities and be relevant to all people who need access to justice. In the immediate term, we will undertake research and engage in further dialogue with every major participant in the justice system to identify areas for reform. This includes consideration of innovations in other jurisdictions. That is why we have started a critical review of the justice system, to be led by Geoffrey Cowper, QC. This review will take a broad look at British Columbia's justice system to identify fiscally responsible solutions that will help make it more transparent, efficient and timely. It will include a positive dialogue with the Judiciary while continuing to recognize and respect their independence. British Columbia is not alone in questioning the ongoing call for more resources without engaging in a system-wide discussion about how to improve the way the current justice system works.

Families are at the forefront of government's agenda, and families need safe communities in which to go about their daily lives. Preventing crime and mitigating its effects continue to be priorities. The provincial crime rate fell 33 per cent between 2004 and 2010 – more quickly than the Canadian average – and British Columbia's crime rate is at its lowest level in more than three decades.

Also of great significance for families, this past year the new *Family Law Act* received Royal Assent – the first major change to family law legislation in the province in more than 30 years. The new Act ensures the best interests of the child are the only criteria considered in decisions that affect them, and it helps parents resolve their cases out of court, reducing pressure on the court system. The new Act makes a breach of a protection order a criminal offence, helping to protect children and families from violence.

With a focus on open government, accountability and transparency, we begin 2012 with the Province's new Independent Investigations Office, under the direction of the Chief Civilian Director. Many staff worked diligently to establish this new office, which will conduct criminal investigations of police-related incidents that result in serious harm or death. I am confident the Independent Investigations Office will serve British Columbians well.

We are well positioned to shape the future of policing in the province. We are strengthening police standards and accountability so that the public has more faith in the officers serving their communities.

Through citizen engagement and stakeholder consultation, we are developing a *Strategic Plan for Policing in British Columbia*. Citizens and public safety partners at all levels will assist in building an integrated, comprehensive and sustainable plan to guide policing into the future. Following four years of negotiations, British Columbia has also reached agreement-in-principle with Public Safety Canada on a new contract for RCMP services in the province, which includes greater financial accountability and local input on how the RCMP delivers police services and how costs are managed.

Great strides have been made in road safety. British Columbia's first full year with Canada's toughest roadside penalties for drinking and driving saw a 40 per cent drop in alcohol-related traffic deaths, compared to the average for the last five years. Between October 2010 and September 2011, 45 lives were saved, a tremendous outcome for this significant new legislation.

To ensure open government, we will continue to import new datasets into DataBC so that all British Columbians can have greater access to justice and public safety system information. We will build on this effort by implementing a performance management framework that will improve accountability by enabling the Ministry to track improvements and bring efficiencies and increased timeliness to our operations.

It is through partnerships that we can continue to reduce crime and keep our communities as safe as possible. Along with our counterparts in other provinces, the Ministry continues to advocate for reforms to criminal law. This past year, we have proposed changes to the *Criminal Code* to enable tougher sentencing of offenders who victimize vulnerable adults, including elder abuse.

In conclusion, I want to add that we recognize that there are pressures on British Columbia courts. In the year ahead, we will continue to add resources where appropriate and when possible, but we must also continue to ask the tough questions about a system that needs reform. Spending money without better understanding the issues, especially in a period of economic uncertainty, would be irresponsible. To that end, we will continue to look at our systems and challenge all to find new ways of doing business efficiently, while in accordance with the rule of law.

I wish to extend my gratitude to our dedicated Ministry of Justice employees and our justice and community partners. It is through your remarkable work that we continue to enhance the safety and well-being of all British Columbians.

The *Ministry of Justice 2012/13 – 2014/15 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 Justice and Attorney General
February 21, 2012

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Purpose of the Ministry

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

The Ministry's portfolio includes:

- Justice system reform;
- Provision of family justice services, such as mediation;
- Funding of legal aid;
- Family maintenance enforcement;
- Crime prevention and restorative justice;
- Protection of children and vulnerable adults;
- Law enforcement;
- Victim services;
- Addressing violence against women;
- Anti-human-trafficking strategy;
- Funding the human rights system;
- Oversight of court administration;
- Prosecution of criminal matters;
- Community Corrections and Adult Custody;
- Legal advice to government;
- Representation of government before courts and tribunals;
- The BC Coroners Service;
- Fire prevention, life safety and property protection;
- Emergency prevention, preparedness, response and recovery;
- Driver behaviour and road safety;
- Regulation of the private security industry; and,
- 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.

The Minister of Justice and Attorney General is also responsible for the Organized Crime Agency of British Columbia (see page 44).

The Ministry employs over 6,000 British Columbians – a dedicated workforce that conducts its business in a manner that upholds government’s values as identified in the *Province of British Columbia Strategic Plan*.

Throughout the Ministry the focus is on real outcomes for British Columbians, and resource allocation is based on evidence of where it will best improve the justice and public safety systems. Through continuous review and improvement of business processes, the Ministry strives to maximize efficiency and effectiveness.

Central to the Ministry’s success are strong, collaborative relationships it maintains with stakeholders, partner agencies and other levels of government.

Strategic Context

Justice System Reform

While the crime rate in British Columbia has been decreasing along with the number of cases entering the system annually, timelines of case conclusion and increasing system costs continue to be a challenge. This trend speaks to the need for a more ambitious reform agenda. With the integration of the former Ministries of Public Safety and Solicitor General and Attorney General into the Ministry of Justice, the Province is now well positioned to move forward with an aggressive justice system reform agenda in order to address the challenges of cost, delay and complexity. The justice system in British Columbia must remain relevant and responsive to all people who need access to justice.

As a primary component of this reform agenda, the Ministry has started a critical review of the justice system to be led by Geoffrey Cowper, QC.¹ This review will look broadly to identify long-term, fiscally responsible solutions to bring about truly systemic reforms to improve the justice system and make it more transparent, efficient and timely. While continuing to recognize and respect their independence, a key element of this reform initiative will be a dialogue with the Judiciary regarding improvements and efficiencies. The results of this review will improve both outcomes and accountability in the system and help make it more accessible and responsive for British Columbians. The review will be completed by July 2012.

Another element of the Ministry's reform agenda will involve an outside review of British Columbia's system for approval of prosecutions in order to determine the most effective model for making prosecution decisions.

The Ministry has also asked Legal Services Society for advice on efficiencies that can be achieved in the provision of legal aid in British Columbia.

Through citizen engagement and with our public safety partners at all levels, we are developing a new *Strategic Plan for Policing in British Columbia* to strengthen the effectiveness and accountability of policing in the province.

We will also continue to work on the proactive release of new justice and public safety system data in the public domain through DataBC.² Provincial, regional and local statistics will be posted to give the public more information about our operations and progress.

There have been a number of reforms to date within the justice system in British Columbia. Quite recently, to support British Columbia's families, government passed the *Family Law Act*. This landmark legislation and other reform strategies encourage mediation and other approaches for resolving legal disputes to increase access to justice and reduce demand on the courts. Additionally, the Province now has a new Independent Investigations Office under the direction of the Chief Civilian Director. The Office will conduct criminal investigations of police-related incidents that result

¹ www.ag.gov.bc.ca/public/JusticeSystemReviewGreenPaper.pdf

² www.data.gov.bc.ca

in serious injury or death. Establishment of the Office will strengthen public confidence in the police and the justice system by increasing accountability and transparency.

Finally, the Ministry is building business intelligence capacity to report on the functioning, strengths and weakness of the justice sector's performance as a whole. An Office of Business Intelligence and Performance Management has been established and will implement a Justice Sector Performance Measurement and Management Framework to manage results, increase accountability, inform strategic decisions, and enable more effective resource allocation and project planning across the justice system.

Environmental Context

The prevalence of crime is decreasing in British Columbia.³ Mirroring trends at the national level, British Columbia's overall crime rate continued to decrease in 2010 for the seventh consecutive annual decrease and the lowest recorded crime rate in 30 years. British Columbia's overall crime rate in 2010 was 84.0 *Criminal Code* offences per 1,000 population, a seven per cent decrease from 89.9 offences per 1,000 population in 2009, and 33 per cent less than in 2004.⁴ For further information on crime rates, see page 23.

The annual number of new Provincial Court criminal cases entering the system has declined by 13 per cent since 2001/02⁵. Timeliness has not improved, however, which suggests that a more aggressive reform agenda is needed to move cases to resolution at a faster rate. Court procedures are being streamlined through new technologies and innovations, while many disputes are being moved out of courtrooms to ensure court hearings are reserved for the most serious offences.

Large criminal trials that consume a disproportionate amount of resources are becoming more frequent in British Columbia. The Ministry is examining how large criminal trials are managed to ensure that resources are allocated appropriately.

The relative severity of crime has decreased in the province. Relative crime severity is measured through indexes developed to track changes in the severity or seriousness of crime, in addition to its volume.⁶ British Columbia's result for 2010 reflected a decrease of seven per cent from 2009, which was one of the largest decreases in overall crime severity index values of all the provinces in Canada. For further information on crime severity, see also page 24.

The complexity of crime is increasing due in part to transformative changes in information and communication technology. Organized crime crosses community, provincial and national boundaries and is a presence in many forms of criminal activity, including murder, gang violence, illegal drug production and trafficking, identity theft, payment card fraud, money laundering, cybercrime and firearms smuggling.

Trafficking in persons for commercial sexual exploitation and forced labour is a prolific area of international criminal activity and a leading source of profit for organized crime. Canada is a source,

³ Detailed overviews of crime data collection and trends in crime statistics in British Columbia are available at www.pssg.gov.bc.ca/police_services/publications/index.htm.

⁴ Canadian Centre for Justice Statistics, Statistics Canada, 2010.

⁵ New Provincial Court criminal cases per year (2001/02 to 2010/11); does not include traffic or bylaw cases.

⁶ Canadian Centre for Justice Statistics, Statistics Canada, 2010.

transit and destination country for human trafficking, and Vancouver has been identified as a port of concern, as both a destination and a transit point. In addition, some Canadian women and girls, many of whom are Aboriginal, are trafficked within the country for commercial sexual exploitation.⁷

Domestic violence has a significant impact on families. While both women and men report experiencing domestic violence, the majority of victims of police-reported spousal violence are women, accounting for 83 per cent of victims of domestic violence in Canada.⁸ 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.⁹ Of the 73 domestic violence homicides occurring between January 2003 and August 2008 in British Columbia, 55 (or 75 per cent) involved a female victim.¹⁰

Over-representation of Aboriginal people in the justice system continues in British Columbia. Aboriginal people are over-represented as both offenders and victims. A high youth population and difficult social conditions in Aboriginal communities contribute to this situation.

Corrections caseloads have impacted Ministry operations. The number of people under community supervision in British Columbia has increased by 34 per cent, or approximately 6,000 people, since 2003/04. The fiscal year-to-date 2011/12 average daily count is 23,956.¹¹

The fiscal year-to-date 2011/12 average daily inmate population is 2,659.¹² 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.

To address capacity needs, the Province is currently completing a \$185-million Phase 1 expansion plan and is beginning the next phase with planning for a 360-cell Okanagan correctional centre on the Osoyoos Indian Band's proposed site. The Okanagan correctional centre – the first partnership of its kind between Corrections and a First Nation – will be a key component of Phase 2 of the Province's corrections capital plan. The completed facility will contribute to an overall increase of almost 800 new cells on the Lower Mainland, in the Interior and in the North since 2008. For more information on the Corrections Capital Asset Management Plan, see page 43.

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 resource implications and requires specialized staff training, offender programs, security, and custodial and community supervision.

⁷ US Department of State, *Trafficking in Persons Report*, 2009.

⁸ Statistics Canada, *Family Violence in Canada: A Statistical Profile*, 2009, p. 5.

⁹ Statistics Canada, *Measuring Violence Against Women: Statistical Trends*, 2006, p. 33.

¹⁰ 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.

¹¹ Based on the first three quarters of fiscal year 2011/12.

¹² Based on the first three quarters of fiscal year 2011/12.

Offenders posing a medium or high risk to reoffend make up about 74 per cent of the sentenced community offender population. As the count increases, Community Corrections is receiving more medium-risk and high-risk offenders than low-risk offenders. Medium-risk and high-risk offenders are more likely to reoffend and therefore require more intense and complex case management.

In response to the 2011 Stanley Cup Riot, a dedicated team of skilled and experienced Crown counsel was established to review police reports and manage the ensuing prosecutions. Other cases will continue to move through the court system while these prosecutions are underway. It is important to note that despite the number of individuals anticipated to be charged, riot cases will likely represent a small percentage of the Ministry's yearly caseload. In 2010/11, prosecutions involving roughly 68,000 accused were concluded.

A new Independent Investigations Office has been established, under the direction of the Chief Civilian Director. The Office will conduct criminal investigations of police-related incidents that result in serious injury or death, fulfilling a central recommendation of the Braidwood Commission, and will strengthen public confidence in the police and the justice system by increasing accountability and transparency.

The Missing Women Commission of Inquiry is considering the police investigations conducted between January 23, 1997 and February 5, 2002 into women reported missing from Vancouver's Downtown Eastside. It will also review the January 1998 decision by the Ministry's Criminal Justice Branch to stay charges against Robert W. Pickton for the assault of a Downtown Eastside sex trade worker. Our government established the Commission of Inquiry because we're committed to understanding what went wrong, so we can ensure mistakes of the past are not repeated. We look forward to receiving the report and recommendations in July 2012.

Litigation matters involving government continue to increase in complexity and cost. Among these are: ongoing litigation against major tobacco manufacturers: applications for damages under the *Charter of Rights and Freedoms*; the polygamy reference case and consequent actions and decisions; a reference case on assisted suicide; the federal securities constitutional challenge; impaired roadside prohibitions; and, Aboriginal litigation. In addition are consultations and development processes for new legislation. The need for legal advice for government's strategic and policy priorities is ongoing and the Ministry continues to provide this service across government.

The safety of all road users remains a priority as motor vehicle collisions continue to be a leading cause of accidental death and serious injury for all age groups. Drug-impaired driving is an emerging issue for traffic enforcement. Intersection crashes continue to be a major cause of provincial casualty crashes, and motor cycle safety, aging drivers, distracted drivers and high-risk drivers are other areas of concern.

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 factors such as climate change, the popularity of backcountry recreational activities and the urbanization of rural areas. These natural disasters can pose significant risks to the continued delivery of programs and services to the public. Public expectations with respect

to the quantity and timeliness of the information provided by emergency management agencies are also increasing.

Climate change is of concern to all. The Ministry continues to support and is committed to the Province's climate change adaptation strategy. The strategy 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. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, business and communities.

The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.2 per cent in 2011 and projects that the rate of real GDP growth will remain at 2.2 per cent in 2012, before increasing to 2.5 per cent in 2013. Risks to British Columbia's economic outlook include: a return to recession in the US; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for British Columbia exports; and, a weakening of the US dollar disrupting the financial markets and raising the cost of British Columbia exports abroad.

In response to these challenges and opportunities, the Ministry will continue to strengthen the effectiveness and responsiveness of our justice and public safety systems through innovation and reform.

Goals, Objectives, Strategies and Performance Measures

As the world around us changes, we recognize that our approach to justice and public safety must change as well. System, economic and environmental pressures compel us to rethink our approach to service delivery, while continuing to fulfil our mandate.

Ten key goals have been identified for the Ministry of Justice, focusing our efforts and resources on reforms that will:

- improve the performance and accountability of the justice and public safety systems;
- ensure that families have access to simple legal solutions;
- facilitate faster resolution of civil matters;
- simplify court procedures;
- make certain that our crime prevention efforts and responses to crime are effective, relevant and proportionate;
- open a dialogue on policing;
- strengthen offender management practices;
- increase road safety;
- prevent adverse events and, where they are not preventable, mitigate their impacts; and,
- ensure effective legal services to government.

These goals are presented in this section, along with key objectives and the strategies we believe are necessary to achieve them.

Our commitment to delivering the highest standards of service to the citizens of British Columbia remains firm. In all of our work, we support government's commitment to put families first, create jobs and build a strong economy, and maintain open government and citizen engagement.

This section of the service plan also presents a number of performance measures used to indicate progress towards achievement of the goals and objectives identified.

Measuring the performance of British Columbia's justice and public safety systems is complex. Long-term outcomes 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 citizens and our community partners.

The measures included here represent only a few indicators of performance and the degree of influence varies by measure. In addition to the trends discussed in the Strategic Context section, these measures allow for a better understanding of our progress in upholding our commitment to the justice and public safety systems of British Columbia.

Goal 1 Improved performance and accountability in the justice and public safety systems

Objective 1.1 Enhanced performance information is available to measure and enhance system effectiveness

Objective 1.2 Justice and public safety services and programs are evidence based

Objective 1.3 Justice and public safety system information is available to the public

Strategies

- The Ministry has launched a justice system review to identify reforms that government, the Judiciary, the legal profession, police and others can take to give British Columbians more timely and effective justice services. This review will identify long-term, fiscally responsible solutions that improve outcomes and accountability across the justice system through a positive dialogue with the Judiciary and our justice system partners.
- The Ministry has engaged an external expert to review British Columbia's criminal charge assessment process to determine whether it is the most effective model for making prosecution decisions.
- The Province has asked Legal Services Society to conduct an examination of the legal aid system to determine if the costs of delivering current services can be reduced so that savings can be used to expand legal aid services. This includes how Legal Services Society could support efficiencies elsewhere in the justice system that may permit reallocation of funding to legal aid.
- The Ministry is building business intelligence capacity to report on the functioning, strengths and weaknesses of the justice sector's performance as a whole. An Office of Business Intelligence and Performance Management has been established within the Ministry.
- The Ministry will implement a Justice Sector Performance Measurement and Management Framework to manage results, increase accountability, inform strategic decisions, and enable more effective resource allocation and project planning across the justice sector.
- The Ministry will increase transparency and accountability by allowing broader community access to justice and public safety system information. We will continue to import new data sets into [DataBC](#) to enable citizens to view and use this information for research and planning.

Performance Measure 1: Public Confidence in the Justice System

Performance Measure	2003 Baseline ¹	2008 Actual	2011/12 Forecast ²	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of British Columbians who have a great deal or quite a lot of confidence in the justice system	50	53	Data will be available in 2013		55	Data will be available in 2018

Data Source: Statistics Canada, General Social Survey on Social Engagement. Past service plans of the former Ministry of Attorney General reported on public confidence using data from the BC Omnibus Survey; as this survey has been discontinued, data from the Statistics Canada General Social Survey are now used. The General Social Survey is conducted every five years to gather data on the activities and perceptions of Canadians.

¹ The baseline from 2003 has been retained as the Ministry is tracking long-term trends in public confidence.

² A forecast for 2011/12 and a target for 2012/13 are not provided due to data being unavailable until the next General Social Survey to be conducted by Statistics Canada in 2013.

Discussion

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

The 2013/14 target for this indicator reflects the expectation that the Ministry's reform agenda will result in strengthened public confidence in the justice system over time.

Performance Measure 2: New Release of Publicly Available Data Sets

Number of data sets per operational branch available on the DataBC website	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Community Safety and Crime Prevention	0	2	4	6
Corrections	32	37	42	47
Court Services	10	10	15	20
Criminal Justice	0	5	5	10
Emergency Management BC	0	3	3	4
Legal Services	0	1	3	5
Office of the Superintendent of Motor Vehicles	2	5	10	15
Policing and Security Programs	0	5	10	15

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

Discussion

The Ministry will continue to publish new data sets on the DataBC website on an ongoing basis to facilitate broader public access to information about government programs and services. For example, the BC Court Finder, available through [DataBC](#), allows the user to click on any court location in the province and access basic information about it, such as the address, phone number, region, court level, a link to the daily adult criminal court list, and some key provincial adult and youth criminal metrics.

Goal 2 Family access to simple legal solutions

Objective 2.1 Families in conflict are able to access affordable alternatives to court

Objective 2.2 Family justice services are timely and innovative

Objective 2.3 Family justice services are proportionate to the impact and complexity of the matter

Strategies

- Building upon the success of the current Child Protection Mediation Program, the Ministry, in cooperation with the Ministry of Children and Family Development, plans to continue to expand child protection mediation into Aboriginal communities and increase the number of qualified Aboriginal mediators on the Child Protection Mediation Roster.
- Family maintenance reforms include providing online information and self-help dispute resolution tools for all inter-jurisdictional support orders, followed by expansion to other types of support orders.
- The Ministry will expand across the province its holistic early family needs assessment for families in legal conflict. This is now offered out of 24 Family Justice Centres and two Justice Access Centres across the province.
- Implementation of the *Family Law Act* will provide a framework for families to resolve their disputes out of court and will clarify family law to provide greater certainty for families in conflict. The Act puts the interests of children first and provides tools for families to resolve issues out of court when relationships break down. It also encourages mediation and other approaches for resolving legal disputes that help reduce demand on the courts while increasing access to justice.

Performance Measure 3: Family Court Timeliness

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Median age of a family application when first order is issued ¹	98 days	98 days	91 days	90 days	89 days

Data Source: Courts Electronic Information System. This measure reports the median number of days between filing an application to obtain or change an order and when the order is issued on a family matter in Provincial Court.

¹ The name of this measure has been changed to improve clarity and minimize any confusion with Time to Hearing data produced by the Office of the Chief Judge. No changes were made to the methodology.

Discussion

Timeliness of family cases is an indicator of an effective civil and family justice system. Cases included in the measure involve family maintenance, child custody, guardianship, access, and child protection.

Delays in scheduling in Family Court are a contributing factor to the time required to reach the first substantive appearance. Also, unlike in Criminal Court, family cases are never officially closed since parties can continue to bring applications against existing files at any time.

The Family Court timeliness results for 2010/11 reinforce the need for the Ministry's family reform agenda. The Ministry will continue to look for new ways to improve timeliness to resolution of family matters, including moving appropriate cases to mediation and simplified trials. The Ministry will also continue to implement reforms to wills, estates and succession law as well as reforms to other areas of family and civil law, such as the *Family Law Act*.

Goal 3: Faster resolution of civil matters

Objective 3.1 **People and businesses are able to access affordable alternatives to court**

Objective 3.2 **Civil justice services are timely and innovative**

Objective 3.3 **Civil justice services are proportionate to the impact and complexity of the matter**

Strategies

- The Ministry continues to use Justice Access Centres to promote greater access to civil and family justice solutions. The centres provide front-end, accessible justice information and services, including assessment, information, dispute resolution, legal advice, referral, and other services, to help solve family and civil justice problems faster and more effectively.
- The Ministry will continue Provincial Court Small Claims Reform to move appropriate cases to mediation and simplified trials, reducing the time between filing of cases and their resolution, and decreasing the number of Provincial Court judges required for small claims.

- Administrative Justice Reform also continues, with the Ministry working with British Columbia's 26 administrative tribunals to support business innovation and best practices relating to early information sharing, dispute resolution and shared technology to improve efficiency.

Performance Measure 4: Small Claims Timeliness

Performance Measure ¹	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Median age of a small claims case at first substantive appearance ²	203 days	203 days	168 days	167 days	166 days
Median age of a small claims case at trial stage ³	400 days	400 days	318 days	317 days	316 days

Data Source: Courts Electronic Information System.

¹ The names of both small claims measures have been modified to improve clarity and minimize any confusion with Time to Hearing data produced by the Office of the Chief Judge. No changes were made to the methodology.

² This measure calculates the median number of days from the date a file is opened in Provincial Court to the date of the first substantive appearance, which includes settlement conferences, summary trials, simplified trials or mediation. This methodology provides a picture of the speed and timeliness of the entire small claims process across the province, regardless of the process used.

³ This measure reports the median number of days from the date a file is opened in Provincial Court to the date of the trial.

Discussion

Timeliness in small claims cases is an indicator of an effective civil justice system. The 2012/13 targets were set in the 2010/11 service plan of the former Ministry of Attorney General. Since that time, the actual age of cases has surpassed the range of the target. As the Ministry is tracking long-term performance, targets for 2012/13 and subsequent years have not been adjusted to reflect the higher than anticipated results for 2010/11 and 2011/12. As a result, the targets appear to be ambitious. This indicator reinforces the need for reforms and the recently announced Justice System Review.

The volume of small claims cases in Provincial Court has increased by 13.7 per cent over the last five years to over 19,000 new cases opened in 2010/11. As of March 2011, 41 per cent of small claims cases reached their first substantive appearance (for example, settlement conferences, summary trials, simplified trials and mediation) within six months and 45 per cent within six to twelve months. This is a significant shift in small claims timeliness as this is the first time that the volume of cases in the six to twelve month timeframe has surpassed those in the first six months.

Delays in scheduling in Small Claims Court are likely the main factor contributing to the time required to reach the first substantive appearance. Also, unlike Criminal Court, Small Claims Court is largely a party-driven system, which can significantly affect the timely resolution of cases, and small claims cases can be resolved by the parties without the court being notified. The increase in small claims volumes, as well as multi-defendant cases, problems with contacting the opposing party, changes of

lawyers, additions of parties, and delays caused by pre-trial motions also impact the time it takes to get to a first substantive appearance.

The 2010/11 result for Small Claims Timeliness reinforces the need for a more ambitious reform agenda. The Ministry will be looking for new ways to continue to improve timeliness to resolution, including the strategies noted above and by moving appropriate cases to mediation and simplified trials.

Goal 4: Simplified court procedures

Objective 4.1 Court procedures are understandable and affordable

Objective 4.2 Court processes are timely and efficient

Strategies

- Continue to be a leader in the area of automation and electronic courts processes (eCourt). Over the next two years, this work will result in improved service delivery for British Columbians.
- Evaluate the Criminal Case Management Pilot Project designed to bring efficiencies and to decrease administrative appearances in court, which increase delay and costs.
- Apply lessons learned from the Bail Reform Project and continue to expand opportunities for criminal court hearings and interviews by video conferencing technology. The Ministry will evaluate potential efficiencies of enhanced video appearances and meetings between accused and counsel.

Court Services

Ninety-eight per cent of British Columbians live within one hour of travel time to a court.

The Ministry provides court services, such as registry services and security, to British Columbia courts: the British Columbia Court of Appeal (in four locations); the British Columbia Supreme Court (in 26 locations); and, the Provincial Court of British Columbia (in 89 locations). To learn more, visit: www.ag.gov.bc.ca/courts

Performance Measure 5: Average Number of Appearances

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Average number of appearances per concluded case – Provincial Criminal (Adult and Youth)	5.9	5.9	5.8	5.7	5.6

Data Source: Court Services Branch Criminal Management Information System

Discussion

This measure includes the average number court appearances for each case from all criminal adult and youth Provincial Court cases. With more simplified court processes in place, we would expect this may contribute over time to a decrease in the average number of appearances on a concluded criminal case. Further, reducing the average number of court appearances needed to complete a court case should mean faster times to resolution, resulting in a lower financial cost per case. This strategy will also bolster public confidence in the justice system by demonstrating justice being provided in an efficient and effective manner.

Performance Measure 6: Timeliness of Criminal Case Conclusion

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Median time to conclude provincial criminal cases	79 days	79 days	77 days	76 days	75 days

Data Source: Court Services Branch Criminal Management Information System

Discussion

Timeliness in reaching case conclusion is an indicator of an effective criminal justice system and may contribute to public confidence in the justice system. This measure includes all criminal adult and youth Provincial Court cases completed in each fiscal year and reports on the median time it takes from the date the information is sworn to the date the case is completed. Central to the purpose of the Justice System Review is timeliness of criminal case conclusion.

Performance Measure 7: Public Confidence in the Criminal Court System

Performance Measures	2004/05 Baseline	2009/10 Actual ¹	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of British Columbians 15 years and older who perceive that the criminal courts do a good job of:					
Providing justice quickly	11	9	Data will be available in 2014/15		12
Helping the victim	16	15			17
Determining whether or not the accused is guilty	22	22			23
Ensuring a fair trial for the accused	43	46			47

Data Source: Statistics Canada, General Survey on Victimization (GSS) Cycle 18, 2004, and GSS Cycle 23, 2009.

¹ These results have not been previously published in a Ministry document, as they were received in June 2011.

Discussion

Public perceptions of specific functions of the criminal courts, obtained through surveys conducted by Statistics Canada, are indicators of the effectiveness of the criminal justice system and may contribute to understanding sources of public confidence in it. Targets are not presented for 2012/13 and 2013/14, as surveys are conducted only every five years. The targets for 2014/15 reflect the positive work done to date on justice system reform.

Goal 5 Effective and proportionate crime prevention efforts and responses to crime

- Objective 5.1 Crime prevention resources are allocated based on evidence of what works**
- Objective 5.2 Criminal legislation and justice sector responses to crime are relevant to current societal conditions and trends**
- Objective 5.3 Offenders are brought to justice**
- Objective 5.4 British Columbians have confidence in their personal safety and property security**

Strategies

- Create an inventory of all existing crime prevention programs in British Columbia as a preliminary step in developing a proposal for a provincial crime prevention plan. Crime prevention efforts are

undertaken in collaboration with federal, provincial, First Nations and community partners. Current priorities include crime prevention in Aboriginal communities, prevention of sexual exploitation, prevention of human trafficking and domestic violence prevention.

- Continue to recover profits from illicit activities through civil forfeiture and allocate recovered proceeds to crime prevention activities. Proceeds recovered under the *Civil Forfeiture Act* have grown from \$600,000 in 2006 to more than \$10.5 million in 2011. The recovery of these proceeds from the criminal economy deters criminal enterprises – in particular organized crime – by targeting the economic drivers of crime. In 2011/12, the Civil Forfeiture Office made \$6.1 million available to communities to support local crime prevention efforts. Civil forfeiture grants provide one-time funding for projects that prevent and remediate crime such as, for example, youth gang prevention and the prevention of violence against women and children.
- Examine how large criminal trials are managed so that resources are appropriately allocated.
- Strengthen the fight against gun and gang violence. The Ministry maintains a highly effective unit of Crown counsel providing legal advice to police on organized crime investigations. This is part of a robust strategy that includes new laws and prevention support.
- Engage stakeholders to build on existing strategies to combat human trafficking. The Office to Combat Trafficking in Persons has been providing advice and support to communities and agencies regarding human trafficking since July 2007. The Office has engaged with stakeholders and partners in British Columbia to coordinate services and provide protection for trafficked persons, support communities in developing tailored community responses, and train service providers and partners on indicators and signs of human trafficking. In February 2012, the Ministry, in partnership with the University of British Columbia, held a consultation on human trafficking. *Palermo Protocol: The Second Decade: Building on BC's Response to Human Trafficking* brought together key stakeholders for discussions and input into the ways British Columbia can build on its response to combating human trafficking.
- A new alternative measures policy was implemented in October 2010 and the front-end risk assessment model is currently being piloted in five locations across the province. Central to the new policy is protecting the public, having the accused person accept responsibility for their actions, and achieving the most important objectives of the traditional court system.
- 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*, individuals working with children or vulnerable adults and who have unsupervised access to children or vulnerable adults must submit to a criminal record check. The Criminal Records Review Program helps protect children and vulnerable adults from individuals whose criminal record indicates they pose a risk of physical or sexual abuse or, in the case of vulnerable adults, financial abuse.

- Provide an effective compliance and enforcement strategy for the private security industry to ensure that only qualified security workers, who have undergone requisite background checks, training and licensing, provide security services.

Performance Measure 8: Crime Rates

<i>Criminal Code</i> offences per 1,000 persons	2010 Baseline ¹	2011 Forecast	2012 Target	2013 Target	2014 Target
Violent crime rate ²	15.6	14.9	14.1	13.5	12.8
Property crime rate ³	51.1	48.7	46.3	44.1	42.0
Other crime rate ⁴	17.4	16.6	15.8	15.0	14.3
Overall <i>Criminal Code</i> crime rate	84.0	80.0	76.2	72.6	69.1

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.

¹ The data are reported by calendar year. The most recent year for which data are available is 2010.

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

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

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

Discussion

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 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.

While crime rates have been presented in this plan under Goal Five, they are also linked to other ministry goals, such as effective policing and offender management.

Performance Measure 9: Crime Severity Indexes

Crime severity indexes	2010 Baseline ¹	2011 Forecast	2012 Target	2013 Target	2014 Target
Violent crime severity index ²	102.1	97.2	92.6	88.2	84.0
Non-violent crime severity index ³	102.5	97.6	93.0	88.5	84.3
Youth crime severity index ⁴	70.6	67.2	64.0	61.0	58.1
Overall crime severity index ⁵	102.4	97.5	92.9	88.5	84.2

Data Source: Canadian Centre for Justice Statistics. Each index has been standardized at 100 for the base year of 2006.

¹ The data are reported by calendar year. The most recent year for which data are available is 2010.

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

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

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

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

Discussion

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

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

In contrast, the four crime severity indexes are based on the total volume of federal statute reporting, including *Criminal Code*, drug, traffic, and miscellaneous federal statute offences. They are designed to measure changes not only in year-to-year crime volumes but also changes in those volumes based on specific seriousness weights assigned to each offence. These weights assign higher values to more serious crimes while less serious, high-volume crimes are assigned lower values.

Targets for this measure are based on projections of a five per cent year-to-year decrease in the crime severity indexes.

Goal 6 Policing reforms to better serve British Columbians

Objective 6.1 Police resources are more effectively managed and are focused on high-risk activity

Objective 6.2 Policing is governed by consistently applied standards and accountabilities

Objective 6.3 British Columbians have confidence in policing

Strategies

- Develop a strategic plan for policing using citizen engagement and stakeholder consultation that sets out goals, targets and performance standards for policing in the province. Public safety partners at all levels will work together, in consultation with communities and the public, to build an integrated, comprehensive and sustainable plan to guide policing in British Columbia into the future.
- As part of the strategic plan for policing, conduct public consultations on perceptions of safety and confidence in policing.
- Continue to strengthen the governance of policing by developing additional binding *British Columbia Provincial Policing Standards*. In developing the standards, the focus will continue to be on high-risk areas such as use of force.
- Review, analyze and amend the *Police Act* to ensure the legislation is reflective of contemporary policing organizations and responsive to emerging issues.
- Develop processes and mechanisms for enhanced monitoring of policing expenditures. Ensure that resource allocation is evidence-based and targeted at achieving maximum impact on public safety priorities at both the provincial and local levels.
- Continue to enhance the effectiveness of police agencies through coordination and, where appropriate, integration of municipal, regional and provincial police services. Ensure multi-jurisdictional, integrated policing facilitates seamless, professional police services that meet community demands and address the current reality of policing.
- Provide leadership and promote innovation in policing. Explore alternative service delivery models to deal with emerging trends and issues. For example, continue to work with the RCMP in

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

examining rural general duty policing in British Columbia to ensure officer and public safety, and facilitate supplemental, enhanced and seasonal policing initiatives.

Performance Measure 10: Policing Standards

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Number of binding <i>British Columbia Provincial Policing Standards</i> approved for implementation	0	14	20	25	30

Data Source: Results for this measure are derived from records kept by the Standards & Evaluation Unit, Police Services Division, Policing and Security Programs Branch.

Discussion

The *British Columbia Provincial Policing Standards* serve to set benchmarks against which certain aspects of police activities are measured. The *Standards* are designed to ensure the safe and effective delivery of policing. The *Police Act* was recently amended to make compliance to the *Standards* binding on police.

Targets for this measure are based on work currently underway by the Ministry. It is anticipated that an increase in the number of *Standards* will be associated with an increase in the level of police accountability.

Performance Measure 11: Integrated Policing

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Number of officers assigned to integrated policing units	1057	1108	1197	1306	1366

Data Source: Results for this measure are derived from records kept by the Police Contract Management Team, Police Services Division, Policing and Security Programs Branch.

Discussion

This measure reports the number of police positions assigned to integrated teams in recognition of the operational efficiencies realized through cooperative efforts. Targets for the measure were determined by the rolling average increase in the number of positions assigned over the last five years.

British Columbia has more integrated and joint forces operations per capita than anywhere in Canada. The move towards the integration of police services avoids duplication and optimizes efficiency and effectiveness in the delivery of many core and specialized policing functions.

These combined units consist of police officers from the RCMP and independent municipal police forces. They facilitate the provision of a seamless, integrated, professional police service through sharing of expertise and intelligence in order to successfully respond to various types of globalized and cross-jurisdictional organized and major crimes. For example, the Integrated Homicide Investigation Team (IHIT), created in 2003, investigates all homicides, missing persons cases where foul play is

suspected, police shootings, in-custody deaths, and attempted murders in its partner jurisdictions. IHIT allows for the pooling of resources and specialized personnel, and has the ability to operate across boundaries and maintain the continuity of each investigation on a long-term basis. It provides participating partners access to the specialized services necessary for conducting highly complex homicide investigations.

The Province provides leadership, program support, and human and financial resources to facilitate the establishment of such units.

New measure under development

The Ministry is developing a measure of the percentage of British Columbians who have confidence in policing. A baseline for this measure will be established in 2012/13 through the public consultation process to be undertaken to inform the development of a strategic plan for policing in British Columbia.

Goal 7 More efficient and effective offender management

Objective 7.1 Management of offenders is evidence-based, integrated, and based on court orders and risk to reoffend

Objective 7.2 Resources are focused on medium-risk and high-risk offenders

Strategies

- Further develop and implement the Strategic Training Initiative in Community Supervision, an evidence-based training program developed for delivery to probation officers to assist in their direct supervision of offenders subject to sentenced supervision. The training better equips probation officers to challenge probationers' pro-criminal attitudes, and to use pro-social modeling, reinforcement and cognitive-behavioural techniques to influence behaviour change and lead to a reduction in reoffending.
- Conduct risk assessments for sentenced offenders and deliver services based on risk. The risk assessment process incorporates the use of various evidence-based and best practice tools to estimate an offenders' security risk in custody, perceived risk of recidivism in the community, the nature of that harm, and the source of the risk, to inform case management practices. Research

Community Corrections Offices and Provincial Correctional Centres

The Ministry operates over 50 community corrections offices that provide service to more than 400 communities across the province, and 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. To learn more, visit: www.pssg.gov.bc.ca/corrections.

shows that the best method to reduce reoffending is to assess risk, match the level of service to that risk, and directly link programs to changeable risk factors such as substance abuse.

- Integrate offender management approaches with provincial partners. To reduce the risk offenders pose to public safety in the community, the Ministry integrates services with a variety of government partners, such as the Ministry of Social Development and the Ministry of Health. For example, the Drug Treatment Court of Vancouver, the Downtown Community Court and the Vancouver Intensive Supervision Unit have been operating in the Downtown Eastside to provide specialized services to clients. Another example is the Integrated Offender Management and Homelessness Intervention Project, which facilitates housing support for inmates leaving custody. The Ministry continues to look for new opportunities to collaborate, integrate, and expand offender management approaches.
- The Ministry will continue the strategic targeting of prolific offenders to reduce the criminal behaviour of these individuals through treatment of the issues driving their offending. Enforcement agencies (police, Corrections and Crown counsel) work with a range of health and social service partners in six pilot communities to reduce the amount of crime committed by a small number of prolific offenders.
- Develop and maintain world-class technologies to support and manage workload, protect the public and reduce reoffending. This includes the Integrated Corrections Operations Network (ICON) II project. This project enables persons awaiting trial in custody to have reasonable access to their confidential electronic evidence (eDisclosure). When complete, Phase II of ICON will ensure the confidentiality of sensitive legal information, protect the rights of accused persons in custody, and streamline internal processes. This will be accomplished using numerous methods, including the use of eDevices to be housed in self-serve kiosks that will enable inmates to access their confidential legal and personal information in a secure manner. The use of eDevices in the community means probation officers will be able to provide suitable Community Corrections clients an alternative method to account for their progress and compliance with court-ordered conditions of supervision.
- Lead and collaborate in innovative research and evaluation projects within the Ministry, with other ministries, and with university academics to improve responses to offenders' risks and needs and contribute to pioneering research and interventions.
- Continue to be responsive to the justice needs of Aboriginal offenders, reduce rates of Aboriginal reoffending, improve access to culturally appropriate correctional programs for Aboriginal offenders, and reduce over-representation of Aboriginal people in the justice system by working with other ministries, Aboriginal agencies and community representatives.
- Partner with Aboriginal service providers to: jointly deliver programs, such as Substance Abuse Management and Respectful Relationships, in various British Columbia communities; provide spiritual leadership, counselling and cultural programming in custody centres; and support communities in receiving ongoing training in case management and program delivery to facilitate community re-integration of Aboriginal offenders.

- Continue to support the Native Courtworker and Counselling Association of British Columbia, an organization with a 38-year history of providing services to Aboriginal people who come into conflict with the law, and services to children and families. The program remains a key component of the justice system, is located in 28 communities, and covers 74 per cent of the courthouses throughout the province as well as the Downtown Vancouver Community Court.
- Deliver best-practice interventions and programs to respond to the needs of remanded and sentenced inmates, including an expansion of the Essential Skills to Success workshops program.
- Deliver evidenced-based programming to facilitate the active engagement of offenders in increasing their pro-social behaviours and regulating and decreasing their re-offending behaviours. Programs include the Relationship Violence Prevention Program, the Violence Prevention Program, and the Nanaimo Correctional Centre’s Therapeutic Community.

Performance Measure 13: Quality of Community Case Management

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of community case management quality assurance activities that meets Community Corrections’ policy expectations overall	91	89	90	91	92

Data Source: Results for this measure are derived from the 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 reoffending behaviour. Targets for the measure were determined by past performance with reasonable rates of improvement over time.

Performance Measure 14: Availability of Correctional Programs

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Average number of program hours per month available to inmates in custody centres	657	595	625	655	685

Data Source: Results for this measure are derived from the Ministry of Justice Corrections Branch 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 reoffend, the ultimate long-term outcome associated with this measure is reduced recidivism. Targets for the measure were determined by past performance with reasonable rates of increase from year to year.

Performance Measure 15: Rates of Non-reoffending

Percentage of adult offenders who do not reoffend for two years following release from custody or commencement of community supervision	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Community Corrections ¹	74.3	74.5	75.0	75.5	76.0
Custody ²	43.9	44.0	44.5	45.0	45.5
Overall rate of non-reoffending ³	69.7	70.0	70.5	71.0	71.5

Data Source: Corrections Branch. This measure is based on offence date rather than sentence date. That means it includes all individuals, regardless of court date, who are not reconvicted with an offence date that falls within the two-year follow-up period. Therefore, the rates reported may shift slightly over time. The rate is calculated at the conclusion of each fiscal year for the purpose of the Ministry's service plans and annual reports. Each year's rate is based on the cohort two years prior. In other words, the 2011/12 forecast rate is based on offenders admitted and/or released in 2009/10.

¹ The Community Corrections rate is derived from individuals whose supervision was all or mostly in the community. It is the percentage of offenders who do not return to Corrections within two years of commencement or active community supervision.

² The Custody rate is derived from individuals who were released from custody and did not receive follow-up supervision in the community. It is the percentage of offenders who do not return to Corrections within two years of their release from custody.

³ The overall rate of non-reoffending is the percentage of offenders who do not return to Corrections within two years of commencement or active supervision in the community or release from custody.

Discussion

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

The Ministry plans to improve these rates by continued focus on evidence-based strategies, such as those listed above, and through increased collaboration with justice, social and health partners. That said, criminal behaviour is a highly complex phenomenon involving a variety of individual and societal factors. The effectiveness of specific programs is best assessed through evaluative research.

Goal 8 Increased road safety

Objective 8.1 Resources are focused on high-risk driver behaviour

Objective 8.2 Road safety systems are more effective and efficient

Strategies

- Use targeted, data-driven, intelligence-led enforcement to identify and apprehend high-risk drivers. Support the goal of integrated policing through the Enhanced Traffic Enforcement Initiative, which brings together RCMP and independent municipal police officers in Integrated Road Safety units.
- Revise the Immediate Roadside Prohibitions brought into force in the province in 2010/11 to combat impaired driving, by providing drivers with the opportunity to directly challenge the results of a roadside screening device.
- Continue to enforce sanctions for all high-risk driving behaviour, including alcohol-impaired, drug-impaired and distracted driving, and continue to support CounterAttack and priority provincial enforcement campaigns.
- Promote efficiency, effectiveness and accountability by providing police with appropriate tools and support for intelligence-led, data-driven policing in relation to road safety.
- Implement technological solutions to enhance and complement police resources. For example, continue to combat aggressive driving behaviour through the 140-site Intersection Safety Camera Program, and monitor and evaluate the program to ensure maximum intersection crash reduction benefits are achieved.
- Using research and best practices from other jurisdictions, develop a strategy to redesign the Driver Improvement Program to focus interventions on the highest risk drivers.
- With other provincial partners, develop an integrated provincial road safety strategy to support Canada's Road Safety Strategy 2015.¹³
- Introduce legislation to create a streamlined process for traffic violations that resolves disputes and frees up provincial court time.

¹³ For more information, see <http://www.cmmta.ca/crss-2015/strategy.php>

- Implement the first phase of a comprehensive approach for motorcycle safety, including improved helmet laws and provisions to protect child passengers.

Performance Measure 16: Traffic Fatality and Injury Rates

Performance Measure	2005-2009 Baseline ¹	2011 Target	2011 Forecast ²	2012 Target	2013 Target	2014 Target
Number of traffic fatalities per 100,000 population	9.2	7.6	5.8	6.7	5.6	5.4
Number of traffic injuries per 100,000 population	576.6	505.1	431.3	474.3	444.6	425.4

Data Source: Data for this measure 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.

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

² The forecast rate for 2011 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

The targets for traffic fatality and injury rates are based on annual reductions of three per cent as well as the targeted 35 per cent reduction in impaired fatalities by 2013.

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

Performance Measure 17: Impaired Driving Fatality Rates

Performance Measure	2005-2009 Baseline ¹	2011 Target	2011 Forecast ²	2012 Target	2013 Target	2014 Target ⁴
Number of impaired driving fatalities per 100,000 population	2.9	2.5	1.6	2.3	2.0	1.9

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.

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

² The forecast rate for 2011 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

The 2011 to 2013 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. The 2014 target is based on a three per cent reduction from 2013.

From 2005 to 2009, an average of 127 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 9 Prevention of adverse events and mitigation of their impacts

- Objective 9.1 Emergency prevention, preparedness, response and recovery are effectively managed**
- Objective 9.2 Fire prevention, life safety and property protection programs are promoted**
- Objective 9.3 Communities are informed and educated about deaths in support of public health and safety initiatives**
- Objective 9.4 Victims of crime receive timely information, assistance and support**
- Objective 9.5 Consumers are protected through effective legislation**

Strategies

- Engage provincial, national and international partners to enhance collective emergency preparedness. The Ministry works with local governments, First Nations, federal departments, industry and volunteers to support the emergency management pillars of prevention/mitigation, preparedness, response and recovery.
- The Ministry works closely with Washington State to strengthen cross-border support by building a cohesive and collaborative working environment utilizing existing agreements between British Columbia and Washington State. This year British Columbia is participating in the development and conduct of the Evergreen Quake Exercise Series, a series of comprehensive earthquake exercises organized by Washington State to test earthquake plans, procedures and cross-border coordination.
- 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.

- Enhance and support volunteer participation in provincial emergency programs. Provide training, guidance and recognition to support Public Safety Lifeline Volunteers to ensure British Columbia communities are prepared for and able to respond to emergencies and disasters.
- Expand use of social media technologies to enable mass collaboration and to monitor, disseminate and exchange information with the general public and stakeholders during emergency response and recovery. Creating an active digital presence will help Emergency Management BC educate and fulfill its mandate more effectively and rapidly.
- 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 organized fire department.
- 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 sediment removal.
- Work with the Ministry of Forests, Lands and Natural Resource Operations, the Ministry of Environment, and the Ministry of Community, Sport and Cultural Development to coordinate and strengthen planning and mitigation for flood protection.
- The BC Coroners Service continues to conduct thorough and timely investigations, inquests and death review panels and make appropriate recommendations.
- 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.
- Continue to support the Provincial Protective Measures Unit, which specializes in assisting victims at risk of serious injury or death as a result of domestic violence. Also continue to 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.

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.

- Fund 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, Stopping the Violence Counselling, Children Who Witness Abuse programs, and Outreach Services for women fleeing violence.
- Provide oversight of the administration of consumer protection legislation by Consumer Protection BC and the Motor Vehicle Sales Authority of British Columbia, and work with these agencies to enforce consumer protection legislation and protect consumers' interests. The Ministry also undertakes research and participates with other jurisdictions on emerging consumer issues and explores areas requiring new or strengthened consumer protection legislation.

Performance Measure 18: TEAMS Positions Filled

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of critical Temporary Emergency Assignment Management System (TEAMS) positions filled by qualified government employees	96	96	98	100	100

Data Source: Results for this measure are derived from records kept by Emergency Management BC during training and operational deployments.

Discussion

The Temporary Emergency Assignment Management System (TEAMS) 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 the Provincial Emergency Coordination Centre when they are activated in support of local communities responding to an emergency or disaster.

Qualified TEAMS members include those who have developed and maintained their skills by participating in either an exercise or actual field deployment situation, 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 TEAMS members currently required for a full provincial complement is 120.

Emergency Management BC has conducted a focused solicitation and development initiative of TEAMS across government. The response was considerable, with training sessions conducted in each region of the province significantly enhancing the uptake of participation in the program.

Performance Measure 19: Timeliness of Disaster Financial Assistance (DFA) Private Sector Claim Adjudication

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Average number of calendar days from receipt of a complete DFA evaluator's report until the claim has been adjudicated and closed ¹	19 ²	17	16	15	14

Data Source: Data to support this measure is compiled from a dedicated DFA database that tracks individual applications by event.

Use of the five-year rolling average provides a stronger indication of organizational performance and process improvement trends than single year reporting due to the variability of events and DFA applications between years.

¹ The baseline, forecast and targets for this measure are all based on a five-year rolling average.

² Based on a five-year rolling average for 2007/08 through 2011/12.

Discussion

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

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

Performance Measure 20: Timeliness of Victim Financial Assistance claim Adjudication

Performance Measure	2010/11 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Average number of days to adjudicate claims through the Crime Victim Assistance Program	171	200	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 Program under the *Crime Victim Assistance Act*. The forecast of 200 days for 2011/12 compares to a two-year timeframe for adjudication in Ontario.

The consistent targets of 150 days reflect an ambitious effort to maintain high levels of service despite continued increases in the number of applications (a 40 per cent increase since 2006). To assist in achieving the target of 150 days, the Crime Victim Assistance Program is undertaking an internal process review.

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 being adjudicated within approximately five months; urgent cases requiring immediate assistance are expedited.

Goal 10 Effective legal services to government

Objective 10.1 Government follows the rule of law

Objective 10.2 Legal services to government are provided by experts, are proportionate to the level of risk, and are efficient and sustainable for ministries

Objective 10.3 Legal services are provided to client ministries through a variety of means optimizing use of technological opportunities

Strategies

- The Ministry continues to focus on client relations and service delivery, improving its communications with client ministries and streamlining its processes, including cost recovery.
- Legal Services launched its client Intranet site in 2011 and has developed new interactive sites for some clients to share information and services specific to their operations.
- The Ministry recognizes the importance and value of sharing knowledge across the organization and is working on technologies to support knowledge management.

Rule of Law

The rule of law is a fundamental principle in a free and democratic society. It means that only laws properly made or created can affect or limit our freedom. No person is above the law, and we are all protected by the law and its process.

The Ministry provides civil legal services to Cabinet, ministries and certain public agencies to assist them in fulfilling their business objectives in accordance with the rule of law.

Performance Measure 21: Satisfaction with Legal Services

Performance Measure	2009/10 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target	2014/15 Target
Percentage of government ministry clients satisfied with quality, timeliness and consistency of services	89%	No survey planned	90%	No survey planned	91%	No survey planned

Data Source: Legal Services Branch Survey

Discussion

The Ministry delivers legal services to government on the basis of service-level agreements with each ministry and agency. These agreements set out the services that are to be delivered and the costs of the services. Client satisfaction with services is the performance measure used to indicate the quality of legal services being provided.

Resource Summary

Resource Summary Table

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Operating Expenses (\$000)				
Vote 31 – Attorney General Operations				
Justice Services	104,514	106,661	106,661	106,661
Prosecution Services	106,761	113,616	112,878	112,118
Court Services	94,895	99,627	98,787	97,947
Legal Services	16,723	17,995	17,995	17,995
Agencies, Boards and Commissions	13,255	13,295	13,295	13,295
Executive and Support Services	17,091	17,143	17,143	17,143
Subtotal	353,239	368,337	366,759	365,159
Vote 32 – Solicitor General Operations				
Corrections	191,843	200,503	212,293	216,593
Policing and Security Programs	294,202	326,672	327,432	327,432
Victim Services and Crime Prevention	41,857	41,857	41,857	41,857

Ministry of Justice

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Emergency Management BC	27,793	27,793	27,793	27,793
Office of the Superintendent of Motor Vehicles	4,492	4,492	4,492	4,492
Corporate Services	10,490	10,490	10,490	10,490
Subtotal	570,677	611,807	624,357	628,657
Judiciary	67,025	67,041	68,109	68,109
<i>Crown Proceeding Act</i>	24,500	24,500	24,500	24,500
Independent Investigations Office	0	9,300	10,100	10,100
B.C. Utilities Commission	1	1	1	1
<i>Emergency Program Act</i> ²	14,478	14,478	14,478	14,478
Statutory Services ³	14,785	14,785	14,785	14,785
Total	1,044,705	1,110,249	1,123,089	1,125,789

¹ For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

² The *Emergency Program Act* provides for response to and recovery from emergencies and disasters, and for hazard mitigation initiatives.

³ Statutory Services includes the following special accounts: Civil Forfeiture Account, Corrections Work Program Account, Forfeited Crime Proceeds Fund, Public Guardian and Trustee Operating Account, and Victim Surcharge Special Account.

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services.....	6,270	5,091	3,414	3,042
Corporate Services	6,834	4,759	3,774	2,059
Judiciary	704	590	590	570
Independent Investigations Office	0	1,882	100	242
B. C. Utilities Commission	10	20	10	0
Public Guardian and Trustee Operating Account Special Account	499	540	363	363
Total	14,317	12,882	8,251	6,276

¹ For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

² The *Emergency Program Act* provides for response to and recovery from emergencies and disasters, and for hazard mitigation initiatives.

³ Statutory Services includes the following special accounts: Civil Forfeiture Account, Corrections Work Program Account, Forfeited Crime Proceeds Fund, Public Guardian and Trustee Operating Account, and Victim Surcharge Special Account.

Environmental Appeal Board and Forest Appeals Commission Resource Summary Table

While the Board and the Commission operate independently from the Ministry of Justice, their budget vote is the responsibility of the Ministry. Therefore, they are not considered one of the core business areas, but they are included in the Resource Summary of this Service Plan.

Core Business Area	2011/12 Restated Estimates ¹	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Operating Expenses (\$000)				
Administration and Support Services	1,410	1,410	1,410	1,410
Environmental Appeal Board	331	331	331	331
Forest Appeals Commission	334	334	334	334
Total	2,075	2,075	2,075	2,075

¹ For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the 2012/13 Estimates.

Major Capital Projects

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

Government's CAMP Phase 1 approval included a total of \$185 million in capital between 2008/09 and 2013/14 for three separate projects to add 340 new cells to the provincial capacity:

- A 20-cell expansion for women at the Prince George Regional Correctional Centre, completed in December 2010;
- An addition at Alouette Correctional Centre for Women, to be completed in 2012 and adding 104 cells; and,
- An addition to the Surrey Pretrial Services Centre to be completed in late 2013 and adding 216 cells.

The Camp Phase 2 plan includes construction of a 360-cell Okanagan Correctional Centre. To be constructed on the Osoyoos Indian Band's proposed site – the Senkulmen Enterprise Park on Highway 97, located 28 kilometres south of Penticton and seven kilometres north of Oliver – the project will create up to 500 direct and 500 indirect jobs. On completion, the centre will provide the equivalent of 240 new, full-time positions and will more than double corrections capacity in British Columbia's Interior.

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

Appendix 1: Organized Crime Agency of British Columbia

In 1999, the Organized Crime Agency of British Columbia (OCABC) was developed as an independent Designated Policing and Law Enforcement Unit under the *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 specialized units, integrated expertise and specifically directed resources.

CFSEU-BC reports to a Board of Governance appointed by the Province. 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

Appendix 2: Ministry Contact Information and Hyperlinks to Additional Information

Visit our website at www.gov.bc.ca/justice

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

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

Domestic Violence Helpline

1-800-563-0808

www.domesticviolencebc.ca

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

Human Trafficking Helpline

1-888-712-7974

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

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

JusticeBC provides online access to more than 300 pages of information about the criminal justice system, as well as links to other resources and services. www.justicebc.ca

VictimLink BC

1-800-563-0808

www.victimlinkbc.ca

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

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

For information regarding program areas of the Ministry of Justice, please refer to the following:

Office of the Deputy Attorney General and Deputy Solicitor General

- 250-356-0149

Corrections

- www.pssg.gov.bc.ca/corrections

Court Services

- www.ag.gov.bc.ca/courts

Dispute Resolution Office

- www.ag.gov.bc.ca/dro

Emergency Management BC

- BC Coroners Service: www.pssg.gov.bc.ca/coroners
- Office of the Fire Commissioner: www.pssg.gov.bc.ca/firecom
- Provincial Emergency Program: www.pep.bc.ca

Family Maintenance Enforcement Program

- www.fmep.gov.bc.ca

Office to Combat Trafficking in Persons

- www.pssg.gov.bc.ca/octip

Policing and Security Programs

- Police Services: www.pssg.gov.bc.ca/police_services
- Security Industry Licensing: www.pssg.gov.bc.ca/securityindustry

Superintendent of Motor Vehicles

- www.pssg.gov.bc.ca/osmv

Victim Services and Crime Prevention

- Victim Services: www.pssg.gov.bc.ca/victimservices
- Community Safety and Crime Prevention: www.pssg.gov.bc.ca/crimeprevention

Legislation and Ministry Responsibilities

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

Crowns, Agencies, Boards and Commissions

- www.ag.gov.bc.ca/abc
- www.pssg.gov.bc.ca/police_services/boards
- www.consumerprotectionbc.ca