

**Ministry of
Justice**

**REVISED 2013/14 – 2015/16
SERVICE PLAN**



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Message from the Minister and Accountability Statement



As Attorney General and Minister of Justice, I am pleased to introduce the Ministry's *Revised 2013/14 – 2015/16 Service Plan*. This plan is grounded in our government's broad commitment to fiscal responsibility and job creation. More specifically, the plan focuses on furthering justice reform and many key public safety initiatives, ranging from how we deter unsafe driving behaviours to how we manage access to beverage alcohol.

Our government has heard loud and clear that people believe that justice takes too long – a reality most Canadian jurisdictions are facing. We are dealing with this issue head-on and will be furthering our reform agenda to improve timeliness and accessibility and ensure efficient justice.

Immediate action has already been taken on recommendations from the comprehensive review of the justice system led by Geoffrey Cowper, QC. Our two-part white paper sets measurable goals and presents innovative solutions that allowed us to begin work immediately on meaningful changes to the system within the resources we currently have available.

Access to justice remains a top priority for our government. We are working with five Lower Fraser Valley municipalities on a long-term court expansion plan, which will help better serve citizens of the region. We remain committed to launching the first phase of a new Victoria Justice Access Centre – a one-stop shop for citizens seeking legal information and services related to family and civil law – in fall 2013.

Going forward, we have committed to working with the Legal Services Society to expand its criminal and family legal aid services as resources become available, and to exploring, with the judiciary and our justice partners, a strategy for the development of specialized courts in B.C.

Helping clear the backlog our courts are experiencing is a vital component to creating a system that provides timely justice. Eighteen provincial court judges have been appointed since February 2012, which is helping to manage pressure on our justice system. Government also signed a memorandum of understanding with the Office of the Chief Judge that assigns the equivalent of one full-time judge over a year to work on two backlog reduction projects. British Columbia's Civil Resolution Tribunal is another innovative reform project that will have the authority to hear strata property disputes and small claims matters, helping move cases out of the courts.

The provincial government is taking immediate steps toward addressing the extensive recommendations made in the final report of the Missing Women Commission of Inquiry. We are firmly committed to using these recommendations as a blueprint for building a legacy of safety and security for vulnerable women over the coming years.

My ministry will also continue its complementary work on both electronic ticketing and transferring administrative penalties and traffic tickets from the court system to administrative tribunals. As B.C.'s tough approach to impaired driving has shown us, administrative approaches and sanctions can

improve the efficiency and swiftness of justice, enhancing both deterrence and public safety in the process.

Another ongoing effort is the fight against gangs and organized crime, which has reduced and solved gang killings, interrupted murder conspiracies, arrested hundreds of gangsters and associates, and seized hundreds of illegal weapons. As Parliamentary Secretary for Crime Reduction, Darryl Plecas will draw on his experience as a criminologist to chair a blue ribbon panel to study opportunities to further reduce crime.

We will examine the role of police, in the context of the policing plan consultations conducted with British Columbians during government's previous mandate. We will also work with municipal leaders to further the efficiency and public safety gains we already enjoy by having the most integrated policing teams per capita in Canada.

The Okanagan Correctional Centre project remains on time and on budget. We look forward to its completion and the approximately 240 new, full-time jobs it will bring to the region when it opens in late 2016. As well, Laurie Throness, Parliamentary Secretary for Corrections, will be working specifically with corrections stakeholders to propose improvements in how we protect staff, inmates and the communities in which provincial correctional facilities are located.

Many liquor industry associations, local governments, citizens and interest groups have expressed interest in a liquor review and modernizing B.C.'s liquor laws. The last comprehensive policy review was completed in 1999. Our approach must address such considerations as public safety, responsible use, the efficiency and fairness of the application process for licensees, the health of the liquor manufacturing sector, and revenue security for government. I am optimistic about what we can achieve. Manitoba and Saskatchewan have recently made substantial changes to modernize their liquor laws, and those changes have been well-received by the public and industry. John Yap has been appointed as Parliamentary Secretary for Liquor Policy Reform specifically to lead consultations in this area on a priority basis.

Revenue from liquor is critical to sustaining vital public services in British Columbia – providing about \$1 billion last year. However, most provinces and territories oversee the liquor industry through a Crown corporation and board of directors. We owe it to British Columbians to ensure we're maximizing government revenue and effectively meeting other key public policy objectives. To that end, we're going to explore alternatives to the status quo for governance. Parliamentary Secretary Yap will be exploring options and reporting out to me with recommendations.

The safety of young British Columbians has been a growing focus for sharing proceeds from British Columbia's successful Civil Forfeiture Program. Since the program was established in 2006, \$10.3 million in crime prevention grants from forfeited proceeds has been awarded, including funding for anti-bullying projects and initiatives focused on keeping youth out of gangs and warning them about the dangers of the drug ecstasy.

We remain committed to ensuring that British Columbia is a province with strong communities and where families feel protected and safe.

The *Ministry of Justice Revised 2013/14 - 2015/16 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 Suzanne Anton QC
Attorney General
Minister of Justice

June 17, 2013

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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 portfolio of the Ministry includes:

- Law enforcement and oversight of policing;
- Prosecution of criminal matters;
- Correctional services and evidence-based interventions;
- Crime prevention and restorative justice;
- Civil forfeiture;
- Court administration and security;
- Alternative dispute resolution, such as mediation;
- Victim services, including supports to children and vulnerable adults, addressing violence against women, and anti-human-trafficking strategies;
- Legal aid and public legal education;
- Family justice services, including family maintenance enforcement;
- Legal services to government;
- Criminal, civil, family and administrative law policy;
- B.C. Coroners Service;
- Office of the Fire Commissioner;
- Emergency management planning and emergency coordination;
- Flood protection program;
- Disaster financial assistance;
- Public Safety Lifeline Volunteer support and other mitigation activities;
- Driver behaviour and road safety;
- Liquor licensing, enforcement and distribution;¹
- Regulation of the private security industry; and,

¹ In June 2013, responsibility for the Liquor Control and Licensing Branch and oversight of the Liquor Distribution Branch were transferred to the Attorney General and Minister of Justice from the former Minister of Energy, Mines and Natural Gas.

- 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 Attorney General and Minister of Justice is also responsible for the Combined Forces Special Enforcement Unit – British Columbia (see page 42) and a number of agencies, boards and commissions.²

Central to the Ministry's success are its dedicated workforce of over 6,000 British Columbians and the strong, collaborative relationships it maintains with stakeholders, volunteers, partner agencies and other levels of government.

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

² BC Human Rights Tribunal; BC Law Institute; BC Review Board; BC Utilities Commission; Environmental Appeal Board; Forest Appeals Commission; Independent Investigations Office; Legal Services Society; Oil and Gas Appeal Tribunal; and, Police Boards.

Strategic Context

Crime and Public Safety Trends

The prevalence of crime in British Columbia continued to decline in 2011 for the eighth consecutive annual decrease and the lowest recorded crime rate in nearly four decades.³ British Columbia's overall crime rate in 2011 was 78.9 offences per 1,000 people, representing a seven per cent decrease from 84.5 offences per 1,000 population in 2010. For more information on crime rates, see page 31.

The relative severity of crime is also decreasing in the province.⁴ In 2011, British Columbia's crime severity index was 95.1, representing a seven per cent decrease from 102.7 in 2010. This was one of the largest decreases in crime severity index values of all the provinces in Canada.

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

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

Aboriginal people continue to be over-represented in the justice system as both offenders and victims. Difficult social and economic conditions in Aboriginal communities are contributing factors.

Motor vehicle collisions continue to be a leading cause of accidental death and serious injury for all age groups in British Columbia. Intersection crashes are a major cause of casualties, and alcohol-impaired and drug-impaired driving, high-risk drivers and distracted drivers are other areas of concern.

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

³ Canadian Centre for Justice Statistics, Statistics Canada, 2011. Detailed overviews of crime data collection and trends in crime statistics in British Columbia are available at www.pssg.gov.bc.ca/policeservices/statistics/index.htm.

⁴ Canadian Centre for Justice Statistics, Statistics Canada, 2011. While crime rates measure crime volumes and count all crimes equally, the crime severity index is designed to measure changes not only in year-to-year crime volumes but also changes in those volumes based on specific seriousness weights assigned to each offence. These weights assign higher values to more serious crimes while less serious, high-volume crimes are assigned lower values.

⁵ Statistics Canada, *Measuring Violence Against Women: Statistical Trends*, 2013.

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

Justice Sector Challenges

Mirroring national trends, the cost of policing in British Columbia continues to rise. Cost drivers include the number of police officers and increased compensation and benefit costs, as well as increased investigation workloads resulting from changes to policies and procedures. In addition, while crime rates continue to decrease, the complexity of crime is increasing due in part to transformation in information and communication technology. Organized crime crosses community, provincial and national boundaries and is present in many forms of criminal activity, including murder, gang violence, illegal drug production and trafficking, identity theft, payment card fraud, money laundering, cybercrime and firearms smuggling.

The annual number of new Provincial Court criminal cases entering the system has declined by 12 per cent over the last 10 years.⁶ Timeliness remains a concern, however, indicating that a more aggressive reform agenda is needed to move cases to resolution at a faster rate. While there are many factors affecting timeliness, court procedures are being streamlined through new technologies and innovations. Additionally, initiatives are underway to move disputes out of courtrooms, where appropriate, to allow court hearings to be reserved for the most serious matters.

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

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

While corrections caseloads have remained high in the community, there has been a decline in inmate counts within provincial correctional centres since 2010. Despite this decline, provincial correctional centres continue to face capacity pressures. With this in mind, the provincial government is furthering the largest capital expansion in B.C. Correction's history, working to add hundreds of new cells on the Lower Mainland, in the Interior and in the North (for further information, see page 41).

⁶ New Provincial Court criminal cases per year (2003 to 2012). Includes adult and youth. Does not include traffic or bylaw cases.

Civil and family justice processes have been impacted by cost, delay and complexity. Reform initiatives are underway to improve accessibility and outcomes for families through innovative service delivery and more legal support for out-of-court processes. This approach is set out in the new *Family Law Act* which will facilitate the use of processes that can help people to settle their disputes early and without going to court, where possible. A continued commitment to free publicly funded family justice services supports this approach. In addition, the provincial government is moving forward with its commitment to provide British Columbians with an inexpensive, fast and convenient alternative to court for the resolution of some civil disputes. The proposed Civil Resolution Tribunal will build on British Columbia's excellent tradition of administrative justice, but in a new and even more accessible way, with many services delivered online.

The need for legal advice for government's strategic and policy priorities, and legal representation in litigation is ongoing and the Ministry continues to provide this service across government, including support on major matters such as participation in the National Energy Board hearings.

Litigation matters involving government continue to increase in complexity and cost. During 2012/13, they included: 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 driving roadside prohibitions; health care private billing; and, French language education. The Ministry is also responsible for advancing claims on behalf of the provincial government, such as those under the *Civil Forfeiture Act*. As of March 31, 2012, British Columbia's self-funding Civil Forfeiture Office had taken in approximately \$31.9 million since 2006, including \$19.2 million in the last two years alone.

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

The Justice Reform Initiative

The [Justice Reform Initiative](#) was launched in February 2012 to engage with justice system participants and stakeholders in identifying the type of reform that our justice system requires, and developing an action plan to modernize the system and make it more accessible for British Columbians.

In August 2012, the government of British Columbia released [A Criminal Justice System for the 21st Century: Final Report to the Minister of Justice and Attorney General](#). Prepared by Geoffrey Cowper, QC, the report was based on six months of extensive consultation with the judiciary, Crown Counsel, the legal profession, police and members of the public to identify the top issues affecting the justice system and ideas for criminal justice reform. A review of British Columbia's charge assessment model, led by Gary McCuaig, QC, helped to inform Cowper's review and may be found in Schedule 11 of his report.

Government also asked the Legal Services Society for its advice on ways in which legal aid services can be delivered to contribute to broader justice system reform. Its advisory report, [Making Justice Work: Improving Access and Outcomes for British Columbians](#), was released in August 2012.

The recommendations in these reports are guiding our approach to strengthening and improving justice and public safety in British Columbia now and in the coming years. While the focus of Cowper's review was the criminal justice system, our reform agenda also incorporates civil, family and administrative justice, as well as the Ministry's broader public safety mandate.

In October 2012, government released *White Paper on Justice Reform, Part One: A Modern, Transparent Justice System*, which sets the foundation for our vision for profound justice reform and identifies immediate steps being taken to ensure a well-functioning, transparent justice system.

In February 2013, the *White Paper on Justice Reform, Part Two: A Timely, Balanced Justice System* was released, focusing on front-line operations and services to the public in civil, family, administrative and criminal law, public safety operations, and innovation in citizen-focused justice. It includes seven key action items:

1. Advance family justice reform;
2. Transform dispute resolution;
3. Improve early criminal processes;
4. Undertake public safety reform;
5. Protect marginalized women;
6. Address domestic violence; and,
7. Require the use of evidence-based approaches.

The section on protecting marginalized women reflects consideration of the findings and recommendations of the Missing Women Commission of Inquiry, led by Wally Oppal, QC. The Commission was established by the Province in September 2010 to review the police investigation of women who went missing from the Downtown Eastside of Vancouver from 1997 to 2002, and to review the Criminal Justice Branch's 1998 decision to stay charges against Robert Pickton in an earlier incident. Commissioner Oppal's Report, *Forsaken: The Report of the Missing Women Commission of Inquiry (Volumes 1 – 5)*, was publicly released on December 17, 2012.

The section on public safety reform was informed by the *B.C. Policing and Community Safety Plan*, which is being developed through extensive consultations with a variety of stakeholders, including community representatives, police boards, police leaders and local governments, as well as a telephone survey of members of the public, and an interactive website. These consultations were undertaken to identify public safety issues, define priorities and suggest potential solutions for shaping the future of policing and crime prevention in British Columbia. A draft version of the *B.C. Policing and Community Safety Plan* has been available since February 2013 for public and stakeholder input.⁷ A final version of the plan will be released following the consultation period. The Ministry of Justice *Revised Service Plan 2013/14 – 2015/16* aligns with these reviews and reports. It reflects the provincial government's commitment to modernize the justice system to better

⁷ Members of the public are urged to read the Plan and submit feedback. Comments can be emailed to bcpolicingplan@gov.bc.ca or posted on the [BC Policing Plan blog](#).

meet the needs of the citizens of British Columbia while contributing to the fiscal discipline the current economic environment requires.

Government continues to invest critical resources in British Columbia's justice system. The Province currently invests more than \$1 billion each year in the justice and public safety system, and as we move forward we must recognize the challenging economic times we are facing in British Columbia and implement our justice reform measures accordingly.

Goals, Objectives, Strategies and Performance Measures

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

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

The Ministry is currently engaged in a process to develop a stronger set of key performance measures that are relevant to the public and ensure there is accountability in achieving results. Our increased focus on accountability for performance will be reflected in subsequent Ministry of Justice service plans and annual reports. The ability to measure performance well is a critical enabler for getting results and achieving goals, and strengthening our business intelligence and performance management capacity is a key component of our justice reform agenda.

Measuring the performance of 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 justice and public safety processes and outcomes requires a collective and integrated response from all areas and levels of government, as well as from citizens and our community partners.

As part of the Justice Reform Initiative, a key Ministry priority for 2013/14 is engaging with justice partner agencies and stakeholders to develop system-wide strategies for ensuring timely justice for British Columbians.

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

The Cowper report makes it clear that transparency is the foundation for a modern justice system. It requires a **clear governance** structure, in which responsibility for change is openly understood and assumed; a **common understanding** of how the system functions, through broad access to information about the system's parts; and an open **performance focus** for system managers, one that has meaningful linkage to operational practices and system resourcing.

White Paper, Part One

Objective 1.1 **Clear governance**

Objective 1.2 **Common understanding**

Objective 1.3 **Performance focus**

Strategies

- Justice Reform and Transparency Act: The *Justice Reform and Transparency Act* received Royal Assent in March 2013 and some parts of the *Act* came into force on April 11, 2013. It modernizes the statutory framework of the province's justice system and forms a foundational piece of our justice reform work. The *Act* sets the framework for a well-functioning, transparent and accountable justice system that is strengthened by greater opportunities for collaboration among justice leaders.
- Justice and Public Safety Council: The *Justice Reform and Transparency Act* established the roles and responsibilities of the Justice and Public Safety Council. The Council is empowered to set, in consultation with other justice and public safety sector leaders and participants, a strategic vision for the sector and to engage in, facilitate and promote practices which support achievement of that vision. The Council is required to set forth practical objectives in an annual Justice and Public Safety Plan, beginning in 2013/14, and to assist in achieving greater transparency in the sector by providing clear, public reports on the performance of the sector related to overall achievement of the vision.
- Advisory Boards: The Council will receive guidance from one or more advisory boards whose members will be primarily external to government. These boards will act as expert advisory groups

providing a diverse range of perspectives on distinct areas of the system, including criminal, civil, family and administrative justice, and matters of public safety.

- Justice Summits: The *Justice Reform and Transparency Act* also requires that a Justice Summit be held at least once a year to encourage innovation and collaboration across the justice and public safety sector. The inaugural Justice Summit took place in Vancouver on March 16, 2013, bringing together leaders from the judiciary, federal and provincial justice and public safety agencies, the legal profession, police, municipalities, related justice agencies, the academic community and members of the Justice and Public Safety Council. Participants engaged in discussions about British Columbia's criminal justice system and the values on which it is based. A report summarizing the summit will be publicly released following preparation and review by attendees.
- Evidence-Based Decision Making and Performance Management: To inform strategic decision making processes, two key strategies are in place. First, building on previous work in this area, the Ministry is refining its business intelligence framework, including the acquisition, analysis and reporting of justice sector data. Valid business intelligence is key for performance measurement and management. In addition, it aids the second strategy – systemic analysis, research and evaluation, including partnership with non-government expertise where necessary.
- Project Management: Under the strategic leadership of the Ministry's Project Management Office, all Ministry projects are assisted in meeting accepted project management standards to ensure that project plans facilitate efficient, clear and financially responsible reforms of the justice system.
- Costing of the Justice System: A methodology is being developed to enable the costing of various processes within the justice system. This will better inform policy decisions and fund allocations to ensure that system resources provide the best possible justice service to the public, and to provide an increased understanding of the costs and benefits of interventions utilized within the system.
- Complexity Index: The Ministry is pioneering an innovative complexity index for measuring the increasing complexity of criminal litigation. The index offers an objective indicator of the degree to which changes in the justice system increase or reduce system complexity. It will facilitate a greater understanding of the dynamics that inform the criminal litigation process for use in resource allocation and other business decisions.
- Open Data Strategy: This strategy aims to facilitate the continued publication of data sets via the [DataBC](#) website to support informed dialogue between citizens and government regarding the functioning, accountability and performance of the justice system. The Ministry is currently developing an open data implementation plan and a justice sector three-year data publishing plan.

Performance Measure 1: Public confidence in the justice system

Performance Measure	2003 Baseline	2008 Actual	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of British Columbians who have a great deal of or quite a lot of confidence in the justice system	50	53	55	Following 2013, next available results will be for 2018	

Data Source: Statistics Canada General Social Survey on Social Engagement. The General Social Survey is conducted every five years to gather data on the activities and perceptions of Canadians. It is anticipated that the survey will be conducted again in 2013.

Discussion

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

Performance Measure 2: Public release of data sets

Cumulative number of data sets available on DataBC website	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Community Safety and Crime Prevention	0	4	5	6	7
Corrections	8	10	11	12	13
Court Services	13	18	35 ¹	35	35
Criminal Justice	0	3	4	5	6
Emergency Management BC	0	2	5	7	8
Liquor Control and Licensing	2	3	4 ²	4	4
Office of the Superintendent of Motor Vehicles	2	5	10	15 ³	15
Policing and Security Programs	0	5	10	12	15

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

¹ This extensive number of data sets will be updated on an annual basis and will provide the public with a broad range of Court Services data.

² These data sets updated annually will cover the data available from the Liquor Control and Licensing Branch.

³ A total of 15 data sets updated annually will cover the data available at the Office of the Superintendent of Motor Vehicles.

Discussion

The Ministry will continue to track the number of data sets that are published and regularly updated by the Ministry on DataBC to facilitate broader public access to information about government programs and services.

Performance Measure 3: Policing Standards

Performance Measure	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Cumulative number of binding <i>British Columbia Provincial Policing Standards</i> approved for implementation	14	14	17	20	23

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

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 and to strengthen police accountability.

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

Goal 2: Timely, accessible and efficient processes and services

Timeliness means becoming faster, but in smart ways that preserve the values the justice system must protect, including respect for the rule of law. It requires contemporary, **efficient case management** practice. It means giving **early assistance to citizens** to allow for informed choices. It means making **smart choices at the start** of criminal, civil, family and administrative matters to ensure we take the most efficient route to a sustainable solution.

White Paper, Part One

Objective 2.1 Efficient case management

Objective 2.2 Early assistance to citizens

Objective 2.3 Smart choices at the start

Strategies

- Lean Process Improvement Methodology: The ‘Lean’ approach is being adopted throughout the Ministry to support improvement of processes and services while also building internal capacity through elimination of unnecessary rules, processes, activities and non-essential steps.⁸ Examples of the many ways Lean is being applied include: improving workflow practices in courthouses; streamlining business processes to admit and discharge inmates from correctional centres and community corrections offices; and, simplifying the application process for the Disaster Financial Assistance Arrangements Program.
- eCourt Projects and Services: Advances in technology are being used to improve access to justice for participants in the court system, litigants and their counsel, court services staff and the judiciary primarily through transitioning to electronic documents and information-sharing, thereby contributing to cost effective and efficient court processes. In addition, [Court Services Online](#)

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

provides citizens with the ability to view court files online, electronically file civil court documents, and view daily court lists for Provincial Court small claims matters and Supreme Court Chambers.

- Provincial Court Scheduling: Under the leadership of the Office of the Chief Judge, the Ministry is working with the Provincial Court to better utilize judicial and staff resources and court facilities. The Provincial Court scheduling system will be redesigned as we move toward fully electronic files, ensuring the best use of resources and facilities.
- Major Criminal Case Management Model: The Ministry is implementing a comprehensive model of best practices for British Columbia's Prosecution Service for managing major criminal cases. The model includes: a major case management advisory panel; a funding formula for major cases; identification of a dedicated Crown Counsel role to oversee disclosure; guidelines for early advice to police; a major case leadership and team training program; a major case administrative resource group; and, a performance monitoring framework and comprehensive review process.
- Expansion of Justice Access Centres: Justice Access Centres use an integrated, cost-effective approach to connect people to the services that best meet their civil and family justice needs through a series of ministry and agency partnerships. Justice Access Centres currently operate in Nanaimo and Vancouver and the development of a Victoria centre is underway. In the future, a proposed virtual Justice Access Centre will employ a range of technologies and the Internet to provide a simple access point to the civil and family justice systems for citizens across the province.
- Family Justice Reform: On March 18, 2013, British Columbia's family law was modernized under the new *Family Law Act*. The new family law, replacing the *Family Relations Act*, meets the needs and changing nature of families, helping them navigate significant changes and decisions in their lives, such as separation and divorce, and the division of property and parenting arrangements for children when couples split up. To help reduce the risk of children and families being put into potentially dangerous situations, family dispute resolution professionals – including mediators, parenting coordinators and family arbitrators – are now required to screen for family violence. Centred on the child's well-being and best interests, the law is clear that unless parenting arrangements protect the child's physical, psychological and emotional safety, they are not in the child's best interests.
- Civil Legal Services: The Ministry's Legal Services Branch provides civil legal services to Cabinet, all ministries and certain public agencies to assist them in fulfilling their business objectives while minimizing and mitigating legal risk to the provincial government. The Branch will leverage best practices, particularly in planning and early engagement with clients, and will expand its use of technology to support knowledge management. The Branch will also enhance its client training and education programs to ensure that the role and mandate of the Attorney General are understood by its clients.
- Revised Child Support Case Management Model: Parents receiving income assistance or living out of province are required to make application to court for family support and to enrol subsequent orders in the Family Maintenance Enforcement Program. The proposed revised case

management model will transfer resources from lawyers and courts to case managers and a newly established child support registrar, accelerating the process while reducing the demands on the courts and their registries.

- **Civil Resolution Tribunal:** The proposed Civil Resolution Tribunal will give citizens a choice in how to resolve their small claims cases and will address concerns about the lack of a viable venue for resolving strata disputes. The tribunal will offer a user-focused alternative to the Provincial Court through the use of self-help, online dispute resolution, and assessment services, and allow for cost effective resolution of small claims and strata property disputes.
- **Tribunal Transformation:** Tribunal transformation is about shifting the way British Columbia's 27 administrative tribunals deliver services. By moving service delivery online, integrating support services and systems, and clustering sector-based tribunals together, it will become possible to build the infrastructure for more efficient and effective tribunal services.
- **Partners in Change: Enhancing Continuity of Care:** In collaboration with the Mental Health and Substance Abuse Branch of the Ministry of Health, B.C. Corrections will develop guidelines to ensure that adults with mental illness and/or problematic substance use, and who are in contact within the provincial correctional system, have access to appropriate transition and support services. Building upon the work initiated through the *Mental Health Strategy for Corrections in Canada*, intended outcomes include increased access for Corrections clients to community mental health services and reduced recidivism.
- **ICON 2:** This initiative will enable compliance with the Supreme Court of Canada requirement to provide in-custody accused with appropriate access to electronic disclosure evidence, protect rights and privacy, modernize corrections information technology, and optimize efficient and effective offender management. Electronic fingerprints will be used to authenticate and identify inmates and clients (under supervision in the community) and provide them with self-service access to electronic services and controlled communications. This long-term solution will provide the justice sector with new transformational opportunities and foundational business technologies for integrated, comprehensive caseload and document management, increased public safety, crime reduction, and workload management strategies.
- **B.C. Coroners Service:** The Coroners Service continues to conduct thorough and timely investigations, inquests and death review panels and make appropriate recommendations to improve public safety and prevent deaths in similar circumstances.
- **Disaster Financial Assistance:** The Ministry continues to maximize the provincial government's ability to recover funding from the federal government's Disaster Financial Assistance Arrangement Program through claims for all eligible events.

Performance Measure 4: Family court timeliness

Performance Measure	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Median age of a family application when first order is issued ¹	105	104	103	102	101

Data Source: Courts Electronic Information System.

¹ 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. Cases included in the measure involve family maintenance, child custody, guardianship and access.

Discussion

Timeliness of family cases is an indicator of an effective family justice system. Delays in scheduling are a contributing factor to the increase in time required to obtain a first order on an application in Family Court.

The Ministry continues to explore new ways to improve the timeliness of family justice matters, including moving appropriate cases to mediation. The Ministry is also implementing reforms from the *Family Law Act*, as well as from other areas such as wills, estates and succession law.

A long term trendline was used to estimate the 2012/13 forecasts for Performance Measures 4, 5, and 6 for family, small claims and criminal cases. These forecasts were then used to establish new starting points for the targets for the following three fiscal years. The targets reflect continuous improvements in timeliness while recognizing the challenges associated with a system influenced by many independent external factors.

In 2013/14, the Ministry is engaging with justice system partner agencies and stakeholders to identify aggressive strategies for achieving family, civil and criminal court timeliness.

Key elements of case processing timeliness include capacity, the implementation of more efficient processes, alternatives to court and overall caseload trends. The forecasts and targets currently included for these measures assume the following: caseload trends will remain fairly constant; the recent increase in judicial capacity will contribute to modest improvements but then will level off and remain constant for the foreseeable future; and, the proportion of judicial resources devoted to criminal, civil and family matters will remain constant.

Performance Measures 5: Small claims timeliness

Performance Measure	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Median age of a small claims case at first substantive appearance ¹	200	217	216	215	214
Median age of a small claims case at trial stage ²	422	421	420	419	418

Data Source: Courts Electronic Information System.

¹ This measure calculates the median number of days from the date a file is opened in Provincial Court to the date of the first substantive appearance, which includes settlement conferences, summary trials, simplified trials or mediation. This methodology provides a picture of the speed and timeliness of the entire small claims process across the province, regardless of the specific process used.

² 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

The timeliness of small claims cases is tracked as an indicator of the effectiveness of the civil justice system.

In 2011/12, the volume of small claims cases in Provincial Court dropped by 18 per cent to about 15,600 new cases, the lowest number of new cases in ten years. Of the small claims cases that had their first substantive appearance (for example, settlement conferences, summary trials, simplified trials and mediation) in 2011/12, 44 per cent reached their first substantive appearance within six months and 42 per cent within six to twelve months. While a slight improvement over the previous fiscal year, this is a significant shift in small claims timeliness compared to five years ago when 60 per cent of cases had a substantive appearance within six months.

Delays in scheduling in small claims matters 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. Small claims cases can be resolved by the parties without the court being notified. 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.

Performance Measure 6: Timeliness of criminal case conclusion

Performance Measure	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Median time to conclude Provincial criminal cases (Adult and Youth)¹	89	82	81	80	79

Data Source: Criminal Management Information System.

¹ This measure reports the median number of days from the date the information is sworn to the date the matter is completed.

Discussion

Timeliness in reaching case conclusion is an indicator of an effective criminal justice system.

While the volume of new criminal cases has started to decline over the past few years, delays in scheduling and case complexity are likely contributing factors to the ten-day increase in the time it takes to resolve a criminal court case. This represents a 13 per cent increase over the median time of 79 days in fiscal 2010/11, which had been consistent over the previous four years.

Delays in scheduling and case complexity are contributing factors to the increase. The Ministry is expecting the time to conclude a criminal case to decrease in the future, as a result of current initiatives such as the Major Criminal Case Management Model, the Immediate Roadside Prohibition Program, the Provincial Court Scheduling Project and the B.C. Road Safety Strategy.

Performance Measure 7: Timeliness of Victim Financial Assistance claim adjudication

Performance Measure	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	163	100	150	150	150

Data Source: Electronic Victim Information System.

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*. As a result of a new reporting module in the Electronic Victim Information system, the Crime Victim Assistance Program now has more accurate results for this performance measure and is restating downwards the 2011/12 results to 163 from the 232 reported in the Ministry of Justice *2011/12 Annual Service Plan Report*.

The consistent targets of 150 days reflect an ambitious effort to maintain high levels of service. To assist in achieving the targets, the Ministry conducted an internal process review and implemented

changes in the way counselling benefits are adjudicated. This has resulted in a dramatic decrease in the average time for adjudication since being implemented in July 2012. These changes, coupled with increased, time-limited staffing actions, result in a 2012/13 forecast that is below the long-term target of 150 days. The forecast of 100 days for 2012/13 compares to a 582-day timeframe for adjudication in Ontario in 2010/11.

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

Performance Measure 8: Timeliness of Disaster Financial Assistance private sector claim adjudication

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

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

Discussion

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

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

Goal 3: Balanced, integrated and evidence-based programs

Balance means applying resources based on evidence and on risk – whether this risk takes the form of broad patterns, or of specific threats. It entails choosing **integrated approaches** in accepting that the actions of one part of the system have effects on the other parts. It means choosing **programs based on what works**, applying research, project management and evaluation rigour to reforms. It requires re-imagining the justice system as one which delivers **citizen-focused services**, challenging traditional assumptions about process.

White Paper, Part One

Objective 3.1 Integrated, risk-based approaches

Objective 3.2 Programs based on what works

Objective 3.3 Citizen-focused services

Strategies

- New Approach to Community Safety: The *Community Safety Act* received Royal Assent on March 14, 2013. The *Act* will give people a simple, timely and, perhaps most importantly, a safe way to submit confidential complaints to a new provincial unit charged with investigating, mediating and working with property owners to curb various threatening and dangerous activities taking place in their neighbourhood. This new civil legislation will target properties where the occupants may change frequently, but problem activities persist and property owners fail to take effective action to stop them. Introduction of the legislation fulfils a Families First Agenda commitment. Under the agenda, government is committed to ensuring communities and families feel protected and safe.
- Addressing Domestic Violence: The Ministry continues to support *Taking Action on Domestic Violence in British Columbia*, an action plan developed by the Province in September 2012 that sets the course towards a coordinated approach to addressing domestic violence across the child and family serving systems. Led by the Provincial Office of Domestic Violence, Ministry of Children and Family Development, the action plan lays out key deliverables, actions and timelines to improve and strengthen the response to domestic violence in B.C. with a clear focus on the safety of children, women, families and communities. The Ministry of Justice actively participated in the development of this action plan, along with the ministries of Children and Family

Development, Education, Health, Social Development and Aboriginal Relations and Reconciliation. A follow-up three year plan is currently being developed and will be released in 2013.

- **Protection Order Registry**: The Protection Order Registry is 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.
- **Criminal Records Review Program**: Under the *Criminal Records Review Act*, individuals working with children and vulnerable adults must undergo a criminal records check. The Criminal Records Review Program helps protect children and vulnerable adults from individuals whose criminal records indicate they pose a risk of physical or sexual abuse or, in the case of vulnerable adults, financial abuse.
- **Metal Dealers and Recyclers Regulation**: Canada's first provincial metal theft law and regulations came into effect with identification and reporting requirements designed to limit the resale market for stolen assets and ensure thieves are identified and prosecuted. In force as of July 23, 2012, the *Metal Dealers and Recyclers Act* fulfils a key government commitment. Those wishing to sell regulated metals must present valid identification; in turn, scrap dealers and recyclers who buy these metals will share purchase details with their local police. The new regulations are the result of extensive consultations with utilities, municipalities and scrap metal dealers and are designed to respond to the significant number of thefts that continue to incur tens of thousands of dollars worth of damage to utility and municipal assets across the province, including copper wire, manhole covers and sign posts. Removing the anonymity that allows metal thieves to profit from their activities is a key goal of the new law.
- **Private Security Industry Regulation**: Provision of an effective compliance and enforcement strategy for the private security industry ensures that security services are provided only by qualified security workers who have undergone requisite background checks, training and licensing.
- **Integrated Offender Management and the Homelessness Initiative Project**: The Ministry is working in collaboration with various ministries and health authorities to link Project clients who are homeless, or at risk of homelessness, with the resources and services needed at release for successful transition from custody into the community. Intended outcomes for clients include: increased housing stability; reduced risk of reoffending; increased connections to the community; increased access to resources for mental health and substance use issues; increased access to Fetal Alcohol Spectrum Disorder assessment and Acquired Brain Injured programs; and, increased employability, self-sufficiency and well-being. Partners include the ministries of Social Development, Health, and Justice, Provincial Health Services, Fraser Health and Vancouver Coastal Authorities, BC Housing, and Community Living BC.
- **Strategic Training Initiative on Community Supervision**: In collaboration with Public Safety Canada, probation officers across the province are being trained to apply evidence-based principles of offender rehabilitation in all aspects of client supervision. Research has found a 38 per cent

reduction in recidivism for offenders supervised by probation officers trained through the Strategic Training Initiative on Community Supervision, compared to the clients of probation officers who did not receive the training. More information is available at www.pssg.gov.bc.ca/corrections/programs/stics.htm.

- **Adult Alternative Measures:** In 2010, B.C. Prosecution Service's alternative measures policy was revised to increase the flexibility of Crown Counsel to refer appropriate matters into alternative measures programs and away from the court process on a principled basis. The Ministry is currently exploring the enhanced use of alternative measures across the province as a means to resolve prosecution files where appropriate without a formal prosecution.
- **Immediate Roadside Prohibition:** An Immediate Roadside Prohibition is a driving ban issued to impaired drivers under the *Motor Vehicle Act* due to drinking and driving with blood alcohol concentrations of 50 milligrams per 100 millilitres of blood (50mg% or 0.05 blood alcohol concentration) and above.

British Columbia implemented the program on September 20, 2010, marking an innovative new justice system approach to drinking and driving, which includes new immediate, stronger, administrative sanctions for offenders, a more effective system of police enforcement and a new non-court based system for appeals. Data indicate that between October 1, 2010 and July 31, 2012, there was a 46 per cent reduction in fatalities linked to impaired driving, compared with the five-year average for the same 22 month period, with 95 fewer fatalities.

In 2012/13, legislative changes to the program were implemented to enhance the delivery of a fair, consistent and transparent review process, with support for related police training. Through a reporting and accountability framework, the Ministry will continue to champion Immediate Roadside Prohibitions.

- **Focus on High-Risk Drivers:** The Office of the Superintendent of Motor Vehicles is leading the development of a new graduated intervention approach, beginning with education and progressing through prohibitions and counseling, to more effectively intervene with high-risk drivers to encourage behavioural change. In future, electronic ticketing, collision and police reporting, coupled with a faster dispute resolution process, will mean that driver infractions will be recorded against a driving record more quickly. These integrated electronic processes will enable interventions for dangerous drivers to be applied soon after habitual high-risk driving is identified.
- **Enhanced Traffic Enforcement Program:** Targeted, data-driven, intelligence-led enforcement are used to identify and apprehend dangerous drivers through the Enhanced Traffic Enforcement Program, which brings together RCMP and independent police officers in Integrated Road Safety Units.
- **B.C. Road Safety Strategy 2015:** The Ministry is leading the development of a road safety strategy for the province that will take us to 2015 and beyond. The B.C. Road Safety Strategy 2015 is being developed collaboratively with the combined efforts of over 30 stakeholder groups, government departments, enforcement agencies, municipalities, researchers, and members of the health sector. Members operate within a culture of collaboration and accountability to achieve the vision of 'The safest roads in North America.'

- **Targeted Liquor Regulation Resources:** Liquor regulation resources are targeted on high-risk licensed establishments, and inspections and investigations are focused primarily on service to minors, over-service, overcrowding and illicit alcohol. This includes the ongoing use of the Minors as Agents Program which employs underage youth to assess whether licensees or staff serve or sell liquor to minors. Minors hired for this purpose are under supervision and not allowed to consume alcohol. Preventing minors from accessing liquor is a major public safety initiative aimed at protecting families and the public from the harms associated with underage consumption of liquor. With heavy drinking among youth aged 15 to 24 years approximately three times higher than for adults 25 years or older, reducing minors' access to liquor is an important safety measure. When minors drink, they face significant increases in the risks of being involved in a vehicle crash, a sexual assault, or a physical altercation. The Minors as Agents Program has resulted in a reduction of illicit sales to youth. In the first year of the program, 87 per cent of more than 400 private and government stores tested complied with the law. Liquor stores found to be selling alcohol to minors were levied \$7,500 fines.
- **Public Safety Strategy for Special Occasion Liquor Licences:** The Province continues to develop a public safety strategy for special occasion liquor licences. To date this has included directing resources toward events with a higher risk of over-service, service to minors, and over-crowding. Key areas for these efforts are applicant screening, host education, event security planning and inspection and compliance efforts, and continuing efforts to improve public safety at these events are currently underway.
- **Management of Large Public Events:** Improving public safety at large public events continues to be a priority to ensure that they are safe and enjoyable for families. In response to the Stanley Cup riot in 2011, an integrated strategy for managing large public events was developed with other agencies and levels of government. Building on this success, the Liquor Control and Licensing Branch also developed an integrated Grey Cup strategy which will be used as a model for future management of large public events.
- **Responsible Alcohol Consumption Education and Awareness:** The Ministry will continue efforts to improve education and awareness of responsible alcohol consumption to assist in citizen engagement on responsible drinking. The new [social responsibility section](#) on the [Liquor Control and Licensing Branch website](#), which has links to educational programs and resources, will be further developed, and the Branch will continue to produce a biannual newsletter to communicate with licensees about policy changes, social responsibility, and other new and topical issues. In addition, the Branch will continue its work on social responsibility, leveraging the partnerships established during the development of a high school Dry Grad party planner, and an anti-binge drinking social marketing campaign. Development of resources for parents of minors is also currently underway.

- **Modernized Liquor Regulations:** The Province is modernizing liquor regulations – providing industry with additional flexibility while ensuring measures remain in place to keep public safety a priority. Changes made during 2012/13 include:
 - Movie theatres and live-event theatres in British Columbia can now apply for a licence to serve alcohol during the screening of a film when no minors are present;
 - Restaurant patrons wanting to bring their own wine into a licensed dining establishment may now do so at participating restaurants, giving the restaurant industry more flexibility in terms of the services it can offer its customers;
 - New legislation will allow dedicated catering businesses and existing licensed establishments – such as restaurants, hotels and conference centres – to apply for a licence to serve liquor at catered events. This expansion of services will make it easier for clients to have liquor service at catered events, which will not only help support the hospitality industry, but also strengthen B.C.’s tourism appeal; and,
 - Residents of British Columbia are now allowed to have an unlimited amount of 100 per cent Canadian wine for their personal use shipped directly to their homes from a recognized winery in another province. Also, B.C. residents returning from another Canadian province can bring back, on their person, up to nine litres of wine of any origin, three litres of spirits, and a combined total of 25.6 litres of beer, cider or coolers for personal consumption.
- **Emergency Management:** 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, and engages provincial, national and international partners to enhance collective emergency preparedness.
- **Fire Safety and Prevention:** Relationships continue to be strengthened among the Office of the Fire Commissioner, partner agencies and stakeholder groups, and support is provided to fire departments, local governments and the public to ensure effective fire safety and prevention. Work with other ministries and the Union of British Columbia Municipalities also continues to provide structure protection during wildfire seasons, primarily in regions of the province with limited resources.
- **Flood Protection and Mitigation:** The Ministry works closely with local governments, provincial partners and the federal government to identify areas at risk of flooding and to provide funding for permanent flood protection works to better protect citizens and assets.

Performance Measure 9: Crime rates

Police-reported crime rates in British Columbia (<i>Criminal Code</i> offences per 1,000 persons)	2011 Baseline ¹	2012 Forecast	2013 Target	2014 Target	2015 Target
Violent crime²	14.6	13.9	13.2	12.5	11.9
Property crime³	47.0	44.7	42.5	40.4	38.4
Other crime⁴	17.3	16.4	15.6	14.8	14.1
Overall crime rate	78.9	75.0	71.3	67.7	64.3

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

¹ The data are reported by calendar year. The most recent year for which data are available is 2011.

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 indicator of trends in crime than is the actual number of offences because it allows for population differences.

The 2012 forecast and the targets for this measure are based on a projected five per cent year-to-year decrease in police-reported crime rates.

Performance Measure 10: Crime Severity Indices

Crime severity indices	2011 Baseline ¹	2012 Forecast	2013 Target	2014 Target	2015 Target
Violent crime severity index ²	94.6	89.9	85.4	81.1	77.0
Non-violent crime severity index ³	95.2	90.4	85.9	81.6	77.5
Youth crime severity index ⁴	60.5	57.5	54.6	51.9	49.3
Overall crime severity index ⁵	95.1	90.3	85.8	81.5	77.4

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 2011.

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

The 2012 forecast and the targets for this indicator are based on projections of five per cent year-to-year decreases in the crime severity indices.

Performance Measure 11: Rates of Non-reoffending

Percentage of adult offenders who are not re-convicted in B.C. within two years of release from custody, commencement of community supervision, or active community supervision. ¹	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Community Corrections²	76.2	77.0	77.5	78.5	78.5
Custody³	48.4	49.0	49.5	50.0	55.5
Overall rate of non-reoffending⁴	71.9	72.5	73.0	73.5	74.0

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 2012/13 forecast rate is based on offenders admitted and/or released in 2010/11.

¹ The wording of this measure has been revised for increased clarity.

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

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

⁴ The 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.

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

Performance Measure 12: Traffic fatality and injury rates

Performance Measure	2005-2009 Baseline ¹	2012 Target ²	2012 Forecast ³	2013 Target ²	2014 Target ⁴	2015 Target ⁴
Number of traffic fatalities per 100,000 population	9.2	6.7	6.0	5.6	5.4	5.2
Number of traffic injuries per 100,000 population	576.6	417.6	417.1	405.1	392.9	381.2

Data Source: Traffic Accident System Q4 2012 extract; January 2013 RCMP data for 2012 forecasts; and, BC Statistic (Population projections, September 2012). These measures are collected from police-attended collisions involving injuries and/or fatalities. Collision data are collected by police and individual reports may be subject to error. 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. All numbers are rounded to the closest tenth.

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

² The 2012 and 2013 fatality targets are based on an overall yearly three per cent reduction in all motor vehicle fatalities year-over-year from the baseline, as well as a 35 per cent reduction specific to impaired fatalities. The 2012 injury target has been actualized based on a revised 2011 actual.

³ The forecast rate for 2012 is based on the most recent available data from RCMP (fatality, injury) and from BC Statistics (demographics). It is to be considered as preliminary until the various data sources (TAS/police, ICBC, BC Coroners Service) have been fully reconciled and final rates approved.

⁴ Targets based on a three per cent reduction from the previous-year target.

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 13: Impaired driving fatality rates

Performance Measure	2005-2009 Baseline ¹	2012 Target ²	2012 Forecast ³	2013 Target ²	2014 Target ⁴	2015 Target ⁴
Number of impaired driving fatalities per 100,000 population	2.9	2.3	TBD	2.0	1.9	1.8

Data Source: Traffic Accident System Q4 2012 extract, January 2013 RCMP data for 2012 forecasts, and BC Statistic (Population projections, September 2012).

These measures are collected from police-attended collisions involving fatalities. Results include only motor vehicle fatalities where alcohol and/or drugs are a contributing factor. All numbers are rounded to the closest tenth.

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

² The 2012 and 2013 targets are based on a 35 per cent reduction by 2013 from the 2005 -2009 baseline.

³ The forecast rate for 2012 will be based on the most recent available impaired-fatality and demographic data. Therefore it will be confirmed after several data sources (TAS/police, ICBC, the B.C. Coroners Service and Statistics Canada) have been fully reconciled and final rates approved.

⁴ The 2014 and 2015 targets are based on a three per cent year-to-year reduction.

Discussion

The 2013 target for this measure is based on the provincial government's commitment to reduce motor vehicle fatalities where alcohol and/or drugs are a factor by 35 per cent by the end of 2013. Targets for the subsequent years reflect annual reductions of three per cent.

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, the 2013 target represents nearly 90 lives saved in British Columbia over a four-year period.

Performance Measure 14: Liquor Licensee Compliance Rate

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

Data Source: Liquor Control and Licensing Branch

Discussion

The Ministry tracks the percentage of inspected or investigated liquor licensees that are found to be in compliance with provincial liquor licensing regulations. Over 12,000 inspections are conducted annually of almost 10,000 licensees across all regions of the province. The Ministry focuses resources on high-risk establishments, so some establishments may be visited more than once in a given year, while others may not be visited during that year.

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

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

Resource Summary

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates ²	2014/15 Plan	2015/16 Plan
Operating Expenses (\$000)				
Attorney General Operations				
Justice Services	106,225	106,190	106,155	106,155
Prosecution Services	112,939	112,914	112,867	112,867
Court Services	96,758	96,421	96,083	96,083
Legal Services	17,600	17,571	17,543	17,543
Agencies, Boards and Commissions	13,295	13,295	13,295	13,295
Executive and Support Services	23,315	22,011	20,701	20,680
Subtotal.....	370,132	368,402	366,644	366,623
Solicitor General Operations				
Corrections	200,113	213,456	219,308	219,321
Policing and Security Programs	326,346	342,089	344,682	346,312
Victim Services and Crime Prevention	40,231	40,210	40,190	40,190

Ministry of Justice

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates ²	2014/15 Plan	2015/16 Plan
Emergency Management BC	26,769	26,736	26,702	26,702
Office of the Superintendent of Motor Vehicles	4,177	4,150	4,123	4,123
Liquor Control and Licensing	1	1	1	1
Corporate Services	14,206	12,874	11,543	11,543
Subtotal	611,843	639,516	646,549	648,192
Judiciary	67,041	68,109	68,109	68,109
<i>Crown Proceeding Act</i>	24,500	24,500	24,500	24,500
Independent Investigations Office ...	9,300	10,100	10,100	10,100
B.C. Utilities Commission	1	1	1	1
<i>Emergency Program Act</i> ³	14,478	14,478	14,478	14,478
Statutory Services ⁴	14,785	14,785	14,785	14,785
Total	1,112,080	1,139,891	1,145,166	1,146,788
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services.....	5,091	6,036	3,050	3,050
Corporate Services	4,759	11,346	14,827	10,871
Judiciary.....	590	765	605	590
Independent Investigations Office .	1,882	388	242	0
British Columbia Utilities Commission	20	10	10	10

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates ²	2014/15 Plan	2015/16 Plan
Public Guardian and Trustee Operating Account	540	382	363	363
Total	12,882	18,927	19,097	14,884
Other Financing Transactions (\$000)				
Receipts	(2,100)	(2,900)	(2,900)	(2,900)
Disbursements	2,100	2,900	2,900	2,900
Total Net Cash Source (Requirements)	0	0	0	0

¹ For comparative purposes, amounts shown for the 2012/13 have been restated to be consistent with the presentation of the 2013/14 *Estimates*.

² Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

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

⁴ Statutory Services includes Civil Forfeiture Account, Corrections Work Program Account, Criminal Asset Management 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 accountable to the Attorney General, but they are included in the Resource Summary of this service plan.

Core Business Area	2012/13 Restated Estimates ¹	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Operating Expenses (\$000)				
Environmental Appeal Board	312	312	312	312
Forest Appeals Commission	310	310	310	310
Administration and Support Services	1,453	1,453	1,453	1,453
Total	2,075	2,075	2,075	2,075

¹ For comparative purposes, amounts shown for the 2012/13 have been restated to be consistent with the presentation of the 2013/14 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Major Capital Projects

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

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

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

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

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

Appendix 1: Combined Forces Special Enforcement Unit – British Columbia

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

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

The Board of Governance for the OCABC also acts as the Board of Governance for CFSEU-BC. The Board is comprised of the Deputy Commissioner Pacific Region and Commanding Officer “E” Division RCMP, the President of the B.C. Association of Chiefs of Police, the President of the B.C. Association of Municipal Chiefs of Police and the Chief Constable of the Vancouver Police Department. The Board determines the strategic direction of CFSEU-BC and ensures the operational priorities are aligned with the policing priorities for British Columbia. CFSEU-BC operates under the RCMP policies and procedures. The board members receive no remuneration.

The Chief Officer in charge of CFSEU-BC leads an executive team comprised of civilian members in addition to regular RCMP and Municipal officers seconded from across the province. The CFSEU-BC Gang Enforcement Unit, Firearms Enforcement Team and Investigation Teams are just a few of the teams that fall under the responsibility of the CFSEU-BC. Offices for the CFSEU-BC are located in the Lower Mainland, Prince George, Kelowna and Victoria.

The mission of CFSEU-BC is to facilitate the disruption and suppression of organized crime which affects British Columbians. The mandate is to investigate, prosecute, disrupt and suppress criminal organizations, consistent with local, regional, national and international priorities. CFSEU-BC also supports other agencies by assisting in organized and major crime investigations.

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

Appendix 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: 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

Community Safety and Crime Prevention

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

Corrections

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

Court Services

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

Criminal Justice Branch

- www.ag.gov.bc.ca/prosecution-service/

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.embc.gov.bc.ca/ofc
- Emergency Management: www.embc.gov.bc.ca/em

Family Justice Centres and Justice Access Centres

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

Family Maintenance Enforcement Program

- www.fmep.gov.bc.ca

Justice Services

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

Liquor Control and Licensing

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

Policing and Security Programs

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

Superintendent of Motor Vehicles

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

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/policeservices/boards/index.htm
- www.consumerprotectionbc.ca