

**Ministry of  
Justice**

**2014/15 – 2016/17  
SERVICE PLAN**

**February 2014**



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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 of Justice 2014/15 – 2016/17 Service Plan*. This plan is grounded in our government's commitment to build a strong economy and a secure tomorrow for the citizens of British Columbia. It sets out our strategies for transforming our justice and public safety system and identifies initiatives aimed at creating safer communities and more timely and accessible justice.

I am pleased to report that we have made significant progress on the mandate initiatives assigned to me by Premier Christy Clark in June 2013.

Justice and public safety reform continues to progress. A significant portion of the *Justice Reform and Transparency Act* is now in force, providing a foundation for strong governance, accountability and collaboration across the justice and public safety sector.

A Memorandum of Understanding has been signed with the Chief Justice of British Columbia, the Chief Justice of the Supreme Court and the Chief Judge of the Provincial Court, clarifying how we will work collaboratively to meet our individual and collective responsibilities. It acknowledges and respects the constitutional framework in which the Attorney General and the judiciary, as separate and independent branches of government, operate while noting our shared obligation to deliver timely, impartial and open justice.

We are furthering strategies to respond to concerns over timeliness. New technologies and innovations are streamlining court proceedings, and initiatives – such as the Civil Resolution Tribunal and expanded use of mediation in family disputes – are underway to move certain types of disputes out of courtrooms, where appropriate, so that court resources may be reserved for the most serious matters.

Access to justice remains a top priority. Legal aid is an important part of that. Our government provided the Legal Services Society with a base budget of \$72.5 million in 2013/14, and we've committed an additional \$2 million in 2014/15 for justice transformation projects aimed at expanding family and criminal legal aid.

Access to justice goes beyond legal aid to include our three Justice Access Centres. Last fall we opened a new Justice Access Centre in Victoria – a one-stop shop for citizens seeking legal information and services related to family and civil law. With two more located in Vancouver and Nanaimo, these centres provide an integrated, cost-effective approach to meeting the civil and family justice needs of British Columbians.

We are working to improve courtroom capacity and access to justice for residents in the Lower Fraser Valley. On February 5, 2014, I received the *Lower Fraser Valley Regional Plan: Court Capacity Expansion Project Final Report*, which examines long-term courtroom needs in one of the fastest growing regions in the province. The plan was developed by the five municipalities in the region in

collaboration with the Ministry of Justice and its recommendations will be considered for future capital funding.

Consultations with the legal community are ongoing as my Ministry continues its work on electronic ticketing and transferring administrative penalties and traffic tickets from the court system to administrative tribunals. Building on our successful approach to the problem of drinking and driving, we continue to look at ways to improve efficiencies through administrative approaches and sanctions while enhancing both deterrence and public safety.

The final *British Columbia Policing and Community Safety Plan* was released in December 2013, and a multi-phased project is underway to examine how policing is currently structured and funded and to lay the groundwork for exploring service delivery options. We will be working with various communities in the Lower Mainland, Greater Victoria and Central Okanagan regions to examine and implement options to improve policing integration.

Parliamentary Secretary Dr. Darryl Plecas is chairing a Blue Ribbon Panel to study crime reduction opportunities and will convene regional roundtable consultation sessions before submitting a final report in June 2014.

We are working with the RCMP and the Combined Forces Special Enforcement Unit – British Columbia to identify ways to strengthen our response to organized crime through the Guns and Gangs Strategy. This strategy, including funding for additional officers hired to combat organized crime and gang activity, continues to be a key priority for government.

We are working with communities to bring together police, victim services and child protection workers to expand domestic violence units and improve integration. By March 31, 2014, my Ministry will announce the successful grant recipients for the development of new, or enhancement of existing Domestic Violence Units.

Government is firmly committed to building a legacy of safety and security for women and we continue to address the recommendations in *Forsaken: The Report of the Missing Women Commission of Inquiry*. A [status report](#) on this work was released in November 2013, and the Ministry is committed to engaging with key stakeholders, using the report's recommendations as a blueprint.

We have seen crime in our province drop to its lowest level in the last 40 years, and while we work to continue that trend, it's also an opportunity to focus on areas where we know more work is needed. As mentioned, over the past year, government has taken significant action on domestic violence and on missing and murdered women, but we know more can and must be done. That's why this year we will introduce a long-term, comprehensive strategy to move towards a violence-free British Columbia. Building on our existing plans and actions thus far, as well as the feedback we've heard from our partners and stakeholders, this strategy will be our path to creating a province where all women, including Aboriginal and vulnerable women, have the supports they need to help prevent violence, to escape from violent situations and to recover if they have been victims of crime.

In January 2014, the Okanagan Correctional Centre project advanced with the selection of Plenary Justice as the preferred proponent to work with government and finalize an agreement to deliver a state-of-the-art facility. This is one of the final steps before putting shovels in the ground. We look

forward to the 1,000 full- and part-time jobs created as we move toward its completion and the approximately 240 new, full-time permanent jobs it will bring to the region.

Parliamentary Secretary Laurie Throness is working with stakeholders in the corrections field to propose changes and improvements to how B.C. Corrections protects staff, inmates and the communities in which corrections facilities are located. The Throness review and consultations will result in a report by June 2014.

The Province is committed to modernizing its liquor legislation and regulations. Parliamentary Secretary John Yap led the stakeholder and public consultation and we have now released the *B.C. Liquor Policy Review Final Report*. The report reflects what we heard from British Columbians, and we are now taking their advice. In fact, government has announced its full support for all 73 recommendations in the report. A number of these recommendations require significant policy work and implementation planning, which will be done over the coming months.

Our government is moving forward with modernizing our antiquated liquor laws to better reflect the current values of our society, all while ensuring we balance health and public safety in our communities, protect small businesses and continue to grow our economy. The Liquor Policy Review saw an unprecedented level of engagement with the public, stakeholders and industry groups. The website had over 76,000 visits and received over 4,300 comments, while Parliamentary Secretary Yap held 65 face-to-face meetings with diverse stakeholders, received 188 stakeholder submissions as well as over 3,500 private emails and letters.

We are committed to a justice and public safety sector that is innovative and sustainable, and that commitment guides our work now and in the coming years.

The *Ministry of Justice 2014/15 - 2016/17 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  
February 6, 2014

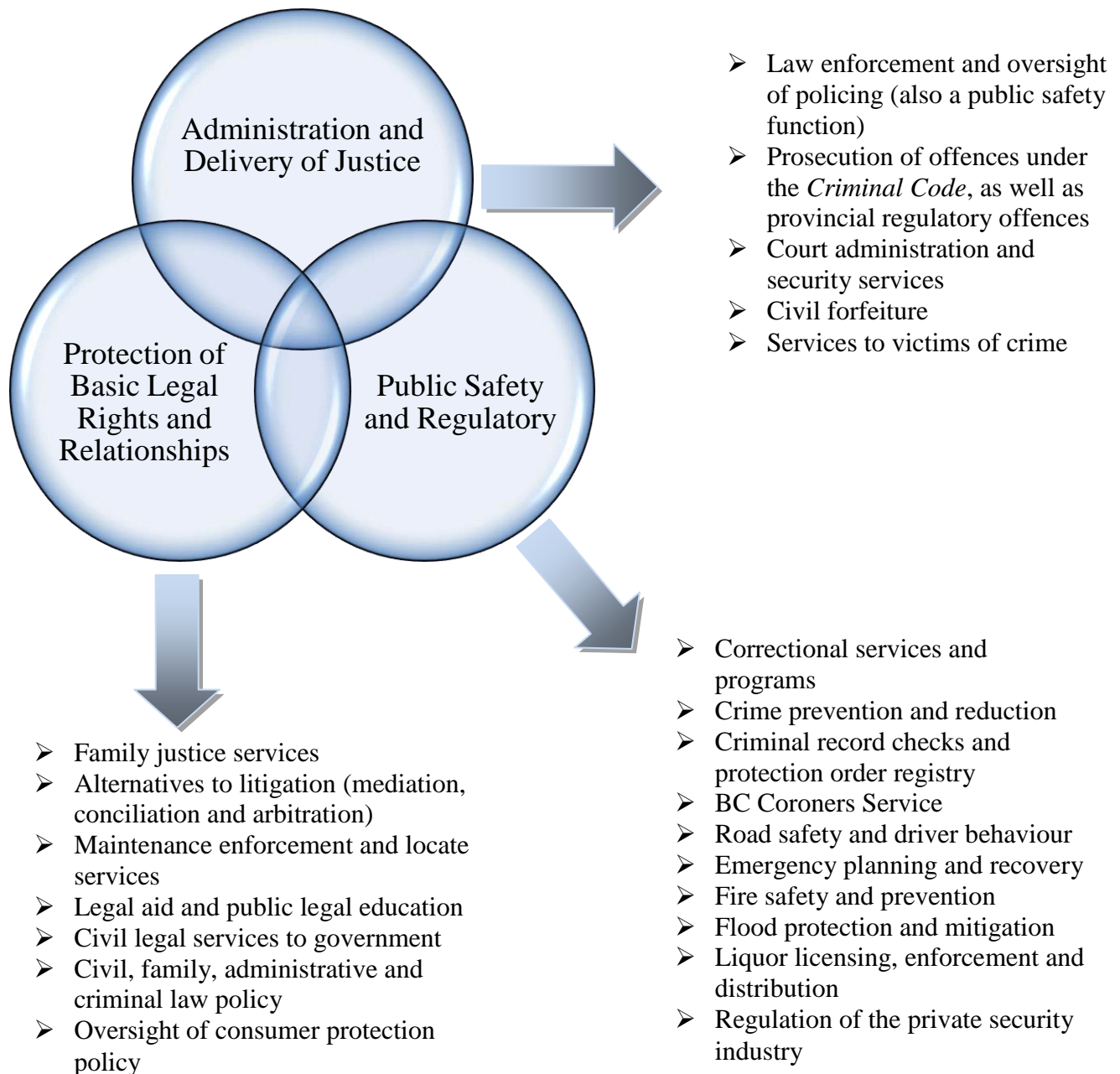
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## Purpose of the Ministry

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 is extensive and diverse, and includes the following responsibilities:



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

The Attorney General and Minister of Justice is also responsible for the Liquor Distribution Branch<sup>1</sup>, a number of agencies, boards and commissions (see Appendix B), and the Combined Forces Special Enforcement Unit – British Columbia (see Appendix C).

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

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<sup>1</sup> The service plans and annual reports of the Liquor Distribution Branch are available at [www.bcldb.com](http://www.bcldb.com)



# Strategic Context

## Crime and Public Safety Trends

The prevalence of crime in British Columbia continued to decline in 2012 for the ninth consecutive annual decrease and the lowest recorded crime rate since 1972.<sup>2</sup> British Columbia's overall crime rate in 2012 was 77 offences per 1,000 people, representing a two per cent decrease from 79 offences per 1,000 population in 2011. The vast majority of the reduction in the overall crime rate over the past decade is as a result of a reduction in reported property crime incidents. For more information on crime rates, see page 30.

The relative severity of crime is also decreasing in the province.<sup>3</sup> In 2012, British Columbia's overall crime severity index was 93.4, representing nearly a two per cent decrease from 95.2 in 2011. For more information on the crime severity indices, see page 31.

The homicide rate for the province is at its lowest since recording began in 1961.<sup>4</sup> At 1.54 per 100,000 population in 2012, British Columbia's rate is now the lowest of all western provinces' rates. Historically, the western provinces and the territories have reported the highest homicide rates in the country.

Domestic violence remains a great concern. While both men and women report experiencing domestic violence, the majority of victims of police-reported intimate partner violence are women, who account for eight in ten victims of domestic violence in Canada.<sup>5</sup> 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. The Ministry is committed to a justice and public safety sector that understands and responds to the needs of Aboriginal people and their communities.

Motor vehicle crashes are a leading cause of death and serious injury for all age groups in British Columbia. Provincial road safety programs and initiatives continue to work towards reducing

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<sup>2</sup> Canadian Centre for Justice Statistics, Statistics Canada, 2012. Detailed overviews of crime data collection and trends in crime statistics in British Columbia are available at [www.pssg.gov.bc.ca/policeservices/statistics/index.htm](http://www.pssg.gov.bc.ca/policeservices/statistics/index.htm).

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

<sup>4</sup> Canadian Centre for Justice Statistics, Statistics Canada, Homicide in Canada, 2012.

<sup>5</sup> Statistics Canada, *Measuring Violence Against Women: Statistical Trends*, 2012.

casualties caused by alcohol-affected or drug-affected driving, high-risk drivers and distracted drivers. Innovative road safety measures are also being applied to increase intersection safety.

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

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

In July 2013, the Attorney General and Minister of Justice requested Parliamentary Secretary John Yap to conduct a liquor policy review involving public, industry and stakeholder consultations and to submit a report and recommendations for modernizing British Columbia's liquor laws. In November 2013, Mr. Yap submitted his report to government and the report was publicly released in January 2014. While there have been many updates and amendments to liquor legislation over the past century, this was the first comprehensive review that has drawn so heavily on public input and stakeholder consultation, and the first to cover all aspects of liquor regulation, including production, access and distribution, as well as health, safety and social responsibility. The public, licensee and stakeholder consultations conducted during the course of the review generated more participation than any other government engagements in British Columbia.

The final report puts forward more than 70 recommendations, including recommending liquor sales in grocery stores while maintaining the current cap on the total number of retail outlets in the province. The goal of the Liquor Policy Review is to transform British Columbia's outdated liquor laws by enhancing convenience, sparking the economy, creating new opportunities for businesses and continuing to protect health and public safety.

## **Justice Sector Challenges**

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

While crime rates continue to decrease in the province, the relationship between trends in crime rates and criminal justice system workloads need to be interpreted with caution. As stated previously, it is mainly a reduction in reported property crime that is driving the downward trend in the overall crime

rate. Property crime offences are arguably the least serious and complex types of *Criminal Code* violations. Therefore, even a large reduction in rates of reported property crime may have limited impact on criminal justice system workloads.

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

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

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

The annual number of new Provincial Court criminal cases entering the system has declined by 15 per cent over the last 10 years.<sup>6</sup> Timeliness remains a concern, however. While there are many factors affecting timeliness, court procedures are being streamlined through new technologies and innovations. Additionally, initiatives are underway to move certain types of disputes out of courtrooms, where appropriate, to allow court hearings to be reserved for the most serious matters.

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

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

B.C. Corrections serves a variety of individuals, many of whom have significant and complex needs. Caseloads include a high proportion of medium-risk and high-risk offenders. They also include a high proportion of vulnerable and at-risk populations, such as women with lengthy histories of abuse, 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.

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<sup>6</sup> New Provincial Court criminal cases per year, 2003/04 to 2012/13. Criminal caseloads are comprised of adult and youth cases, including impaired driving cases, which are defined as any case prosecuted under the *Criminal Code*, Sections 253, 254 or 255. The caseloads do not include traffic or bylaw cases.

While corrections caseloads have remained high in the community, there has been a decline in inmate counts within provincial correctional centres since 2010. Despite this decline, provincial correctional centres regularly face capacity pressures. With this in mind, the provincial government is furthering the largest capital expansion in the history of B.C. Corrections, working to add new cells in the Interior; work to add new cells in the Lower Mainland and the North has been completed (for further information, see page 40).

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

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

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

## **Justice and Public Safety Transformation**

The justice and public safety sector in British Columbia is engaged in a promising period of sector-wide transformation informed by recent provincial and national consultations, reviews and reports, including:

- *Reaching Equal Justice* (Canadian Bar Association, 2013);
- *Responding Early, Responding Well: Access to Justice through the Early Resolution Services Sector* (National Action Committee on Access to Justice in Civil and Family Matters, 2013);
- *British Columbia Policing and Community Safety Plan* (Ministry of Justice, 2013);
- *White Paper on Justice Reform, Part One* and *Part Two* (Ministry of Justice, 2012-13);
- *Forsaken: The Report of the Missing Women Commission of Inquiry* (2012);
- *A Criminal Justice System for the 21st Century* (Cowper Report, 2012);
- *Modernizing British Columbia's Justice System* (Green Paper, Ministry of Justice, 2012); and,

- *Foundation for Change: Report of the Public Commission on Legal Aid in British Columbia* (2011).

A central theme emerging from this body of knowledge is the need for all justice and public safety sector stakeholders and participants, and all levels of government to work together in order to achieve significant sector transformation.

The *Justice Reform and Transparency Act*, which received Royal Assent in March 2013, provides a statutory framework for some key changes in the justice and public safety sector and supports a well-functioning, transparent and accountable sector strengthened by greater opportunities for collaboration among justice and public safety stakeholders and participants.

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

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

## Goals, Objectives, Strategies and Performance Measures

This section presents the Ministry's goals and objectives, consistent with those set out in the *Ministry of Justice Revised 2013/14 – 2015/16 Service Plan* released in June 2013.

Key strategies are also presented. While the strategies are included under specific goals, many do in fact support more than one goal.

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

In collaboration with other justice and public safety sector stakeholders and participants, the Ministry is currently engaged in a process to develop a stronger set of key performance measures that are relevant to the public and which will, in turn, allow us to better measure our progress. This increased, sector-wide 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. For this reason, strengthening business intelligence and performance management capacity is a key component of justice and public safety transformation.

Measuring the performance of justice and public safety programs and initiatives is complex. Long-term outcomes are affected by many factors and are not under the exclusive control of any one component of the justice and public safety sector. The complex nature of justice and public safety processes and outcomes requires a collective and integrated response from all sector stakeholders and participants, and across all levels of government.

## 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

- Core Review: The Ministry is participating in the government-wide review of programs and services to ensure the best possible use of government resources and to ensure that the Ministry is best structured to meet its goals and objectives.
- 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 the elimination of unnecessary rules, processes, activities and non-essential steps.<sup>7</sup> 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.

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<sup>7</sup> 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.

- Costing of the Justice System: A methodology is being developed to enable the costing of the various processes within the justice system. This will better inform policy decisions and fund allocations to ensure that system resources provide the best possible service to the public, and to provide an increased understanding of the costs and benefits of interventions used 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.
- 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 of key importance 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.
- Open Data Strategy: This strategy aims to facilitate the continued publication of data to support informed dialogue between citizens and government regarding the functioning, accountability and performance of the justice system. The Ministry has developed an open data implementation plan and a justice sector three-year data publishing plan. Data are currently made available on the [DataBC](#) website and through a variety of [justice data dashboards](#).



## Performance Measure 1: Public confidence in the justice system

Performance Measure	2003 Baseline	2008 Actual	2013 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of British Columbians who have “a great deal of” or “quite a lot of” confidence in the justice system	50	53	Results available winter 2014	Targets will be established when the 2013 results become available		

**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 results from the survey conducted in 2013 will be available in winter 2014.

### Discussion

The Ministry tracks 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	2012/13 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Community Safety and Crime Prevention	5	5	6	7	7
Corrections	8	15	15 <sup>1</sup>	20	20 <sup>1</sup>
Court Services	18	27	27	32	32
Criminal Justice	5	5 <sup>2</sup>	5 <sup>2</sup>	5 <sup>2</sup>	5 <sup>2</sup>
Emergency Management BC	2	7	9	10	11
Liquor Control and Licensing	3	3	6 <sup>3</sup>	6 <sup>3</sup>	6 <sup>3</sup>
Office of the Superintendent of Motor Vehicles	5	10	15 <sup>4</sup>	15 <sup>4</sup>	15 <sup>4</sup>
Policing and Security Programs	5	10	15	18	20
<b>TOTAL</b>	<b>51</b>	<b>82</b>	<b>98</b>	<b>113</b>	<b>116</b>

**Data Source:** DataBC website: [www.data.gov.bc.ca](http://www.data.gov.bc.ca)

<sup>1</sup> The focus every second year is to complete a full refresh of all previous data sets with additional completed fiscal year data.

<sup>2</sup> The Criminal Justice Branch forecasts contributing updated data sets each fiscal year, but no new data sets.

<sup>3</sup> A total of 6 data sets updated annually will cover the data available at the Liquor Control and Licensing Branch.

<sup>4</sup> 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.

## 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

- 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. These improvements are being made primarily by transitioning to electronic documents and information-sharing, which is contributing to cost effective and efficient court processes. In addition, [Court Services Online](#) provides citizens with the ability to view court files online, electronically file civil court documents, and view daily court lists for Provincial Court small claims, Supreme Court Chambers, Appeal Court, and Provincial Criminal Court matters.
- Provincial Court Scheduling: Under the leadership of the Office of the Chief Judge, the Ministry is working with the Provincial Court to better use judicial and staff resources and court facilities. Changes include rule revisions that reduce administrative processes by returning case management responsibility to counsel, and supporting the introduction of a Provincial Court trial scheduling platform. This new scheduling system will be designed to take advantage of the move toward fully electronic files, ensuring the best use of resources and facilities.
- Enhanced Crown File Ownership: The Ministry will continue to implement process reforms and adjust Crown practices to integrate with, and gain the maximum benefit from, the new Provincial Court scheduling system. Examples include an increased focus on front end management and resolution of files and minimizing unproductive court appearances.
- Expanded Duty Counsel: The Ministry will work collaboratively with Legal Services Society to implement justice transformation initiatives that support early resolution in criminal, child

protection and family matters, supported by \$2 million in new dedicated funding beginning in 2014/15.

- 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, Vancouver and Victoria. In the future, a proposed virtual Justice Access Centre will employ a range of technologies, including the Internet, to provide a simple access point to the civil and family justice systems for citizens across the province.
- Family Justice Reform: In March 2013, the new *Family Law Act* replaced the *Family Relations Act* as the primary family law statute in the province. It modernized the law, helping parents and spouses going through separation make important decisions about parenting arrangements for children, child and spousal support and the division of family property. It also explicitly encourages the use of non-court family dispute resolution processes such as mediation and parenting coordination, where appropriate, and creates a duty on professionals assisting parents or spouses to screen for the presence of family violence. This ensures that processes are not recommended that are unsafe for families. Regulations made under the *Family Law Act* set minimum practice standards for family law mediators, family law arbitrators and parenting coordinators to help ensure that families receive quality assistance. They set out the considerations used to determine whether a decision is in a child's best interest including, among other things, the requirement to consider any family violence relevant to the care of the child. Decisions which affect a child are not deemed to be in their best interest unless they protect, to the greatest extent possible, the child's physical, psychological and emotional safety, security and well being.
- 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: continue to leverage best practices, particularly in planning and early engagement with clients; expand its use of paralegals to mitigate the cost of legal services; and focus on 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 an 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 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 a key action item coming out of government's White Paper on Justice Reform. It is about shifting the way British Columbia's administrative tribunals deliver services to create greater accountability and transparency. By moving service delivery online, integrating support services and systems, and clustering sector-based tribunals together, it will become possible to build the infrastructure for more efficient and effective tribunal services.
- **Partners in Change: Enhancing Continuity of Care**: In collaboration with the Mental Health and Substance Abuse Branch of the Ministry of Health, B.C. Corrections is developing guidelines to ensure that adults with mental illness and/or problematic substance use, and who are in contact with 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 and public safety sector with new opportunities and foundational technologies for integrated, comprehensive caseload and document management, increased public safety, crime reduction, and workload management strategies.
- **B.C. Coroners Service**: The Coroners Service continues to: conduct investigations into unnatural and unexpected deaths in the province; ensure that the relevant facts are made a matter of public record; identify and advance recommendations aimed at prevention of death in similar circumstances; report on issues affecting public health and safety; and review all children's deaths.
- **Disaster Financial Assistance Arrangements**: The Ministry continues to maximize the provincial government's ability to recover funding from the federal government's Disaster Financial Assistance Arrangements through claims for all eligible events.

### Performance Measure 3: Family court timeliness

Performance Measure	2012/13 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Median age of a family application when first order is issued <sup>1</sup>	105	128	127	126	125

**Data Source:** Courts Electronic Information System.

<sup>1</sup> 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

Preliminary results show an anticipated increase in the time it takes to get a family order in Provincial Court in 2013/14. Compared to the same April to December time period in 2012/13, when it took 105 days to get a family order, it is now expected to take 128 days in 2013/14. In addition, results indicate there was an 8.4 per cent decrease in the number of new provincial family cases and a 21.5 per cent decrease in the number of court hours spent on Provincial Family matters.

Key elements of family case processing timeliness include capacity, the implementation of more efficient processes, alternatives to court and overall caseload trends. With caseload trends decreasing, judicial resources remaining fairly constant, and no impacts on the timeliness of family orders anticipated from the implementation of the *Family Law Act*, it may be the case that the proportion of judicial resources devoted to criminal, civil and family matters has the most significant influence on family court timeliness figures.

### Performance Measures 4 and 5: Small claims timeliness

Performance Measure	2012/13 Baseline <sup>2</sup>	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Median age of a small claims case at first substantive appearance <sup>1</sup>	210	179	178	177	176
Median age of a small claims case at trial stage <sup>3</sup>	421.5	418	417	416	415

**Data Source:** Courts Electronic Information System.

<sup>1</sup> 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.

<sup>2</sup> The 2012/13 baselines have been updated from those previously reported as they are now based on full fiscal year data.

<sup>3</sup> 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

Preliminary results indicate improvement in small claims timeliness. The time it takes for small claims cases to get their first substantive appearance (e.g., settlement conferences, summary trials, simplified trials and mediation) is expected to drop from 210 days to 179 days in 2013/14, representing about a 15 per cent decrease. If that occurs as predicted, it will be the lowest median in

the last four years. Preliminary 2013/14 results show that 54 per cent of cases reached their first substantive appearance within six months and 36 per cent within six to twelve months. While a considerable improvement over the previous fiscal year, when only 42 per cent of cases were heard within six months, these figures are moving towards small claims timeliness rates from five years ago when 60 per cent of cases had a substantive appearance within six months.

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

### Performance Measure 6: Timeliness of criminal case conclusion

Performance Measure	2012/13 Baseline <sup>2</sup>	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Median time to conclude Provincial criminal cases (Adult and Youth) <sup>1</sup>	82	83	82	81	80

Data Source: Criminal Management Information System, Court Services Branch.

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

<sup>2</sup> The 2012/13 baseline has been updated from what was previously reported as it is now based on full fiscal year data.

### Discussion

The volume of new Provincial criminal adult and youth cases initiated during 2012/13 was at an all time low (86,556 new cases) when compared with all years of available data. New case volumes have decreased every year since fiscal 2009/10, with the decrease in volume accelerating between 2010/11 and 2011/12. Much of this recent decrease can be attributed to the passing of legislative authority allowing the police to hand out immediate administrative roadside driving prohibitions, beginning in September 2010, to drivers affected by alcohol. This has removed from the court system a significant number of *Criminal Code* impaired driving cases. However, smaller criminal case volumes are not necessarily translating into increased timeliness of case conclusion. While true that the median value of 82 days to disposition was lower in 2012/13 than the 87 reported in 2011/12, it is still consistent with historical timeliness trends going back ten years in criminal court; also, there are indications that the time to disposition may have gone up slightly in 2013/14.

The justice system is complex with many factors contributing to the time it takes to conclude a criminal case – delays in scheduling cases for trial and increasing case complexity are seen as two key factors. While case complexity is somewhat out of the control of the justice system, court scheduling, which falls under the authority of the judiciary (Provincial, Supreme, and Appeal), is something that can be controlled. The Provincial Court has developed a new process at medium and large court locations meant to address the delays and ‘overlap’ in scheduling cases for trial. This is intended to streamline the trial scheduling process and have some impact on improving case timeliness. This new process is expected to be in place by 2014/15.

**Performance Measure 7: Timeliness of Victim Financial Assistance claim adjudication**

Performance Measure	2012/13 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	70	70	70	70	70

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*.

The 2012/13 baseline reflected a significant reduction from the target of 150 days established for that year. This reduction was achieved through service delivery changes implemented following an internal process review. The timeframe of 70 days compares to a 399-day timeframe for adjudication in Ontario in 2012/13 for approximately the same number of applications.

The 2013/14 forecast of 70 days and the subsequent year targets reflect an ambitious effort to maintain this high level of service. 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	2012/13 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Average number of days from receipt of a complete Disaster Financial Assistance evaluator's report until the claim has been adjudicated and closed	14	13	13	12	11

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

**Discussion**

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 2.1      Integrated, risk-based approaches**

### **Objective 2.2      Programs based on what works**

### **Objective 2.3      Citizen-focused services**

### **Strategies**

- **Addressing Domestic Violence:** The Ministry supports the [\*Provincial Domestic Violence Plan\*](#), released on February 5, 2014. Coordinated through the Provincial Office of Domestic Violence, the plan delivers on government's commitment to make British Columbia a safer place for women, children and anyone who has been affected by domestic violence. The plan is the result of public and anti-violence stakeholder consultations and includes the creation of additional specialized domestic violence units, programs for Aboriginal families, direct services for perpetrators, and improved access to services and social housing for survivors in rural and remote communities. The plan also includes an Aboriginal response and specific approaches to address the unique needs of immigrant and refugee women and women with disabilities.
- **Evidence-Based Approach to Specialized Courts:** The Ministry, in collaboration with other justice partners, will work to develop a strategy for specialized courts that builds on lessons learned from the Downtown Community Court and other reform pilots in the province and elsewhere. Current research and shared understanding of proven practices will guide a planned and evidence-based allocation of provincial resources to better address crime problems and justice system challenges in British Columbia.

- Participation in National Criminal Justice Reform: The Ministry works with the federal government and other provincial and territorial governments to develop national criminal justice policy and legislative reforms that are responsive to the needs of British Columbians.
- 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.
- Crime Reduction: Parliamentary Secretary Darryl Plecas is heading a blue-ribbon panel to study evidence-led crime reduction opportunities across the province through stakeholder consultation and will report to the Attorney General and Minister of Justice by June 14, 2014. A series of regional roundtable sessions will be held to discuss crime reduction opportunities, current initiatives, approaches, successes, gaps and challenges. The report to the Minister will include: results from the consultations; identification of potential challenges/areas of concern; an overview of current crime reduction initiatives around the province and in other jurisdictions; and a recommended action plan on crime reduction opportunities which promote effective and efficient use of justice resources.
- Civil Forfeiture Recoveries: The *Civil Forfeiture Act* allows for the forfeiture of property that is used as a tool in unlawful activity or is a proceed of unlawful activity. The Act also provides for a portion of the forfeited funds to be distributed to community associations and the police in the form of crime prevention grants, and to victims of crime. Last year \$1.3 million was distributed in the form of crime prevention grants to community associations to prevent bullying, youth crime, violence against women, family violence, human trafficking, sexual exploitation and community crime, as well as to police for training and equipment. An additional \$592 thousand was distributed in victim compensation payments.
- Review of Police Structure, Service Delivery and Funding: The Ministry is working with key stakeholders and policing experts to: clarify each level of government's policing responsibilities; explore service delivery models, governance and funding arrangements for policing in British Columbia; and develop options and recommendations for structural reform for consideration by first, an objective advisory panel, and ultimately, the provincial government.
- Provincial Policing Standards: The Ministry continues work on a multi-year project to create policing standards that are binding on all police agencies in the province. Current priorities include the development of standards to meet recommendations from the Missing Women Commission of Inquiry.
- Organized Crime: The Ministry is working with police and other stakeholders to address gang recruitment and gang violence across the province through the development of new evidence-based approaches as well as building on existing strategies. The Ministry is funding and supporting initiatives through the Combined Forces Special Enforcement Unit – British Columbia (see Appendix C).
- 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 record indicates they pose a risk of physical or sexual abuse or, in the case of vulnerable adults, financial abuse. In 2013, this program was expanded to offer free criminal record checks to volunteers in publicly funded or non-profit organizations.

- Private Security Industry Regulation: Regulations ensure a professional and responsible private security industry by focusing on licensing qualified security workers who have undergone criminal background checks and have the appropriate training and experience for their occupation.
- 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. Outcomes for clients include: increased housing stability; reduced 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 Injury programs; and increased employability, self-sufficiency and well-being. Partners include: the ministries of Social Development and Social Innovation, Health and Justice; Provincial Health Services; the Fraser Health, Vancouver Coastal Health and Island Health 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](http://www.pssg.gov.bc.ca/corrections/programs/stics.htm).
- British Columbia Road Safety Strategy 2015: The Ministry is leading the implementation of the B.C. Road Safety Strategy, taking us to 2015 and beyond. The Office of the Superintendent of Motor Vehicles is advancing the Strategy through the collaborative and combined efforts of over 30 stakeholder groups, including government departments, enforcement agencies, municipalities, researchers and members of the health sector, with the goal of zero road fatalities and “the safest roads in North America”.
- Immediate Roadside Prohibition: The Ministry continues to champion the successful Immediate Roadside Prohibition Program through which administrative driving prohibitions prescribed under the *Motor Vehicle Act* are issued to drivers affected by alcohol. Since introduction in September 2010, this program has contributed to a 52 per cent decrease in fatalities related to drinking and driving.
- Road Safety Initiative: Under the proposed multi-year Road Safety Initiative, electronic ticketing, coupled with a faster dispute resolution process, will mean that driver infractions will be recorded against a driving record more quickly. Integrated electronic processes will enable an enhanced approach to interventions for high-risk drivers to be applied soon after habitual high-risk driving is

identified. Education and counseling will be key measures in encouraging behavioural changes for these drivers.

- Enhanced Traffic Enforcement Program: Targeted, data-driven, intelligence-led enforcement is used to deliver a number of road safety initiatives to increase safety on British Columbia roads, including: the Integrated Traffic Camera Unit, which operates the red light camera program; the Interprovincial Municipal Auto Crime Team; the Bait Car Program; and Integrated Road Safety Units.
- Targeted Liquor Regulation Resources: Liquor regulation resources continue to be targeted on high-risk licensed establishments, and inspections and investigations are focused primarily on service to minors, over-service, overcrowding and illicit alcohol. This includes the expansion and ongoing use of the Minors as Agents Program which employs underage youth to assess whether licensees or staff serve or sell liquor to minors. The program now includes inspections of Food Primaries (restaurants), some Special Occasion Licences, and a few Liquor Primaries (pubs or taverns), as well as liquor retail outlets. Over the past two years of the program, we have seen compliance rise substantially from 29 to 71 per cent.
- Modernizing Liquor Laws: The Province has amended liquor legislation to: permit the licensing of caterers; provide for the licensing of private wine stores; expand manufacturer endorsement options; permit greater flexibility for smaller volume manufacturers to promote their products in establishments where they have an ownership interest; expand sponsorship options for licensees; and remove certain reporting requirements for transactions between licensees and manufacturers.
- 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 Liquor Control and Licensing Branch continues to produce a biannual newsletter to communicate with licensees about policy changes, social responsibility, and other new and topical issues. In addition, the Branch will continue its work on development of resources for parents of minors.
- Emergency Management: The Ministry works with local governments, First Nations, federal departments, industries and volunteers to support the emergency management pillars of prevention/mitigation, preparedness, response and recovery. It also engages provincial, national and international partners to enhance collective emergency preparedness.
- Fire Safety and Prevention: Relationships continue to be strengthened among the Office of the Fire Commissioner, partner agencies and stakeholder groups, and support is provided to fire departments, local governments and the public to ensure effective fire safety and prevention. Work with other ministries and the Union of British Columbia Municipalities also continues to provide structure protection during wildfire seasons, primarily in regions of the province with limited resources.
- Flood Protection and Mitigation: The Ministry works closely with local governments, provincial partners and the federal government to identify areas at risk of flooding and to provide funding for permanent flood protection works to better protect citizens and assets.

## Performance Measure 9: Crime rates

Police-reported crime rates in British Columbia ( <i>Criminal Code</i> offences per 1,000 persons)	2012 Baseline <sup>1</sup>	2013 Forecast	2014 Target	2015 Target	2016 Target
<b>Violent crime<sup>2</sup></b>	13.8	13.1	12.5	11.9	11.3
<b>Property crime<sup>3</sup></b>	47.1	44.7	42.5	40.4	38.4
<b>Other crime<sup>4</sup></b>	16.3	15.9	15.1	14.3	13.6
<b>Overall crime rate</b>	77.3	73.4	69.7	66.2	62.9

**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 solely on *Criminal Code* offences (i.e. all police-reported violent crime, property crime and other offences), but do not include other federal statute offences such as drug or traffic crimes.

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

<sup>2</sup> 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.

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

<sup>4</sup> *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 baseline figures for British Columbia are higher than the 2012 national crime rate averages (11.9 for violent crime; 34.1 for property crime; 9.8 for other crime; and an overall crime rate of 55.9). The overall crime rate in British Columbia decreased by 2.1 per cent from 2011 to 2012, compared to a 2.9 decrease in the national average.

The 2013 forecast and the targets for this measure are based on projected five per cent year-to-year decreases in police-reported crime rates.

## Performance Measure 10: Crime Severity Indices

Crime severity indices	2012 Baseline <sup>1</sup>	2013 Forecast	2014 Target	2015 Target	2016 Target
Violent crime severity index <sup>2</sup>	89.3	84.8	80.6	76.6	72.8
Non-violent crime severity index <sup>3</sup>	94.6	89.9	85.4	81.1	77.0
Youth crime severity index <sup>4</sup>	57.8	54.9	52.2	49.6	47.1
Overall crime severity index <sup>5</sup>	93.4	88.7	84.3	80.1	76.1

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

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

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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

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

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

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

The 2012 baseline figures for British Columbia are higher than the national crime severity index averages the same year (81.42 for violent crime severity; 72.50 for non-violent crime severity; 78.05 for youth crime severity; and 75.00 for overall crime severity). In British Columbia, the overall crime severity index decreased by 1.9 percent from 2011 to 2012, compared to a 3.1 per cent decrease in the national average.

The 2013 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.	2012/13 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Community Corrections <sup>1</sup>	76.8	77	77.5	78	78.5
Custody <sup>2</sup>	50.6	51	51.5	52	52.5
Overall rate of non-reoffending <sup>3</sup>	72.6	73	73.5	74	74.5

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

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> 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. The targets for this measure have been slightly revised from those previously reported, adjusting for actual performance.

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

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



## Performance Measure 12: Policing Standards

Performance Measure	2012/13 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Cumulative number of binding <i>British Columbia Provincial Policing Standards</i> approved for implementation	16	21	26	30	34

**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 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.

## Performance Measures 13 and 14: Traffic fatality and injury rates

Performance Measure	2005-2009 Baseline <sup>1</sup>	2013 Forecast <sup>2</sup>	2014 Target <sup>3</sup>	2015 Target <sup>3</sup>	2016 Target <sup>3</sup>
Number of traffic fatalities per 100,000 population	9.2	5.8	5.8	5.6	5.5
Number of traffic injuries per 100,000 population	576.6	428.0	418.5	405.9	393.8

**Data Source:** Traffic Accident System Q3 2013 extract; RCMP District Fatality Report for 2013; BC Statistics (April 2013) Population Estimates and Projections as of July 1st each year.

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 enforcement resources do not allow officers to attend all collisions, it is estimated that police reports may not include up to 20 per cent of injuries. All numbers have been rounded to the closest tenth.

1. The baseline was calculated from the five-year period 2005 to 2009.
2. The forecast rate for 2013 is based on the most recent available data from RCMP (fatality, injury). It is to be considered preliminary until the various data sources (Police, ICBC, BC Coroners Service) have been fully reconciled and approved.
3. The 2014 to 2016 revised targets are based on the 2012 actual and annual three per cent reductions.

### Discussion

The targets for traffic fatality and injury rates are based on annual reductions of three per cent from 2013 onward.

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

## Performance Measure 15: Alcohol/drug related driving fatality rates

Performance Measure	2005-2009 Baseline <sup>1</sup>	2013 Forecast <sup>2</sup>	2014 Target <sup>3</sup>	2015 Target <sup>3</sup>	2016 Target <sup>3</sup>
Number of alcohol/drug related driving fatalities per 100,000 population	2.90	1.18	1.16	1.12	1.09

**Data Source:** Traffic Accident System Q3 2013 extract; RCMP District Fatality Report for 2013; BC Statistics (April 2013) Population Estimates and Projections as of July 1st each year. These measures are collected from police-attended collisions involving fatalities. Results include only motor vehicle fatalities where alcohol and/or drugs are a contributing factor.

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

2. The forecast for 2013 is based on the most recent available fatality and demographic data. It is to be considered as preliminary until the various data sources (Police, ICBC, and the BC Coroners Service) have been fully reconciled and approved.

3. The 2014 to 2016 revised targets are based on the 2012 actual and three per cent annual reductions.

### Discussion

The targets for this measure reflect year-to-year three per cent reductions from 2013 onward. Previous annual targets were based on the Province's commitment to reduce motor vehicle fatalities where alcohol was a factor by 35 per cent by the end of 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. The 2013 forecast shows that the goal of a 35 per cent reduction by the end of 2013 is expected to be exceeded. It is currently estimated that 190 lives have been saved in British Columbia through our effective, modern approach to the problem of drinking and driving.

## Performance Measure 16: Liquor Licensee Compliance Rate

Performance Measure	2012/13 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 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	2013/14 Restated Estimates <sup>1</sup>	2014/15 Estimates <sup>2</sup>	2015/16 Plan	2016/17 Plan
<b>Operating Expenses (\$000)</b>				
Justice Services .....	106,190	108,155	108,155	108,155
Prosecution Services .....	112,914	112,867	112,867	112,867
Court Services .....	96,421	96,083	96,083	96,083
Legal Services .....	17,571	17,543	17,543	17,543
Corrections .....	213,456	219,308	219,321	219,321
Policing and Security Programs .....	342,089	349,682	351,312	351,312
Victim Services and Crime Prevention .....	40,210	40,190	40,190	40,190
Emergency Management BC .....	26,736	26,702	26,702	26,702
Office of the Superintendent of Motor Vehicles .....	4,150	9,123	9,123	9,123
Liquor Control and Licensing .....	1	1	1	1
Agencies, Boards and Commissions .....	13,295	13,295	13,295	13,295

Core Business Area	2013/14 Restated Estimates <sup>1</sup>	2014/15 Estimates <sup>2</sup>	2015/16 Plan	2016/17 Plan
Executive and Support Services .....	34,885	32,244	32,223	32,223
Judiciary .....	68,109	68,109	68,109	68,109
<i>Crown Proceeding Act</i> .....	24,500	24,500	24,500	24,500
Independent Investigations Office .....	10,100	8,100	8,100	8,100
B.C. Utilities Commission .....	1	1	1	1
<i>Emergency Program Act</i> <sup>3</sup> .....	14,478	14,478	14,478	14,478
Statutory Services <sup>4</sup> .....	14,785	14,785	14,785	14,785
<b>Total .....</b>	<b>1,139,891</b>	<b>1,155,166</b>	<b>1,156,788</b>	<b>1,156,788</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services .....	17,382	14,572	10,131	16,123
Judiciary .....	765	605	590	570
Independent Investigations Office .....	388	352	0	200
British Columbia Utilities Commission .....	10	10	10	10
Public Guardian and Trustee Operating Account .....	382	363	363	363
<b>Total .....</b>	<b>18,927</b>	<b>15,902</b>	<b>11,094</b>	<b>17,266</b>

Other Financing Transactions (\$000)				
Receipts .....	(2,900)	(2,900)	(2,900)	(2,900)
Disbursements .....	2,900	2,900	2,900	2,900
Total Net Cash Source (Requirements) .....	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>

<sup>1</sup> For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 *Estimates*.

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

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

<sup>4</sup> Statutory Services includes Civil Forfeiture Account, Corrections Work Program Account, 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 and Minister of Justice, but they are included in the Resource Summary of this service plan.

Core Business Area	2013/14 Restated Estimates <sup>1</sup>	2014/15 Estimates	2015/16 Plan	2016/17 Plan
<b>Operating Expenses (\$000)</b>				
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
<b>Total .....</b>	<b>2,075</b>	<b>2,075</b>	<b>2,075</b>	<b>2,075</b>

<sup>1</sup> For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 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 B.C. Corrections, the Corrections Capital Asset Management Plan (CAMP) was developed to address current and future capacity demands in correctional centres in British Columbia.

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

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

The initial project in CAMP Phase Two was approved in December 2012 – the construction of a 378-cell Okanagan Correctional Centre within the Osoyoos Indian Band's Senkulmen Business Park on Highway 97, seven kilometres north of Oliver. The project is now in procurement. Construction is scheduled to begin in spring 2014 and 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 A: Contact Information and Hyperlinks to Additional Information

Visit our website at [www.gov.bc.ca/justice](http://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](mailto:EnquiryBC@gov.bc.ca)

In Victoria, call: 250-387-6121

In Vancouver, call: 604-660-2421

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

Telephone Device for the Deaf (TDD)

In Vancouver, call: 604-775-0303

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

### **Domestic Violence Helpline**

1-800-563-0808

[www.domesticviolencebc.ca](http://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](http://www.justicebc.ca)

### **VictimLink BC**

1-800-563-0808

[www.victimlinkbc.ca](http://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 Branch**

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

**Consumer Protection BC**

- [www.consumerprotectionbc.ca](http://www.consumerprotectionbc.ca)

**Corrections Branch**

- [www.pssg.gov.bc.ca/corrections](http://www.pssg.gov.bc.ca/corrections)

**Court Services Branch**

- [www.ag.gov.bc.ca/courts](http://www.ag.gov.bc.ca/courts)

**Criminal Justice Branch**

- [www.ag.gov.bc.ca/prosecution-service](http://www.ag.gov.bc.ca/prosecution-service)

**Crowns, Agencies, Boards and Commissions**

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

**Dispute Resolution Office**

- [www.ag.gov.bc.ca/dro](http://www.ag.gov.bc.ca/dro)

**Emergency Management BC**

- BC Coroners Service: [www.pssg.gov.bc.ca/coroners](http://www.pssg.gov.bc.ca/coroners)
- Office of the Fire Commissioner: [www.embc.gov.bc.ca/ofc](http://www.embc.gov.bc.ca/ofc)
- Emergency Management: [www.embc.gov.bc.ca/em](http://www.embc.gov.bc.ca/em)

**Family Justice Centres and Justice Access Centres**

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

**Family Maintenance Enforcement Program**

- [www.fmep.gov.bc.ca](http://www.fmep.gov.bc.ca)

**Justice Services Branch**

- [www.ag.gov.bc.ca/justice-services/index.htm](http://www.ag.gov.bc.ca/justice-services/index.htm)

**Legislation and Ministry Responsibilities**

- [www.leg.bc.ca/legislation/index.htm](http://www.leg.bc.ca/legislation/index.htm)

**Liquor Control and Licensing Branch**

- [www.pssg.gov.bc.ca/lclb](http://www.pssg.gov.bc.ca/lclb)

**Liquor Distribution Branch**

- [www.bcldb.com](http://www.bcldb.com)

**Office of the Superintendent of Motor Vehicles**

- [www.pssg.gov.bc.ca/osmv](http://www.pssg.gov.bc.ca/osmv)

**Policing and Security Programs Branch**

- Police Services: [www.pssg.gov.bc.ca/policeservices](http://www.pssg.gov.bc.ca/policeservices)
- Security Industry Licensing: [www.pssg.gov.bc.ca/securityindustry](http://www.pssg.gov.bc.ca/securityindustry)

## Appendix B: Agencies, Boards and Commissions

### **British Columbia Human Rights Tribunal**

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

### **British Columbia Law Institute**

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

### **British Columbia Review Board**

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

### **British Columbia Utilities Commission**

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

### **Environmental Appeal Board**

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

### **Forest Appeals Commission**

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

### **Independent Investigations Office**

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

### **Legal Services Society**

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

### **Oil and Gas Appeal Tribunal**

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

### **Police Boards**

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

## **Appendix C: Combined Forces Special Enforcement Unit – British Columbia**

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

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

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

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

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

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

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

More information can be found at: [www.cfseu.bc.ca/cms](http://www.cfseu.bc.ca/cms).