

Ministry of Justice

2012/13
Annual Service Plan Report



Ministry of Justice

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Message from the Minister and Accountability Statement



As British Columbia's Attorney General and Minister of Justice, I am pleased to introduce this *2012/13 Annual Service Plan Report*. The report highlights the many significant accomplishments of the past year in moving British Columbia toward a more effective and responsive justice and public safety system.

Furthering the Justice Reform Initiative launched in February 2012, the Province released a two-part *White Paper on Justice Reform*, setting a strong foundation for our vision of a well-functioning, timely and transparent justice system and efficient public safety operations.

The *Justice Reform and Transparency Act* received Royal Assent in March 2013, with the first sections of the *Act* coming into force in April. The *Act* established the Justice and Public Safety Council, empowered to set the strategic direction and vision for justice and public safety in British Columbia and to lead the change that is necessary to achieve that vision.

Central to our reform agenda is meaningful engagement through regular Justice Summits, bringing together members of the Council with leaders from the judiciary, federal and provincial justice and public safety agencies, the legal profession, police, municipalities, community groups and the academic community to identify long-term, innovative and fiscally responsible strategies to improve justice and public safety outcomes for all British Columbians.

Our reform efforts include taking cases out of the courts, where appropriate. For example, as well as helping to reduce motor vehicle collisions involving alcohol, our Immediate Roadside Prohibition Program has reduced the number of impaired-driving cases in the court system by 8,000 since it was introduced in 2010.

We have passed legislation to create the Civil Resolution Tribunal – the first tribunal in Canada to offer a full array of online tools to assist British Columbians in resolving common strata and small civil claims outside of the courts.

We are working with the judiciary to launch two backlog reduction projects – one aimed at criminal cases and the other for child protection cases – and nine provincial court judges were appointed in December 2012.

British Columbia's new *Family Law Act* – landmark legislation that came into effect in March 2013 – also supports ways for parents to resolve family matters outside of the courtroom, such as through mediation or parenting coordination, while always ensuring the best interests of children come first.

The *B.C. Policing and Community Safety Plan* was developed through extensive consultations with a variety of stakeholders, including citizens, community representatives, police boards, police leaders and local governments. The recommendations from the Missing Women

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Commission of Inquiry were also released during the development of the plan and influenced its direction significantly. Policing in British Columbia must continue to evolve to address the emerging complexities facing policing today, and the *B.C. Policing and Community Safety Plan* will guide that evolution over the coming years.

My ministry will continue to strengthen public safety through our leadership role in emergency management. Forest fire season preparation, flood mitigation and other emergency management priorities are crucial in protecting our communities and protecting the businesses and industries that provide jobs for British Columbians.

Cross-border collaboration continues with our counterparts in the State of Washington, strengthening our relationship and better equipping both jurisdictions with appropriate approaches to address our shared threats from natural disasters, such as earthquakes and tsunamis, or deliberate human actions, such as terrorism and organized crime.

These and the many other significant accomplishments highlighted in this report are testament to the dedication and professionalism of Ministry staff working across the province. We remain steadfast in our commitment to maintaining a citizen-centred, fiscally responsible approach to justice and public safety for all British Columbians.

The Ministry of Justice *2012/13 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2012/13 – 2014/15 Service Plan*. I am accountable for those results as reported.



Honourable Suzanne Anton QC
Attorney General
Minister of Justice

July 3, 2013

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Highlights of the Year

The Justice Reform Initiative

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

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

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

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

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

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

1. Advance family justice reform;
2. Transform dispute resolution;
3. Improve early criminal processes;
4. Undertake public safety reform;
5. Protect marginalized women;

6. Address domestic violence; and,
7. Require the use of evidence-based approaches.

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

The section on public safety reform was informed by the *B.C. Policing and Community Safety Plan*, which is being developed through extensive consultations with a variety of stakeholders, including community representatives, police boards, police leaders and local governments, as well as a telephone survey of members of the public, and an interactive website. These consultations were undertaken to identify public safety issues, define priorities and suggest potential solutions for shaping the future of policing and crime prevention in British Columbia. A draft version of the *B.C. Policing and Community Safety Plan* has been available since February 2013 for public and stakeholder input.¹ A final version of the plan will be released following the consultation period.

Many significant reforms have already been made within the justice and public safety sector. The following are just some of our many achievements of the past year as we work to ensure that British Columbia is a province where people are safe and where citizens have timely access to information and services to prevent and resolve legal disputes.

A transparent and accountable justice and public safety system

- The *Justice Reform and Transparency Act* received Royal Assent in March 2013 and some parts of the *Act* came into force on April 11, 2013. It modernizes the statutory framework of the province's justice system and forms a foundational piece of our justice reform work. The *Act* sets the framework for a well-functioning, transparent and accountable justice system that is strengthened by greater opportunities for collaboration among justice leaders.
- The *Justice Reform and Transparency Act* established the roles and responsibilities of the Justice and Public Safety Council. The Council is empowered to set, in consultation with other justice and public safety sector leaders and participants, a strategic vision for the sector and to engage in, facilitate and promote practices which support achievement of that vision. The Council is required to set forth practical objectives in an annual Justice and Public Safety Plan, beginning in 2013/14, and assist in achieving greater transparency in the sector by

¹ Members of the public are urged to read the draft plan and submit feedback. Comments can be emailed to bcpolicingplan@gov.bc.ca or posted on the [BC Policing Plan blog](#).

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providing clear, public reports on the performance of the sector related to overall achievement of the vision.

- The Justice and Public Safety Council will receive guidance from one or more advisory boards whose members will be primarily external to government. These boards will act as expert advisory groups, providing a diverse range of perspectives on distinct areas of the system, including criminal, civil, family and administrative justice, and matters of public safety.
- The *Act* also requires that a Justice Summit be held at least once a year to encourage innovation and collaboration across the justice and public safety sector. The inaugural Justice Summit took place in Vancouver on March 16, 2013, bringing together leaders from the judiciary, federal and provincial justice and public safety agencies, the legal profession, police, municipalities, related justice agencies, the academic community and members of the Justice and Public Safety Council. These justice sector participants engaged in discussions about the province's criminal justice system and the values on which it is based. A report summarizing the summit will be publicly released following preparation and review by attendees.
- The *Act* included provision for the memorandum of understanding that was signed on April 4, 2013 by the Attorney General and Minister of Justice, the Chief Justice of British Columbia, the Chief Justice of the Supreme Court, and the Chief Judge of the Provincial Court. The memorandum of understanding clarifies the structure for how the Attorney General and Minister of Justice and the judiciary will work collaboratively to meet their individual and collective responsibilities. It acknowledges and respects the constitutional framework in which the Attorney General and Minister of Justice and the judiciary, as separate and independent branches of government, operate while noting a shared obligation to deliver timely, impartial and open justice. The agreement reflects the continuing discussions between the Attorney General and Minister of Justice, the Chief Justices and the Chief Judge concerning the proper roles and responsibilities of each in the administration of British Columbia's courts.
- The final section of the *Act* clarifies and enhances the administrative role of the Provincial Court Chief Judge. Amendments allow for increased efficiency in the administration of the court, in contemplation of a realignment of the regional organization. The Provincial Court currently has 12 regions with 12 administrative judges. The realignment will provide the Chief Judge a greater ability to manage the administration of the court. Also, as part of improving the Provincial Court Chief Judge's ability to make changes in the system, the term of the Chief Judge will be extended from five to seven years.
- The Independent Investigations Office began operations in September 2012. The Office is an independent organization established by government to conduct criminal investigations of incidents of death and serious harm involving RCMP or municipal police officers in the province. During its first partial year of operation between September 2012 and March 2013, the Office initiated 17 investigations and concluded six. The progress and outcome of investigations are reported publicly through the Office's website: www.iio.bc.ca.

Timely, accessible and efficient processes and services

- On March 18, 2013, British Columbia's family law was modernized under the new *Family Law Act*. The new family law, replacing the *Family Relations Act*, meets the needs and changing nature of families, helping them navigate significant changes and decisions in their lives, such as separation and divorce, and the division of property and parenting arrangements for children when couples split up. To help reduce the risk of children and families being put into potentially dangerous situations, family dispute resolution professionals – including mediators, parenting coordinators and family arbitrators – are now required to screen for family violence. Centred on the child's well-being and best interests, the law is clear that unless parenting arrangements protect the child's physical, psychological and emotional safety, they are not in the child's best interests.
- The new *Limitation Act* came into effect on June 1, 2013. The *Act* outlines the set period of time that people have to start a proceeding to sue someone in the civil justice system. While other laws set limitation periods, the *Limitation Act* sets the default regime, which means that unless another law sets the applicable limitation period, the *Limitation Act* applies. The new *Act* strikes a balance between a plaintiff's need to be able to access the civil justice system and a defendant's need for certainty and predictability. Reforms reflected in the *Act* are the result of extensive research and consultation, which began in 2007 and included feedback from the public, consumer groups, and business, legal and health care representatives. It modernizes the law, makes it easier to understand, and brings it more in line with reforms in other provinces.
- Government is investing approximately \$1.5 million to develop a Justice Access Centre at the Victoria courthouse, with an anticipated opening in the fall of 2013. The Victoria location marks the third centre of its kind in British Columbia, with others located in Nanaimo and Vancouver. Justice Access Centres provide a single 'front door' to the justice system for people with family and civil law disputes, such as those related to separation and divorce, housing, income assistance and employment.
- The *Civil Resolution Tribunal Act*, passed in May 2012, will establish the first-ever tribunal in Canada that offers a full array of online tools to allow British Columbians to solve common strata and small civil claims outside of the courts. Resolving a dispute through the tribunal is expected to take about 60 days, compared to 12 to 18 months for small claims court, helping to ease pressures on British Columbia's justice system by moving cases out of the traditional courtroom.
- Government appointed nine provincial court judges in December 2012 in an effort to address caseload pressures across the province. These appointees brought the complement to 130 full-time equivalent judges. Government and the Office of the Chief Judge also signed a protocol agreement to work together on two backlog reduction projects to reduce delay in hearing child protection cases in selected courthouse locations and to focus on reducing the criminal case backlog.

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- Thirteen new deputy sheriffs graduated in 2012/13, bringing the total number of sheriff full time equivalents to 501 and representing an eight per cent increase from 2011. Sheriffs provide for the safety and security of the courts in B.C., including the safety of the judiciary, legal counsel, accused and the public while on court property or during transport.
- In April 2012, a new training program was launched at the Justice Institute of British Columbia. The Centre for Court Administration will provide training for approximately 700 court administration staff through online study, virtual classroom work and at Justice Institute campuses across the province. Foundational Studies Program courses, including job-specific training for court administration staff such as registry and court clerk skills, were piloted in October 2012 and launched in March 2013. Implementation of training to support the *Family Law Act* commenced in the winter 2012/spring 2013 session.
- The Family Maintenance Enforcement Program, which monitors and enforces family support court orders and agreements for more than 45,000 families, released its [Annual Report 2011/12](#) in November 2012, and reported a \$10.5 million jump in collection from the previous year. This is the largest single annual increase the program has ever seen, more than doubling the average annual increase over the past ten years. Increased use of technology, small regulation changes, focused resources and strong reciprocal relationships with other provinces and countries have all contributed to the record-setting collection numbers, helping to make a significant difference in the lives of many families province-wide.
- The availability of child protection mediators to resolve child protection cases was further expanded to rural and remote communities. Mediation can reduce stress on families, the time children spend in care and the court hours required for child protection matters. Recognizing British Columbia as a leader in child protection mediation, many jurisdictions have turned to the Province for guidance on implementing similar programs.
- The Government of British Columbia and the Canadian Red Cross Society formalized a partnership to deploy disaster management infrastructure, equipment and personnel more quickly and effectively in response to a major catastrophic event or natural disaster. Through this agreement – one of the first of its kind in Canada – Emergency Management B.C., the Ministry of Health, the Ministry of Social Development and the Canadian Red Cross will work together to provide collaborative planning, training and joint exercises that will enhance mutual emergency and disaster response capacity.
- A milestone in mutual aid deployment was reached as the Pacific Northwest Emergency Management Arrangement launched the first cross-border collaboration in emergency response exercises between Washington State and British Columbia. Both sides of the border share natural hazard concerns, such as wildfires and major earthquakes, in addition to flood and drought issues related to cross-border rivers, as well as shared vulnerabilities such as power grids, natural gas pipelines and transportation corridors. A collaborative cross-border approach provides for the coordination of resources and support during emergencies in a timely manner.

Balanced, integrated and evidence-based programs

- The *Community Safety Act* received Royal Assent on March 14, 2013. The *Act* will give people a simple, timely and, perhaps most importantly, a safe way to submit confidential complaints to a new provincial unit charged with investigating, mediating and working with property owners to curb various threatening and dangerous activities taking place in their neighbourhood. This new civil legislation will target properties where the occupants may change frequently, but problem activities persist and property owners fail to take effective action to stop them. Introduction of the legislation fulfils government's commitment to ensure that communities and families in British Columbia feel protected and safe.
- New sentencing provisions in the *Offence Act* came into effect on June 1, 2012. The new provisions permit more effective management of offenders sentenced under provincial statutes while they serve their sentences in communities, and make the *Offence Act* consistent with the *Criminal Code of Canada*. The court can now impose probation for up to two years, with a range of conditions that may be better tailored to reflect the offence and the offender's circumstances. Non-compliance with the conditions of the court order can trigger a breach offence.
- The Ministry continues to expand its repertoire of evidence-based programs that significantly reduce reoffending. The Violence Prevention Program, developed and administered by B.C. Corrections province-wide, helps offenders distinguish between anger and violence and identify non-violent ways of expressing or resolving anger. A 2012 evaluation of the program found that individuals who completed it had significantly lower rates of reoffending: 33 per cent lower at twelve months after release from custody or completion of the program in the community.

The Drug Treatment Court of Vancouver was also evaluated in 2012. The Drug Treatment Court is a specialized court offering coordinated support to offenders, including marginalized clients, such as Aboriginal peoples and female offenders, who are struggling with addictions. An evaluation by Dr. Julian Somers at Simon Fraser University found that the Drug Treatment Court of Vancouver significantly reduced reoffending by 35 per cent.

These results further demonstrate the Ministry and B.C. Corrections' commitment to evidence-based programming, which includes the province-wide Relationship Violence Prevention Program, shown to reduce reoffending by up to 50 per cent, and the Therapeutic Community at the Nanaimo Correctional Centre, shown to reduce reoffending by 25 per cent twelve months after release. In 2012, both the Therapeutic Community at the Nanaimo Correctional Centre and the Drug Treatment Court of Vancouver received Premier's Awards.

- The Ministry continues to support *Taking Action on Domestic Violence in British Columbia*, an action plan developed by the Province in September 2012 that sets the course towards a coordinated approach to addressing domestic violence across the child and family serving systems. Led by the Provincial Office of Domestic Violence, Ministry of Children and Family Development, the action plan lays out key deliverables, actions and timelines to improve and strengthen the response to domestic violence in B.C. with a clear focus on the safety of children, women, families and communities. The Ministry of Justice actively

participated in the development of this action plan, along with the ministries of Children and Family Development, Education, Health, Social Development and Aboriginal Relations and Reconciliation. A follow-up three year plan is currently being developed and will be released in 2013.

- Building on British Columbia's leadership role in combating human trafficking in Canada, the Ministry's Office to Combat Trafficking in Persons unveiled its three-year Action Plan to prevent human trafficking and identify and protect victims of trafficking. *B.C.'s Action Plan to Combat Human Trafficking 2013 – 2016* engages and supports communities by bringing together a wide range of stakeholders from the justice system and social service providers to address human trafficking, providing a clear roadmap for priority actions to prevent the trafficking of youth, vulnerable workers, and Aboriginal youth and women. The Plan sets out five priority actions: (1) awareness raising/campaigns; (2) training and education; (3) community-led responses to human trafficking; (4) service coordination; and, (5) research, policy and legislative change to enhance the rights of trafficked persons in the province.
- The *Criminal Asset Management Act*, a new law that took effect September 30, 2012, together with its regulations, provides government with the explicit authority to manage and dispose of property forfeited as a result of criminal prosecutions, or seized during an investigation in anticipation of forfeiture. The *Act* helps to reduce the financial incentives associated with crime, deterring criminals and enhancing public safety in British Columbia. Proceeds that are obtained from forfeiture can be used to compensate eligible victims and to help communities through the funding of crime prevention and remediation projects. This legislation complements the existing Civil Forfeiture Program.
- 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 back to community associations and the police in the form of crime prevention grants. In its first year of operation in 2006, the Civil Forfeiture Office forfeited approximately \$600,000. In the last two years, the Office has forfeited \$19 million (\$8.5 million last year). The launch of Administrative Forfeiture, which deals with lower value property (under \$75,000), has significantly increased referrals from police. Despite being launched in late 2011, today Administrative Forfeiture files represent more than half of the nearly 1,600 files referred to the Civil Forfeiture Office to date. Three other provinces are following B.C.'s lead by implementing their own Administrative Forfeiture programs.

Last year \$1.28 million was distributed in the form of 84 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. Since 2006, the Civil Forfeiture Office has distributed \$10.3 million in crime prevention grants (about \$1 for every \$3 forfeited) and more than \$500,000 in victim compensation payments.

- New motorcycle regulations came into effect on June 1, 2012, aimed at improving road safety and reducing motorcycle deaths, injuries and crashes. All motorcyclists and passengers in B.C. must now wear a motorcycle helmet that displays the proper industry safety

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certification label. The Office of the Superintendent of Motor Vehicles has been working with police and motorcyclists to ensure the new helmet and seating regulations will be applied fairly and fines will be issued to riders who are putting their safety at risk. Police are also distributing educational material to riders to inform them about the new laws.

- Canada's first provincial metal theft law and regulations came into effect with identification and reporting requirements designed to limit the resale market for stolen assets and ensure thieves are identified and prosecuted. In force as of July 23, 2012, the *Metal Dealers and Recyclers Act* fulfils a key government commitment. Those wishing to sell regulated metals must present valid identification; in turn, scrap dealers and recyclers who buy these metals will share purchase details with their local police. The new regulations are the result of extensive consultations with utilities, municipalities and scrap metal dealers and are designed to respond to the significant number of thefts that continue to incur tens of thousands of dollars worth of damage to utility and municipal assets across the province, including copper wire, manhole covers and sign posts. Removing the anonymity that allows metal thieves to profit from their activities is a key goal of the new law.

Purpose of Ministry

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

The portfolio of the Ministry includes:

- Law enforcement and oversight of policing;
- Prosecution of criminal matters;
- Correctional services and evidence-based interventions;
- Crime prevention and restorative justice;
- Civil forfeiture;
- Court administration and security;
- Alternative dispute resolution, such as mediation;
- Victim services, including supports to children and vulnerable adults, addressing violence against women, and anti-human-trafficking strategies;
- Legal aid and public legal education;
- Family justice services, including family maintenance enforcement;
- Legal services to government;
- Criminal, civil, family and administrative law policy;
- B.C. Coroners Service;
- Office of the Fire Commissioner;
- Emergency management planning and emergency coordination;
- Flood protection program;
- Disaster financial assistance;
- Public Safety Lifeline Volunteer support and other mitigation activities;
- Driver behaviour and road safety;
- Liquor licensing, enforcement and distribution;²

² In June 2013, responsibility for the Liquor Control and Licensing Branch and oversight of the Liquor Distribution Branch were transferred to the Attorney General and Minister of Justice from the former Minister of Energy, Mines and Natural Gas. Performance information for 2012/13 related to liquor licensing and enforcement is reported in the 2012/13 Annual Report of the former Ministry of Energy, Mines and Natural Gas. The annual report of the Liquor Distribution Branch may be obtained at www.bclldb.com.

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- Regulation of the private security industry; and,
- Consumer protection policy, including oversight of the administration of consumer protection legislation by Consumer Protection BC and the Motor Vehicle Sales Authority of British Columbia.

The Attorney General and Minister of Justice is also responsible for the Combined Forces Special Enforcement Unit – British Columbia (see page 51) and a number of other agencies, boards and commissions.³

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

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

³ BC Human Rights Tribunal; BC Law Institute; BC Review Board; BC Utilities Commission; Environmental Appeal Board; Forest Appeals Commission; Independent Investigations Office; Legal Services Society; Oil and Gas Appeal Tribunal; and, Police Boards.

Strategic Context

Crime and Public Safety Trends

The prevalence of crime in British Columbia continued to decline in 2011 for the eighth consecutive annual decrease and the lowest recorded crime rate in nearly four decades.⁴ British Columbia's overall crime rate in 2011 was 78.9 offences per 1,000 people, representing a seven per cent decrease from 84.5 offences per 1,000 people in 2010. For more information on crime rates, see page 40.

The relative severity of crime is also decreasing in the province.⁵ In 2011, British Columbia's crime severity index was 95.1, representing a seven per cent decrease from 102.7 in 2010. This was one of the largest decreases in crime severity index values of all the provinces in Canada. The crime severity index is also discussed on page 41.

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.⁶ The nature and consequences of domestic violence are also typically more severe for women.

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

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

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

⁴ Canadian Centre for Justice Statistics, Statistics Canada, 2011. Detailed overviews of crime data collection and trends in crime statistics in British Columbia are available at www.pssg.gov.bc.ca/policeservices/statistics/index.htm.

⁵ Canadian Centre for Justice Statistics, Statistics Canada, 2011. While crime rates measure crime volumes and count all crimes equally, the crime severity index is designed to measure changes not only in year-to-year crime volumes but also changes in those volumes based on specific seriousness weights assigned to each offence. These weights assign higher values to more serious crimes while less serious, high-volume crimes are assigned lower values.

⁶ Statistics Canada, *Measuring Violence Against Women: Statistical Trends, 2013*.

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.

Justice Sector Challenges

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

The annual number of new Provincial Court criminal cases entering the system has declined by twelve per cent over the last ten years.⁷ Timeliness remains a concern, however, indicating that a more aggressive reform agenda is needed to move cases to resolution at a faster rate. While there are many factors affecting timeliness, court procedures are being streamlined through new technologies and innovations. Additionally, initiatives are underway to move disputes out of courtrooms to allow court hearings to be reserved for the most serious matters.

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

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

While corrections caseloads have remained high in the community, there has been a decline in inmate counts within provincial correctional centres since 2010. Despite this decline, provincial

⁷ New Provincial Court criminal cases per year (2003 to 2012). Includes adult and youth. Does not include traffic or bylaw cases.

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correctional centres continue to face capacity pressures. With this in mind, the provincial government is furthering the largest capital expansion in B.C. Correction's history, working to add hundreds of new cells on the Lower Mainland, in the Interior and in the North since 2008 (for further information, see page 50).

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

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

Litigation matters involving government continue to increase in complexity and cost. During 2012/13, they included: ongoing litigation against major tobacco manufacturers; applications for damages under the *Charter of Rights and Freedoms*; the polygamy reference case and consequent actions and decisions; a reference case on assisted suicide; the federal securities constitutional challenge; immediate roadside prohibitions for impaired driving; health care private billing; and, French language education. The Ministry is also responsible for advancing claims on behalf of the provincial government, such as those under the *Civil Forfeiture Act*.

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 and Regulations and Orders in Council, and advising government on legislative process and the interpretation of legislation.

Report on Performance

This section of the report presents the Ministry's goals and objectives, and identifies key strategies undertaken to achieve them.⁸ Although the strategies are grouped under individual goals, many of them support more than one goal.

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

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

Measuring the performance of justice and public safety systems is complex. Long-term outcomes are affected by many factors and are not under the exclusive control of any one program area or ministry. The complex nature of justice and public safety processes and outcomes requires a collective and integrated response from all areas and levels of government, as well as from citizens and our community partners.

⁸ Further to the Justice Reform Initiative, the goals and objectives presented have been revised since publication of the *Ministry of Justice 2012/13 – 2014/15 Service Plan* in February, 2012.

Performance Results Summary Table

Goal 1: A transparent and accountable justice and public safety system For greater detail see pages 23 - 26	2012/13 Target	2012/13 Actual
1.1 Clear governance		
1.2 Common understanding		
1.3 Performance focus		
Percentage of British Columbians who have a 'great deal of' or 'quite a lot of' confidence in the justice system		NEW RESULTS WILL BE REPORTED WHEN AVAILABLE
Number of Ministry data sets available on the DataBC website:		
<ul style="list-style-type: none"> • Community Safety and Crime Prevention • Corrections • Court Services • Criminal Justice • Emergency Management BC • Office of the Superintendent of Motor Vehicles • Policing and Security Programs • Total Ministry of Justice 	<p>2</p> <p>10</p> <p>13</p> <p>5</p> <p>3</p> <p>5</p> <p>5</p> <p>43</p>	<p>5 EXCEEDED</p> <p>8 NOT ACHIEVED</p> <p>18 EXCEEDED</p> <p>5 ACHIEVED</p> <p>2 NOT ACHIEVED</p> <p>5 ACHIEVED</p> <p>5 ACHIEVED</p> <p>48 EXCEEDED</p>
Cumulative number of binding <i>British Columbia Provincial Policing Standards</i> approved for implementation	20	16 NOT ACHIEVED
Goal 2: Timely, accessible and efficient processes and services For greater detail see pages 26 - 34	2012/13 Target	2012/13 Actual
2.1 Efficient case management		
2.2 Early assistance to citizens		
2.3 Smart choices at the start		
Median age in days of a family application when first order is issued	91	105 NOT ACHIEVED
Median age in days of a small claims case at first substantive appearance	168	214 NOT ACHIEVED
Median age in days of a small claims case at trial stage	318	407 NOT ACHIEVED

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Average number of appearances per concluded cases – Provincial Criminal (Adult and Youth)	5.8	6.2 NOT ACHIEVED
Median time in days to conclude Provincial Criminal cases (Adult and Youth)	77	84 NOT ACHIEVED
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	150	70 EXCEEDED
Average number of days from receipt of a complete Disaster Financial Assistance evaluator's report until the claim has been adjudicated and closed	16	14 EXCEEDED
Goal 3: Balanced, integrated and evidence-based programs For greater detail see pages 34 - 45	2012/13 Target	2012/13 Actual
3.1 Integrated, risk-based approaches		
3.2 Programs based on what works		
3.3 Citizen-focused services		
Number of officers assigned to integrated policing units	1197	1197 ACHIEVED
Percentage of community case management quality assurance activities that meets Community Corrections' policy expectations overall	90	92 EXCEEDED
Average number of program hours per month available to inmates in custody centres	625	909 EXCEEDED
Police-reported BC crime rates:		
• Violent crime	14.1	DATA AVAILABLE SUMMER/FALL 2013
• Property crime	46.3	
• Other crime	15.8	
• Overall crime rate	76.2	
Crime severity indices:		
• Violent crime severity index	92.6	DATA AVAILABLE SUMMER/FALL 2013
• Non-violent crime severity index	93.0	
• Youth crime severity index	64.9	
• Overall crime severity index	92.9	

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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:		
• Community Corrections	75.0	76.8 EXCEEDED
• Custody	44.5	50.6 EXCEEDED
• Overall rate of non-reoffending	70.5	72.6 EXCEEDED
Traffic fatality and injury rates:		
• Number of traffic fatalities per 100,000 population	6.2	5.7 EXCEEDED
• Number of traffic injuries per 100,000 population	417.6	433.7 NOT ACHIEVED
• Number of impaired driving fatalities per 100,000 population	2.3	1.1 EXCEEDED
Percentage of critical Temporary Emergency Assignment Management System positions filled by qualified government employees	98	131 EXCEEDED

Goals, Objectives, Strategies and Performance Results

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

- The new *Justice Reform and Transparency Act* provides a strong foundation for government's action plan to modernize the justice system. It establishes a new governance structure and sets out requirements for strategic management and coordination across the entire justice and public safety sector, along with increased public reporting of performance (see pages 7 - 8).
- To inform strategic decision making processes, two key strategies are in place. First, building on previous work in this area, the Ministry is refining its business intelligence framework, including the acquisition, analysis and reporting of justice sector data. Valid business intelligence is key for performance measurement and management. In addition, it aids the second strategy – systemic analysis, research and evaluation, including partnership with non-government expertise where necessary.
- 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.
- A methodology is being developed to enable the costing of various processes within the justice system. This will better inform policy decisions and fund allocations to ensure that system resources provide the best possible justice service to the public, and to provide an increased understanding of the costs and benefits of interventions utilized within the system.

Ministry of Justice

- 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.
- The Open Data Strategy aims to facilitate the continued publication of data sets via the [DataBC](#) website to support informed dialogue between citizens and government regarding the functioning, accountability and performance of the justice system. A series of data dashboards has also been launched. The [Justice BC dashboards](#) take the raw justice data and transform it into a visually friendly format by plotting it on a map of British Columbia, providing the public with an opportunity to gain a better understanding of the day-to-day operations of the justice system.
- The Ministry continues to strengthen the governance of policing by developing additional binding *British Columbia Provincial Policing Standards*, focussing on high-risk areas such as use of force.

Performance Measure 1: Public Confidence in the Justice System

Performance Measure	2003 ¹ Baseline	2008 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of British Columbians who have 'a great deal of' or 'quite a lot of' confidence in the justice system	50	53	NEW RESULTS WILL BE REPORTED WHEN 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 new data will be available in summer 2013.

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

Discussion of Results

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

Performance Measure 2: Public release of data sets

Cumulative number of data sets available on DataBC website	2011/12 Baseline	2012/13 Target	2012/13 Actual
Community Safety and Crime Prevention	0	2	5 EXCEEDED
Corrections	8 ¹	10 ¹	8 ³ NOT ACHIEVED
Court Services	13 ²	13 ²	18 EXCEEDED
Criminal Justice	0	5	5 ACHIEVED
Emergency Management BC	0	3	2 NOT ACHIEVED
Office of the Superintendent of Motor Vehicles	2	5	5 ACHIEVED
Policing and Security Programs	0	5	5 ACHIEVED
Total Ministry of Justice	23	43	48 EXCEEDED

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

¹ The 2011/12 baseline for Corrections was originally reported as 32. The 32 data sets were subsequently revised and collapsed into eight data sets with additional years of information included and no data removed. This revision was made to better match the organization of the Corrections data on the [JusticeBC Dashboard](#). Because of this revision, the target for 2012/13 was also revised.

² The 2011/12 baseline for Court Services was originally reported as 10 but has since been revised to 13. The target for 2012/13 was also revised accordingly.

³ All eight data sets were revamped and refreshed with additional data in 2012/14. Additional data sets are expected in 2013/14.

Discussion of Results

While not all Branches met their targets for the number of data sets they posted on [DataBC](#) in 2012/13, the total number of data sets posted by the Ministry exceeded the number anticipated.

The Ministry will continue to publish and regularly update data sets on [DataBC](#) to facilitate broader public access to information about government programs and services.

Performance Measure 3: Policing Standards

Performance Measure	2010/11 Baseline	2011/12 Actual	2012/13 Target	2012/13 Actual
Cumulative number of binding <i>British Columbia Provincial Policing Standards</i> approved for implementation	0	16	20	16 NOT ACHIEVED

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

Discussion of Results

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

The development of policing standards was put on hold in 2012/13 while the *BC Policing and Community Safety Plan* was under development; as such, the 2012/13 target of 20 standards was not reached. The Ministry will continue to increase the number of standards implemented over time to strengthen police accountability.

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

- The ‘Lean’ approach is being adopted throughout the Ministry to support improvement of processes and services while also building internal capacity through elimination of unnecessary rules, processes, activities and non-essential steps.⁹ Examples of the many ways Lean is being applied include: improving workflow practices in courthouses; streamlining

⁹ 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 drivers of organizational performance and effectiveness. It’s a way of looking at how we use resources for our various business processes and putting value on those steps that benefit citizens and stakeholders. Steps that don’t benefit citizens and stakeholders are considered wasteful and should be eliminated.

business processes to admit and discharge inmates from correctional centres and community corrections offices; and, simplifying and enhancing the application process for the Disaster Financial Assistance Arrangements Program.

- Through eCourt projects and services, the Ministry continues to use advances in technology to improve access to justice for participants in the court system, litigants and their counsel, court services staff and the judiciary. Transitioning to electronic documents and information sharing is contributing to more cost effective and efficient processes for a variety of projects, including Court Clerk Desktop, eInformation, Family Case Conference Orders and Civil eDocuments. 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 matters and Supreme Court Chambers.
- Under the leadership of the Office of the Chief Judge, the Ministry continues working with the Provincial Court to better utilize judicial and staff resources and court facilities. The Provincial Court scheduling system will be redesigned as we move toward fully electronic files, ensuring the best use of resources and facilities.
- The Ministry continues to develop solutions to address the management of large criminal cases by identifying costs, defining problems, identifying opportunities for collaboration, and developing pilot projects to address the problems identified with large criminal cases.
- The Ministry is implementing a comprehensive model of best practices for British Columbia's Prosecution Service for managing major criminal cases. The major criminal case management model includes: a major case management advisory panel; a funding formula for major cases; identification of a dedicated Crown Counsel role to oversee disclosure; guidelines for early advice to police; a major case leadership and team training program; a major case administrative resource group; and, a performance monitoring framework and comprehensive review process.
- The Legal Services Branch provides civil legal services to Cabinet, all ministries and certain public agencies to assist them in fulfilling their business objectives in accordance with the rule of

Court Services

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

The Ministry provides court services, such as registry services and security, to British Columbia courts, including the British Columbia Court of Appeal (in four locations), the British Columbia Supreme Court (in 26 locations), and the Provincial Court of British Columbia (in 88 locations). To learn more, visit: www.ag.gov.bc.ca/courts

Rule of Law

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

Ministry of Justice

law, while minimizing and mitigating legal risk to the provincial government. Leveraging best practices and expanding use of technology, the Branch also continues to enhance client relations, training and education to ensure that the role and mandate of the Attorney General are understood by its clients.

- In March 2013, acting chair Cheryl Vickers was appointed to lead ongoing consultations regarding the development of a Civil Resolution Tribunal, which will give citizens a choice in how to resolve their small claims 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.
- More than 60 local governments throughout the province are currently using, or are in the process of developing, a bylaw dispute adjudication system. Area residents involved in minor bylaw infractions, such as animal and zoning complaints, can now take their disputes to an independent adjudicator working outside the traditional courtroom. The adjudication system eliminates the roles of court and court registries in the administration and hearing of these disputes, which saves time and money and contributes to more efficient use of court resources.
- The Ministry continues to develop and maintain world-class technologies to support and manage workload, protect the public and reduce reoffending. This includes the Integrated Corrections Operations Network (ICON) II project, which enables compliance with the Supreme Court of Canada requirement to provide in-custody accused with appropriate access to electronic disclosure evidence, and also protects rights and privacy, modernizes corrections information technology, and optimizes 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-serve access to electronic services and controlled communications.
- In collaboration with the Ministry of Health, Mental Health and Substance Abuse Branch, the Ministry of Justice (Corrections Branch) is developing guidelines to ensure that adults with mental illness and/or problematic substance use who are in contact within the provincial correctional system have access to appropriate transition and support services. This project will further build 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 reductions in recidivism.
- To assist in recovering from or coping with the effects of crime, the Crime Victim Assistance Program offers financial assistance to eligible victims, their immediate family members, and some witnesses dealing with the effects of violent crime.
- The B.C. Coroners Service conducts thorough and timely investigations, inquests and death review panels, and makes appropriate recommendations to improve public safety and prevent deaths in similar circumstances. Receiving 8,000 reports of death annually, the Coroners Service determines the facts of all sudden and unexpected deaths, all children's deaths, and all deaths in designated institutions to ensure that no death is concealed, overlooked or

ignored. The findings of coroners' investigations and inquests are reported publicly, and recommendations may be made to prevent similar loss of life in the future. The Coroners Service also holds Death Review Panels to allow for aggregate review of deaths with similar circumstances to identify opportunities for prevention of death in similar circumstances. Information and data gathered from coroners' investigations support the work of numerous other public safety agencies including law enforcement, health and child welfare agencies, and informs public policy and legislation.

- The Ministry continues to maximize government's ability to recover funding from the federal Disaster Financial Assistance Arrangement Program through claims for all eligible events.

Performance Measure 4: Family Court Timeliness

Performance Measure	2009/10 Baseline	2010/11 Actual	2011/12 Actual ²	2012/13 Target	2012 Actual ³
Median age in days of a family application when first order is issued ¹	97	99	105	91	105 NOT ACHIEVED

Data Source: Courts Electronic Information System

¹ This measure reports the median number of days between filing an application to obtain or change an order and when the order is issued on a family matter in Provincial Court. Cases included in the measure involve family maintenance, child custody, guardianship and access.

² The 2011/12 actual has been updated with the most recent data available.

³ At the time of publishing this report, fiscal 2012/13 year end data were not ready for reporting, so calendar year end data for 2012 have been used. Fiscal 2012/13 data will be available July 2013.

Discussion of Results

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

The Ministry continues to explore new ways to improve the timeliness of family justice matters, including, where appropriate, ways to encourage the use of non-court dispute resolution processes such as mediation.

In 2013/14, the Ministry is engaging with justice system partner agencies and stakeholders to identify aggressive strategies for achieving family, civil and criminal court timeliness. The Ministry is working with the Provincial Court judiciary on reviewing the *Provincial Court (Family) Rules* with the objective of improving on the effectiveness and efficiency of the family court process.

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

Performance Measure 5a and 5b: Small Claims Timeliness

Performance Measure	2009/10 Baseline	2010/11 Actual ³	2011/12 Actual ⁴	2012/13 Target	2012 Actual ⁵
Median age in days of a small claims case at first substantive appearance ¹	170	203	200	168	214 NOT ACHIEVED
Median age in days of a small claims case at trial stage ²	343	399	422	318	407 NOT ACHIEVED

Data Source: Courts Electronic Information System

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

² This measure reports the median number of days from the date a file is opened in Provincial Court to the date of the trial.

³ The 2010/11 actuals have been updated with the most recent data available.

⁴ The 2011/12 actuals have been updated with the most recent data available.

⁵ At the time of publishing this report, fiscal 2012/13 year end data were not ready for reporting, so calendar year end data for 2012 have been used. Fiscal 2012/13 data will be available July 2013.

Discussion of Results

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

In 2012, the volume of small claims cases in Provincial Court dropped by six per cent to about 15,180 new cases, the lowest number of new cases in ten years. Of the small claims cases that had their first substantive appearance (for example, settlement conferences, summary trials, simplified trials and mediation) in 2012, 41 per cent reached their first substantive appearance within six months and 43 per cent within six to twelve months. This is a significant shift in small claims timeliness compared to five years ago when 59 per cent of cases had a substantive appearance within six months.

Delays in scheduling small claims matters are likely the main factor contributing to the time required to reach the first substantive appearance. A few court locations with long delays are causing the median to increase. For example, if locations with the longest delays are excluded from the calculation, the median time to substantive appearance drops to 187 days (from 214 days). Steps were taken to reduce settlement conference delays in selected court locations in the fall of 2012.

Some of the longest delays are the result of Small Claims Court being largely a party-driven system. Multi-defendant cases, problems with contacting the opposing party, changes of lawyers, adding parties, re-scheduling appearances when parties fail to attend, and delays caused by pre-trial motions, all impact the amount of time before parties have their first substantive appearance.

The Ministry continues to explore options for helping clear the backlogs our courts are experiencing. For example, British Columbia’s Civil Resolution Tribunal will have the authority

to hear srata property disputes and small claims matters, helping move cases out of the courts (see also page 9).

Performance Measure 6: Average Number of Appearances

Performance Measure	2009/10 Baseline ²	2010/11 Actual ³	2011/12 Actual ⁴	2012/13 Target ⁵	2012 Actual ⁶
Average number of appearances per concluded case – Provincial Criminal (Adult and Youth) ¹	6.1	6.1	6.3	5.8	6.2 NOT ACHIEVED

Data Source: Court Services Branch Criminal Management Information System

¹ For the cases concluded in each of the above reporting periods, this measure represents the average number of appearances scheduled during the life of the cases from first appearance to conclusion.

² The 2009/10 baseline has been updated to reflect the new methodology for calculating the measure.

³ The 2010/11 actual has been updated to reflect the new methodology for calculating the measure.

⁴ The 2011/12 actual has been updated to reflect the new methodology for calculating the measure.

⁵ The 2012/13 target was originally set based on an outdated methodology for extracting concluded criminal cases and appearances. Advances in Court Services Branch business intelligence have lead to a more precise methodology for capturing cases concluded in criminal court, resulting in a 2012/13 target that is now inconsistent with the current appearances per concluded case query methodology. Future targets will be adjusted based on the current concluded case methodology in the next annual report of the Ministry.

⁶ At the time of publishing this report, fiscal 2012/13 year end data were not ready for reporting, so calendar year end data for 2012 have been used. Fiscal 2012/13 data will be available July 2013.

Discussion of Results

Reducing the average number of court appearances needed to complete a court case should translate into faster case resolution and less financial cost per case. Appearances per concluded criminal case trends indicate that while the volume of concluded criminal cases has continued to decline over the past few years, the average number of appearances required to conclude a criminal case has remained relatively stable. This may be an indication that some of the Ministry's recent policy initiatives aimed at streamlining court processes and reducing backlog have been successful in diverting some cases out of the criminal court system; however, those cases that do proceed in criminal court are still requiring the same number of appearances as before.

The Ministry continues to be innovative in its approach to reducing the number of appearances per concluded case. For example, in conjunction with the Ministry, the Office of the Chief Judge of the Provincial Court has undertaken a significant project aimed at scheduling court appearances more efficiently, with full implementation of this project due by 2013/14 fiscal year end.

Performance Measure 7: Timeliness of Criminal Case Conclusion

Performance Measure	2009/10 Baseline ²	2010/11 Actual ³	2011/12 Actual ⁴	2012/13 Target ⁵	2012 Actual ⁶
Median time in days to conclude Provincial Criminal cases (Adult and Youth) ¹	82	82	87	77	84 NOT ACHIEVED

Data Source: Court Services Branch Criminal Management Information System

¹ For the cases concluded in each of the above reporting periods, this measure represents the median number of days it takes from the date the information is sworn to the date the case is completed.

² The 2009/10 baseline has been updated to reflect the new methodology for calculating the measure.

³ The 2010/11 actual has been updated to reflect the new methodology for calculating the measure.

⁴ The 2011/12 actual has been updated to reflect the new methodology for calculating the measure.

⁵ The 2012/13 target was originally set based on an outdated methodology for extracting concluded criminal cases and timeliness data. Advances in Court Services business intelligence have led to a more precise methodology for capturing cases concluded in criminal court, resulting in a 2012/13 target that is not consistent with the current timeliness query methodology. Future targets will be adjusted based on the current concluded case methodology.

⁶ At the time of publishing this report, fiscal 2012/13 year end data were not ready for reporting, so calendar year end data for 2012 have been used. Fiscal 2012/13 data will be available July 2013.

Discussion of Results

Timeliness in reaching case conclusion is an indicator of an effective criminal justice system. Though still higher than in 2009/10 and 2010/11, the time required to complete a case in criminal court in 2012 was less than what was required in 2011/12. Current initiatives such as the major criminal case management model and the Immediate Roadside Prohibition Program are likely influencing the timeliness figure down. Proposed initiatives such as the Provincial Court Scheduling Project and the B.C. Road Safety Systems Project are hoped to further drive down the time to disposition. In addition, the Ministry is working with the judiciary to launch two backlog reduction projects, one of which is aimed at criminal cases.

Timeliness will also be influenced by the level of judicial and court resources available to hear and support matters in court.

Performance Measure 8: Timeliness of Victim Financial Assistance Claim Adjudication

Performance Measure	2009/10 Baseline ¹	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	168	144	166	150	70 EXCEEDED

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

¹ The 2009/10 baseline figure and subsequent year data have been restated as a result of modifications to the program's database resulting in more accurate recording of results.

Discussion of Results

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 target of 150 days reflects an average time to complete adjudication over a six year period.

In order to improve services to victims, the Ministry conducted an internal process review to improve administrative practices and implemented changes in the way counselling benefits are adjudicated. This has resulted in a dramatic decrease in the average time for adjudications since being implemented in July 2012. These changes have resulted in a 2012/13 actual that is significantly below the long-term target of 150 days. The actual of 70 days for 2012/13 compares to a 497-day timeframe for adjudication in Ontario in 2011/12.

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 9: Timeliness of Disaster Financial Assistance private sector claim adjudication

Performance Measure	2010/11 Baseline ¹	2011/12 Actual	2012/13 Target	2012/13 Actual
Average number of days from receipt of a complete Disaster Financial Assistance evaluator's report until the claim has been adjudicated and closed	19	17	16	14 EXCEEDED

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.

¹ Based on a five-year rolling average for 2008/09 through 2012/13.

Discussion of Results

Through the Disaster Financial Assistance Program, financial assistance is provided to help individuals and communities recover from catastrophic events that have resulted in uninsurable property and infrastructure damage. The 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.

Despite a significant increase in Disaster Financial Assistance claims associated with the 2012 Freshet, the Disaster Financial Assistance Program was able to exceed its services delivery target

due to a continued focus upon streamlining internal processes and lower than anticipated wildfire and fall flooding claims.

Goal 3: Balanced, integrated and evidence-based programs

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

White Paper, Part One

- Objective 3.1** **Integrated, risk-based approaches**
- Objective 3.2** **Programs based on what works**
- Objective 3.3** **Citizen-focused services**

Strategies

- The Criminal Justice and Corrections Branches engaged in a pilot project that used a front-end risk assessment process to assist Crown counsel in properly referring low-risk offenders into alternative measures. Alternative measures are an effective means by which to re-route appropriate criminal charges away from the formal prosecution process while allowing low-risk offenders to accept responsibility for their criminal conduct and make reparations to the community and/or victims without increased risk to the community. Following the conclusion of the pilot project in September 2012, a cross-branch working group formed to develop project recommendations.

Community Corrections Offices and Provincial Correctional Centres

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

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Properly applied, programs such as alternative measures may ease the burden on the court system without increasing rates of recidivism.

- Best-practice interventions and programs are delivered to respond to the needs of remanded and sentenced inmates, along with evidenced-based programming to facilitate the active engagement of offenders in increasing their pro-social behaviours and regulating and decreasing their reoffending behaviours. Programs include the Relationship Violence Prevention Program, the Violence Prevention Program, Essential Skills to Success and the Nanaimo Correctional Centre's Therapeutic Community.
- 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 under the Strategic Training Initiative on Community Supervision, compared to the clients of probation officers who did not receive the training.
- Through Integrated Offender Management and the Homelessness Intervention Project, the Ministry is working in collaboration with various ministries and health authorities to link clients who are homeless, or at risk of homelessness, with the resources and services needed at release from custody for successful transition from custody into the community. Intended outcomes for clients include: increased housing stability; reduced risk of reoffending; increased connections to the community; increased access to resources for mental health and substance use issues; increased access to Fetal Alcohol Spectrum Disorder assessment and Acquired Brain Injured programs; and increased employability, self-sufficiency and well-being. Partners include the Ministries of Social Development, Health, and Justice, Provincial Health Services, Fraser Health and Vancouver Coastal Authorities, BC Housing, and Community Living BC.
- In partnership with the Provincial Court of British Columbia, 14 justice, health and social service agencies, and together with numerous community groups and service organizations, the Ministry continues to operate the Downtown Community Court in Vancouver – a problem-solving court that relies on justice, health and social services integration to address Vancouver's crime problem. The community court model has garnered significant interest in the province and across Canada and is being evaluated with the assistance of academics and evaluation professionals. The evaluation will help determine if the project has resulted in better outcomes than traditional justice solutions. Lessons learned from the initiative will inform the development of an evidence-based provincial strategy for specialized courts – part of the Ministry's reform plan.
- The Ministry partners with Aboriginal service providers to: jointly deliver programs, such as Substance Abuse Management and Respectful Relationships, in various communities; provide spiritual leadership, counselling and cultural programming in custody centres; and, support communities in receiving ongoing training in case management and program delivery to facilitate community re-integration of Aboriginal offenders. The Ministry also supports the Native Courtworker and Counselling Association of British Columbia, an

organization providing services for over 38 years to Aboriginal children and families and to Aboriginal people who come into conflict with the law. The program is located in 28 communities and covers 74 per cent of the courthouses throughout the province, as well as the Downtown Community Court in Vancouver.

- Enhancement of the effectiveness of police agencies is ongoing through coordination and, where appropriate, integration of municipal, regional and provincial police services. Multi-jurisdictional, integrated policing facilitates seamless, professional police services that meet community demands and address the current realities of policing.
- The Ministry continues to maintain the Protection Order Registry, a confidential database containing all civil and criminal protection orders issued in British Columbia. The intent of the registry is to help reduce violence against women and vulnerable adults, youth and children through support of the enforcement of protection orders.
- Under the *Criminal Records Review Act*, individuals working with children or vulnerable adults and who have unsupervised access to children or vulnerable adults must submit to a criminal record check. The Ministry's Criminal Records Review Program continues to help 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. When changes to the *Act* that were introduced in March 2013 come into force, criminal record checks for volunteers who work with children and vulnerable adults will be provided free to volunteer and non-profit sector organizations who opt into the provincial program. The changes will also permit sharing of clearances between registered organizations to reduce duplicate criminal record checks on individuals.

Policing in British Columbia

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

www.pssg.gov.bc.ca/policeservices

- Targeted, enhanced traffic enforcement focuses on reducing driver behaviours that contribute to fatalities and serious injuries across the province. In pursuit of these goals, the Enhanced Traffic Enforcement Program brings together RCMP and independent police officers in Integrated Road Safety Units. This model uses data-driven, intelligence-led strategies to identify road safety priorities, and supports delivery of road safety initiatives targeted to high-risk driving issues.
- The Office of the Superintendent of Motor Vehicles is leading the development of a new graduated intervention approach to more effectively intervene with high-risk drivers and encourage behavioural change. The approach begins with education and progresses through prohibitions and counseling. In future, electronic ticketing, collision and police reporting, coupled with a faster dispute resolution process, will mean that driver infractions will be recorded against a driving record more quickly. These integrated electronic processes will enable interventions for dangerous drivers to be applied soon after habitual high-risk driving is identified.
- The Ministry is leading the development of a road safety strategy for the province that will take us to 2015 and beyond. The B.C. Road Safety Strategy 2015 is being developed collaboratively with the combined efforts of over 30 stakeholder groups, government departments, enforcement agencies, municipalities, researchers, and members of the health sector. Members operate within a culture of collaboration and accountability to achieve the vision of ‘The safest roads in North America.’
- The Ministry works with local governments, First Nations, federal departments, industry and volunteers to support the emergency management pillars of prevention/mitigation, preparedness, response and recovery, and engages provincial, national and international partners to enhance collective emergency preparedness.
- 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.
- 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.

Public Safety Lifeline Volunteers

Approximately 13,000 people across the province volunteer their time and expertise as part of Public Safety Lifeline Volunteers in the following areas: Search and Rescue, Emergency Social Services, Emergency Radio Communications, Air Search and Rescue, Road Rescue, and as General Service volunteers.

For more information, visit:

www.embc.gov.bc.ca/em/volunteer/volunteer.html

- British Columbia’s awareness campaign to see a working smoke alarm in every home continues to grow as the total number of free units made available to vulnerable families rose to 25,000 in 2012/13. Government, community partners, corporations, other organizations as well as the Fire Chiefs’ Association of B.C. are key partners involved in this province-wide campaign to tackle this important safety issue and to help those who are most vulnerable to fatality in a fire at home.

Performance Measure 10: Integrated Policing

Performance Measure	2010/11 Baseline	2011/12 Actual	2012/13 Target	2012/13 Actual
Number of officers assigned to integrated policing units	1057	1108	1197	1197 ACHIEVED

Data Source: Results for this measure are derived from records kept by Policing and Security Programs, Ministry of Justice. Results are based on the rolling average of the number of positions assigned over the prior five years.

Discussion of Results

This measure reports the number of police positions assigned to integrated teams in recognition of the operational efficiencies realized through cooperative efforts.

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

These combined units consist of police officers from the RCMP and independent municipal police forces. They facilitate the provision of a seamless, integrated, professional police service through sharing of expertise and intelligence in order to successfully respond to various types of globalized and cross-jurisdictional organized and major crimes. For example, the Integrated Homicide Investigation Team, created in 2003, investigates all homicides, missing persons cases where foul play is suspected, police shootings, in-custody deaths, and attempted murders in its partner jurisdictions. It allows for the pooling of resources and specialized personnel, and has the ability to operate across boundaries and maintain the continuity of each investigation on a long-term basis. It provides participating partners access to the specialized services necessary for conducting highly complex homicide investigations.

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

Performance Measure 11: Quality of Community Case Management

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target ¹	2012/13 Actual
Percentage of community case management quality assurance activities that meets Community Corrections' policy expectations overall	91	92	90	92 EXCEEDED

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

¹ The 2012/13 target of 90 per cent was based on a 2011/12 forecast of 89 per cent.

Discussion of Results

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

Targets for the measure are based on past performance with reasonable rates of improvement over time. In response to the increasing client count in Community Corrections, workload reduction strategies have been implemented. This allows probation officers to focus on quality of service.

Performance Measure 12: Availability of Correctional Programs

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Average number of program hours per month available to inmates in custody centres	657	774	625 ¹	909 EXCEEDED

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

¹ The target of 625 was established for 2012/13 based on a 2011/12 forecast of 595.

Discussion of Results

This measure indicates the level of access inmates have to the correctional programming linked to behavioural change that is provided in correctional centres across the province. Targets for the measure are determined by past performance with reasonable rates of increase from year to year. The 2012/13 target of 625 was established based on a forecast of 595 for 2011/12.

There has been a significant effort by front line staff as well as high levels of engagement from the inmates for the Essential Skills to Success program, initially implemented in 2010. This has resulted in higher than anticipated levels of correctional program hours available to inmates.

Accepting the premise that inmates who complete correctional programming are less likely to reoffend, the ultimate long-term outcome associated with this measure is reduced recidivism.

The Ministry continues to make significant efforts to raise the profile and highlight the benefits of engaging inmates with programs. This, combined with an increase in the integrity of Corrections data entry, stability in program staff, and ongoing support to program staff champions, contributes to inmate engagement.

Performance Measure 13: Police-reported BC Crime Rates

Police-reported BC crime rates (<i>Criminal Code</i> offences per 1,000 persons)	2010 Actual	2011 Actual ¹	2012 Target	2012 Actual
Violent crime ²	15.6	14.6	14.1	DATA AVAILABLE SUMMER/FALL 2013
Property crime ³	51.1	47.0	46.3	DATA AVAILABLE SUMMER/FALL 2013
Other ⁴	17.4	17.3	15.8	DATA AVAILABLE SUMMER/FALL 2013
Total	84.0	78.9	76.2	DATA AVAILABLE SUMMER/FALL 2013

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

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

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

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

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

Discussion of Results

The crime rate is the number of *Criminal Code* offences (excluding drug crimes and traffic-related offences) reported for every 1,000 persons. It is a better measure of trends in crime than is the actual number of offences because it allows for population differences.

The targets established for police-reported crime rates for 2012 represent a five per cent decrease from 2011 rates. It is anticipated that 2012 crime rates for British Columbia will be available in late summer or early fall of 2013. New results will be presented in future Ministry service plans and annual reports as they become available.

Long-term trends in crime rates are also discussed in the Strategic Context section of this report (see page 16).

Performance Measure 14: Crime Severity Indices

Crime severity indices	2010 Actual	2011 Actual ¹	2012 Target	2012 Actual
Violent crime severity index ²	102.1	94.6	92.6	DATA AVAILABLE SUMMER/FALL 2013
Non-violent crime severity index ³	102.5	95.2	93.0	DATA AVAILABLE SUMMER/FALL 2013
Youth crime severity index ⁴	70.6	60.5	64.0	DATA AVAILABLE SUMMER/FALL 2013
Overall crime severity index ⁵	102.4	95.1	92.9	DATA AVAILABLE SUMMER/FALL 2013

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

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

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

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

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

Discussion of Results

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

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

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

The 2012 targets for this indicator were established based on projections of five per cent year-to-year decreases in the crime severity indices from the rates forecast for 2011.

For more information on crime severity trends, see page 16.

Performance Measure 15: Rates of Non-reoffending

Percentage of adult offenders who are not re-convicted in B.C. within two years of release from custody, commencement of community supervision, or active community supervision. ¹	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Community Corrections rate of non-reoffending ²	74.3	76.2	75.0	76.8 EXCEEDED
Custody rate of non-reoffending ³	43.9	48.4	44.5	50.6 EXCEEDED
Overall rate of non-reoffending ⁴	69.7	71.9	70.5	72.6 EXCEEDED

Data Source: Corrections Branch. This measure is based on offence date rather than sentence date. That means it includes all individuals, regardless of court date, who are not reconvicted with an offence date that falls within the two-year follow-up period. Therefore, the rates reported may shift slightly over time. The rate is calculated at the conclusion of each fiscal year for the purpose of the Ministry’s service plans and annual reports. Each year’s rate is based on the cohort two years prior. In other words, the 2012/13 actual is based on offenders admitted and/or released in 2010/11.

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

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

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

⁴ The overall rate of non-reoffending is the percentage of offenders who do not return to Corrections within two years of commencement or active supervision in the community or release from custody.

Discussion of Results

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

The targets established for 2012/13 were based on forecasts for 2011/12. The Ministry plans to improve these rates by continued focus on evidence-based strategies, such as those listed above, and through increased collaboration with justice, social and health partners. Criminal behaviour is a highly complex phenomenon involving a variety of individual and societal factors and overall rates such as these are slow to change. For this reason, targeting modest gains in the overall rates is appropriate. The effectiveness of specific programs is best assessed through evaluative research.

Performance Measure 16: Traffic Fatality and Injury Rates

Performance Measure	2005 - 2009 Baseline ¹	2010 Actual	2011 Actual ²	2012 Target ³	2012 Actual ⁴
Number of traffic fatalities per 100,000 population	9.2	8.1	6.4	6.2	5.7 EXCEEDED
Number of traffic injuries per 100,000 population	576.6	465.0	430.4	417.6	433.7 NOT ACHIEVED

Data Source: Traffic Accident System. Data from March 2013. Data for this measure are collected from police-attended collisions involving injuries and/or fatalities. Collision data are collected by police and individual reports may be subject to error. Collisions involving only property damage and collisions unattended by police are not included. Injuries include any level of severity, however as policing priorities do not allow officers to attend all collisions, it is estimated that police reports may not include all injuries, or that injury reporting may also depend on police availability. These data are reported by calendar year. Rate per 100,000 population calculated based numbers from BC. Statistics (Population as of July 1st of each year).

The baseline was calculated for the five year period from 2005 through 2009.

The 2011 actual numbers have been updated based on the most recent data available.

The 2012 targets have been revised, based on a 3 per cent reduction from the most recent data available for 2011. The 35 per cent reduction specific to impaired fatalities is factored in this target.

1. The actual rates for 2012 are preliminary until the various data sources (Police, ICBC, B.C. Coroners Service and Statistics Canada) have been fully reconciled and final rates determined. The data are dependent on matching fatalities with human contributing factors. Additional time is therefore needed for finalization of police investigations.

Discussion of Results

The targets for traffic fatality and injury rates are based on annual reductions of three per cent and reflect a targeted 35 per cent reduction in impaired-related fatalities by the end of 2013.

As traffic fatality and injury rates are affected by random variations from year to year, trends are most meaningful when considered over the long term. The influence of factors external to government programs must also be taken into account. For example, the traffic fatality rate has been declining in British Columbia and in other jurisdictions across North America and Europe since the global financial crisis of 2008.

Police reported a slightly higher number of traffic injuries in 2012 compared to 2011. However, this may be related to normal yearly fluctuations as well as fluctuations in police reporting. Since 2008, police are no longer required to attend all non-fatal crashes and the reporting of injuries may vary based on police availability and the severity of the collision.

The Ministry continues to work with all key partners and stakeholders in the development and implementation of road safety policies and programs. Reductions in fatalities and injuries over the long term remain the best indicators of road safety improvements.

Performance Measure 17: Impaired Driving Fatality Rates

Performance Measure	2005-2009 Baseline ¹	2010 Actual	2011 Actual ²	2012 Target ³	2012 Actual ⁴
Number of impaired driving fatalities per 100,000 population	2.9	2.8	1.6	2.3	1.1 EXCEEDED

Data Source: Traffic Accident System. Data extracted March 2013. Data for this measure are collected from police-attended collisions involving fatalities. Outcomes include only motor vehicle fatalities where alcohol and/or drugs were a contributing factor. These data are reported by calendar year. Rate per 100,000 population calculated based numbers from B.C. Statistics (Population as of July 1st of each year).

The baseline was calculated for the five year period from 2005 through 2009.

The 2011 actual numbers have been updated based on the most recent data available.

The 2012 target for impaired driving fatality is based on a total 35 per cent reduction by 2013 from the 2005-2009 baseline. This target is based on the Province's commitment to reduce motor vehicle fatalities where alcohol and/or drugs are a contributing factor by 35 per cent by the end of 2013.

The actual rate for 2012 is preliminary until the various data sources (Police, ICBC, B.C. Coroners Service and Statistics Canada) have been fully reconciled and final rates determined. The data are dependent on matching fatalities with human contributing factors. Additional time is therefore needed for finalization of police investigations.

Discussion of Results

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

From 2005 to 2009, an average of 133 people died each year in British Columbia in motor vehicle collisions involving alcohol and/or drugs. This equates to approximately three persons every year per 100,000 people. Based on population estimates, if the targeted 35 per cent reduction for this measure is met, approximately 90 lives will have been saved in British Columbia by the end of 2013.

Based on preliminary results, the 2012 target for this measure was exceeded.

Performance Measure 18: TEAMS Positions Filled

Performance Measure	2010/11 Baseline	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of critical Temporary Emergency Assignment Management System (TEAMS) positions filled by qualified government employees	96	97	98	131 EXCEEDED

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

Discussion of Results

The Temporary Emergency Assignment Management System (TEAMS) is a staffing strategy that maintains a resource pool of provincial government employees from across all ministries who, through formalized training and on-site mentoring, have achieved a high level of emergency management expertise and experience. Members fill key British Columbia Emergency Response Management System functional roles within any of the six Provincial

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Regional Emergency Operations Centres, and/or the Provincial Emergency Coordination Centre, when they are activated in support of local communities responding to an emergency or disaster.

To be qualified, members must have developed and maintained their skills by participating in either an exercise or an actual field deployment situation in the prior 12 months. They must also be registered with the program and available for rapid deployment.

The Ministry tracks the number of members registered with the program as well as the average number of training and operational (deployed) days per member as an indicator of the readiness of the provincial emergency management structure. The number of qualified members currently required for a full provincial complement is 120. In 2012/13, we exceeded our target with 157 positions being filled.

Emergency Management BC undertook a comprehensive TEAMS recruitment campaign to attract and retain skilled candidates from across the provincial government. The recruitment strategy focused upon targeted positions and included expanded orientation and training initiatives at the regional and provincial levels. Recognition and support among the participating individuals and organizations was critical for increasing the Province's collective TEAMS capacity. Emergency Management BC will continue to monitor TEAMS staffing levels and target participation rates consistent with its focus upon continuous improvement.

Report on Resources Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Justice Services	106,661	7,259	113,920	114,969	1,049
Prosecution Services	113,616	935	114,551	114,551	0
Court Services	99,627	3,508	103,135	103,974	839
Legal Services	17,995	0	17,995	16,612	(1,383)
Agencies, Boards and Commissions	13,295	0	13,295	12,372	(923)
Executive and Support Services	17,143	0	17,143	17,561	418
Corrections	200,503	0	200,503	199,276	(1,227)
Policing and Security Programs	326,672	28,021	354,693	357,201	2,508
Victim Services and Crime Prevention	41,857	0	41,857	43,304	1,447
Emergency Management BC	27,793	0	27,793	26,232	(1,561)
Office of the Superintendent of Motor Vehicles	4,492	6,622	11,114	11,114	0
Corporate Services	10,490	0	10,490	9,323	(1,167)
Judiciary	67,041	0	67,041	65,279	(1,762)
<i>Crown Proceeding Act</i>	24,500	0	24,500	23,165	(1,335)
Independent Investigations Office	9,300	0	9,300	6,610	(2,690)
British Columbia Utilities Commission	1	0	1	0	(1)
<i>Emergency Program Act</i> ²	14,478	36,850	51,328	51,328	0
Statutory Services ³	14,785	(577)	14,208	13,493	(715)
Statutory – <i>Public Inquiry Act</i>	0	3,895	3,895	3,895	0
Adjustment of Prior Year's Accrual	0	0	0	(500)	(500)
Total	1,110,249	86,513	1,196,762	1,189,759	(7,003)

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Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Justice Services	0	0	0	221	221
Prosecution Services	0	0	0	64	64
Court Services	0	0	0	4,858	4,858
Executive and Support Services	5,091	0	5,091	1,181	(3,910)
Corrections	0	0	0	2,715	2,715
Policing and Security Programs	0	0	0	0	0
Victim Services and Crime Prevention	0	0	0	1	1
Emergency Management BC	0	0	0	63	63
Office of the Superintendent of Motor Vehicles	0	0	0	481	481
Corporate Services	4,759	0	4,759	22	(4,737)
Judiciary	590	0	590	718	128
Independent Investigations Office	1,882	0	1,882	1,119	(763)
B.C. Utilities Commission	20	0	20	0	(20)
Statutory Services³	540	0	540	656	116
Total	12,882	0	12,882	12,099	(783)

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Other Financing Transactions (\$000)					
Executive and Support Services (Interest on trusts and deposits)	0	0	0	0	0
Receipts	(2,100)	0	(2,100)	0	2,100
Disbursements	2,100	0	2,100	0	(2,100)
Net Cash Source (Requirements)	0	0	0	0	0
Total Receipts	(2,100)	0	(2,100)	0	2,100
Total Disbursements	2,100	0	2,100	0	(2,100)
Total Net Cash Source (Requirements)	0	0	0	0	0

¹ "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies.

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

³ Statutory Services includes the following Special Accounts: Civil Forfeiture Account; Corrections Work Program Account; Criminal Asset Management Fund; Public Guardian and Trustee; and, Victim Surcharge.

Operating Expenses – Variance Explanations

Justice Services: Mostly major trials and Family Maintenance Enforcement Program service delivery pressures.

Court Services: Downtown Community Court cost, major trials and workload pressures.

Legal Services Branch: Surplus due to greater than expected recoveries.

Agencies, Boards and Commissions: Savings mostly due to greater Public Guardian and Trustee external recoveries.

Corrections: Savings due to lower operating costs, specifically materials and supply purchases.

Policing and Security Programs: Pressures from RCMP contract.

Victim Services and Crime Prevention: Pressures from statutory Crime Victim Assistance Program.

Emergency Management BC: Savings due to reduction in operating costs and shared cost agreements.

Corporate Services: Savings due to reduction in shared service consumption and corporate initiatives.

Crown Proceeding Act: Unpredictable nature of court settlements and judgements.

Independent Investigations Office: Savings due to less hiring than projected.

Judiciary: Provincial Court savings from judicial appointments occurring later than anticipated.

Statutory Services: Greater than anticipated recovery of costs from clients by Public Guardian and Trustee.

Environmental Appeal Board and Forest Appeals Commission Resource Summary Table

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

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Administration and Support Services	1,410	0	1,410	1,368	(42)
Environmental Appeal Board	331	0	331	177	(154)
Forest Appeals Commission	334	0	334	93	(241)
Total	2,075	0	2,075	1,638	(437)

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 to be completed in November 2013.

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

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

Combined Forces Special Enforcement Unit of British Columbia

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

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

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

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

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

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

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

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

Enquiry BC refers members of the public to appropriate government offices by transferring calls and forwarding e-mails free of charge. Hours of operation are 7:30 a.m. to 5:00 p.m., Monday to Friday.

Email: EnquiryBC@gov.bc.ca

In Victoria, call: 250-387-6121

In Vancouver, call: 604-660-2421

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

Telephone Device for the Deaf (TDD)

In Vancouver, call: 604-775-0303

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

Domestic Violence Helpline

1-800-563-0808

www.domesticviolencebc.ca

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

Human Trafficking Helpline

1-888-712-7974

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

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

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

VictimLink BC

1-800-563-0808

www.victimlinkbc.ca

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

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

Appendix B: Hyperlinks to Additional Information

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

Office of the Deputy Attorney General and Deputy Solicitor General

- 250-356-0149

Community Safety and Crime Prevention

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

Corrections

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

Criminal Justice Branch

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

Court Services

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

Dispute Resolution Office

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

Emergency Management BC

- embc.gov.bc.ca/index.htm
- BC Coroners Service: www.pssg.gov.bc.ca/coroners
- Office of the Fire Commissioner: embc.gov.bc.ca/ofc/index.htm
- Provincial Emergency Program: embc.gov.bc.ca/em/index.htm

Family Justice Centres and Justice Access Centres

- www.ag.gov.bc.ca/justice-services/divisions/fjsd.htm

Family Maintenance Enforcement Program

- www.fmep.gov.bc.ca

Independent Investigations Office of B.C.

- www.iiobc.ca

Justice Services

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

Liquor Control and Licensing

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

Policing and Security Programs

- Police Services: www.pssg.gov.bc.ca/policeservices/
- Security Industry Licensing: www.pssg.gov.bc.ca/securityindustry
- Criminal Records Review Program: www.pssg.gov.bc.ca/criminal-records-review/index.htm

Superintendent of Motor Vehicles

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

Legislation and Ministry Responsibilities

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

Crowns, Agencies, Boards and Commissions

- www.ag.gov.bc.ca/abc
- www.pssg.gov.bc.ca/policeservices/boards/index.htm
- www.consumerprotectionbc.ca