

# BALANCED BUDGET 2007

*Ministry of  
Public Safety  
and Solicitor General*

## **2007/08 – 2009/10 SERVICE PLAN**

February 2007



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## Message from the Minister and Accountability Statement

It is with pleasure that I offer the *Ministry of Public Safety and Solicitor General Service Plan 2007/08–2009/10*. It is built on a vision of all British Columbians working together to make our province the safest place to live in Canada and guided by innovative planning, leading-edge technology and effective service delivery.

We've developed and launched a number of successful initiatives over the past years. Many, like B.C.'s fight against crystal meth, are leading the country in terms of innovation and research-led practice. In the coming years, we will continue to draw on research and partner agencies to study methods of combating marijuana grow ops, auto theft and impaired driving.

The effective use of technology is also at the heart of programs on which the Ministry is focused. British Columbia is the first province to use Automatic Licence Plate Recognition to target traffic violators, prohibited drivers and car thieves. And a state-of-the-art online data sharing system among police — PRIME — is continuing to enhance public and officer safety across the province. Together with extra officers on the street and more community-based public safety programs, these initiatives are helping us keep pace with the changing face of crime.

We know there are challenges ahead. Organized crime is increasingly crossing community, provincial and national boundaries and manifesting in criminal activity like human trafficking, illegal gaming, identity theft, Internet fraud and luring. Large-scale investigations are growing and the criminal justice system continues to deal with a disproportionate number of individuals affected by serious mental illness or developmental disability. In response, the Ministry is focusing on integration of police services and partnerships with other ministries to advance an understanding of the root causes of criminal behaviour.

Integration is also fundamental to our disaster response approach. With the creation of Emergency Management British Columbia, we will better coordinate prevention, preparedness, response and recovery among all levels of government and throughout British Columbia.

We also remain committed to enhancing our strong and effective legislative and regulatory response to protecting children and consumers, keeping our roads safe and managing liquor and gaming in a fair and equitable way that protects the public interest.

The Ministry of Public Safety and Solicitor General 2007/08 – 2009/10 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 15, 2007 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in black ink, appearing to read 'John Les', with a large, stylized initial 'J'.

Honourable John Les  
Solicitor General  
Minister of Public Safety and Solicitor General

February 15, 2007

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# Ministry Overview

## Purpose of Ministry

The Ministry of Public Safety and Solicitor General works to maintain and enhance public safety across the province. The portfolio of the Ministry includes: corrections; coroners service; law enforcement; crime prevention; victim services; hazard mitigation, emergency management and response; road safety; fire prevention, life safety and property protection; liquor and gaming regulation; consumer protection; and film classification. The Solicitor General is also responsible for three Crown corporations and agencies:<sup>1</sup> the Liquor Distribution Branch; the B.C. Lottery Corporation; and the Insurance Corporation of British Columbia (ICBC).

## Vision, Mission and Values

### Vision

We envision all British Columbians working together to make our province the safest place to live in Canada.

### Mission

Our mission is to lead British Columbians to a safer future through our innovative planning, leading-edge technology and effective service delivery in all of our business areas.

### Values

**Integrity** guides us to behave in ways which inspire trust. Relationships of mutual trust are essential for people to work together.

**Respect** leads us to be tolerant, inclusive and fair. We treat others how we would like to be treated and respect the needs and diversity of all British Columbians.

**Collaboration** is integral to our work. We strive to acknowledge and reinforce the key roles played in maintaining public safety by other ministries, other levels of government, non-government agencies, communities and individuals.

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<sup>1</sup> Crown corporations report to the Crown Agencies Secretariat for performance planning and financial reporting purposes and publish their own service plans and annual reports, separate from those of the Ministry.

**Service excellence** is our aim in all we do. We ensure the quality of our own work and strive for continuous improvement in providing effective, evidence-based services in a cost-effective manner.

**Accountability** ensures that we are results oriented and fiscally responsible to the public we serve. We are accountable to government and to all British Columbians through our performance and financial reporting systems.



## Strategic Context

Many factors impact the Ministry's ability to achieve its goals and objectives. Some place the Ministry in an advantageous position to build on past successes while others present new challenges and opportunities to develop innovative approaches to public safety.

### Strengths and Opportunities

**Research** to identify and develop further measures to enhance public safety continues to be a key Ministry strength. In partnership with the University College of Fraser Valley, Simon Fraser University and the RCMP, the Ministry is promoting research of innovative ways to combat marijuana grow operations, crystal methamphetamine (crystal meth), auto theft and impaired driving. The Ministry is also promoting evidence-based research opportunities through its partnership with the B.C. Centre for Social Responsibility, the Centre for Safe Schools and Communities and the Centre for Criminal Justice Research, including a longitudinal social responsibility survey in partnership with school districts, and studies on underage drinking, alcohol misuse, Fetal Alcohol Spectrum Disorder and problem gambling prevention. The Ministry has also undertaken research on mentally disordered offenders in the justice system. Conducted by the Centre for Applied Research on Mental Health and Addictions, in partnership with the Ministries of Health and Employment and Income Assistance, the research will advance understanding of this population's needs and inform future programs and practices.

**Innovative technology** also continues to be employed to enhance the effectiveness and efficiency of all areas of the Ministry. For example, British Columbia is the first province in Canada to use Automatic Licence Plate Recognition, a new crime-fighting technology to target traffic violators, prohibited drivers and car thieves.<sup>2</sup> A dedicated traffic helicopter has also been launched to assist police in the Lower Mainland in spotting and tracking dangerous drivers and to reduce the occurrence of high-speed chases that put the public at risk.

The Police Records Information Management Environment (PRIME), an online data-sharing system providing up-to-the minute information about criminals and crimes, is improving law enforcement and enhancing officer and public safety across the province. Additionally, the Ministry is implementing a new electronic reporting system for coroners, putting technology in the hands of coroners in the field.

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<sup>2</sup> Automatic Licence Plate Recognition is an onboard camera and computer database system that reads licence plates and instantly compares them against the database, providing immediate information associated with stolen vehicles and uninsured, unlicensed and prohibited drivers.

Advanced technology is also enhancing the Ministry's service responsiveness. For example, partnering with the OneStop Business Registry, managed by the B.C. Ministry of Finance, the Ministry has implemented online access to service options to liquor licensees that is available 24 hours a day, seven days a week.

**Integration** is also a key strength of the Ministry and continues to provide new opportunities for program enhancement. The Ministry is currently working with the Ministry of Attorney General on a number of integrated justice initiatives, including integrated information systems, to further address the root causes of criminal behaviour and to provide coordinated responses to crime.

The integration of police services continues, along with the creation of specialized police units to improve the effectiveness and efficiency of policing. The Ministry has also partnered with ICBC to introduce an enhanced road safety enforcement initiative through which the RCMP and independent police departments have come together to form Integrated Road Safety Units, using proactive policing methods and innovative technology to enhance road safety throughout the province. Additionally, the Ministry has teamed up with municipal police, firefighters and electrical inspectors to discourage marijuana grow operations in residential neighbourhoods.

An important element of the Illegal Gambling Enforcement Strategy is the Integrated Illegal Gambling Enforcement Team, with Ministry investigators working with RCMP officers to address illegal gambling issues throughout the province.

Cooperation at all levels of government has resulted in high levels of satisfaction with emergency services in British Columbia, and the Ministry continues to strengthen partnerships with municipalities and First Nations to enhance fire protection, hazard mitigation and emergency preparedness. Opportunities exist for further enhancement through strengthened partnerships among local government emergency programs, local police, fire and ambulance services, and public safety volunteer programs.

**Highly-skilled and dedicated staff** continue to be a key asset in the Ministry. The Learning and Leading Program encourages teamwork, innovation, communication and opportunities to learn new skills. The program was launched to strengthen the organization and to support the people who work within it.

## Challenges and Risks

**Crime trends** impact the work of the Ministry and are affected by numerous factors, including demographics, technological change, influences on police enforcement practices, victim response to crime, societal response to crime, reporting structures of police services, economic fluctuations and alcohol/drug consumption patterns.

During the years 1991 to 2000, the crime rate in British Columbia declined by 24 per cent to a low of 114 *Criminal Code* offences per 1,000 population. From 2000 to 2003, the

provincial crime rate then rose by nine per cent, the first substantial increase in over a decade. The crime rate remained relatively stable from 2003 to 2004 and then decreased by five per cent to 120 crimes per 1,000 population in 2005.

With the exception of Saskatchewan, British Columbia's 2005 crime rate was higher than that of any other province. As noted above, crime rates are affected by demographic, societal, economic and other factors. Historically in Canada, crime rates tend to increase as you move westward across the country. While there have been a number of attempts to account for this phenomenon, there has been no definitive answer to explain why this is so.

The nature of crime is changing. Organized crime is increasingly crossing community, provincial and national boundaries and expanding into all forms of criminal activity, including human trafficking, theft, fraud and illegal gambling. Crime profiles are also changing with technological advances, and police are seeing new types of crimes, such as Internet luring, identity theft and Internet fraud. Gang violence is also increasing, particularly in the Lower Mainland, where gun violence is a growing concern and an increased number of home invasions have been reported.

The number of large-scale investigations in the province has grown and is consuming increasing proportions of available resources. While crime rates are indicative of police workloads, they cannot reflect the time and resources dedicated to investigating complex criminal activities, such as serial offenders or organized crime groups. Recent high-profile investigations, such as the Missing Women's Task Force investigation, illustrate the scale and intricacy of many violent crime investigations.

**Human trafficking** has become a global business that generates substantial profits for traffickers and for organized crime, rivaling those of drugs and weapons smuggling. The main targets of human trafficking are women and children in developing countries who are sold into the sex trade abroad against their will. British Columbia is particularly vulnerable to human trafficking given that the location and size of Vancouver provides mobility and anonymity for human trafficking networks to enter Canada and establish their operations.

**Mental health issues** are of concern, with a disproportionate number of individuals in the criminal justice system affected by serious mental illness, developmental disability, brain injury or Fetal Alcohol Spectrum Disorder.

**Substance abuse and addiction** are also of concern, with alcohol and both legal and illegal drugs linked to preventable health and social problems, including criminality. Crystal meth use and production is a serious issue in British Columbia and elsewhere. It is highly addictive, inexpensive and easy to obtain. Severe physical and mental health problems are associated with its use and there are serious environmental and public safety risks related to its production.

**Managing multi-needs offenders** has become more challenging, with increases in the proportion of violent, high-risk, and multi-needs offenders under Corrections supervision. The changing profile of offenders has contributed to greater use of remand and bail supervision. These trends have resource implications and affect staff training, security, program development and delivery, and offender management. Most notably, consolidation of adult custody facilities has resulted in housing offenders with different risk classifications and multiple needs in the same institutions, presenting challenges for effective custodial supervision. Managing multi-needs offenders also requires close collaboration with justice and social service partners, such as police, addictions services, and forensic psychiatric services.

**Growth in illegal gambling** has been stimulated by the growing popularity and availability of games in the media, on the Internet and in the community. New technology and the ability to operate from anywhere in the world over the Internet makes online gambling very difficult to regulate. Programs and services are increasingly required to promote awareness of responsible gambling practices as well as to address illegal gambling.

**Natural hazards** continue to require strong, coordinated mitigation and response efforts. Unprecedented fires impacting population centres (interface fires), landslides, severe weather, floods, ice jams and drought challenge communities and the province with regard to hazard mitigation and response and recovery capabilities and costs.

**Human resource challenges** are increasing within the Ministry. Faced with the pressures of an aging workforce, the Ministry is in competition with other agencies for staff with demonstrated strong performance. Time and resources are required to expand existing competencies and to recruit and train new staff.

## Core Business Areas

### Corrections

Corrections protects communities through appropriate supervision and case management of adult offenders and accused persons. Through risk/needs assessments, Corrections determines suitable levels of supervision and evidence-based programming to address the thought patterns, behaviors and lifestyles that are known to contribute to crime.

Corrections operates nine correctional centres in British Columbia with various levels of security and control for individuals awaiting trial, serving a provincial custody sentence, awaiting transfer to federal prison, or detained under the federal *Immigration and Refugee Protection Act*. This core business area also operates 53 probation offices, through which staff supervise court orders and manage alternative measures.

Corrections works closely with the police, the courts, Crown Counsel, victim services, the Immigration and Refugee Board of Canada, the National Parole Board, Correctional Service of Canada, the Ministries of Health and Employment and Income Assistance, the federal Department of Justice, Aboriginal justice organizations and community service agencies.

### Policing and Community Safety

Policing and Community Safety superintends law enforcement functions in British Columbia. This core business area ensures adequate and effective levels of policing enforcement throughout the province, including in small and First Nations communities. This is accomplished, in part, by administering policing policy and overseeing the funding and organization of provincial and municipal RCMP forces through contracts. Additionally, Policing and Community Safety is responsible for licensing and regulating the security industry and conducting criminal record checks on individuals who work with children, as defined under the *Criminal Records Review Act*, and maintaining the Protection Order Registry to support the enforcement of civil and criminal protection orders.

Policing and Community Safety develops and delivers programs to help British Columbians build and maintain safe communities and to support victims of crime and their families. Victim service programs, run by non-profit agencies and local municipalities, provide information about the justice system, practical help, emotional support and referrals to other appropriate programs. Funding and support is also provided to community-based crime prevention and restorative justice programs, and Policing and Community Safety works extensively with stakeholders to promote and support collaborative approaches to crime prevention and community safety.

Through Strategic Justice Partnerships, this core business area coordinates and supports cross government initiatives aimed at achieving public safety outcomes, such as criminal justice reforms, crime reduction strategies, the Crystal Meth Strategy (through the Crystal Meth Secretariat) and the Premier's Congress on Public Safety.

## **Emergency Management B.C.**

Emergency Management B.C. is comprised of the Provincial Emergency Program, the Office of the Fire Commissioner and the B.C. Coroners Service. This core business area is mandated to enhance all levels of government and first responder agencies' ability to assist British Columbians during emergencies, as well as to coordinate planning and mitigation activities to minimize the impact of natural and other disasters.

### **Provincial Emergency Program**

The Provincial Emergency Program provides leadership to minimize loss of life and suffering, protect health, property, infrastructure and the environment, and reduce the economic and social impacts of emergencies and disasters, such as severe storms, floods, interface fires, earthquakes and landslides.

The Provincial Emergency Program works directly with local governments, provincial ministries and agencies, federal departments, other jurisdictions, industries and volunteers to support prevention, preparedness, response and recovery. The agency also maintains an immediate activation capability to coordinate and lead the integrated provincial response to, and recovery from, emergencies and disasters, including a resource pool of provincial staff trained and experienced in managing emergency operations.

The agency supports public safety volunteer programs, including emergency social services, road rescue, land and air search and rescue operations, and emergency radio communications.

### **Office of the Fire Commissioner**

The Office of the Fire Commissioner takes a leadership role in promoting fire and life safety and property protection services. The Office derives its authority from the *Fire Services Act* and the *B.C. Fire Code* and works closely with local government fire departments and partner agencies to achieve its objectives.

The mandate of the Office includes: developing public education programs and materials; conducting fire investigations; researching and promoting best practices for the fire service; providing fire code advice; coordinating fire fighter training; and supporting the provincial response to major emergencies.

### **B.C. Coroners Service**

Governed by the *Coroners Act*, the B.C. Coroners Service is responsible for the investigation of all unnatural, sudden and unexpected deaths in the province, and for ensuring that the relevant facts are made a matter of public record, either through completion of a Judgment of Inquiry or the holding of an inquest. The B.C. Coroners Service also identifies and advances recommendations to improve public safety and prevent death in similar circumstances.

The agency is also responsible for conducting reviews of all child deaths occurring within the province. This requires appropriate liaison with agencies such as the Ministry of Children and Family Development and the Representative for Children and Youth.

The B.C. Coroners Service also conducts special reviews on issues affecting the prevention of child deaths and on child safety more broadly.

In the event of a mass disaster involving significant loss of life, the agency is responsible for the identification, recovery, examination and repatriation of human remains, including establishing a temporary morgue facility and connecting with families of the victims.

### **Office of the Superintendent of Motor Vehicles**

The Office of the Superintendent of Motor Vehicles regulates drivers to help ensure the safe and responsible operation of motor vehicles in British Columbia.

Working in partnership with other organizations, the Office of the Superintendent of Motor Vehicles promotes and regulates the fitness and safety of drivers in the interests of public safety. The agency determines if drivers are physically, cognitively and medically fit to drive, and identifies and intervenes with bad drivers to improve driving behaviour.

The Office of the Superintendent of Motor Vehicles may enforce driver interventions that reduce or prohibit driving privileges if established standards are not met, or may direct ICBC to cancel a driver's licence. The agency also provides an independent avenue of appeal for certain ICBC licensing decisions, conducts reviews of police decisions to impose administrative driving prohibitions and vehicle impoundments, and conducts hearings related to actions proposed by ICBC.

### **Gaming Policy and Enforcement**

Gaming Policy and Enforcement regulates and ensures the integrity of all gaming in British Columbia. This includes regulatory oversight of the British Columbia Lottery Corporation (which conducts and manages lotteries, casinos and commercial bingo halls), all gaming services providers and gaming workers, B.C.'s horse racing industry and licensed gaming events.

Gaming Policy and Enforcement reviews, approves and authorizes all companies, people and equipment involved in the gaming industry. All allegations of wrongdoing in gaming venues or related to illegal gambling are investigated. This core business area also issues gaming event licences to eligible community organizations and administers the distribution of government's gaming proceeds, including grants to community organizations, local governments and the horse racing industry. They oversee horse racing events, determine the outcome of each race, and adjudicate any related matters.

Gaming Policy and Enforcement manages a comprehensive audit strategy for commercial and charitable gaming, including horse racing, to ensure compliance with applicable legislation, policies and standards. This includes audits of organizations receiving gaming funds to ensure the proper use of these proceeds.

The Responsible Gambling Strategy and Problem Gambling Program are also administered to minimize harm and promote responsible gambling practices.

## **Liquor Control and Licensing**

Liquor Control and Licensing regulates and sets policy for the manufacture and resale of liquor in licensed establishments in order to improve the safety of communities by reducing harm caused by liquor misuse.

This core business area issues licences in B.C. for making and selling liquor and supervises the service of liquor in licensed establishments. During the licence approval process, the Ministry works closely with local government/First Nations to obtain community input for licensing decisions.

Liquor Control and Licensing also educates and investigates licensees and inspects licensed premises to ensure compliance with liquor laws and policies, and the terms and conditions of their licence, and takes enforcement action when necessary, working in partnership with police and local government/First Nations and targeting resources on high-risk establishments.

## **Executive and Support Services**

This core business area includes the offices of the Solicitor General and Deputy Solicitor General, the Civil Forfeiture Program, Consumer Policy, the Film Classification Office and the B.C. Board of Parole.

The Civil Forfeiture Program helps government respond to crime by interrupting and deterring illegal activity. The program enables government to obtain court orders to recover proceeds and assets acquired by, or used in, unlawful activity. Money recovered is used to compensate eligible victims, fund crime prevention programs and pay for costs of administering the program.

Executive and Support Services also develops consumer protection policy and has responsibility for oversight of the B.C. Business Practices and Consumer Protection Authority which enforces consumer protection law in the province.

The Film Classification Office safeguards public interests by regulating the public exhibition, rental and distribution of films, video games and videos in the province.

The B.C. Board of Parole will be dissolved with the repeal of the *Parole Act* and, effective April 1, 2007, responsibility for parole administration of provincial offenders will fall to the federal government. This will bring British Columbia in line with the national standard, with parole decisions carried out by the National Parole Board.

## **Information Resource Management Plan**

The Ministry's Information Resource Management Plan supports the work of all core business areas. An overview of the plan can be accessed at:

<http://www.pssg.gov.bc.ca/serviceplan/>



## **New Relationship**

The Government of British Columbia is leading the nation in developing a New Relationship with First Nations and Aboriginal people. Guided by principles of trust, and by recognition and respect of First Nations' rights and title, we are building a stronger and healthier relationship between government and Aboriginal people. By working together, we will bring tangible social and economic benefits to Aboriginal people across the province and narrow the gap between Aboriginal people and other British Columbians.

The Ministry of Public Safety and Solicitor General is working to support the New Relationship by:

- maintaining a First Nations Policing Program and supporting the operation of two First Nations Police Services, which are autonomous and independent of the RCMP;
- working toward eliminating inequities in basic fire and life safety services for Aboriginal people and fully integrating First Nations communities in the emergency management structure of the province;
- continuing to build on current successful victim service programs and meet the needs in First Nations communities through increased funding to ten existing programs and improved hours of operation and outreach;
- working to address the high level of violence against women and children;
- planning to develop 20 new community-based Aboriginal programs to address intergenerational violence;
- continuing to lead an inter-ministry working group that supports a broader framework and horizontal approach to Aboriginal corrections issues, and exploring corrections options that better respond to Aboriginal cultural needs; and,
- implementing initiatives to enhance the ability of Aboriginal groups to access gaming revenues and to increase awareness of and access to problem and responsible gambling programs and services within Aboriginal communities.

# Goals, Objectives, Strategies and Results

## Overview

### Ministry Goals

The following three high-level goals flow from the Ministry's public safety mandate and guide the programs and services of the Ministry. The goals have been revised in our continued efforts to present performance information that adequately represents the diverse nature of the work carried out in all areas of the Ministry.

#### Ministry Goals

1. Increased safety for individuals and communities throughout British Columbia
2. Shared responsibility for public safety and the protection of public interests
3. Public confidence in British Columbia's justice and regulatory systems

### Linkage to Government's Five Great Goals

#### Government's Five Great Goals

1. Make B.C. the best-educated, most literate jurisdiction on the continent
2. Lead the way in North America in healthy living and physical fitness
3. Build the best system of support in Canada for persons with disabilities, special needs, children at risk, and seniors
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none
5. Create more jobs per capita than anywhere else in Canada

Through its programs and services, the Ministry continues to work to ensure the safety of all British Columbians. These efforts contribute to a strong foundation for the realization of each of the Five Great Goals of government.

The Ministry directly supports the second Great Goal of healthy living and physical fitness through efforts to reduce alcohol and drug misuse and through addiction prevention and treatment efforts in our correctional facilities and our communities.

The Ministry also directly supports the third Great Goal of the best system of support through protective programs and specialized victim service programs for various groups, including at-risk children.

Lastly, the Ministry directly supports the fourth Great Goal of sustainable environmental management through initiatives to strengthen hazard mitigation and emergency management throughout British Columbia.

## **Cross Ministry Initiatives**

### **Crystal Meth Strategy**

Government's Crystal Meth Strategy, led by the Ministry of Public Safety and Solicitor General, targets the use and production of crystal methamphetamine (crystal meth) through an integrated framework that strengthens partnerships amongst communities, service providers and law enforcement agencies. The Crystal Meth Secretariat was established in 2005 to support new and continuing initiatives based on prevention, treatment and enforcement, including:

- increasing awareness of the dangers of crystal meth in schools and communities;
- supporting First Nations' efforts to respond to crystal meth use and production;
- enhancing specialized treatment services;
- reducing production and supply;
- ensuring safe enforcement by first-responders;
- mitigating environmental damage of toxic by-products used in production of the drug; and,
- monitoring and analyzing trends in use.

### **ActNow BC**

ActNow BC, led by the Ministry of Tourism, Sport and the Arts, combines cross government and community-based approaches to promote healthy living choices for British Columbians. The programs and initiatives champion healthy eating, physical activity, ending tobacco use, and healthy choices during pregnancy.

The Ministry of Public Safety and Solicitor General supports this initiative by:

- operating AdventureSmart through the Provincial Emergency Program to help British Columbians develop safe and healthy behaviours in their outdoor recreational activities;
- collaborating with other ministries on initiatives to identify risks and protective factors for young families and to help women make healthy choices in pregnancy, including the Fetal Alcohol Spectrum Disorder Strategy; and,
- funding community gaming grants to Parent Advisory Committees and other non-profit volunteer organizations to support youth sports and recreation clubs.

## **2010 Olympic and Paralympic Winter Games**

All provincial ministries, agencies and Crowns have been working together to ensure every available opportunity to develop sustainable economic legacies is explored and pursued so that businesses and communities in British Columbia receive benefit from the Games.

The Ministry of Public Safety and Solicitor General is:

- leading a team of stakeholders to ensure that appropriate security, disaster, emergency and public safety plans are in place during the Games, while ensuring that all communities continue to remain well-served; and,
- implementing nationwide lottery products and distributing the net proceeds to support amateur sports in communities throughout British Columbia.

## **Literacy**

The Government of British Columbia has set a goal to make B.C. the best-educated, most literate jurisdiction on the continent. To be considered literate, a person has sufficient reading skills to understand and process printed information encountered in everyday activities. The Ministry of Education is leading the development and implementation of the Provincial Literacy Action Plan — ReadNow BC — to help British Columbians improve their reading skills.

The Ministry of Public Safety and Solicitor General supports the initiative by offering literacy programming in correctional centres in collaboration with school districts.

## **Regulatory Reform**

British Columbia continues to make regulatory reform a priority across government, making it easier for businesses to operate and succeed in British Columbia while preserving regulations that protect public health, safety and the environment. A citizen-centred approach to regulatory reform will reduce the number of steps it takes to comply with government requirements or access government programs and services.

The Ministry of Public Safety and Solicitor General remains committed to controlling regulatory burden, continuing to target a zero net increase in regulations. The Ministry also continues to work toward improving regulatory quality through more citizen-centred, cost-effective, results-based and streamlined steps involved in complying with regulations.

## **Citizen-Centred Service Delivery**

Citizen-centred service delivery is a government-wide initiative to coordinate information, programs and services so that they can be presented to citizens in a way that takes their needs into account from beginning to end. The vision is to make it possible for citizens to access the government information and services they need in a simple and timely manner with a phone call, a mouse click or a visit to a service centre, no matter how many programs or ministries are involved in their request.

In keeping with a focus on citizen-centred service delivery, the Ministry of Public Safety and Solicitor General is exploring avenues for increased emphasis on citizen and stakeholder consultations to guide policy and program development. This Service Plan reflects that shift with inclusion of performance measures based on public and stakeholder surveys.

## Performance Plan

The goals, objectives and strategies presented in this section are consistent with the Ministry's vision of all British Columbians working together to make our province the safest place to live in Canada.

Brief descriptions are provided of key activities and initiatives the Ministry is undertaking to achieve its goals and objectives, and key performance measures are identified. For each performance measure, the most current available data are provided along with annual performance targets for the next three years.

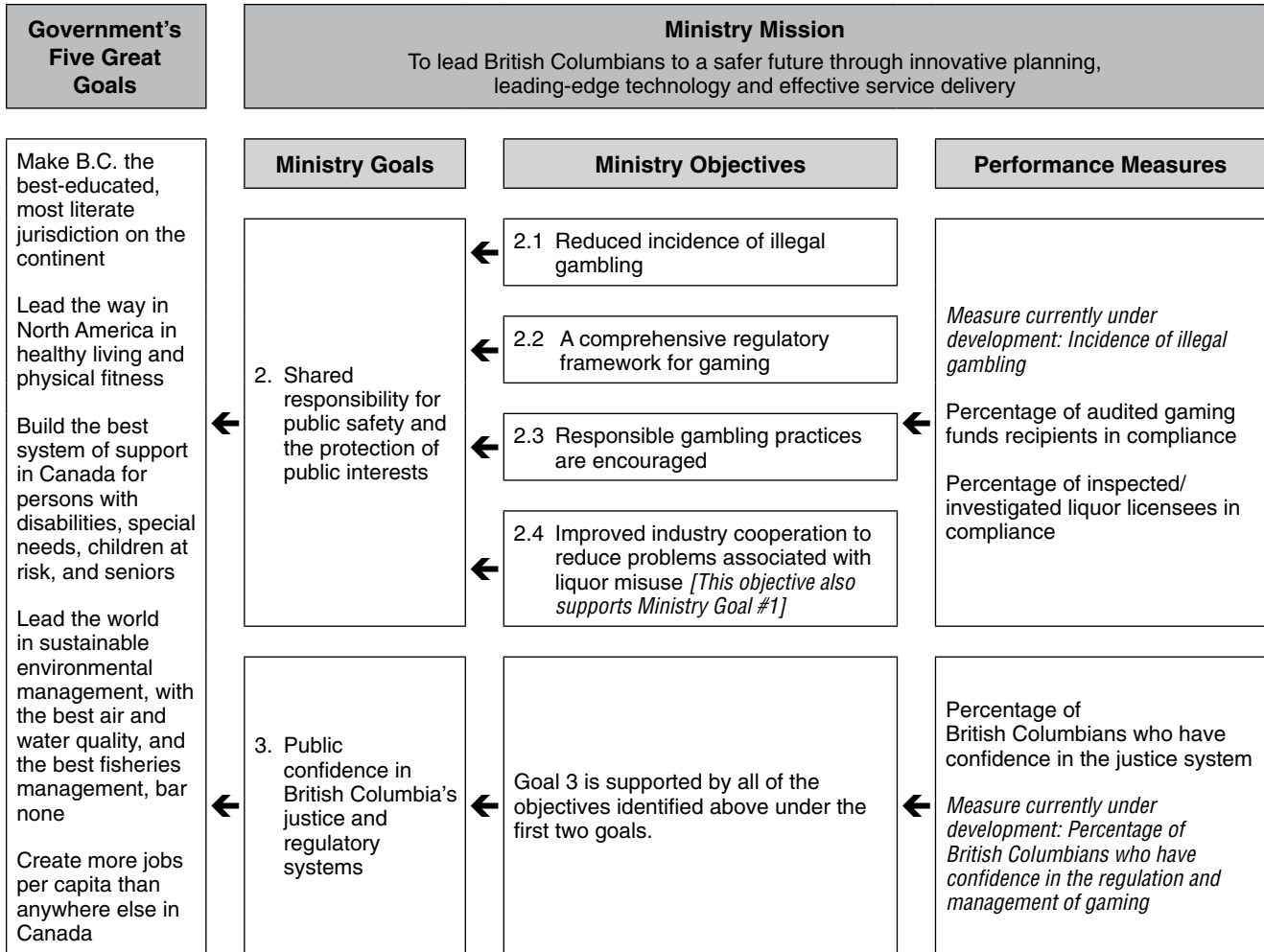
There have been changes to some of the performance measures since publication of the *Ministry of Public Safety and Solicitor General 2006/07–2008/09 Service Plan*. Some measures have been discontinued either because they focused on internal operational matters with little public relevance, or because they were deemed inadequate for tracking progress toward goals and objectives. As well, new measures have been added as we continue our ongoing efforts to develop meaningful measures of the long-term client and societal outcomes and changes in conditions that indicate goal achievement. In some cases, these new measures are in early stages of development, requiring that data sources be finalized and baselines established.

It must be noted that measuring the performance of British Columbia's justice system is a complex enterprise. Long-term outcome measures, such as crime rates, victimization rates and recidivism rates for example, are generally affected by many different individual and socio-economic factors and are therefore not under the exclusive control of any one ministry. Rather, they are multifaceted outcomes involving all components of the justice system as well as many other aspects of government, such as health, education and social services, and factors that are external to government control.

Also, the performance measures identified here represent only a few critical aspects of performance. No single measure taken in isolation can reveal enough information to provide a reliable and accurate evaluation of the justice system. All measures should be considered together when assessing progress toward goals and objectives.

# Performance Plan Summary Table

Government's Five Great Goals	Ministry Mission To lead British Columbians to a safer future through innovative planning, leading-edge technology and effective service delivery		
	Ministry Goals	Ministry Objectives	Performance Measures
<p>Make B.C. the best-educated, most literate jurisdiction on the continent</p> <p>Lead the way in North America in healthy living and physical fitness</p> <p>Build the best system of support in Canada for persons with disabilities, special needs, children at risk, and seniors</p> <p>Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none</p> <p>Create more jobs per capita than anywhere else in Canada</p>	<p>1. Increased safety for individuals and communities throughout British Columbia</p>	<p>1.1 Offenders are supervised and managed based on court orders and their risk to re-offend</p> <p>1.2 Programs are provided to address factors associated with re-offending behaviour</p> <p>1.3 Adequate levels of police services</p> <p>1.4 A common records management system for all police agencies in British Columbia</p> <p>1.5 Effective protective programs for vulnerable adults, youth and children</p> <p>1.6 Communities have crime prevention and restorative justice programs <i>[This objective also supports Ministry Goal #2]</i></p> <p>1.7 Victims of crime are provided with timely information, assistance and support to reduce the impact of crime</p> <p>1.8 Minimized loss of life and economic impact from disasters and emergencies <i>[This objective also supports Ministry Goal #2]</i></p> <p>1.9 Promotion of fire prevention, life safety and property protection programs <i>[This objective also supports Ministry Goal #2]</i></p> <p>1.10 Coroners' reports and Judgments of Inquiry based on current, consistent and timely information</p> <p>1.11 Increased road safety</p>	<p>Victimization rates</p> <p>Percentage of offenders who do not re-offend for two years following Corrections supervision</p> <p>Number of Provincial Police Service members</p> <p>Number of First Nations Policing Program members</p> <p>Average time to adjudicate claims for financial assistance from victims and others impacted by violent crime</p> <p>Days of preparedness training by Temporary Emergency Assignment Management System members in support of the provincial emergency management structure</p> <p><i>Measure currently under development: Stakeholder satisfaction with the Office of the Fire Commissioner</i></p> <p>Average time to complete Coroners' files</p> <p>Rate of traffic fatalities and injuries per 100,000 population</p>





## Goals, Objectives and Strategies

This section presents key objectives and strategies employed by the Ministry's core business areas to contribute to achievement of each of the goals identified.

### **Goal 1: Increased safety for individuals and communities throughout British Columbia**

Two high level performance measures are used to indicate progress toward achieving the goal of increased safety for individuals and communities throughout British Columbia: victimization rates and the percentage of offenders who do not re-offend for two years following Corrections supervision. These measures are presented at the goal level rather than as linked to individual objectives because they are high level outcomes subject to a wide variety of influences.

#### **Performance Measure: Victimization rates**

The Ministry will track victimization rates as an indicator of the safety of individuals in their homes and communities. Self-report measures of criminal victimization have become widely used social indicators. Data from victim surveys include criminal victimization events that were not reported to the police as well as those that were, and may therefore be more accurate indicators of the volume, and changes in the volume, of crime than are crime rates based on police records.<sup>3</sup>

Performance Measures	2004 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
Self-reported violent victimization <sup>1</sup>	108 per 1,000 population aged 15 years and over	Maintain or decrease from baseline	Maintain or decrease from 2007/08	Maintain or decrease from 2008/09
Self-reported household victimization <sup>2</sup>	376 per 1,000 households	Maintain or decrease from baseline	Maintain or decrease from 2007/08	Maintain or decrease from 2008/09

<sup>1</sup> Violent victimization includes sexual assault, robbery and physical assault. Spousal violence incidents are included.

<sup>2</sup> Household victimization includes break and enter, motor vehicle theft, theft of household property and vandalism.

**Data Source:** The baselines reported for this measure are from results of the Statistics Canada General Social Survey conducted in 2004.

There are a number of data limitations associated with all telephone surveys, including victimization surveys. For example, telephone surveys exclude respondents who do not speak either of the official languages, people with speech disabilities, homeless people, and low income households without a telephone.

<sup>3</sup> Self-reported victimization data and crime rates based on police records are not directly comparable because of differences in data collection methodologies and ways of classifying crimes.

**Performance Measure:** *Percentage of offenders not re-offending*

To indicate the overall effectiveness of the justice system in deterring and rehabilitating offenders, the Ministry tracks the percentage of adult offenders who do not re-offend for two years following a finding of guilt and sentencing by the courts. However, criminal behaviour is a highly complex phenomenon involving many different individual and socio-economic factors, and changes in rates of re-offending are not directly attributable to the activities of any one component of the criminal justice system.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
Percentage of offenders who do not re-offend for two years following Corrections supervision	68%	Maintain or increase from baseline	Maintain or increase from 2007/08	Maintain or increase from 2008/09

**Data Source:** Data for this measure are drawn from the Corrections operational system and are very reliable. The methodology for calculating this measure uses a two-year tracking period. It is based on a rolling average of all offenders who have been sentenced for another offence within the two year time period tracked. Consequently, for any given year, the data presented are for two years prior.

**Core Business Area:** *Corrections*

**Objective 1.1:** *Offenders are supervised and managed based on court orders and their risk to re-offend*

A key objective of the Ministry is to ensure that offenders are supervised and managed based on their risk to re-offend. To effectively and efficiently supervise offenders while they are under court orders, and to achieve reductions in re-offending behaviour over the long term, it is critical to understand the risk an offender poses to society and how that risk can best be addressed. More than 20 years of correctional research have resulted in the development of standardized, validated risk/needs assessment tools that can reliably provide this information.

**Objective 1.2:** *Programs are provided to address factors associated with re-offending behaviour*

A significant body of correctional research has confirmed that offender case management and rehabilitative programming can mitigate harm, interrupt offending cycles, and reduce re-offending behaviour. Corrections assesses sentenced offenders to determine their risk to re-offend and their rehabilitative needs. Case management plans are developed based on these assessments and serve to guide program interventions on an individual basis. Corrections develops and delivers correctional (core) programming in accordance with

research.<sup>4</sup> Core programs are designed to address risk factors known to contribute to criminality (e.g., substance abuse) and focus on the acquisition of cognitive skills necessary to bring about behavioural change. They are delivered by trained staff, and through contracted services, to offenders who pose higher risks for re-offending. Core programs are available in adult custody facilities and for offenders serving community sentences.

## **Core Business Area:** *Policing and Community Safety*

### **Objective 1.3:** *Adequate levels of police services*

Adequate levels of police services across the province are required to protect citizens and communities from crime and to respond to the changing nature of crime. Key strategies to meet this objective are to restructure police financing, support the integration of existing police services, increase the number of officers in the Provincial Police Service, and review the *Police Act* and the *Provincial Standards for Municipal Police Departments in British Columbia*. These initiatives will ensure that police services are delivered in the most effective and efficient way possible, avoiding duplication and yielding economies of scale in protecting the public.

Another strategy is to implement new policing initiatives to increase the Ministry's capacity in such areas as supporting organized crime prosecutions, responding to high-tech crime and combating Internet-based child exploitation.

The Ministry also continues efforts to negotiate new Community Tripartite (policing) Agreements with First Nations and the federal government.<sup>5</sup> Additional agreements are required to ensure that First Nations communities have police service levels equivalent to those of similar non-First Nations communities. Under these agreements, First Nations receive dedicated police members to work with their communities. Best efforts are made for these positions to be staffed by Aboriginal officers.

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<sup>4</sup> Core programs currently provided are Cognitive Skills, Educational Upgrading, Relapse Prevention for Sex Offenders, Respectful Relationships, Substance Abuse Management, and Violence Prevention. Core programs developed for incarcerated female offenders include Emotions Management, Relapse Prevention, Relationship Skills and Substance Abuse Management. A new Living Skills program is also being developed.

<sup>5</sup> New Community Tripartite Agreements are dependent upon both the province and federal governments securing appropriate funding.

**Performance Measure:** *Number of Provincial Police Service members*

The Ministry tracks the number of Provincial Police Service members as an indicator of Provincial Force police strength.

Performance Measure	2006/07 Baseline	2007/08 Target <sup>1</sup>	2008/09 Target	2009/10 Target
Number of Provincial Police Service members	1,774 (estimate)	1,880	1,940	1,970

<sup>1</sup> Police strength targets are subject to funding.

**Data Source:** The Ministry receives Provincial Force police strength data from RCMP E Division. The data are accurate and reliable.

**Performance Measure:** *Number of First Nations Policing Program members*

The Ministry also tracks the number of First Nations Policing Program members to indicate First Nations police strength in the province.

Performance Measure	2006/07 Baseline	2007/08 Target <sup>1</sup>	2008/09 Target	2009/10 Target
Number of First Nations Policing Program members	117 (estimate)	131	143	155

<sup>1</sup> First Nations police strength targets are subject to funding.

**Data Source:** First Nations police strength data are obtained from the RCMP E Division. The data are accurate and reliable.

**Objective 1.4:** *A common records management system for all police agencies in British Columbia*

The Ministry continues implementation of the Police Records Information Management Environment, an online data-sharing system that provides up-to-the-minute information about criminals and crimes, improving law enforcement across the province. The Police Records Information Management Environment is a major component of the provincial law enforcement strategy as it provides an integrated information management system with instant access to a database including criminal case records, images (photos, mug shots, documents and fingerprints), investigation notes, electronic messages, calendar events and dangerous goods data. A common records management system for all police agencies will significantly enhance the safety of B.C. citizens and police officers.

As of January 1, 2007, the Police Records Information Management Environment was being used by 58 per cent of all officers in the province. These officers provide services to 54 per cent of the provincial population. The system will be fully implemented for use by all officers throughout the province by December 2007.

**Objective 1.5:** *Effective protective programs for vulnerable adults, youth and children*

Another key objective is the maintenance of protective programs to enhance public safety, such as the Protection Order Registry, a confidential database containing all civil and criminal protection orders issued in British Columbia.<sup>6</sup> The intent of the registry is to contribute to the reduction of violence against vulnerable adults, youth and children through support of the enforcement of civil and criminal protection orders.

Conducting criminal record checks on individuals who work with children is another strategy to protect the vulnerable. Criminal record checks are conducted to help protect children from physical and sexual abuse. They are made mandatory under the *Criminal Records Review Act* for anyone who works with children or who has unsupervised access to children in the ordinary course of employment, or in the practice of an occupation, and who is employed by, licensed by or receives operating funds from the provincial government.

**Objective 1.6:** *Communities have crime prevention and restorative justice programs*

In preventing crime and victimization, the Ministry promotes the Crime Prevention through Social Development approach, going beyond traditional responses to crime that focus on sentencing and incarceration by focusing instead on eliminating the root causes of crime.

Research indicates that communities can become safer if they actively engage in programs designed to reduce the incidence of crime and repair the harm caused by criminal behaviour. The Ministry therefore continues to provide funding and support to community-based crime prevention and restorative justice programs, and to work with stakeholders to promote awareness of and collaborative approaches to community safety and crime prevention.

**Objective 1.7:** *Victims of crime are provided with timely information, assistance and support to reduce the impact of crime*

Victims of crime require a range of supports and services as they participate in the justice system. Key strategies designed to reduce the impact of crime include: offering information, referrals and practical support to victims of crime and their families through victim service programs; administering the *Crime Victim Assistance Act* and Program to ensure that victims have access to financial assistance and other benefits; notifying impacted victims of end-of-sentence release of identified offenders; providing training and support to victim service workers; and increasing public awareness of the services available to victims of crime.

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<sup>6</sup> A protection order is an order containing a condition that affords safety and security to a specified person or persons. An order must contain a 'no contact', 'limited contact', or other protective condition to be considered a protection order.

**Performance Measure:** *Adjudication of victim financial assistance*

This measure indicates efficiency in administration of the *Crime Victim Assistance Act*, providing victims with access to financial assistance and other benefits.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
Average time to adjudicate claims for financial assistance from victims and others impacted by violent crime	180 days (estimate)	160 days	155 days	150 days

**Data Source:** Estimated timelines are derived from the ELVIS database and manual records, taking into account the dates claims were received and completed, and the cases that remain outstanding. The data are accurate and reliable.

**Core Business Area:** *Emergency Management B.C.*

**Objective 1.8:** *Minimized loss of life and economic impact from disasters and emergencies*

A significant objective of the Ministry is reduced harm caused by disasters and emergencies. Key strategies to achieve this objective include: providing leadership to the provincial emergency structure during emergencies and disasters; improving capacity to prepare for, respond to and recover from emergencies and disasters, including implementation of recommendations resulting from the *Firestorm 2003 Provincial Review*; and assisting local governments and First Nations communities in preparing for emergencies and disasters through technical support, training and education.

**Performance Measure:** *Days of preparedness training by Temporary Emergency Assignment Management System members*

The Ministry tracks the readiness of the provincial emergency management structure by monitoring the number of days of emergency preparedness training undertaken by the approximately 120 members of the Temporary Emergency Assignment Management System.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
Days of preparedness training by Temporary Emergency Assignment Management System members in support of the provincial emergency management structure	480 (estimate)	530	580	630

**Data Source:** The data for this measure are derived from attendance records during training sessions and are accurate and reliable.

**Objective 1.9:** *Promotion of fire prevention, life safety and property protection programs*

An important objective of the Ministry is the promotion of fire prevention, life safety and property protection programs through the Office of the Fire Commissioner. Key to successfully achieving this objective is the development and maintenance of strong working relationships with local governments, fire service organizations and other jurisdictions. The Office continues to strengthen its partnership relations with key stakeholder groups and enhance the support it provides to fire departments, local governments and the public.

To indicate success in achieving this objective, the Ministry is undertaking monitoring stakeholder satisfaction with the services and support provided by the Office of the Fire Commissioner<sup>7</sup>. An initial survey of stakeholder satisfaction will be conducted in the spring of 2007, and annually thereafter.

**Objective 1.10:** *Coroners' reports and Judgments of Inquiry based on current, consistent and timely information*

The B.C. Coroners Service investigates all sudden and unexpected, unexplained or unattended deaths, makes recommendations to improve public safety through preventative measures, and helps people deal with the trauma of death through provision of timely and accurate information. To most effectively improve public safety and assist the public, coroners' cases must be completed in a timely manner and be based on current and consistent information. Key strategies include: hiring new staff to address increasing caseload volumes, enhancing reporting structures, redesigning the Coroners Case Management System; providing ongoing training to all coroners; providing coroners with electronic access to field investigation protocols; and conducting a feasibility study on development of a Centre for Excellence for Forensic Sciences.

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<sup>7</sup> Key stakeholders of the Office of the Fire Commissioner include the Union of B.C. Municipalities and the Fire Service Government Liaison Group, which represents: Fire Chiefs Association of British Columbia; Fire Prevention Officers Association of British Columbia; Volunteer Fire Fighters Association of British Columbia; British Columbia Training Officers Association; and British Columbia Professional Fire Fighters Association.

**Performance Measure:** *Average time to complete Coroners' files*

The Ministry tracks the percentage of Coroners' files completed within an average of 4.5 months to indicate the timeliness of investigations. The time frame of an average of 4.5 months for file completion takes into account the time required to receive autopsy reports and reports that may be required from other agencies, such as police, the Workers' Compensation Board and the Transportation Board of Canada. The average time to complete cases can also be affected when criminal charges are pending, when cases go to inquest, and when cases require interviews with witnesses or consultations with medical experts.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
Percentage of Coroners' files completed within an average of 4.5 months <sup>1</sup>	To be determined <sup>2</sup>	65%	70%	75%

<sup>1</sup> This measure and corresponding targets have been revised. The original measure and targets were based on efficiencies to be achieved through implementation of a new provincewide database system. However, the full efficiencies expected from the new system will not be realized for several years because implementation was delayed from 2005 to March 2006, and there is a transition period required for staff training and to fully convert to the new business processes.

<sup>2</sup> The baseline for 2006/07 is not yet available as 2006 cases are still being entered into the new database. It is anticipated that the baseline will be available by March 31, 2007.

**Data Source:** The source of data for this measure is the Coroners Case Management System. Results are calculated by measuring the duration from the date the Coroner is notified to the date on which the file is closed at the Regional Office. The data are accurate and reliable.

**Core Business Area:** *Office of the Superintendent of Motor Vehicles*

**Objective 1.11:** *Increased road safety*

The Ministry is working in partnership with ICBC and with key stakeholders, including the Ministry of Transportation and the RCMP, to develop an action plan that focuses road safety resources most efficiently in order to reduce serious injuries and fatalities and thereby improve road safety in B.C.

The Ministry also continues to work with ICBC to implement an Enhanced Road Safety Enforcement Initiative across the province. This includes initiatives such as Integrated Road Safety Units, the Intersection Safety Camera Program and Automatic Licence Plate Recognition.



**Performance Measure:** *Rate of traffic fatalities and injuries*

A key measure of road user safety is the rate of traffic fatalities and injuries in the province per 100,000 population. As well as resulting in loss of life, motor vehicle collisions have a significant impact on society in terms of quality of life, affecting income and productivity, incurring legal and court costs, and placing demands on medical services, insurance, police and municipal services.

Performance Measure	2004 Actual <sup>1</sup>	2007/08 Target	2008/09 Target	2009/10 Target
Rate of traffic fatalities and injuries per 100,000 population	10.2 fatalities; 694.3 injuries	3% reduction from baseline	3% reduction from 2007/08	3% reduction from 2008/09

<sup>1</sup> An actual for 2005 is not yet available.

**Data Source:** Data for this measure are obtained from ICBC and are based on police-reported accidents. The data are reported by calendar year, rather than by fiscal year.

Collision data are collected by police and individual reports may be subject to errors, depending on how accurately officers complete collision report forms. As policing priorities do not allow them to attend all accidents, ICBC estimates that collision report forms may not include up to 20 per cent of injured victims.

**Goal 2:** *Shared responsibility for public safety and the protection of public interests*

**Core Business Area:** *Gaming Policy and Enforcement*

**Objective 2.1:** *Reduced incidence of illegal gambling*

Reduced incidence of illegal gambling is an important objective of the Ministry and a key strategy is to fully implement the Illegal Gambling Enforcement Strategy, including:

- reporting out on the extent of illegal gambling activity;
- operationalizing a decision-making framework and documenting the prioritization process for investigations;
- working with law enforcement agencies to develop and implement strategies to reduce money laundering and loan sharking in commercial gaming venues;
- enhancing working relationships and working collaboratively with:
  - Liquor Control and Licensing and others to identify illegal gambling activity in liquor establishments;
  - RCMP and other law enforcement agencies to better identify and prosecute gaming offenders;
  - Ministry of Attorney General to increase the number of cases that proceed to trial; and,
- improving the quality, completeness and descriptive nature of gaming investigation statistics.

The Ministry is developing a methodology for tracking the incidence of illegal gambling to indicate the success of the Illegal Gambling Strategy. Data sources for this measure are currently being established and it is anticipated that the Ministry will implement a new monitoring and reporting system in fiscal year 2007/08.

**Objective 2.2:** *A comprehensive regulatory framework for gaming*

It is in the public interest that gaming be conducted within a strong regulatory framework that balances economic activity with the responsible management and delivery of gaming. Key strategies include:

- developing and implementing a policy framework for Internet gaming;
- evaluating B.C. Lottery Corporation’s quality assurance practices for in-house testing of gaming equipment to ensure compliance with standards;
- continuing to work within the existing audit and compliance framework to enhance compliance rates among community organizations;
- developing and implementing a backstretch improvement strategy for horse racing personnel, in cooperation with industry stakeholders; and,
- further developing public information policy to enhance transparency and accountability.

**Performance Measure:** *Percentage of audited gaming funds recipients in compliance*

The Ministry tracks the number of audited gaming funds recipients who are found to be in compliance. Audits of organizations receiving gaming funds promote voluntary compliance, the proper use of gaming proceeds, and the financial accountability of these organizations.

Performance Measure	2006/07 Baseline	2007/08 Target <sup>1</sup>	2008/09 Target	2009/10 Target
Percentage of audited gaming funds recipients in compliance	85% (estimate)	86%	87%	88%

<sup>1</sup> Targets for this measure have been established to reflect a modest year-to-year increase in the percentage of audited gaming funds recipients in compliance. The compliance rate increased from 75% in 2004/05 to an estimated 85% in 2006/07, and it is anticipated that increases will continue at a more moderate rate thereafter.

**Data Source:** The Ministry has tracked community organization audits since April 2003, monitoring the number of audits conducted and instances of non-compliance. The data are accurate and reliable.

**Objective 2.3:** *Responsible gambling practices are encouraged*

The Responsible Gambling Strategy is designed to expand on current programs and services to reduce the harmful impacts of excessive gambling and encourage responsible gambling practices and healthy choices. Key strategies include:

- designing and implementing an audit program for problem gambling contracted service providers;
- continuing to coordinate and develop new initiatives with B.C. Lottery Corporation, local governments, service providers and major stakeholders, through the Partnership for Responsible Gambling;
- increasing public awareness of responsible gambling initiatives and treatment services available to those with a gambling problem, including developing and implementing the second phase of a school-based educational resource; and,
- working collaboratively with Aboriginal groups to increase awareness of problem gambling programs and services.

**Core Business Area:** *Liquor Control and Licensing*

**Objective 2.4:** *Improved industry cooperation to reduce problems associated with liquor misuse*

Liquor industry members have a legal responsibility to minimize harm to their customers and to any individual or community affected by the consumption of liquor in their establishments. Major strategies designed to achieve the objective of improved industry cooperation to reduce problems associated with liquor misuse include: creating tools to identify high-risk establishments in consultation with local governments and police; strengthening server training components related to over-service and avoidance of service to minors; and streamlining enforcement processes. The Ministry supports key public safety issues by targeting resources on high-risk establishments and focusing inspections and investigations on service to minors, over-service, overcrowding and illicit alcohol.

**Performance Measure:** *Percentage of inspected/investigated liquor licensees in compliance*

The Ministry tracks the percentage of inspected or investigated liquor licensees who are found to be in compliance. Increased voluntary compliance indicates the level at which licensees understand and are willing to cooperate with the liquor regulatory framework. An increase in voluntary compliance in such areas as over-service and avoidance of service to minors may also indicate that liquor misuse is decreasing, leading to increased public safety for British Columbians.

Performance Measure	2006/07 Baseline	2007/08 Target	2008/09 Target	2008/09 Target
Percentage of inspected/investigated liquor licensees in compliance	94% (estimate)	94%	95%	96%

**Data Source:** The data for this measure are drawn from the Liquor Control and Licensing database and are based on records of inspections and contravention notices issued. The data are accurate and reliable.

### **Goal 3: Public confidence in British Columbia's justice and regulatory systems**

The third Ministry goal is supported by all of the objectives and strategies identified above. Each objective and strategy contributes to the effectiveness of British Columbia's justice and regulatory systems, and public confidence has been identified as a key indicator of that effectiveness.

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

Public confidence in the justice system is a key indicator of its effectiveness. The level of public confidence in the justice system is reported, by province, every five years by Statistics Canada as part of a general social survey on the activities and perceptions of Canadians.

The Ministry is interested in more current and frequent public confidence data and is exploring additional data sources in partnership with the Ministry of Attorney General.

Performance Measure	2003 Baseline	2007/08 Target	2008/09 Target	2009/10 Target
Percentage of British Columbians who have a great deal of or quite a lot of confidence in the justice system	50.2%	Maintain or increase from baseline	Maintain or increase from 2007/08	Maintain or increase from 2008/09

**Data Source:** The baseline reported for this measure is from the results of the Statistics Canada General Social Survey on Social Engagement, Cycle 17, 2003. In 2008, Statistics Canada will report new provincial results from the next general social survey.

The Ministry will also determine and track the percentage of British Columbians who have confidence in the regulation and management of gaming. Public confidence in the regulation and management of gaming indicates that the industry is operating in compliance with provincial legislation and policies, and that the Ministry's activities effectively meet citizens' expectations for the gaming industry.

The Ministry has developed a framework of key measures for assessing client satisfaction with gaming policies and programs. Data for these measures are being collected by the Ministry through a survey of British Columbians being conducted over a three-month period from December 2006 through February 2007. Results from the survey will be used to establish the baseline of overall public confidence in the regulation and management of gaming in British Columbia.

# Resource Summary

## Resource Summary Table

Core Business Areas	2006/07 Restated Estimates	2007/08 Estimates	2008/09 Plan	2009/10 Plan
<b>Operating Expenses (\$000)</b>				
<b>Corrections</b> .....	187,690	204,427	217,512	229,801
<b>Policing and Community Safety</b> .....	295,166	295,881	296,354	296,817
<b>Emergency Management B.C.</b> <sup>1</sup> .....	22,865	23,110	23,780	24,025
<b>Office of the Superintendent of Motor Vehicles</b> .....	8,311	8,230	8,332	8,429
<b>Gaming Policy and Enforcement</b> .....	14,659	18,764	19,959	20,154
<b>Liquor Control and Licensing</b> <sup>2</sup> .....	1	1	1	1
<b>Executive and Support Services</b> .....	22,617	28,941	28,382	28,923
<b>Emergency Program Act</b> .....	15,634	15,630	15,630	15,630
<b>Statutory Services</b> <sup>3</sup> .....	8,411	8,401	8,401	8,401
<b>Total</b> .....	<b>575,354</b>	<b>603,385</b>	<b>618,351</b>	<b>632,181</b>
<b>Full-time Equivalents (Direct FTEs)</b>				
<b>Corrections</b> .....	1,791	1,929	1,967	2,002
<b>Policing and Community Safety</b> .....	154	157	157	157
<b>Emergency Management B.C.</b> .....	180	182	182	182
<b>Office of the Superintendent of Motor Vehicles</b> .....	66	67	68	68
<b>Gaming Policy and Enforcement</b> .....	116	129	129	129
<b>Liquor Control and Licensing</b> .....	104	104	104	104
<b>Executive and Support Services</b> .....	62	46	45	45
<b>Emergency Program Act</b> .....	0	0	0	0
<b>Statutory Services</b> .....	0	3	3	3
<b>Total</b> .....	<b>2,473</b>	<b>2,617</b>	<b>2,655</b>	<b>2,690</b>

*Ministry of Public Safety and Solicitor General*

Core Business Areas	2006/07 Restated Estimates	2007/08 Estimates	2008/09 Plan	2009/10 Plan
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Corrections</b> .....	4,867	4,502	3,393	3,393
<b>Policing and Community Safety</b> .....	467	515	469	469
<b>Emergency Management B.C.</b> .....	2,949	462	291	291
<b>Office of the Superintendent of Motor Vehicles</b> .....	543	346	313	313
<b>Gaming Policy and Enforcement</b> .....	1,306	354	378	378
<b>Liquor Control and Licensing</b> .....	639	588	478	478
<b>Executive and Support Services</b> .....	259	97	100	100
<b>Emergency Program Act</b> .....	0	0	0	0
<b>Statutory Services</b> .....	93	203	93	93
<b>Total</b> .....	<b>11,123</b>	<b>7,067</b>	<b>5,515</b>	<b>5,515</b>
<b>Other Financing Transactions (\$000)</b>				
<b>Gaming Policy and Enforcement Receipts</b> .....	484	514	546	579
<b>Total Net Cash Source (Requirements)</b> .....	<b>(484)</b>	<b>(514)</b>	<b>(546)</b>	<b>(579)</b>

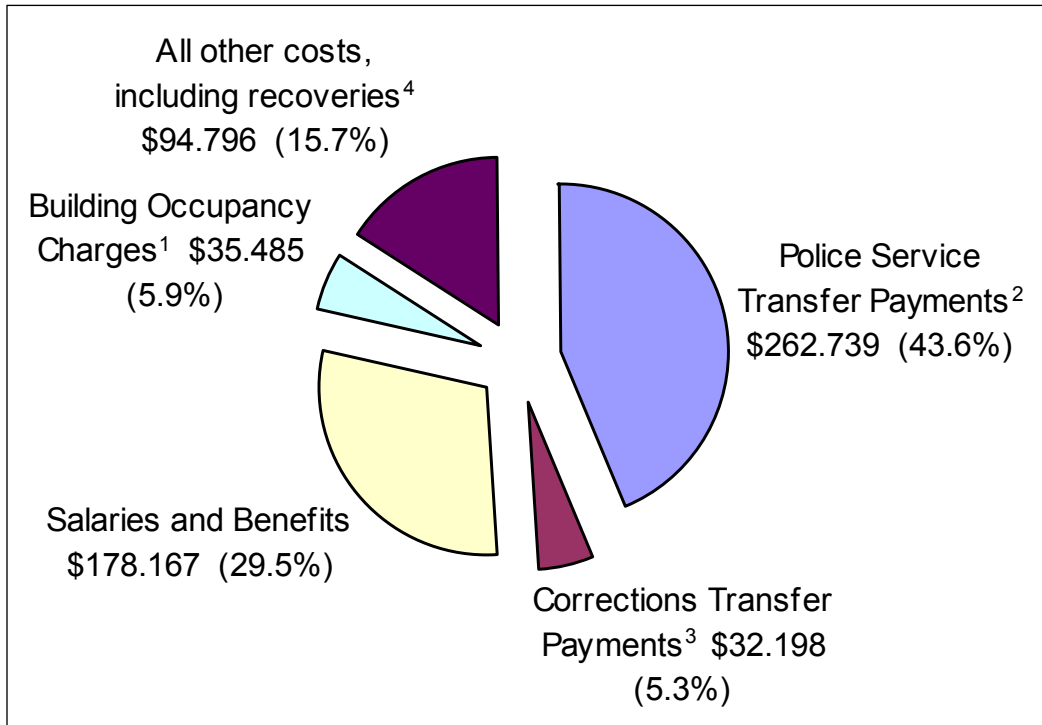
<sup>1</sup> This core business area includes the Provincial Emergency Program, the Office of the Fire Commissioner and the B.C. Coroners Service.

<sup>2</sup> This core business area is self-financing, with its operating expenses recovered from liquor licensing applications and fees.

<sup>3</sup> Statutory Services includes Forfeited Crime Proceeds, Inmate Work Program, *Victims of Crime Act* and Civil Forfeiture.

## Estimated Ministry Expenses for 2007/08 by Expenditure Type

Total = \$603.385 (millions)



<sup>1</sup> Cost of space occupied by the Ministry, including correctional facilities.

<sup>2</sup> Includes RCMP policing costs, auxiliary and ports policing, and police academy.

<sup>3</sup> Includes costs related to health and food services for inmates, and probation services.

<sup>4</sup> All remaining costs, such as asset amortization, contracted expenditures and transfers to external parties, less payments received from the federal government and other parties external to the ministry for various program costs.

