

**Ministry of  
Justice**

**2013/14 – 2015/16  
SERVICE PLAN**

**February 2013**



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## Message from the Minister and Accountability Statement



As the Minister of Justice and Attorney General, I am pleased to introduce the Ministry's *2013/14 – 2015/16 Service Plan*. It reflects our ambitious agenda to create safer communities, stronger families and more timely and accessible justice for all British Columbians.

The most common concern I hear is that people believe justice takes too long – a reality most Canadian jurisdictions are facing. We are dealing with this issue head on and furthering our reform agenda to improve timeliness and accessibility and ensure efficient justice.

The provincial government is acting immediately on recommendations from a comprehensive and independent review of the justice system led by Geoffrey Cowper, QC. We must move from a culture of delay to one of service, focused on citizens' needs and outcomes. Access to justice must not be seen primarily as access to courts, but instead to a continuum of services, involving the court system as required, as well as assistance and support to prevent problems where possible, and to reach early resolution where appropriate.

We have introduced the first part of our action plan on justice reform that identifies timeliness, transparency and balance as essential attributes of an effective justice system and necessary to ensure public confidence. With this action plan, we have the foundation for British Columbia's agenda for reform. We will use it to create a justice system that works better for British Columbians.

We have already begun implementing significant reforms and we will pursue these changes aggressively, so the public can be confident that British Columbia's justice system will be accessible and timely when they need it.

At the close of 2012, we announced the appointment of nine new Provincial Court judges and signed an agreement with the Office of the Chief Judge to work together on two new backlog reduction projects. We are also supporting the Provincial Court as it seeks to improve court scheduling to make the most of judges', counsel's and courtroom time.

We are carefully examining approaches that have produced successful outcomes for participants, with a focus on expanding on successful projects. This will contribute to fiscal discipline by better aligning justice services with best practices. We are also looking at the overall operation of the justice system, moving to establish and report on a stronger set of key performance measures that are meaningful to the public and conducive to accountability for achieving results.

The provincial government is taking immediate steps toward addressing extensive recommendations made in the final report of the Missing Women Commission of Inquiry. The Hon. Steven Point, former Lieutenant Governor of British Columbia, has been appointed to chair a new advisory committee on the safety and security of vulnerable women. The committee will provide community-based guidance on options to guide government's response to the report's recommendations. We are

firmly committed to using these recommendations as a blueprint for building a legacy of safety and security for vulnerable women over the coming years.

The provincial government is also finalizing a B.C. Policing and Community Safety Plan based on extensive consultations with a variety of stakeholders throughout the province, including community representatives, police boards, police leaders, local governments and members of the public. This comprehensive plan will guide policing and crime prevention in British Columbia into the future.

We have a strong plan for moving forward and I am proud of what we have accomplished.

Notably, in 2012, government reaffirmed its commitment to tough roadside sanctions for impaired driving - an approach that has saved more than 100 lives over the past two years.

Government also committed to continued support for its guns and gangs strategy, which has reduced and solved gang killings, interrupted murder conspiracies, arrested hundreds of gangsters and associates, and seized hundreds of illegal weapons.

The safety of young British Columbians has been a growing focus for sharing proceeds from British Columbia's successful Civil Forfeiture Program. A record \$5.5 million in grants awarded at the end of 2011/12 included funding for projects focused on keeping youth out of gangs and warning them about the dangers of the drug ecstasy. In November 2012, anti-bullying programs were also invited to apply for some of up to \$1 million in civil forfeiture funds.

We continue to move forward with the Okanagan Correctional Centre project and are identifying proponents capable of delivering the new, high-security facility in the south Okanagan. The Okanagan Correctional Centre will generate significant economic benefits in the region, creating up to 500 direct and 500 indirect construction jobs, plus about 240 new, full-time correctional positions when the centre opens in late 2016.

Under British Columbia's Family Agenda, we remain committed to ensuring that British Columbia is a province with strong communities and where families feel protected and safe.

The *Ministry of Justice 2013/14 - 2015/16 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Shirley Bond  
Minister of Justice and Attorney General  
February 8, 2013

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## Purpose of the Ministry

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

The portfolio of the Ministry includes:

- Law enforcement;
- Prosecution of criminal matters;
- Correctional services and restorative justice;
- Crime prevention, including protection of children and vulnerable adults, addressing violence against women, and anti-human-trafficking strategies;
- Civil forfeiture;
- Court administration and security;
- Alternative dispute resolution;
- Victim assistance;
- Legal aid and public legal education;
- Family justice services, including family maintenance enforcement;
- Legal services to government;
- Criminal, civil, family and administrative law policy;
- Training and support for emergency management, emergency social services, and search and rescue;
- Fire safety and flood mitigation;
- B.C. Coroners Service;
- Driver behaviour and road safety;
- Regulation of the private security industry; and,
- Consumer protection policy, including oversight of the administration of consumer protection legislation by Consumer Protection BC and the Motor Vehicle Sales Authority of British Columbia.

The Minister of Justice and Attorney General is also responsible for the Combined Forces Special Enforcement Unit – British Columbia (see page 37) and a number of agencies, boards and commissions.<sup>1</sup>

Central to the Ministry's success is 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.

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<sup>1</sup> Independent Investigations Office; BC Human Rights Tribunal; BC Law Institute; BC Review Board; BC Utilities Commission; Environmental Appeal Board; Forest Appeals Commission; 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.<sup>2</sup> British Columbia's overall crime rate in 2011 was 78.9 offences per 1,000 population, a seven per cent decrease from 84.5 offences per 1,000 population in 2010. For further information on crime rates, see page 27.

The relative severity of crime is also decreasing in the province.<sup>3</sup> In 2011, British Columbia's crime severity index was 95.1, representing a seven per cent decrease from 102.7 in 2010. This was one of the largest decreases in crime severity index values of all the provinces in Canada.

Domestic violence remains a great concern. While both men and women report experiencing domestic violence, the majority of victims of police-reported spousal violence are women, accounting for over 80 per cent of victims of domestic violence in Canada.<sup>4</sup> The nature and consequences of domestic violence are also typically more severe for women.

Trafficking in persons for sexual exploitation and forced labour is a prolific area of international 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.

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 drug-impaired driving, high-risk drivers and distracted drivers are other areas of concern.

The number and severity of natural disasters are increasing due to factors such as climate change, the popularity of backcountry recreational activities and the urbanization of rural areas. 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.

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<sup>2</sup> 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](http://www.pssg.gov.bc.ca/policeservices/statistics/index.htm)

<sup>3</sup> 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.

<sup>4</sup> Statistics Canada, *Family Violence in Canada: A Statistical Profile*, 2009.



## 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 18 per cent over the last 10 years.<sup>5</sup> Timeliness has not improved, 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 offences.

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 expand its services, programs and case management.

While corrections caseloads have remained high in the community, there has been a decline in inmate counts within provincial correctional centres since 2010. Despite this decline, provincial correctional centres continue to face capacity pressures. With this in mind, the provincial government is furthering the largest capital expansion in B.C. Correction's history, which has been 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 36).

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 help people to settle their disputes early and without going to court, where possible, and will assist parents to focus on making decisions in the best interests of their children. 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

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<sup>5</sup> New Provincial Court criminal cases per year (2002/03 to 2011/12). Includes adult and youth. Does not include traffic or bylaw cases.

civil disputes. The proposed Civil Resolution Tribunal will build on British Columbia's excellent tradition of administrative justice, but in a new and even more accessible way, with many services delivered online.

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

Litigation matters involving government continue to increase in complexity and cost. During 2012/13, they included: ongoing litigation against major tobacco manufacturers; applications for damages under the *Charter of Rights and Freedoms*; the polygamy reference case and consequent actions and decisions; a reference case on assisted suicide; the federal securities constitutional challenge; impaired roadside prohibitions; health care private billing; and, French language education. The Ministry is also responsible for advancing claims on behalf of the provincial government, such as those under the *Civil Forfeiture Act*. British Columbia's self-funding Civil Forfeiture Office has taken in approximately \$28.7 million since 2006, including more than \$10.8 million in 2011/12.

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.

## **The Justice Reform Initiative**

Launched in February 2012, the [Justice Reform Initiative](#) was undertaken to engage with justice system participants and stakeholders in identifying the type of reform that our justice system requires.

In August 2012, the Honourable Shirley Bond released [A Criminal Justice System for the 21<sup>st</sup> Century: Final Report to the Minister of Justice and Attorney General](#). Prepared by Geoffrey Cowper, QC, the report is 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.

The provincial government also asked the Legal Services Society for its advice on achieving efficiencies in legal aid services. Their advisory report, [Making Justice Work: Improving Access and Outcomes for British Columbians](#), was released in July 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, the provincial 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 that are being taken to ensure a well-functioning, transparent

justice system. *White Paper on Justice Reform, Part Two: A Timely, Balanced Justice System*, to be released in February 2013, will expand on the reform agenda and identify steps that will be taken, both immediately and over the long term, to ensure that the justice system is both timely and balanced.

*White Paper on Justice Reform, Part Two* will reflect 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 reported 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.

*White Paper on Justice Reform, Part Two* will also be informed by the *B.C. Policing and Community Safety Plan*, which is being developed through extensive consultations involving a series of roundtable discussions and focus groups 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.

The Ministry of Justice *Service Plan 2013/14 – 2015/16* aligns with these reports. It reflects the provincial government's commitment to modernize the justice system to better meet the needs of the citizens of British Columbia while contributing to the fiscal discipline the current economic system requires.

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

# Goals, Objectives, Strategies and Performance Measures

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

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

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

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

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

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

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

*White Paper, Part One*

**Objective 1.1 Clear governance**

**Objective 1.2 Common understanding**

**Objective 1.3 Performance focus**

### **Strategies**

- **Justice and Public Safety Council:** The provincial government has committed to taking the necessary measures to create a Justice and Public Safety Council within the Ministry of Justice with responsibility for setting the strategic direction and vision for the justice system, and for leading the change that is necessary to achieve that vision. The Council will be chaired by the Deputy Solicitor General in that position's capacity as Chief Operating Officer for the Ministry, with membership comprised of members of the executive having responsibility for civil, family, administrative and criminal justice.
- **Advisory Boards:** The Council will receive guidance from one or more advisory boards whose members will be primarily external to government. These boards will act as expert advisory groups providing a diverse range of perspectives on distinct areas of the system, including criminal, civil, family and administrative justice, and matters of public safety. The first such group is the Advisory Committee on the Safety and Security of Vulnerable Women, chaired by the Honourable Steven Point and established to identify options for responding to the recommendations that came out of the Missing Women Commission of Inquiry.
- **Justice Summit:** Meaningful engagement among justice system participants will be promoted through regular Justice Summit meetings. The inaugural Summit, which will be held in March

2013, will bring together justice system leaders and other stakeholders to discuss progress and to deliver recommendations for future reform.

- B.C. Policing and Community Safety Plan: The impetus for the development of a B.C. Policing and Community Safety Plan grew out of the Premier's commitment to develop a long-term, strategic plan for policing in the Families First Agenda for British Columbia. It also presented an opportunity for the provincial government to engage communities in discussions around crime prevention activities and priorities. The development process is focused on establishing a plan through engagement with British Columbians and in collaboration with police, community leaders and members of the social service sector. The goal is a framework against which decisions related to policing reform in British Columbia will be made now and to guide that evolution over the next three, five and ten years.
- Evidence Based Decision Making and Performance Management: To inform strategic decision making processes, two key strategies are in place. First, building on previous work in this area, the Ministry is refining its business intelligence framework, including the acquisition, analysis and reporting of justice sector data. Valid business intelligence is key for performance measurement and management. In addition, it aids the second strategy – systemic analysis, research and evaluation, including partnership with non-government expertise where necessary.
- Project Management: Under the strategic leadership of the Ministry's Project Management Office, all Ministry projects are assisted in meeting accepted project management standards to ensure that project plans facilitate efficient, clear and financially responsible reforms of the justice system.
- Costing of the Justice System: A methodology is being developed to enable the costing of various processes within the justice system. This will better inform policy decisions and fund allocations to ensure that system resources provide the best possible justice service to the public, and to provide an increased understanding of the costs and benefits of interventions utilized within the system.
- Complexity Index: The Ministry is pioneering an innovative complexity index for measuring the increasing complexity of criminal litigation. The index offers an objective indicator of the degree to which changes in the justice system increase or reduce system complexity. It will facilitate a greater understanding of the dynamics that inform the criminal litigation process for use in resource allocation and other business decisions.
- Open Data Strategy: This strategy aims to facilitate the continued publication of data sets via the [DataBC](#) website to support informed dialogue between citizens and government regarding the functioning, accountability and performance of the justice system. The Ministry is currently developing an open data implementation plan and a justice sector three-year data publishing plan.

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

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

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

### Discussion

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

## Performance Measure 2: Public release of data sets

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

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

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

<sup>2</sup> A total of 15 data sets updated annually will cover the data available at the Office of the Superintendent of Motor Vehicles.

### Discussion

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

### Performance Measure 3: Policing Standards

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

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

#### Discussion

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

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



## Goal 2: Timely, accessible and efficient processes and services

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

*White Paper, Part One*

**Objective 2.1      Efficient case management**

**Objective 2.2      Early assistance to citizens**

**Objective 2.3      Smart choices at the start**

### Strategies

- Lean Process Improvement Methodology: The ‘Lean’ approach is being adopted throughout the Ministry to support improvement of processes and services while also building internal capacity through elimination of unnecessary rules, processes, activities and non-essential steps.<sup>6</sup> Examples of the many ways Lean is being applied include: improving workflow practices in courthouses; streamlining business processes to admit and discharge inmates from correctional centres and community corrections offices; and, simplifying the application process for the Disaster Financial Assistance Arrangements Program.
- eCourt Projects and Services: Advances in technology are being used to improve access to justice for participants in the court system, litigants and their counsel, court services staff and the judiciary primarily through transitioning to electronic documents and information-sharing, thereby contributing to cost effective and efficient court processes. In addition, [Court Services Online](#)

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<sup>6</sup> Lean is a process improvement methodology that originated over 50 years ago in the Toyota Production System. It is a proven method that encourages innovation and recognizes quality, cost, productivity, safety and people as key performance indicators that drive organizational performance and effectiveness. It’s a way of looking at how we use resources for our various business processes and putting value on those steps that benefit citizens and stakeholders. Steps that don’t benefit citizens and stakeholders are considered wasteful and should be eliminated.

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

- **Provincial Court Scheduling**: Under the leadership of the Office of the Chief Judge, the Ministry is working with the Provincial Court to better utilize judicial and staff resources and court facilities. The Provincial Court scheduling system will be redesigned as we move toward fully electronic files, ensuring the best use of resources and facilities.
- **Major Criminal Case Management Model**: The Ministry is implementing a comprehensive model of best practices for British Columbia's Prosecution Service for managing major criminal cases. The model includes: a Major Case Management Advisory Panel; a funding formula for major cases; Disclosure Expert Crown Counsel and Guidelines for Early Advice to Police; a major case leadership and team training program; a Major Case Administrative Resource Group; and a performance monitoring framework and comprehensive review process.
- **Expansion of Justice Access Centres**: Justice Access Centres use an integrated, cost-effective approach to connect people to the services that best meet their civil and family justice needs through a series of ministry and agency partnerships. Justice Access Centres currently operate in Nanaimo and Vancouver and the development of a Victoria centre is underway. In the future, a proposed virtual Justice Access Centre will employ a range of technologies and the Internet to provide a simple access point to the civil and family justice systems for citizens across the province.
- **Family Justice Reform**: Implementation of the *Family Law Act*, which will come fully into force on March 18, 2013, will provide a framework for families to resolve their disputes out of court, and will clarify and transform family law to provide greater certainty for families in conflict. The Act puts the interests of children first and will provide a foundation for procedural and program improvements.
- **Civil Legal Services**: The Ministry's Legal Services Branch provides civil legal services to Cabinet, all ministries and certain public agencies to assist them in fulfilling their business objectives while minimizing and mitigating legal risk to the provincial government. The Branch will leverage best practices, particularly in planning and early engagement with clients, and will expand its use of technology to support knowledge management. The Branch will also enhance its client training and education programs to ensure that the role and mandate of the Attorney General are understood by its clients.
- **Revised Child Support Case Management Model**: Parents receiving income assistance or living out of province are required to make application to court for family support and to enrol subsequent orders in the Family Maintenance Enforcement Program. The proposed revised case management model will transfer resources from lawyers and courts to case managers and a newly established child support registrar, accelerating the process while reducing the demands on the courts and their registries.
- **Civil Resolution Tribunal**: The proposed Civil Resolution Tribunal will give citizens a choice in how to resolve their small claims cases and will address concerns about the lack of a viable venue

for resolving strata disputes. The tribunal will offer a user-focused alternative to the Provincial Court through the use of self-help, online dispute resolution, and assessment and triage services, and allow for cost effective resolution of small claims and strata property disputes.

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

**Performance Measure 4: Family court timeliness**

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

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

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

**Discussion**

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

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

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

In 2013/14, the Ministry will engage with justice system partner agencies and stakeholders to identify aggressive strategies for achieving family, civil and criminal court timeliness, and the targets for the timeliness indicators will be reassessed at that time.

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

**Performance Measures 5: Small claims timeliness**

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

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

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

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

**Discussion**

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

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

Delays in scheduling in small claims matters are likely the main factor contributing to the time required to reach the first substantive appearance. Also, unlike criminal court, small claims court is largely a party-driven system, which can significantly affect the timely resolution of cases. Small claims cases can be resolved by the parties without the court being notified. Multi-defendant cases, problems with contacting the opposing party, changes of lawyers, additions of parties, and delays caused by pre-trial motions also impact the time it takes to get to a first substantive appearance. Please refer to page 20 for information on the forecasts and targets for small claims timeliness.

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

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

Data Source: Criminal Management Information System

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

**Discussion**

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

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

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

Please refer to page 20 for information on the forecast and targets for this measure.

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

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

Data Source: Electronic Victim Information System.

**Discussion**

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

The consistent targets of 150 days reflect an ambitious effort to maintain high levels of service. To assist in achieving the targets, the Ministry has undertaken an internal process review and implemented changes in the way counselling benefits are adjudicated. This has resulted in a dramatic decrease in the average time for adjudications since being implemented in July 2012. These changes, coupled with increased, time-limited staffing actions, result in a 2012/13 forecast that is below the long-term target of 150 days. The forecast of 100 days for 2012/13 compares to a 582-day timeframe for adjudication in Ontario in 2010/11.

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

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

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

**Data Source:** Data to support this measure are compiled from a dedicated DFA 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 DFA applications between years.

**Discussion**

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

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

## Goal 3: **Balanced, integrated and evidence-based programs**

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

*White Paper, Part One*

### **Objective 3.1      Integrated, risk-based approaches**

### **Objective 3.2      Programs based on what works**

### **Objective 3.3      Citizen-focused services**

#### **Strategies**

- **New Approach to Community Safety**: As outlined in the *Families First Agenda for British Columbia*, the Ministry is reviewing and considering new legislation to provide the provincial government the authority to respond when unlawful activities impact neighbours. The objective is to improve the safety of communities by targeting and, if necessary, shutting down residential and commercial buildings where unlawful activities occur, such as possession or trafficking of illegal drugs.
- **Domestic Violence Action Plan Implementation**: The Ministry is supporting implementation of the cross-government domestic violence action plan led by the Provincial Office of Domestic Violence, Ministry of Children and Family Development. [\*Taking Action on Domestic Violence in British Columbia\*](#) is an action plan that sets the course toward a coordinated approach to addressing domestic violence across the child and family serving systems, including the justice system. The Province's new *Family Law Act* explicitly defines family violence and will promote a better response to it, particularly with respect to parenting after separation and providing protection orders. The Ministry is also supporting the Provincial Office of Domestic Violence in the development of a broader three-year plan to address domestic violence. The plan will be publicly released in 2013.



- **Protection Order Registry**: The Protection Order Registry is a confidential database containing all civil and criminal protection orders issued in British Columbia. The intent of the registry is to help reduce violence against women and vulnerable adults, youth and children through support of the enforcement of protection orders.
- **Criminal Records Review Program**: Under the *Criminal Records Review Act*, individuals working with children and vulnerable adults must undergo a criminal records check. The Criminal Records Review Program helps protect children and vulnerable adults from individuals whose criminal records indicate they pose a risk of physical or sexual abuse or, in the case of vulnerable adults, financial abuse.
- **Metal Dealers and Recyclers Regulation**: The provincial government is protecting public safety and infrastructure through regulation of the metal dealer and recycler industry to prevent metal theft. Metal theft can affect telephone services, emergency communications and transportation systems, and can create public safety issues such as loss of 911 services.
- **Private Security Industry Regulation**: Provision of an effective compliance and enforcement strategy for the private security industry ensures that security services are provided only by qualified security workers who have undergone requisite background checks, training and licensing.
- **Integrated Offender Management and the Homelessness Initiative Project (IOM/HIP)**: The Ministry is working in collaboration with various ministries and health authorities to link IOM/HIP clients who are homeless, or at risk of homelessness, with the resources and services needed at release for successful transition from custody into the community. Intended outcomes for IOM/HIP clients include: increased housing stability; reduced risk of reoffending; increased connections to the community; increased access to resources for mental health and substance use issues; increased access to Fetal Alcohol Spectrum Disorder assessment and Acquired Brain Injured programs; and increased employability, self-sufficiency and well-being. Partners include the Ministries of Social Development, Health, and Justice, Provincial Health Services, Fraser Health and Vancouver Coastal Authorities, BC Housing, and Community Living BC.
- **Strategic Training Initiative on Community Supervision (STICS)**: 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 STICS trained probation officers, compared to the clients of probation officers who did not receive STICS training. More information is available at [www.pssg.gov.bc.ca/corrections/programs/stics.htm](http://www.pssg.gov.bc.ca/corrections/programs/stics.htm).
- **Adult Alternative Measures**: In 2010, B.C. Prosecution Service's alternative measures policy was revised to increase the flexibility of Crown Counsel to refer appropriate matters into alternative measures programs and away from the court process on a principled basis. The Ministry is currently exploring the enhanced use of alternative measures across the province as a means to resolve prosecution files where appropriate without a formal prosecution.
- **Immediate Roadside Prohibition**: An Immediate Roadside Prohibition is a driving ban issued to impaired drivers under the *Motor Vehicle Act* due to drinking and driving with blood alcohol

concentrations (BAC) of 50 milligrams per 100 millilitres of blood (50mg% or 0.05 BAC) and above.

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

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

- **Focus on High-Risk Drivers:** The Office of the Superintendent of Motor Vehicles is leading the development of a new graduated intervention approach, beginning with education and progressing through prohibitions and counseling, to more effectively intervene with high-risk drivers to encourage behavioural change. In future, electronic ticketing, collision and police reporting, coupled with a faster dispute resolution process, will mean that driver infractions will be recorded against a driving record more quickly. These integrated electronic processes will enable interventions for dangerous drivers to be applied soon after habitual high-risk driving is identified.
- **Enhanced Traffic Enforcement Program:** Targeted, data-driven, intelligence-led enforcement will be used to identify and apprehend dangerous drivers through the Enhanced Traffic Enforcement Program, which brings together RCMP and independent police officers in Integrated Road Safety Units.
- **B.C. Road Safety Strategy 2015:** The Ministry is leading the development of a road safety strategy for the province that will take us to 2015 and beyond. The plan is being developed by a team comprised of road safety representatives from across the policy and research community, the enforcement community, and the education, health, and advocacy sectors. Members operate within a culture of collaboration and accountability to achieve the vision of ‘*The safest roads in North America.*’
- **Emergency Management:** The Ministry works with local governments, First Nations, federal departments, industry and volunteers to support the emergency management pillars of prevention/mitigation, preparedness, response and recovery, and engages provincial, national and international partners to enhance collective emergency preparedness.
- **Fire Safety and Prevention:** Relationships continue to be strengthened among the Office of the Fire Commissioner, partner agencies and stakeholder groups, and support is provided to fire departments, local governments and the public to ensure effective fire safety and prevention. Work with other ministries and the Union of British Columbia Municipalities also continues to provide structure protection during wildfire seasons, primarily in regions of the province with limited resources.

- **Flood Protection and Mitigation:** The Ministry works closely with local governments, provincial partners and the federal government to identify areas at risk of flooding and to provide funding for permanent flood protection works to better protect citizens and assets.

## Performance Measure 9: Crime rates

Police-reported crime rates in British Columbia ( <i>Criminal Code</i> offences per 1,000 persons)	2011 Baseline <sup>1</sup>	2012 Forecast	2013 Target	2014 Target	2015 Target
<b>Violent crime<sup>2</sup></b>	14.6	13.9	13.2	12.5	11.9
<b>Property crime<sup>3</sup></b>	47.0	44.7	42.5	40.4	38.4
<b>Other crime<sup>4</sup></b>	17.3	16.4	15.6	14.8	14.1
<b>Overall crime rate</b>	78.9	75.0	71.3	67.7	64.3

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

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

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

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

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

### Discussion

The crime rate is the number of *Criminal Code* offence reported for every 1,000 persons. It is a better indicator of trends in crime than is the actual number of offences because it allows for population differences.

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

## Performance Measure 10: Crime Severity Indices

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

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

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

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

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

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

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

### Discussion

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

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

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

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

**Performance Measure 11: Rates of Non-reoffending**

Percentage of adult offenders who are not re-convicted in B.C. within two years of release from custody, commencement of community supervision, or active community supervision. <sup>1</sup>	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
<b>Community Corrections<sup>2</sup></b>	76.2	77.0	77.5	78.5	78.5
<b>Custody<sup>3</sup></b>	48.4	49.0	49.5	50.0	55.5
<b>Overall rate of non-reoffending<sup>4</sup></b>	71.9	72.5	73.0	73.5	74.0

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

<sup>1</sup> The wording of this measure has been revised for increased clarity.

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

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

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

**Discussion**

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

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

## Performance Measure 12: Traffic fatality and injury rates

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

**Data Source:** Traffic Accident System Q4 2012 extract; January 2013 RCMP data for 2012 forecasts; and, BC Statistic (Population projections, September 2012). These measures are collected from police-attended collisions involving injuries and/or fatalities. Collision data are collected by police and individual reports may be subject to error. As policing priorities do not allow officers to attend all collisions, it is estimated that police reports may not include up to 20 per cent of injuries. All numbers are rounded to the closest tenth.

<sup>1</sup> The baseline was calculated from the five-year period from 2005 to 2009.

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

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

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

### Discussion

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

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

## Performance Measure 13: Impaired driving fatality rates

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

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

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

<sup>1</sup> The baseline was calculated from the five-year period from 2005 to 2009.

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

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

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

### Discussion

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

From 2005 to 2009, an average of 127 people died each year in British Columbia in motor vehicle collisions involving alcohol and/or drugs. This equates to approximately three people every year per 100,000 population. Based on population estimates, the 2013 target represents nearly 90 lives saved in British Columbia over a four-year period.

# Resource Summary

Core Business Area	2012/13 Restated Estimates <sup>1</sup>	2013/14 Estimates	2014/15 Plan	2015/16 Plan
<b>Operating Expenses (\$000)</b>				
<b>Vote 31 – Attorney General Operations</b>				
Justice Services .....	106,225	106,190	106,155	106,155
Prosecution Services .....	112,939	112,914	112,867	112,867
Court Services .....	96,758	96,421	96,083	96,083
Legal Services .....	17,600	17,571	17,543	17,543
Agencies, Boards and Commissions .....	13,295	13,295	13,295	13,295
Executive and Support Services .....	23,315	22,155	20,870	20,857
<b>Subtotal.....</b>	<b>370,132</b>	<b>368,546</b>	<b>366,813</b>	<b>366,800</b>
<b>Vote 32 – Solicitor General Operations</b>				
Corrections .....	200,113	213,456	219,308	219,321
Policing and Security Programs .....	326,346	342,089	344,682	346,312
Victim Services and Crime Prevention .....	40,231	40,210	40,190	40,190



Core Business Area	2012/13 Restated Estimates <sup>1</sup>	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Emergency Management BC .....	26,769	26,736	26,702	26,702
Office of the Superintendent of Motor Vehicles .....	4,177	4,150	4,123	4,123
Corporate Services .....	14,076	12,744	11,413	11,413
<b>Subtotal.....</b>	<b>611,712</b>	<b>639,385</b>	<b>646,418</b>	<b>648,061</b>
Judiciary .....	67,041	68,109	68,109	68,109
Crown Proceeding Act .....	24,500	24,500	24,500	24,500
Independent Investigations Office ...	9,300	10,100	10,100	10,100
B.C. Utilities Commission .....	1	1	1	1
Emergency Program Act <sup>2</sup> .....	14,478	14,478	14,478	14,478
Statutory Services <sup>3</sup> .....	14,785	14,785	14,785	14,785
<b>Total .....</b>	<b>1,111,949</b>	<b>1,139,904</b>	<b>1,145,204</b>	<b>1,146,834</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services.....	5,091	6,036	3,050	3,050
Corporate Services .....	4,759	11,346	14,827	10,871
Judiciary.....	590	765	605	590
Independent Investigations Office .	1,882	388	242	0
B. C. Utilities Commission .....	20	10	10	10
Public Guardian and Trustee Operating Account Special	540	382	363	363

Core Business Area	2012/13 Restated Estimates <sup>1</sup>	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Account .....				
<b>Total .....</b>	<b>12,882</b>	<b>18,927</b>	<b>19,097</b>	<b>14,884</b>

Other Financing Transactions (\$000)				
Receipts .....	(2,100)	(2,900)	(2,900)	(2,900)
Disbursements .....	2,100	2,900	2,900	2,900
Net Cash (Requirements) .....	0,000	0,000	0,000	0,000
<b>Total Receipts .....</b>	<b>(2,100)</b>	<b>(2,900)</b>	<b>(2,900)</b>	<b>(2,900)</b>
<b>Total Disbursements .....</b>	<b>2,100</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>
<b>Total Net Cash Source (Requirements) .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>

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

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

<sup>2</sup> The Emergency Program Act provides for response to and recovery from emergencies and disasters, and for hazard mitigation initiatives.

<sup>3</sup> Statutory Services includes Civil Forfeiture Account, Corrections Work Program Account, Criminal Asset Management Fund, Public Guardian and Trustee Operating Account, and Victim Surcharge Special Account.

## Environmental Appeal Board and Forest Appeals Commission Resource Summary Table

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

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

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

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

## Major Capital Projects

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

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 2010;
- An addition at Alouette Correctional Centre for Women, completed in 2012 and adding 104 cells; and,
- An addition to the Surrey Pretrial Services Centre to be completed in fiscal 2013/14 and adding 216 cells.

The CAMP Phase Two Plan includes construction of a 378-cell Okanagan Correctional Centre. Procurement is underway for the construction of the facility on the Osoyoos Indian Band's proposed site – the Senkulmen Enterprise Park on Highway 97, located near Penticton and Oliver. The project will create up to 500 direct and 500 indirect jobs. On completion in 2016, the centre will provide the equivalent of 240 new, full-time positions and will more than double correctional centre capacity in British Columbia's Interior.

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

## **Appendix 1: Combined Forces Special Enforcement Unit – British Columbia**

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

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

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

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

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

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

## **Appendix 2: Ministry Contact Information and Hyperlinks to Additional Information**

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

**Enquiry BC** refers members of the public to appropriate government offices by transferring calls and forwarding e-mails free of charge. Hours of operation are 7:30 a.m. to 5:00 p.m., Monday to Friday.  
Email: [EnquiryBC@gov.bc.ca](mailto:EnquiryBC@gov.bc.ca)

In Victoria, call: 250-387-6121

In Vancouver, call: 604-660-2421

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

Telephone Device for the Deaf (TDD)

In Vancouver, call: 604-775-0303

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

### **Domestic Violence Helpline**

1-800-563-0808

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

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

### **Human Trafficking Helpline**

1-888-712-7974

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

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

**JusticeBC** provides online access to more than 300 pages of information about the criminal justice system, as well as links to other resources and services: [www.justicebc.ca](http://www.justicebc.ca)

### **VictimLink BC**

1-800-563-0808

[www.victimlinkbc.ca](http://www.victimlinkbc.ca)

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

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

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

**Office of the Deputy Attorney General and Deputy Solicitor General**

- 250-356-0149

**Community Safety and Crime Prevention**

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

**Corrections**

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

**Court Services**

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

**Criminal Justice Branch**

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

**Dispute Resolution Office**

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

**Emergency Management BC**

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

**Family Justice Centres and Justice Access Centres**

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

**Family Maintenance Enforcement Program**

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

**Policing and Security Programs**

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

**Superintendent of Motor Vehicles**

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

**Legislation and Ministry Responsibilities**

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

**Crowns, Agencies, Boards and Commissions**

- [www.ag.gov.bc.ca/abc](http://www.ag.gov.bc.ca/abc)
- [www.pssg.gov.bc.ca/policeservices/boards/index.htm](http://www.pssg.gov.bc.ca/policeservices/boards/index.htm)
- [www.consumerprotectionbc.ca](http://www.consumerprotectionbc.ca)