

British Columbia  
**JUSTICE AND PUBLIC SAFETY COUNCIL**

**Strategic Plan** for the Justice and  
Public Safety Sector 2019-22

INCORPORATING

**Sector Performance Update** 2018-19

MARCH 31, 2019

## CONTENTS

|  |    |
|--|----|
| Chair’s message _____  | 4  |
| Executive Summary _____  | 5  |
| The Justice and Public Safety Council _____                            | 6  |
| The Council _____  | 6  |
| The Strategic Plan _____   | 6  |
| Developments in BC’s justice and public safety sector in 2018-19 _____ | 7  |
| Indigenous Justice _____   | 8  |
| Indigenous Justice Strategy _____                                      | 8  |
| 2018 Justice Summits _____   | 8  |
| Gladue information _____   | 9  |
| Indigenous Courts _____  | 10 |
| Technology and justice _____   | 10 |
| Mental health, justice and public safety _____                         | 11 |
| Opioid crisis _____  | 11 |
| MHSU population in Corrections _____                                   | 12 |
| Specialized courts and integrated case management approaches _____     | 13 |
| Development of trauma-informed practice curriculum _____               | 13 |
| Access to justice _____  | 14 |
| The Triple Aim, and measuring access to justice _____                  | 15 |
| A cross-governmental approach to access to justice _____               | 16 |
| Establishment of human rights commission _____                         | 16 |
| The growing remand population _____                                    | 17 |
| Impact of <i>R. v. Jordan</i> _____                                    | 17 |

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

|  |    |
|--|----|
| Financial crime and money-laundering _____   | 18 |
| Non-medical cannabis legalization: implementation _____  | 19 |
| Issues and trends: statistical context _____   | 21 |
| Indigenous overrepresentation in the justice and public safety sector _____  | 22 |
| The remand and bail populations _____  | 25 |
| Crime rates (reported) _____   | 28 |
| Violent crime _____  | 29 |
| Crime severity _____   | 30 |
| Sector costs (provincial): rate of change _____  | 30 |
| New case volumes (provincial) _____  | 32 |
| Youth justice _____  | 34 |
| Performance measurement update 2018-19 _____   | 35 |
| Indicator 1: Rate of Indigenous incarceration (remand) _____   | 35 |
| Indicator 2: Rate of Indigenous incarceration (sentenced) _____  | 37 |
| Indicator 3: Accused representation at Provincial Criminal Court appearances _____   | 39 |
| Indicator 4: Number of criminal cases judicially stayed due to systemic delay _____  | 40 |
| Indicator 5: Time to trial in provincial court _____   | 42 |
| Indicator 6: Percentage of criminal cases resolved in Provincial Court within<br>90/180/365 days _____   | 45 |
| Indicator 7: Percentage of adult offenders who are not reconvicted in BC within two<br>years of release _____  | 46 |
| Indicator 8: Percentage of youth justice clients receiving first community sentence<br>who are not reconvicted in BC within the following five years _____ | 47 |
| Indicator 9: Percentage of youth justice clients receiving first custody sentence who<br>are not reconvicted in BC within the following five years _____   | 48 |

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

|   |    |
|---|----|
| Indicator 10: Number of traffic casualties involving high-risk driving per 100,000 population _____ | 49 |
| Updating the strategic plan _____   | 50 |
| Scope and limitations of the plan _____   | 50 |
| Goals, objectives and performance gaps _____  | 50 |
| Reaffirmation and/or change of plan elements _____  | 55 |
| Continuity of vision _____  | 55 |
| Revision of identified performance gaps _____   | 55 |
| Sector operational priorities for 2019-20 _____   | 55 |
| Indigenous justice _____  | 55 |
| Justice and mental health _____   | 56 |
| Violence against women _____  | 56 |
| Access to justice _____   | 56 |
| Looking ahead _____   | 58 |
| Plan Feedback _____   | 59 |
| Appendix 1: Sector Vision _____   | 60 |
| Goal 1: Our sector is fair _____  | 60 |
| Goal 2: Our sector protects people _____  | 60 |
| Goal 3: Our sector is sustainable _____   | 60 |
| Goal 4: Our sector has the public's confidence _____  | 61 |
| Appendix 2: Values of our sector _____  | 62 |
| Appendix 3: Justice and Public Safety Council _____   | 63 |

## CHAIR'S MESSAGE



As Chair of the Justice and Public Safety Council, I am pleased to present the 2019-20 update of the Council's strategic plan.

The past year has seen significant breakthroughs in key areas within the sector. A new approach to digital evidence management will soon transform the disclosure process in criminal cases. Work on trauma-informed practice will soon deliver justice-specific training for the front line. A fresh approach to the funding of legal aid brings stability to the present situation and holds real promise for future service delivery. I believe that where we are seeing success and where ideas have been turned into action, it is collaboration *across the system* which is driving those accomplishments. This collaborative spirit will be needed as we confront other key challenges, including the continuing opioid crisis, money laundering, the sustainability of legal aid, and the growth of the remanded population.

The greatest challenge our sector faces now and in the years to come is meaningful, lasting reconciliation with Indigenous peoples. In the process of reconciliation and in acknowledging the truth of Indigenous experience with the justice system in British Columbia there is still so much to do, as participants at the 2018 Justice Summits made clear. Important work founded on partnership is now occurring on the development of a provincial Indigenous Justice Strategy and in many other substantive areas of our sector, ensuring that Indigenous voices are heard and that Indigenous communities lead the development of programming for their own people. These are early days, but the process of building a new relationship between Indigenous peoples and BC's justice and public safety sector has truly begun.

I encourage you to share this plan with your colleagues, and I urge us to maintain the collaborative momentum which has yielded a year of significant collective achievement.

A handwritten signature in blue ink, appearing to read 'Richard J. M. Fyfe'.

Richard J. M. Fyfe, QC  
Chair

## EXECUTIVE SUMMARY

British Columbia has enjoyed declining indicators of crime for a generation, including measures of reported crime, crime severity, and violence. In recent years, a number of these indicators have stabilized. An important exception is violent crime, which continues to decline. The youth crime rate remains low. Investment in the system has increased after many years of stability.

The period from April 2018 to March 2019 witnessed a number of positive developments in priority areas the Council has identified for the sector. Regarding Indigenous justice, the Indigenous Justice Strategy has seen considerable planning progress and will soon see key investments at the community level to develop Indigenous Justice Centres as well as continuing funding for Gladue reporting and ongoing policy reform efforts. Important work continues to occur in the area of Indigenous Courts. In combatting violence against women, further strides have been made this year towards full implementation of a trauma-informed practice curriculum for the sector. Regarding mental health and justice, deepening connections have been developed between Corrections staff, health authorities, and Indigenous communities. In the area of access to justice, new investments in legal aid, family justice and specialized courts all show promise. Key advances were also made in the past year in the area of technology, with police, prosecutors and the Province collaborating on a single platform to disclose and share digital evidence in criminal cases.

The 2018 Justice Summit cycle focused on Indigenous Justice. Jointly organized with First Nations and Métis justice organizations and experts, the 2018 Summits were the first time in the history of the province that justice system leaders and Indigenous peoples, including representatives and experts from First Nations and the Métis Nation, came together with the sole focus of considering the Indigenous experience of the justice system in British Columbia.

For 2019-20 the Council reaffirms the essential elements of its plan, and the four goals of Fairness, Protection of People, Sustainability, and Public Confidence. The operational priorities the Council has identified continue to be Indigenous Justice, Access to Justice, Justice and Mental Health, and Violence Against Women.

## THE JUSTICE AND PUBLIC SAFETY COUNCIL

### The Council

The Justice and Public Safety Council (JPSC, or the Council) was established in April 2013 under the terms of the *Justice Reform and Transparency Act*. Members of the Council are appointed by the Attorney General.

The Council's objectives under the provisions of the Act include:

- Development of a strategic vision for the justice and public safety sector;
- Establishment of an annual Justice and Public Safety Plan;
- Collection of information on the sector to assist in the Council's functions;
- Facilitation of the collection and sharing of information needed to enhance the ability to ensure careful management and prudent expenditure of public resources, engage in evidence-based decision making, make informed evaluations of performance, and design strategies to improve that performance;
- Promotion of collaboration and cooperation among participants in the sector; and
- Provision of advice and recommendations to the Minister.

A list of the Council's current membership can be found in Appendix 3.

### The Strategic Plan

The Act provides for the Council to produce (and refresh annually) a three-year plan for the sector to achieve progress towards its vision. By law, the Council's annual plan is delivered at the end of March and is made available to the public at the same time.

## DEVELOPMENTS IN BC'S JUSTICE AND PUBLIC SAFETY SECTOR IN 2018-19

The period from April 2018 to March 2019 witnessed a number of positive steps forward in the sector. These include developments regarding Indigenous justice, access to justice, trauma-informed practice, management of digital evidence, and responses to individuals with mental health and substance use (MHSU) disorders.

Once again the overall tone the Council wishes to strike is a positive one. The trend towards better integrated, collaborative approaches to collective problems faced by the sector's participants has again continued over the last year, increasingly becoming the norm in the sector. In the last year, further meaningful steps have been taken towards fundamental change in the relationship between the province's Indigenous peoples and the justice system. These steps are now paired with investment in programming which is being designed jointly or led by Indigenous justice experts. Efforts regarding trauma-informed practice in the justice system, and our approach to those with MHSU disorders, have continued to develop.

Acknowledging these and other promising developments described below, the Council notes that as statistical tables elsewhere in this Plan continue to confirm, despite positive movement on policy and despite new investment there has still been little recent improvement in "bottom-line" indicators of British Columbia's Indigenous peoples with respect to the criminal justice system. Truly significant challenges also remain in the areas of illicit opioid overdose deaths, money laundering and financial crime, and the persistent growth of the remanded population.

Overall the Council is encouraged by the positive work that is occurring and supports continued efforts to address directly the four priority areas identified later in this document. Noteworthy developments within the sector over the last year are summarized here.



## Indigenous Justice

### Indigenous Justice Strategy

The broader context for Indigenous justice in British Columbia remains that of enduring overrepresentation of Indigenous people in the criminal justice system, and of Indigenous families in the child protection system. While these major challenges remain, significant work at the leadership level in 2018-19 saw positive developments with respect to improving Indigenous justice matters; commitments which if pursued further offer the promise of better outcomes for Indigenous people with respect to the justice system in British Columbia.

In the fall of 2017, agreements between the Attorney General, the Solicitor General, and the First Nations Justice Council (formerly the BC Aboriginal Justice Council) formed the basis for developing a contemporary Indigenous Justice Strategy. Since then, considerable progress has been made towards building needed capacity, relationships and guidance to inform Strategy development. Collaborations have also been extended to include Métis Nation BC and broader government in these discussions. The Strategy is intended to bring focus on reconciliation with Indigenous peoples, decreasing the overrepresentation of Indigenous peoples in the justice system, addressing violence against Indigenous peoples (especially women and girls), improving access to justice and justice services for Indigenous peoples, and designing services for Indigenous peoples that are culturally relevant and appropriate. Capacity funding has been identified to facilitate further First Nations Justice Council and Métis Nation BC contributions towards the Justice Strategy development.

### 2018 Justice Summits

In 2018, the Tenth and Eleventh BC Justice Summits marked the first time in the history of the province that justice system leaders and Indigenous peoples, including representatives and experts from First Nations and Métis Nation BC, came together with the sole focus of considering Indigenous experiences within the justice system in British Columbia. These were also the first Summits in which Indigenous people played a central role in the design and planning of the events. The overall goal of the 2018 Justice Summits was to identify and accelerate real, transformative changes to the justice system in BC to the benefit of Indigenous people.

The action recommendations of the Eleventh Summit addressed:

- the exercise of the Gladue rights of Indigenous persons appearing before the courts, including issues of awareness of rights, reporting capacity, and the establishment of appropriate structure to support the process;
- the need to expand community-based programming in light of its importance to prevention, healing, and alternatives to custody, in a manner which is Indigenous-led, designed and delivered, and maximizes benefits from available partnerships and infrastructure; and
- the need on the part of the justice and public safety sector to exhibit specific accountability to Indigenous people, including the need for regular, outcome-focused performance metrics and future gatherings to assess progress.

## Indigenous Justice Centres

Funding has been identified in 2019-20 to develop up to three Indigenous Justice Centres (IJC) over the fiscal year. IJCs represent a high priority action area within the Strategy, offering the means for Indigenous communities to build capacity for priority programming and services. IJCs will:

- provide legal information, advice, advocacy and representation to clients, with a primary focus on criminal law and child welfare;
- assist clients to address wellness needs holistically and begin the process of tackling the factors that brought them into the justice system; and
- connect clients to community supports through guided referrals.

Specific IJC locations will be determined based on caseload data, the existence and capacity of complementary supports and services, and qualitative assessments.

Consideration will also be made to serving various geographies throughout the province's urban, rural, and remote locations.

## Gladue information

Gladue information provides the judiciary with comprehensive information about an Indigenous defendant's circumstances as a mitigating factor in sentencing. Better

compliance with section 718.2(e) in the *Criminal Code* and the Supreme Court's expectations regarding Gladue is widely seen as an important step for the justice system in addressing the effects of colonization on Indigenous people. The provincial government and the First Nations Justice Council jointly organized a Gladue Knowledge-Sharing Gathering in October 2018. Through the ongoing development of the Strategy and further to the Eleventh Summit recommendations, provincial funding continues to be provided to support the preparation of Gladue reports through legal aid, and to conduct collaborative Gladue policy reforms in the near future to further improve the process. This work is intended to bring the knowledge and support of communities to bear regarding the sentencing of Indigenous defendants, ensuring that the courts are appropriately informed and able to take into account the particular circumstances of the person.

### Indigenous Courts

Indigenous Courts are initiatives that have been developed in consultation with the government, local First Nations, community members, police, defence lawyers, and other support service groups such as the Native Courtworker and Counselling Association of British Columbia and with the support and approval of the Office of the Chief Judge. They represent a partnership between the government, the judiciary and Indigenous communities and organizations in order to improve outcomes for Indigenous offenders and victims. Indigenous Courts take a holistic, culturally appropriate approach to Indigenous offenders with the goal of finding solutions to the problems underlying their criminal behaviour other than incarceration.

The number of Indigenous Courts continues to expand, with courts now operating in six BC communities: New Westminster, North Vancouver, Kamloops, Duncan, Merritt and Prince George. Discussions between the Provincial Court, the provincial government, Indigenous leadership and Indigenous communities are ongoing regarding further locations, with a probable focus on northern and rural sites.

### Technology and justice

The 2017 Justice Summit cycle drew the attention of the sector's leadership to pressing issues within the sector pertaining to technology. As part of this focus, participants at the

Ninth Summit in November 2017 recommended creation of a digital information management strategy for the sector.

Following the Summit discussions, significant and welcome progress has been made in the last year, particularly in the area of digital disclosure. Police, Crown and the Province have partnered to acquire a common digital evidence management platform. The collaborative approach taken includes input from subject matter experts and technology specialists from all 14 BC police agencies, the BC Prosecution Service, and government's Information Services Branch. Participants have endorsed procurement of a single platform solution allowing for digital disclosure materials to be shared between police, Crown and defence. The approach is scalable and has the potential to be expanded to other participants, including the courts, as may be agreed in future.

## Mental health, justice and public safety

### Opioid crisis

The continuing opioid crisis in BC remains acute. After a period of five years in which the illicit overdose death rate rose by over 300 per cent, of which the great majority of deaths were associated to fentanyl, the 1,510 fatal overdoses in 2018 represented a much smaller increase (1.6 per cent) from the prior year.<sup>1</sup> The crisis remains a serious challenge for the province as a whole, beyond any sectoral considerations. The impact of organized crime on drug trafficking and the exploitation of vulnerable individuals, including those with a substance use disorder, has given rise to high levels of street violence, money laundering, extortion, and other serious criminal activity.

While the human costs of the crisis remain overwhelming, there has been significant progress as a result of the Province's escalated response. A recent modelling study found that provincial efforts to improve access to naloxone, supervised consumption and overdose prevention services, and opioid agonist treatment have collectively resulted in an estimated 4,700 death events averted between April 2016 and June 2018.<sup>2</sup> New data

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<sup>1</sup> Data source: Office of the BC Coroner, [Illicit Drug Overdose Deaths in BC](#), data as of January 31, 2019.

<sup>2</sup> Impact of interventions in reducing opioid overdose deaths in BC, Canada. (2018). Michael A Irvine PhD, Margot Kuo MPH, Jane Buxton MBBS, Robert Balshaw PhD, Michael Otterstatter PhD, Laura Macdougall MSc, M.J. Milloy PhD, Aamir Bharmal MD, Bonnie Henry MD, Mark Tyndall MD, Daniel Coombs PhD\*, Mark Gilbert MD. IN PRESS

collection practices implemented by the BC Coroners Service have also increased understanding of social economic factors associated with illicit drug overdose deaths in British Columbia, such as housing security, marital status, employment status and occupational industry, pain-related issues, mental health history, and mode of consumption.<sup>3</sup>

The new *Pill Press and Related Equipment Control Act* restricts ownership, possession and use of equipment that can be used to make drugs, such as automated pill presses, gel cap machines and pharmaceutical mixers. It limits lawful ownership of pill presses, and other pharmaceutical equipment, to individuals and corporations authorized under the legislation, and sets out significant penalties for offences committed in relation to controlled equipment and activities. The government is also responding to the recommendations of the *Death Review Panel: A review of illicit drug overdoses*, as well as implementing new approaches that increase collaboration between local health services and police agencies.<sup>4</sup>

### MHSU population in Corrections

Research in recent years has established that a substantial majority of BC Corrections clients have at least one mental health or substance use (MHSU) diagnosis, with many having multiple concurrent diagnoses.

Significant collaboration continues to occur between the correctional and health systems to improve information sharing and practical collaboration in order to minimize breakdowns or interruptions of treatment. Following the significant 2017 transfer of custodial health service delivery from BC Corrections to the Provincial Health Services Authority (PHSA), the past year has seen deepened collaboration between Corrections, PHSA, the First Nations Health Authority (FNHA), and the Canadian Mental Health Association. Much of this work has been focused on capacity building for staff in working

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<sup>3</sup>See *Illicit Drug Overdose Deaths in BC: Findings of Coroner's Investigations* (2018).

<sup>4</sup> In Abbotsford, Vancouver and Vernon initiatives are underway that refer individuals directly to treatment and support rather than into the criminal justice system in appropriate cases. In Abbotsford, a team of peers/people with lived experience embedded within the Abbotsford Police Department connect with each referral to provide peer support and, as needed, connect people with Fraser Health services to follow-up and linkage with local mental health and substance use services.

with MHSU-diagnosed clients, enhancing case management, combatting stigma, and continuity of care during transitions in and out of custody.

### **Specialized courts and integrated case management approaches**

Specialized courts yield direct benefit to British Columbians through their capacity to increase access to justice and improve outcomes and user experience by providing a problem-solving approach to justice and a focal point for people to access resources. As a joint initiative of the Provincial Court, Justice Services Branch, and the First Nations Justice Council, the Provincial Advisory Committee for Indigenous and Specialized Courts and Related Justice Initiatives, has facilitated the emergence of new Indigenous Court locations but has also overseen other significant initiatives in the past year. These include:

- The proposed Kelowna Integrated Court, modelled on the operations of the Victoria Integrated Court with a focus on integrated case management and connection to local support services;
- Ongoing evaluation of the New Westminster Aboriginal Family Healing Court Conference project. AFHCC provides families with support before, during and after case conferences, with the goals of reducing the over-representation of Indigenous children in care, reducing the number of cases that proceed to trial, and improving health, social and justice outcomes for Aboriginal children and families who come into contact with the child protection system; and
- Development of the Surrey Integrated Services Network/Surrey SPRINT, where funding has been secured to develop an integrated case management model in collaboration with local service providers.

### **Development of trauma-informed practice curriculum**

The work of the multi-disciplinary Steering Committee on Trauma Informed Practice (TIP) continues, following the Fifth BC Justice Summit's recommendation to design and deliver a common educational curriculum to create a trauma-informed justice and public safety sector in British Columbia. This year, the Committee has taken further steps in partnership

with the Justice Institute of BC in the development of a trauma-informed practice curriculum for the sector.

The curriculum, now developed, operationalizes the principles of trauma-informed service by integrating practices such as universal screening for and identification of the effects of trauma, trauma-informed investigations and interviews, strengths-based assessment, and education about trauma. These principles and practices are underpinned by provision of training and clinical supervision, development of service partnerships, meaningful involvement and inclusion of people accessing the justice system and culturally competent practice. The objectives are for justice, public safety and anti-violence community sector personnel to be able to:

- Recognize and understand trauma and its effects on victim/survivors and witnesses and have a clear understanding of how violence and abuse shapes victim/survivor responses;
- Assess their own practices and processes with a trauma-informed lens; and
- Incorporate trauma-informed learnings to reduce potential re-traumatization experienced by victim/survivors and witnesses participating in the justice system.

In partnership with the Justice Institute of British Columbia, the project is now nearing implementation. Course piloting is scheduled between March and June 2019. Online course rollout is currently scheduled for May, with in-person course delivery to commence in mid-June.

### Access to justice

#### Legal aid

The inadequacy of the existing legal aid tariff, and the consequent risk to access to justice and to the prospects for fair trials, has been raised repeatedly by the defence bar in various forums in BC over the past several years. In March 2019, a combined grant of \$7.9 million from government and the Legal Services Society (LSS) was identified in order to increase payments to legal aid lawyers during the coming months, while the government, LSS and the Association of Legal Aid Lawyers negotiate an agreement for long-term, sustainable legal aid funding. Funding will be coordinated through the Law Foundation of BC.

## Family justice: Victoria early resolution project

Outcomes for all parties in family matters are often improved where non-adversarial approaches can be employed. Deliberately linking the court process with early assessment, referral and resolution services for families enhances access to justice, by providing families with supports to resolve their problems in a less adversarial and more skill-building approach that can diminish the health and social impacts of family transitions on spouses and children, and lead to more durable solutions. This approach is being used by the Victoria Early Resolution Project, which in 2019-20 will develop, implement and evaluate a prototype in Victoria to test the following three elements:

- early needs assessment designed to identify the legal and non-legal issues that families are experiencing and provide them with referrals;
- publicly funded consensual dispute resolution; and
- family management conferences designed to provide families with more active case management and to help prepare them for court.

## The Triple Aim, and measuring access to justice

Access to Justice BC or A2JBC, the provincial network of justice system organizations established under the leadership of the Chief Justice of British Columbia, committed to improvements to the BC civil and family justice system, is in its fourth year of operation. A2JBC has developed and is promoting the “Access to Justice Triple Aim,” one goal with three elements: improved user experience of access to justice, improved access to justice outcomes for the population and improved costs (including better proportionality between costs and benefits, and cost savings in other sectors). The Council has endorsed the Triple Aim.

A2JBC’s Measurement Framework, developed in 2017, promotes “a shared approach to monitoring and evaluating improvements in access to justice” and elaborates potential measurement approaches to 12 dimensions of the Triple Aim, broken down into 50 separate measurement components. Uptake has begun within BC, within the government and in non-governmental organizations, as well as in other jurisdictions (*e.g.*, Saskatchewan). The University of Victoria’s Access to Justice Academic Centre of Excellence (ACE) has commenced a program of study in support of the Triple Aim, within



the context of the Measurement Framework. In 2018-19, the ACE research program has taken shape with the publication of two foundational pieces and the planning of two Colloquiums assessing the quantity and quality of BC justice data.

### A cross-governmental approach to access to justice

The Ministry of Attorney General is continuing development of an access to justice framework, in coordination with A2JBC, that will guide and inform policy, program, resource and funding decisions. The framework will address the need for increased access to the justice system and services in the civil, criminal, family, human rights and Indigenous areas, but will initially prioritize family and Indigenous justice. The framework is expected to launch in the 2019-20 fiscal year.

The Ministry and the Law Foundation of BC, together with the Ministry of Social Development and Poverty Reduction, continue to develop poverty law clinics as community-based organizations focused on increasing access to justice for economically disadvantaged citizens.

### Establishment of human rights commission

On November 27, 2018, the *Human Rights Code Amendment Act* was granted Royal Assent. The Act creates the Office of the Human Rights Commissioner as the ninth independent office of the legislature in BC. The appointment and announcement of the Commissioner is anticipated for Summer 2019, with the office operational in July. The mandate of the Commissioner will be to examine discrimination in the province and develop tools for educating the public about combating inequality. The Commissioner's powers will include but are not limited to identifying, and promoting the elimination of, discriminatory practices, policies and programs; developing preventative resources, reports or recommendations; research and public education about human rights; promoting compliance with international human rights obligations; and intervening in human rights complaints.

## The growing remand population

In recent years, BC has seen steep year-over-year increases in the average number of adults remanded in custody awaiting trial. Data from 2017-18 show that British Columbia's prison population remains dominated by those awaiting trial, rather than those serving sentences. While increase in the absolute numbers of those remanded has been interrupted, growth of the remanded population as a proportion of all those in custody continues. This phenomenon is not unique to our province, as recent Canadian research has shown, but may reflect a more general pattern within Canada's criminal justice system.

Evidence suggests that once remanded, the wait for trial is increasing. The fact that the daily average number of persons remanded has risen faster than the number admitted to remand suggests that, once admitted, accused persons are spending a longer period in custody prior to trial.<sup>5</sup>

Growth in the absolute and proportional remand count, and the reasons this is occurring, are not yet well understood locally or in Canada more broadly. The Council views these patterns and their understanding as questions of increasing importance and concern for the administration of justice in British Columbia, particularly in light of the pressures on the system stemming from the ruling in *R. v. Jordan*.

## Impact of *R. v. Jordan*

Further to the Supreme Court of Canada's ruling in *R. v. Jordan*, pressure remained on Canadian federal and provincial justice systems to manage the available caseload in ways which are consistent with the right to a speedy trial under Section 11(b) of the Charter of Rights and Freedoms.<sup>6</sup> Prior analysis of BC's existing criminal docket suggested that the risk of stays of proceedings under *Jordan* is low relative to other jurisdictions. This

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<sup>5</sup> Further detail and data sources are set out later in this document.

<sup>6</sup> "Courts Shaken by Solutions to Delays." *Globe and Mail*, March 12 2017; <http://www.theglobeandmail.com/news/national/courts-shaken-by-search-for-solutions-todelays/article34275019/>. More recently, a decision in the Ontario court system has underscored the potential for delay-related stays in serious cases. See "Ruling on sentencing delay could put more pressure on a stressed justice system," *CBC News*, July 10 2018; <https://www.cbc.ca/news/politics/ontario-superior-court-sentencing-delay-jordan-1.4739279>.

analysis continues to be validated in light of the 10-year low in the number of stays issued under *R. v. Askov* in the most recent data for BC courts available (see below).

### Financial crime and money-laundering

In 2018, the Attorney General received the report of Peter German into money laundering activity in BC casinos.<sup>7</sup> The German report, *Dirty Money*, concluded amongst other observations that:

*For many years, certain Lower Mainland casinos unwittingly served as laundromats for the proceeds of organized crime. This represented a collective system failure, which brought the gaming industry into disrepute in the eyes of many British Columbians ... The problem grew over time until it outdistanced the ability of existing legislation, process and structure to effectively manage the problem ... Large-scale, transnational money laundering has been occurring in our casinos.*

Dr. German noted that existing regulatory tools and institutions were unable to provide the public with sufficient oversight of the current structure of casino franchising and management in the province. This inability is complicated by the fact that gaming has become an industry on which the provincial government is increasingly reliant for revenue. The recommendations in the report addressed a number of requirements, including but not limited to:

- clarification of management, investigative, and regulatory roles between BC Lottery Corporation, casino operators, provincial regulators and the police;
- streamlining and enhancement of, and/or additional funding for, relevant investigative, licensing and regulatory functions, and associated reporting;
- creation of a new regulator, and a new dedicated policing unit, to address the issues raised in the report; and
- legislative amendments necessary to effect the recommendations in the report.

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<sup>7</sup> Peter M. German, QC: *Dirty Money: An Independent Review of Money Laundering in Lower Mainland Casinos conducted for the Attorney General of British Columbia*, 2018.

Further work is being conducted in the area of financial crime, with two additional reports to be deposited, the first from Dr. German on money laundering in the real estate sector, luxury car market and horse racing industry and a second from former Deputy Attorney General Maureen Maloney addressing gaps in financial regulations, enforcement, consumer protection and jurisdictional matters related to addressing money laundering in the real estate sector.

Some efforts have already commenced to improve the provincial response to money laundering from the perspectives of regulatory coordination, investigation/enforcement, and prosecution.

### **Non-medical cannabis legalization: implementation**

On October 17, 2018, key provisions of the federal *Cannabis Act* came into force. Under the act, the Government of Canada is responsible for establishing and maintaining a comprehensive and consistent national framework for regulating production of cannabis, setting standards for health and safety, and establishing criminal prohibitions, while provinces and territories authorize and oversee the distribution and retail sale of non-medical cannabis within their respective jurisdictions, subject to minimum federal conditions. The act provides authority for provinces and territories to restrict further the minimum legal age for purchase, possession, and consumption of non-medical cannabis, and conveys on provinces and territories the responsibility for regulating public consumption, amending provincial traffic safety laws, and establishing more restrictive limits on personal cultivation.

In preparation, in May 2018 British Columbia passed the *Cannabis Control and Licensing Act* and the *Cannabis Distribution Act*, key sections of which came into force with the federal legislation in October. Provincial legislation and regulations establish restrictions on possession, public use and personal cultivation, and create new provincial offences for contraventions of these restrictions. Many of these offences may be dealt with administratively, rather than through criminal process.

Implementation is being supported through development of a provincial enforcement unit to monitor and inspect cannabis-related activities, including retail violations. While significant training has occurred, additional training for law enforcement continues to be

## JUSTICE AND PUBLIC SAFETY PLAN 2019-22

required in support of cannabis regulation, and to enhance capacity to enforce new and stronger laws related to drug-impaired driving.

## ISSUES AND TRENDS: STATISTICAL CONTEXT

The Council's legislated mandate includes facilitation of the collection and sharing of information needed to enhance the ability to ensure careful management and prudent expenditure of public resources, engage in evidence-based decision making, make informed evaluations of performance and design strategies to improve that performance.

This section of the 2019-22 plan document sets out numerous statistical tables intended to illuminate key issue areas within the sector, together with analysis of those data where a meaningful trend is apparent.

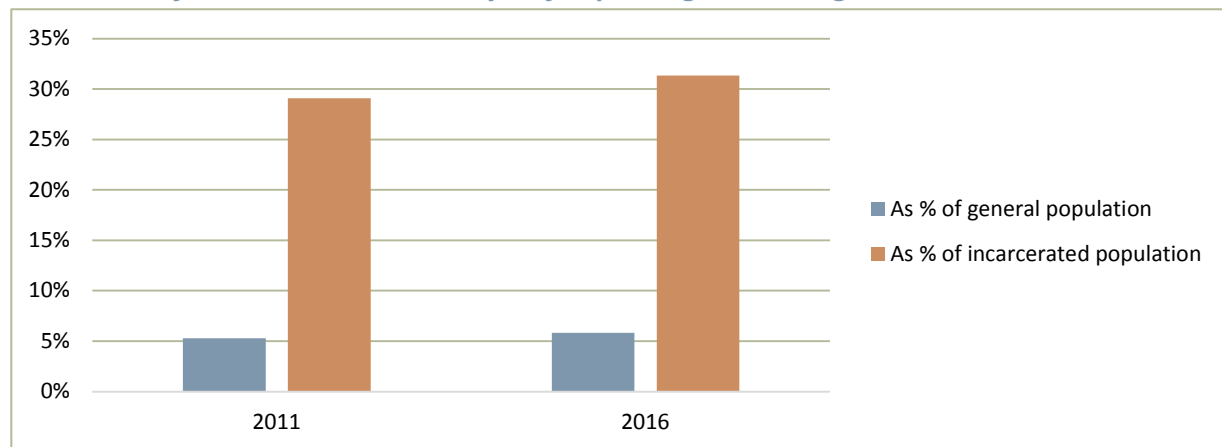
This section also incorporates the 2018-19 *Performance Measurement Update*. The *Update* provides an annual set of performance indicators relating to general trends in the sector and was first incorporated into the 2018 *Strategic Plan for the Justice and Public Safety Sector 2018-21*. It was previously published by the Council as a separate document in 2015-16 and 2016-17. These indicators were developed in 2014-15 by a multidisciplinary technical working group and approved by a multidisciplinary External Review Committee comprised of academic experts, justice and public safety executives, NGOs, and Indigenous organizations, with observers participating on behalf of the judiciary. Participation on the External Review Committee was solicited at the Second Justice Summit in November 2013. Data is provided by organizations within the sector according to responsible stewardship. Prior *Updates* are archived at [www.justicebc.ca](http://www.justicebc.ca).

After an extended period of declining crime rates between 1991 and 2011, the trend line for British Columbia's crime rate has flattened in recent years, at a level consistent with the late 1960s and early 1970s. Crime rates showed a modest decline in the last year. While the overall crime rate has stabilized, violent crime continues to decline in British Columbia, having fallen by 38 per cent since 2007. Youth crime remains low, with signs that youth re-offending rates are falling. System expenditures per capita have increased in the past two years after a decade of relative stability.

## Indigenous overrepresentation in the justice and public safety sector

One resilient feature of Indigenous overrepresentation in the sector is incarceration rates<sup>8</sup> of British Columbia’s Indigenous people. Recent data from the 2016 Canada Census allows us to conclude that this situation is not only concerning, but static.

*Figure 1: Indigenous proportion of general population vs. proportion of persons released from sentenced custody self-reporting as “Aboriginal”, BC 2011 and 2016<sup>9</sup>*



This analysis uses self-reported ethnicity on release from custody as a proxy measure of overall incarceration rates. Unique episodes of custody for Indigenous people in BC in 2015-16 accounted for approximately 31 per cent of all custody releases, despite the Indigenous population being just 5.8 per cent of the general provincial population. Indigenous incarceration thus continues to occur at a rate more than five times greater than expected given the percentage of the population which is Indigenous, and was substantively unchanged between the two census periods of 2011 and 2016.<sup>10</sup>

<sup>8</sup> In this section and the section following, incarceration rates are used to show patterns of remand, custodial sentences, and levels of representation in the criminal justice system according to ethnicity. While the data shown are commonly used to provide insight in the functioning of the criminal justice system, they cannot tell the whole story, as criminal behaviour is a highly complex phenomenon involving a variety of individual and societal factors, many of which are outside of the control of the justice system.

<sup>9</sup> Indigenous peoples were identified as 5.3 per cent of the provincial population in the 2011 census, and 5.8 per cent in 2016.

<sup>10</sup> Source: Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system; demographic data from Statistics Canada census 2011 and 2016 population tables. In BC’s justice and public safety sector, self-report on admission to corrections is the sole indicator of ethnicity gathered. The rate of releases of individuals from a custody centre who self-report “Aboriginal”, “First Nations”, “Metis” or “Inuit” status in

The contrast between incarceration of Indigenous and non-Indigenous people in British Columbia is greater when viewed through the lens of gender: Indigenous women represented 44 per cent of female remand admissions in 2017-18, and 47 per cent of those released from sentenced custody. The most significant development shown by the 2017-18 data update is the relatively sharp decline in remand admissions after six consecutive years of increase. The absolute number declined by more than 10 per cent, from 773 in 2016-17 to 692 in 2017-18. This is additionally noteworthy as non-Indigenous remand numbers declined only slightly.

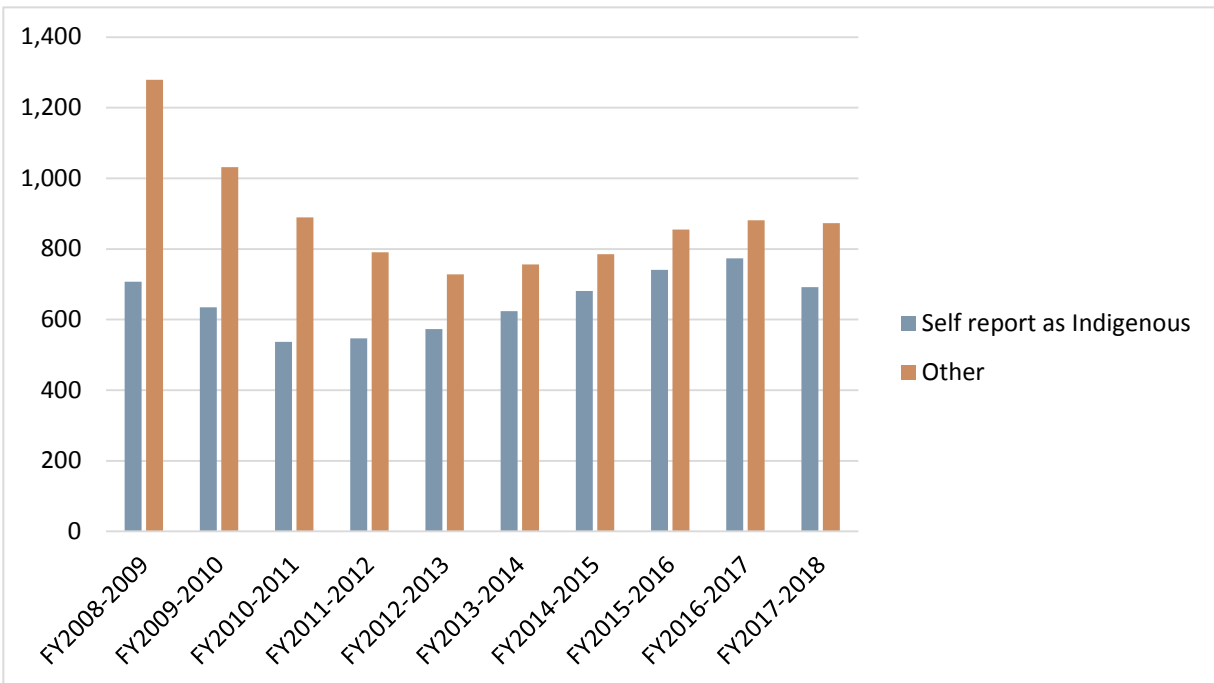
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comparison to those who self-report other categories. This is a measure of all releases, not unique releases of individuals for the following legal hold statuses: dual status, federal, immigration, not stated, and provincially sentenced. This measure does not include releases for clients on remand status. As this is a measure of all releases, not unique releases, this means that individuals who are released more than once in a given year will be counted more than once. The definition of release does not include a status change from remand to sentenced or sentenced to remand; however, it does include individuals released from custody to probation.



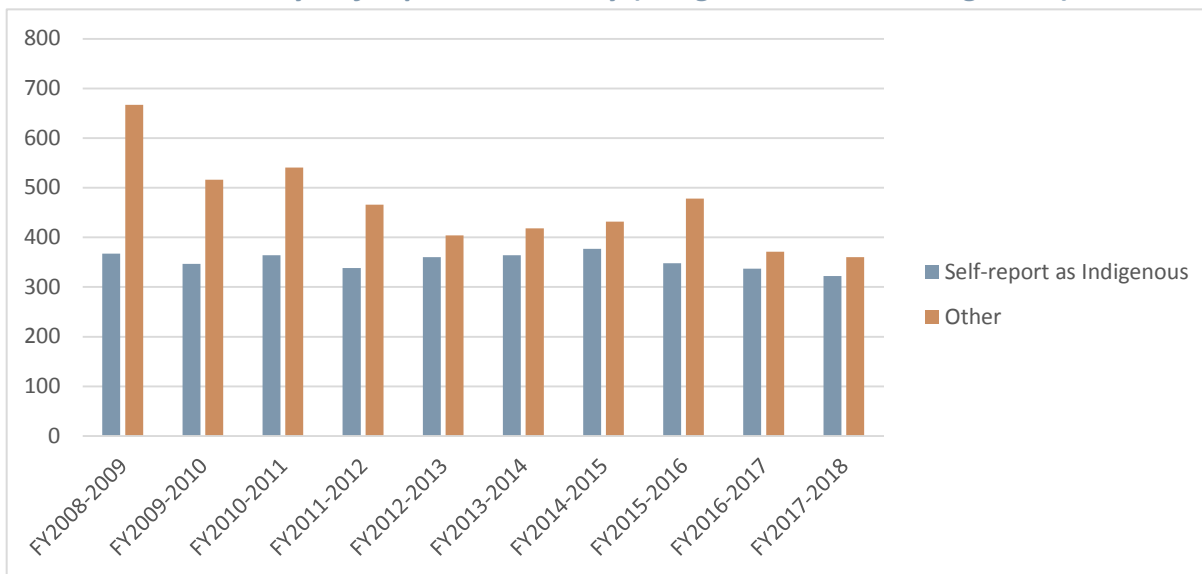
# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

Figure 2: Female remand admissions, BC Corrections, 2008-09 to 2017-18, by self-reported ethnicity (Indigenous vs. non-Indigenous)<sup>11</sup>



<sup>11</sup> Source: For Figures 2 and 3, Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. The rate of remand admissions (Fig 2) and releases of individuals from sentenced custody (Fig 3) who self-report as female and as “Aboriginal”, “First Nations”, “Metis” or “Inuit” status in comparison to those who self-report other categories. Other caveats as in notes 8-10 above.

*Figure 3: Female inmates released from sentenced custody, BC Corrections, 2008-09 to 2017-18, by self-reported ethnicity (Indigenous vs. non-Indigenous)*



## The remand and bail populations

In recent years, BC has seen steep year-over-year increases in the average number of adults remanded in custody awaiting trial.<sup>12</sup> This pattern, visible in Figure 4 between 2013-14 and 2016-17, revealed the remanded population had become a clear majority of those held in custody.

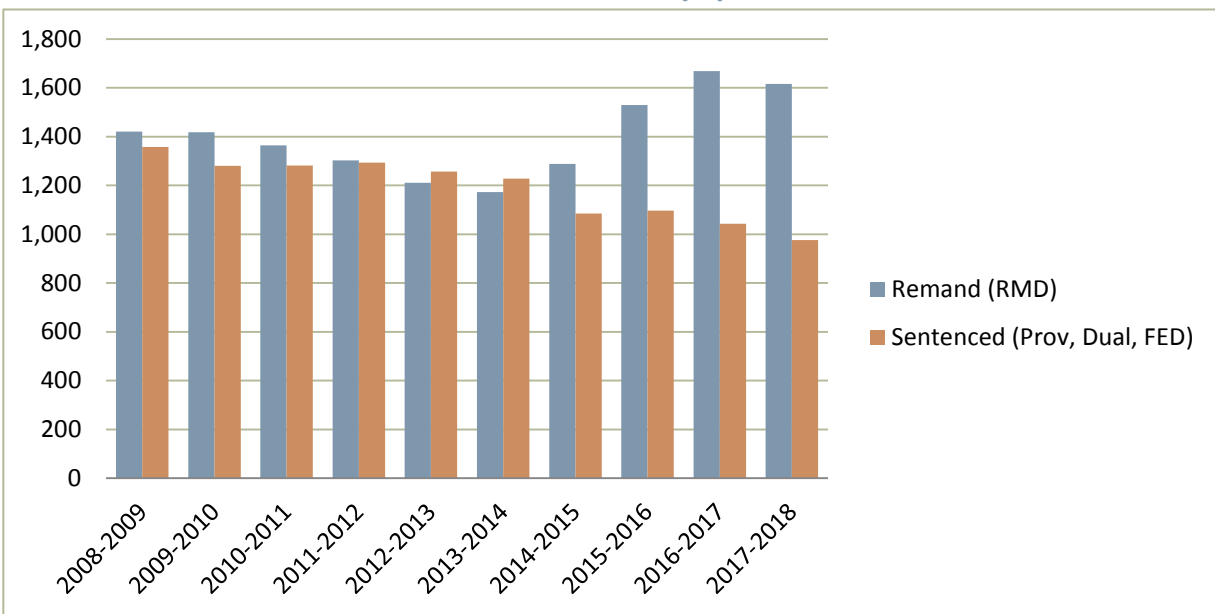
Data from 2017-18 show that British Columbia’s prison population remains dominated by those awaiting trial, rather than those serving sentences. The pattern of increase in the absolute numbers of those remanded has been interrupted, with a 3.1 per cent decline in the daily average of remanded clients. However, the growth of the remanded population as a proportion of all those in custody continues, rising to 62.3 per cent for the most recent year of data. This phenomenon is not unique to our province, as recent Canadian research has shown, but may reflect a more general pattern within Canada’s criminal justice system.<sup>13</sup>

<sup>13</sup> Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. In a national comparison of provincial custodial populations over 2016-17, Alberta, Ontario, Manitoba, British Columbia, Nova Scotia, Northwest Territories, Yukon, and Nunavut all had a higher proportion of adults in remand

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

The average daily count of adult accused remanded in custody in BC remains 38 per cent higher than in 2013-14. Moreover, evidence suggests that once remanded, the wait for trial is increasing: adult remand admissions in BC rose 15.2 per cent in the four years from 2013-14 to 2017-18, but over the same period the average remand population rose at more than twice that rate. The fact that the daily average number of persons remanded has risen faster than the number admitted to remand suggests that, once admitted, accused persons are spending a longer period in custody prior to trial.<sup>14</sup>

*Figure 4: Adults in custody, BC Corrections, annual daily average 2008-09 to 2017-18: remand vs. sentenced populations*

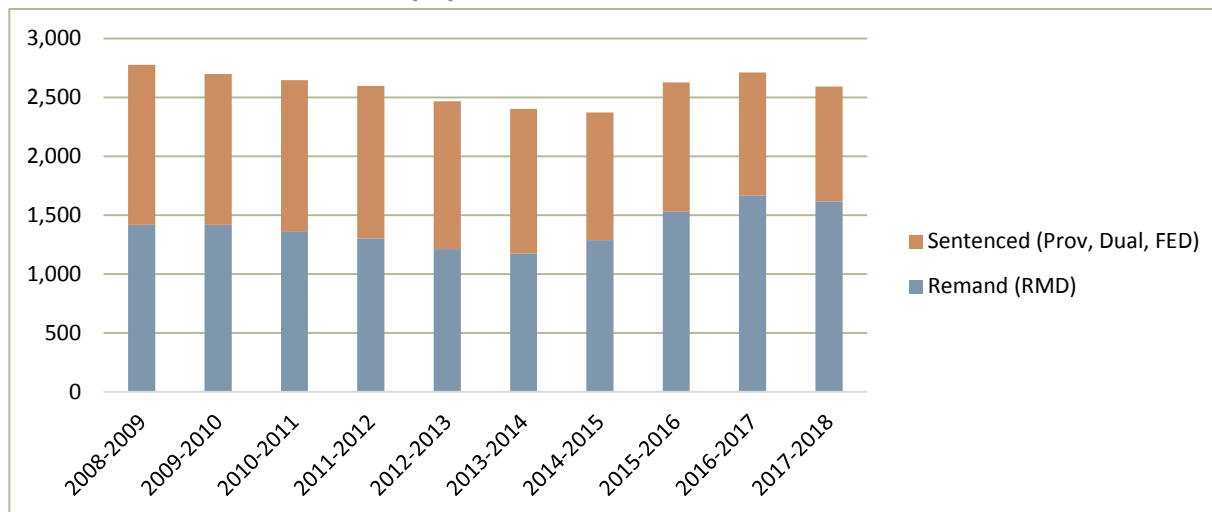


than were serving a custodial sentence. Statistics Canada. Table 35-10-0154-01. Average counts of adults in provincial and territorial correctional programs. Excludes "other temporary detention", such as immigration hold, which typically accounts for less than two per cent of those in custody.

<sup>14</sup> Data from Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. This measure is a rate of all admissions, not unique admissions. This means that individuals who are admitted more than once in a given year will be counted more than once. The definition of admission does not include a status change from remand to sentenced.

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

*Figure 5: Adults in custody, BC Corrections: annual daily average 2008-09 to 2017-18: total population, remand and sentenced*



As identified last year, the community corrections population has become more complex in the past decade. The number of high risk offenders on probation officer caseloads has increased by 40 per cent, from an average daily count of 3,278 in fiscal year 2008-09 to 4,578 in fiscal year 2017-18. More of the community caseload is comprised of those being supervised on bail, rising from 7,089 in 2008-09 to 8,268 in 2017-18. This growth is being driven in part by an increase in sex offenders (SOs) and domestic violence (DV) offenders being placed on bail. While SOs and DV offenders made up approximately eight per cent and 16 per cent of the bail caseload in 2008-09 respectively, they made up nearly 13 per cent and 21 per cent of the average daily bail caseload in 2017-18.

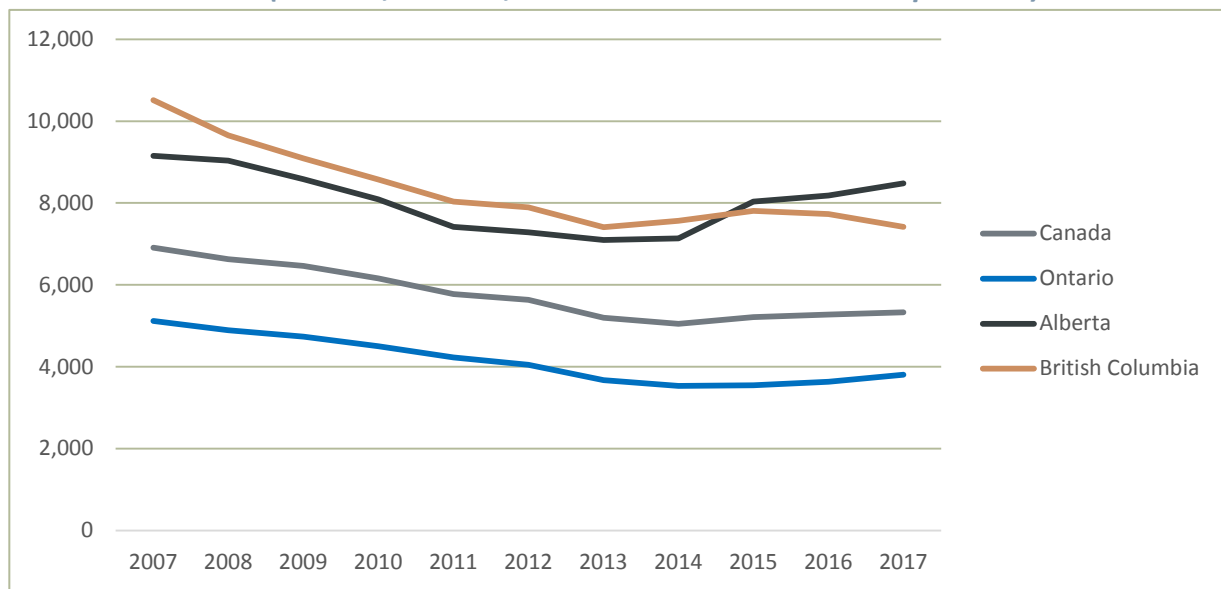
The overall number of bail admissions has declined slightly over the last decade (12,297 in 2008-09 to 11,513 in 2017-18), suggesting that the growth in the average bail count may be the result of lengthier bail supervision periods, as opposed to an increase in the number of clients being placed on bail.<sup>15</sup>

<sup>15</sup> Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system.

## Crime rates (reported)

The most recent crime statistics available are for the calendar year 2017. British Columbia has experienced a 29 per cent drop in crime rates over the last 10 years. However, this decline was largely in the years leading up to 2011. Since that point, rates have hovered between 7,400-7,900 per 100,000 population. The crime rate fell by 4.1 per cent between 2016 and 2017, the steepest decline since that occurring between 2012 and 2013.

*Figure 6: Reported crime incidents per 100,000 population (excluding traffic), BC 2007-2017 (Canada, Ontario, and Alberta included as comparators)*



The long-term pattern in British Columbia, and nationally, has seen crime decline markedly since 1991. BC’s rate has remained essentially flat since 2011, hovering just under 8,000; for context, the rates recorded in this period are the lowest annual rates since the early 1970s.

As is typical of Canada’s western provinces, the rate of reported crime in British Columbia remains substantially higher (almost double) the rate in Ontario. For the third consecutive year, BC’s crime rate is lower than that of neighbouring Alberta.<sup>16</sup>

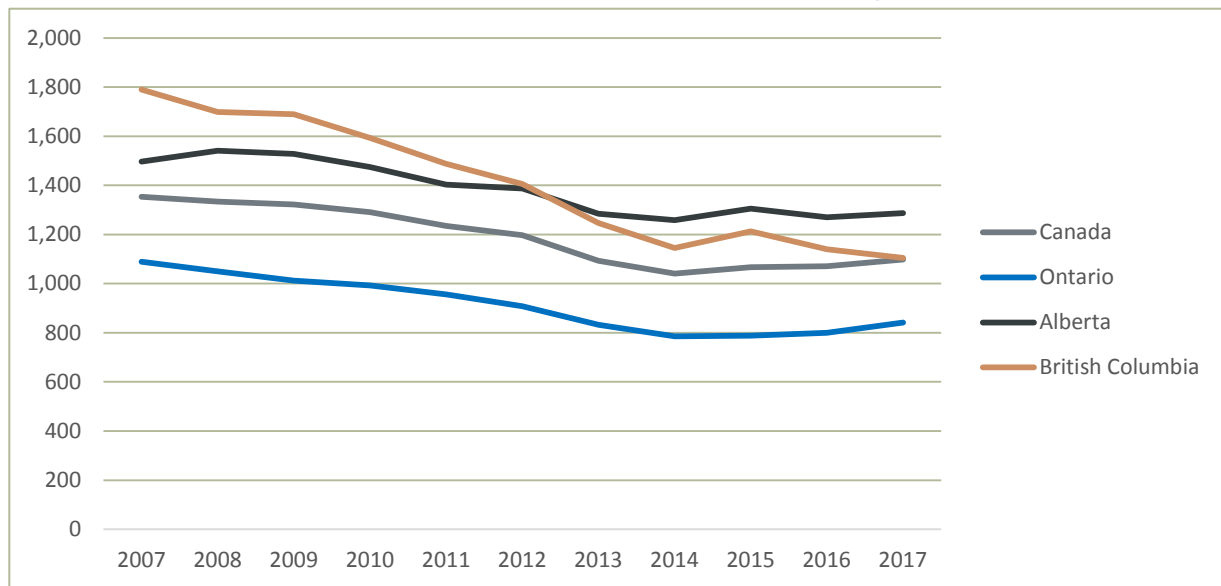
<sup>16</sup> Source: *Statistics Canada. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations*. These figures reflected reported crimes. They do not reflect crimes which are for one reason or another unreported to police, and they are therefore necessarily an incomplete picture of criminal occurrences. The rate of victimization, typically determined by population survey, is considered a more accurate picture of total criminal activity. However, victimization rates are currently measured nationally every five years – too infrequently to serve as a useful policy tool – and are not included here. The

## Violent crime

The rate of violent crime reported to police has declined significantly in British Columbia over the last decade. BC's rate of violent crime incidents per 100,000 population declined by 3.1 per cent in 2017.

One of the most significant developments in the BC crime picture in recent years has been the narrowing of the gap between the rate of violent crime in our province and the national average – a gap now effectively closed. In 2007, BC's violent crime rate was 32 percent higher than the rate across Canada. By 2017 the gap had narrowed to 0.5 per cent. While remaining high relative to rates in central Canada, over that 10-year period BC's violent crime rate itself declined by 38 per cent, by far the fastest rate of decline of any province or territory.<sup>17</sup>

**Figure 7: Reported violent crime incidents per 100,000 population, BC 2007-2017 – Canada, Ontario, and Alberta included as comparators**



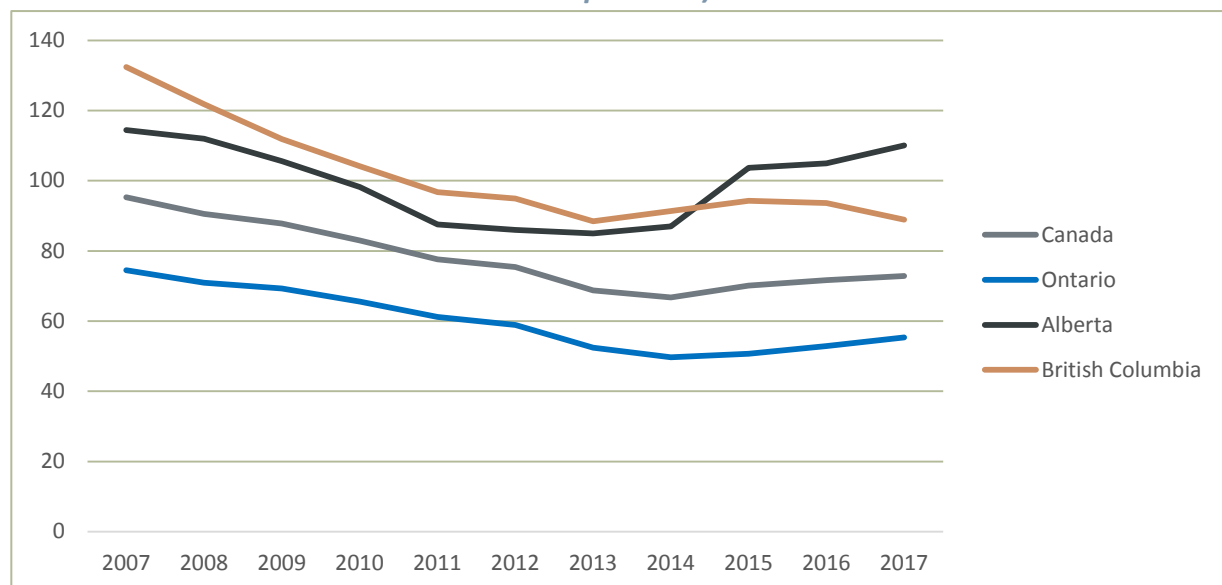
reader should also note that the crime rate is at best an incomplete measure of police workload, as it does not capture the range of proactive community or public order activity required of police agencies, enforcement of non-criminal statutes (e.g. *Motor Vehicle Act*) or non-criminal requests for service from the public.

<sup>17</sup> Source: *Statistics Canada. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations.* For comparison, the 10-year declines for Ontario and Quebec were 23 per cent and four per cent, respectively. Most recent data year is calendar 2017. See caveats in footnote 16, above.

## Crime severity

Along with the crime rate, the relative severity of crime has fallen in BC for two consecutive years. The crime severity index is a measure of the seriousness of criminal offences being committed which addresses some limitations of the traditional “crime rate” measure, specifically its lack of capacity to distinguish differences between serious crimes such as homicide and other crimes (such as mischief). In 2017, British Columbia’s crime severity index declined by 5.1 per cent from the prior year. The pattern in British Columbia over the past decade is generally consistent with national trends, and is now below that of Alberta while remaining significantly greater than that of Ontario.<sup>18</sup>

*Figure 8: Crime severity index BC 2007-2017 (Canada, Ontario, and Alberta included as comparators)*



## Sector costs (provincial): rate of change

In this section, information on provincial expenditure on the sector is presented in terms of the rate of change over the prior decade, rather than as an absolute dollar amount. In

<sup>18</sup> Source: Statistics Canada. Table 35-10-0026-01 Crime severity index and weighted clearance rates. Most recent data year is calendar 2017. The Police Reported Crime Severity Index (PRCSI) measures changes in the level of severity of crime in Canada from year to year. In the index, all crimes are assigned a weight based on their seriousness. The level of seriousness is based on actual sentences handed down by the courts in all provinces and territories. More serious crimes are assigned higher weights, less serious offences lower weights. As a result, more serious offences have a greater impact on changes in the index.

addition, two other variables are factored in for purposes of meaningful comparison: population change, and the rate of change in the provincial Consumer Price Index. The chart in Figure 9 presents two time-series trends, for comparison, setting the value of the first year in the data set (2007-08) at 1.00, and presenting subsequent years' data as a ratio in comparison to the base year. The data presented are:

- the rate of change in actual dollars spent; and
- the rate of change in actual dollars spent per capita and adjusted for CPI changes (*i.e.*, controlling for population growth and inflation).

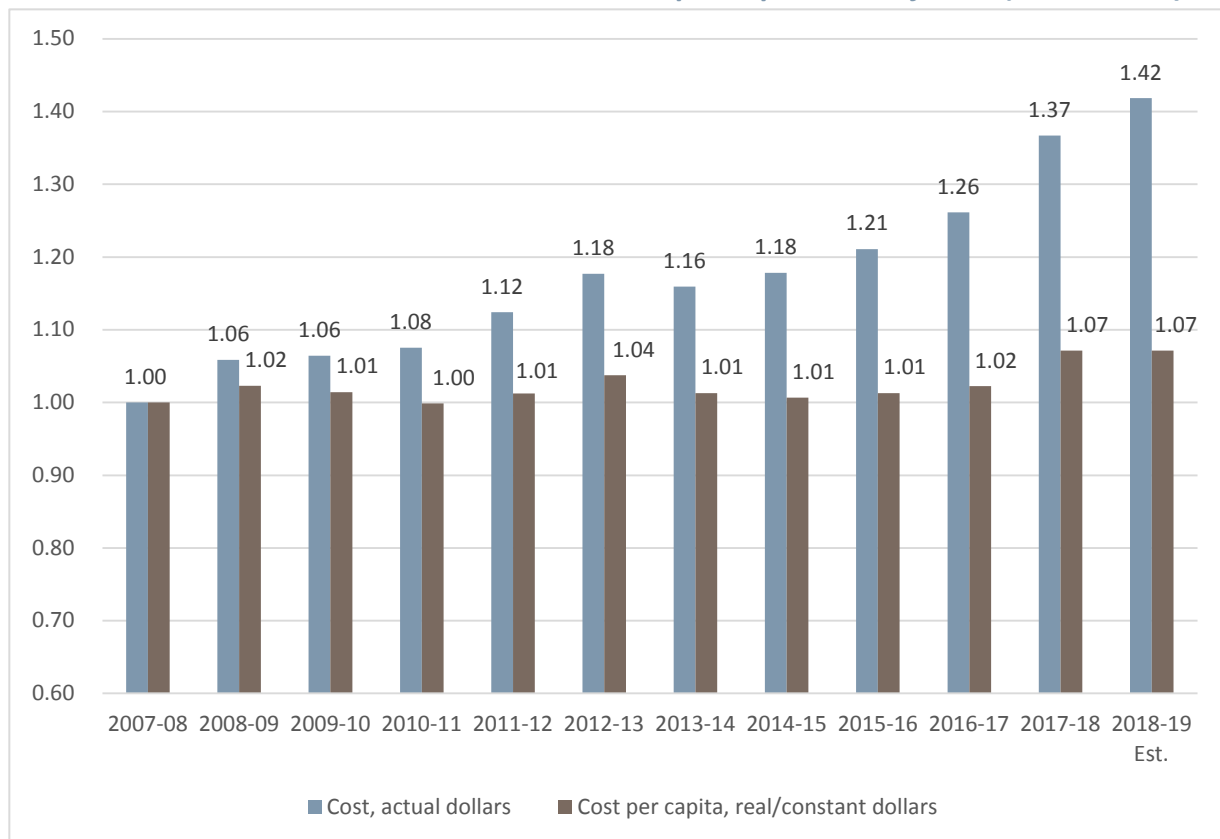
In terms of actual (unadjusted) dollars, 2018-19 expenditure is estimated at \$1.136 billion, an increase of 3.8 per cent from 2017-18; this follows a 8.4 per cent increase the previous year, and was distributed across the major functions on both the justice and public safety sides. Overall, actual-dollar expenditures have increased by approximately 42 per cent since 2007-08.

However, as Figure 9 indicates, when controlling for these factors the annual expenditure by the Province on the sector was effectively unchanged for the 10 years between 2007-08 and 2016-17 (inclusive), by which point expenditure per capita was two per cent greater in real terms than the earliest comparison point. With this context factored in, the most substantial change in sector expenditure occurs between 2016-17 and 2017-18, with an increase of approximately five per cent in real terms adjusted for population growth and inflation. This level of expenditure has been sustained in the past year.



# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

**Figure 9: Rate of change in provincial government justice and public safety sector costs, 2007-08 to 2018-19: actual cost, vs. actual cost per capita CPI-adjusted (2007-08 = 1)<sup>19</sup>**



## New case volumes (provincial)

Over the last 10 years, there has been a decreasing trend in the annual number of new Provincial Court cases entering the system. New cases have fallen by 23.0 per cent over

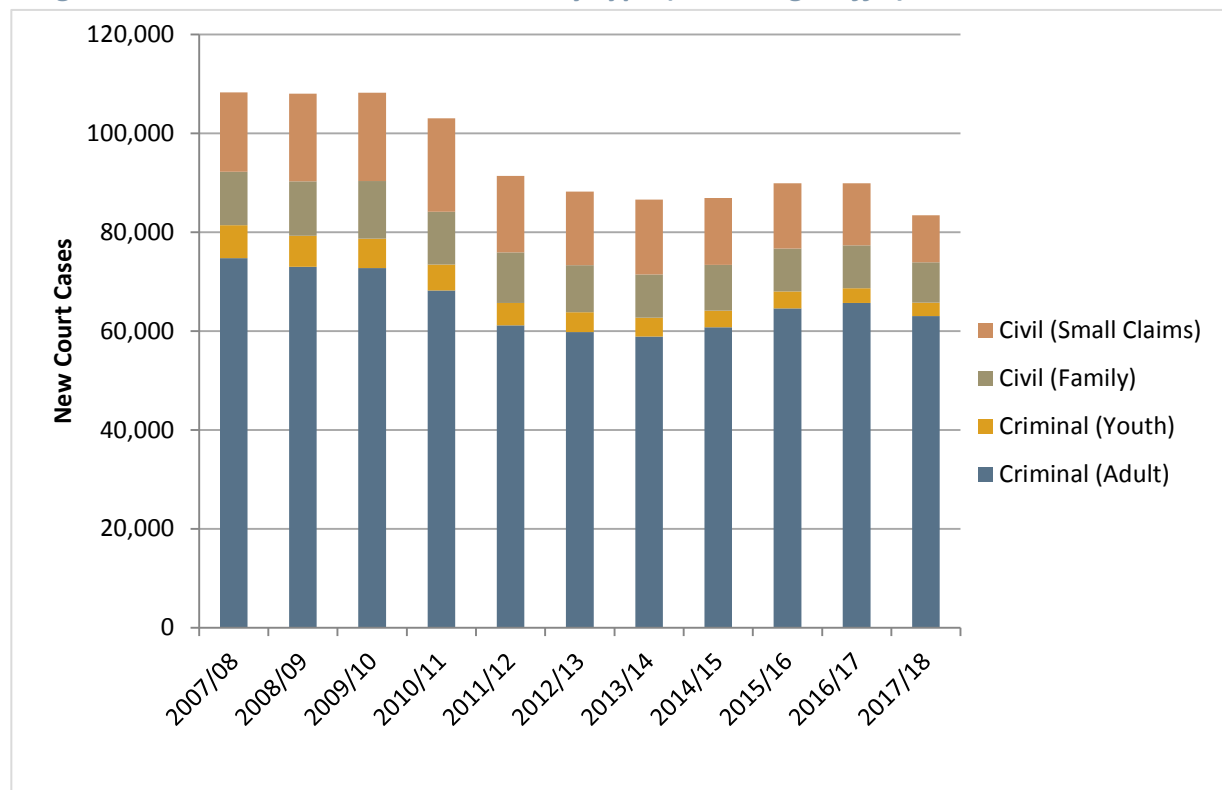
<sup>19</sup> Source: BC Government Justice and Public Safety Sector, Corporate Management Services Branch (sector actual costs); BC Stats (annual population estimates and annual provincial Consumer Price Index). Most recent data year is fiscal 2018-19 (actual expenditures, estimated to year end for 2018-19 at March 1, 2019). Population and CPI data are calendar year data. This chart incorporates budget figures from the Ministries of Justice and Attorney General and of Public Safety and Solicitor General, and of their antecedent Ministries, and combines salary and operating costs, for core sector functions. Figures include amounts for Corrections, the Corrections work program, police services, community safety and crime prevention, RoadSafetyBC, justice transformation, justice services, prosecution services, and court services. Figures exclude amounts not consistently funded via the Ministries' budget(s) for services (government corporate infrastructure and facilities) and programs (for example, emergency management, liquor control and licensing, and gaming policy and enforcement). The chart also excludes funds for the judiciary, and federal and municipal budget figures for justice and public safety (including policing costs). Since forecasts are done at the 2 digit STOB level – while STOB 59 except for 5901 Legal Services are omitted from actuals, none of STOB 59 is omitted from the 18/19 estimate.

## JUSTICE AND PUBLIC SAFETY PLAN 2019-22

the last decade. While the decrease in new adult criminal cases contributed almost half of the decrease in new Provincial Court cases overall over the last 10 years, youth criminal cases and small claims civil cases saw significant percentage decreases, at almost 60 per cent and 40 per cent decreases in new cases respectively. It should be noted in interpreting these figures that the substantial decline in criminal cases which drove the steep decline after 2009 is commonly associated with changes in process for impaired driving, and thus may mask patterns related to other crime types.

The number of new Provincial Court cases declined by 7.2 per cent over the last year. The total number of new cases (83,403) is the lowest of any year reported in the Council’s plan document stretching back to 1998-99.<sup>20</sup>

**Figure 10: New Provincial Court cases by type (excluding traffic) 2007-08 to 2017-18<sup>21</sup>**



<sup>20</sup> In 1998-99 the total number of new Provincial Court cases was 179,838. See Justice and Public Safety Council, *Strategic Plan for the Justice and Public Safety Sector 2014-15*, p. 32. The 2017-18 total of 83,403 represents a decline of 54 per cent in volume of new cases over 19 years. Data provided by Court Services Branch.

<sup>21</sup> Source: BC Ministry of Attorney General, Court Services Branch.

## Youth justice

Youth justice in recent years represents a continuing success story in British Columbia. Youth crime continues to decline, and the number of youth in provincial custody remains well below 100, so low that annual fluctuations in those numbers have little statistical meaning. However, this decline has not benefited Indigenous youth to the same extent as the general population. While the self-identified Indigenous population made up just under 10 per cent of the population aged 12 to 17, Indigenous youth made up approximately 50 per cent of incarcerated youth (remanded and sentenced)<sup>22</sup>. There are, as in the adult population, significantly more youth under community sentence, where 41 per cent of youth are Indigenous.

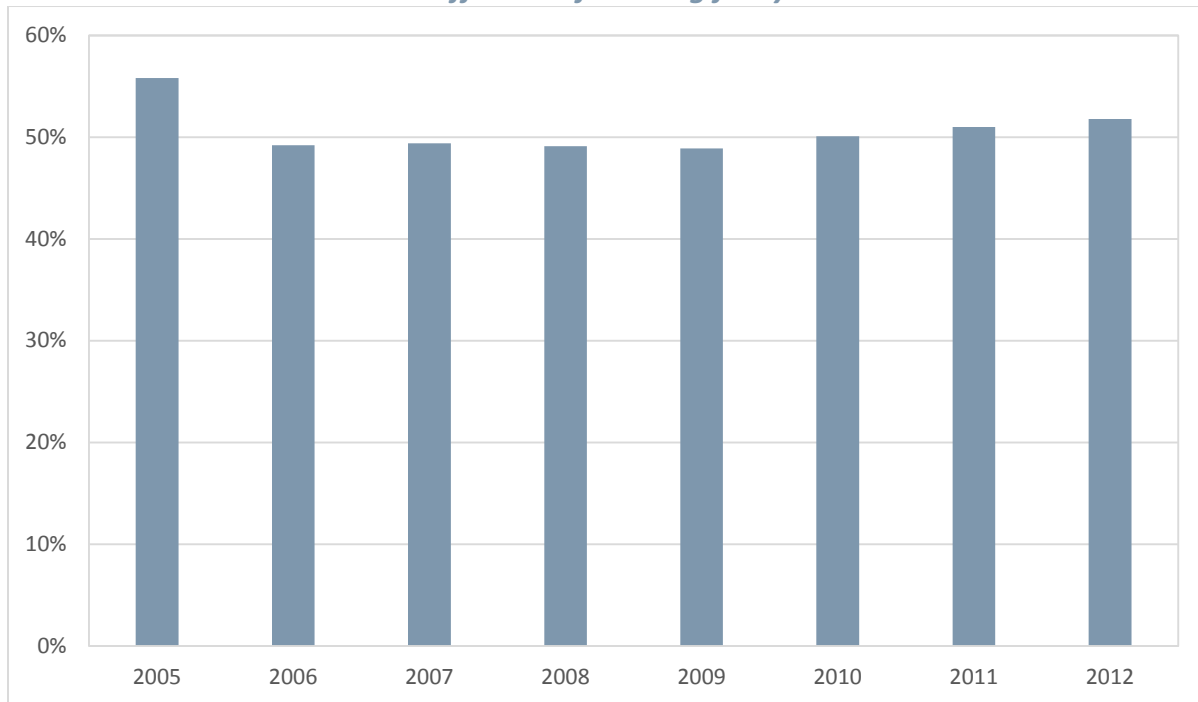
In recent years, the rate of youth re-offending has been relatively stable. In 2017, the most recent year for which five-year data are available (i.e., the period which commenced in 2012), the percentage of youth not reoffending within five years of a first community sentence increased from 51 per cent to 52 per cent.<sup>23</sup>

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<sup>22</sup> Self-identified Indigenous age 12 to 17 population was 9.8 per cent from the 2016 Census. Daily average youth Indigenous incarceration rates (remand and sentenced) reported as 50.5 per cent for 2017-18 and 49.1 per cent for 2016-17 from Government of British Columbia, BC Corrections Operations Network (CORNET) and reported via <https://mcf.gov.bc.ca/reporting/services/youth-justice/case-data-and-trends>.

<sup>23</sup> **Data source and considerations:** Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. Percentage of Youth Justice clients (ages 12-17) receiving a first community sentence who are not convicted of a new offence within the following five years (includes offences in adulthood). A five-year follow-up period is used for this metric. The metric counts recidivism of individual clients; therefore, individuals who are admitted more than once in a calendar year will only be counted once.

**Figure 11: Percentage of youth receiving first community sentence in given year with no new offence in following five years**



## Performance measurement update 2018-19

The following statistics reflect the suite of measures developed by the Council in 2013-15 further to the recommendation of the External Review Committee (noted above), and published in 2016 and 2017 as a separate document entitled *Performance Measurement Update*. In 2018, these measures were incorporated into the *Strategic Plan for the Justice and Public Safety Sector*.

### Indicator 1: Rate of Indigenous incarceration (remand)

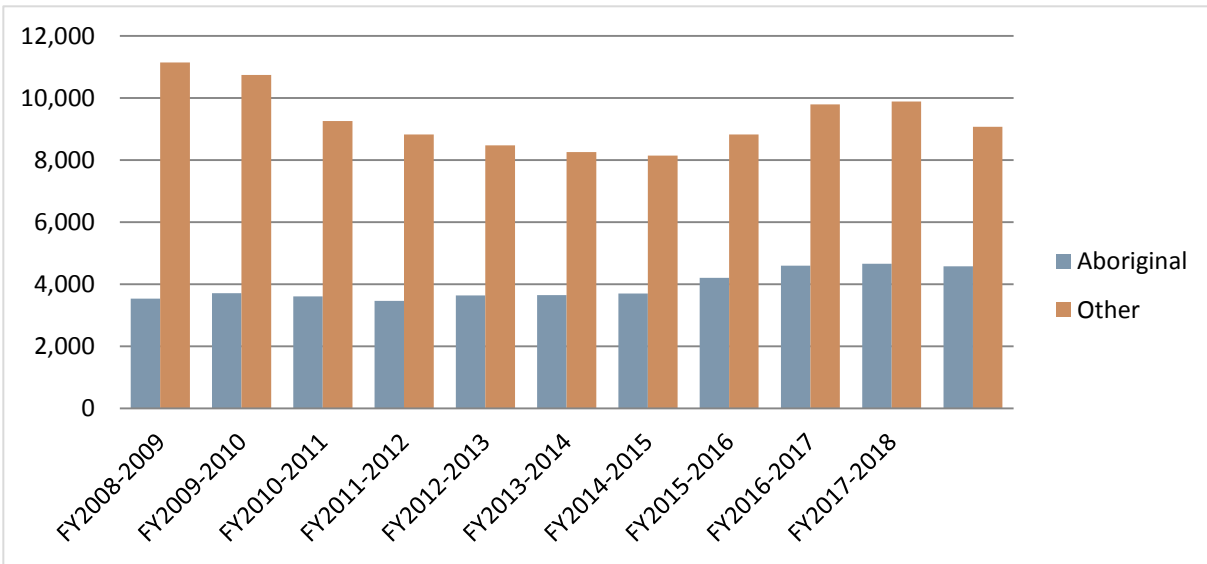
**Definition:** Admissions to a provincial custody centre of individuals who self-report “Aboriginal” or “Metis” status in comparison to those who do not.<sup>24</sup>

<sup>24</sup> **Data source and considerations:** Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. This measure is a rate of all admissions, not unique admissions. This means that individuals who are admitted more than once in a given year will be counted more than once. The definition of admission does not include a status change from remand to sentenced. Other caveats as in notes 8-10 above.

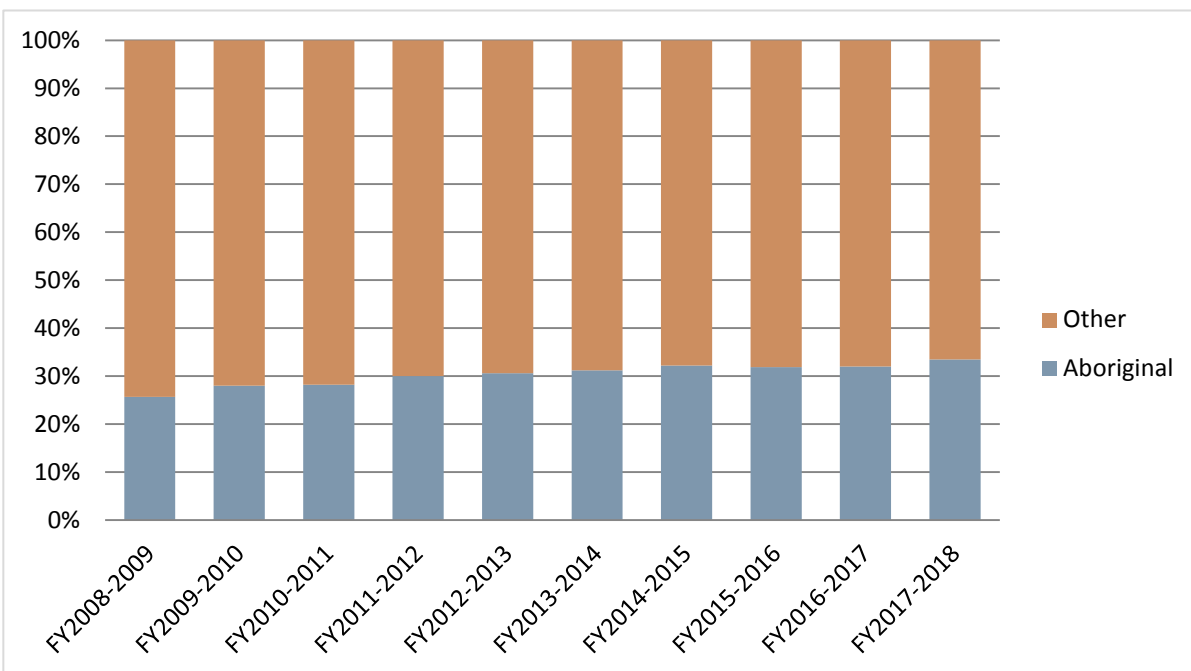
# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

**Why this indicator matters:** When there is a higher proportion of Indigenous people remanded in custody than one would expect in light of the proportion of the overall population which is Indigenous, it is an indicator of the extent of the overrepresentation of Indigenous offenders in the criminal justice system.

*Figure 12: Individuals admitted under remand by self-reported ethnicity, annual totals*



*Figure 13: Individuals admitted under remand by self-reported ethnicity, as % of overall total*

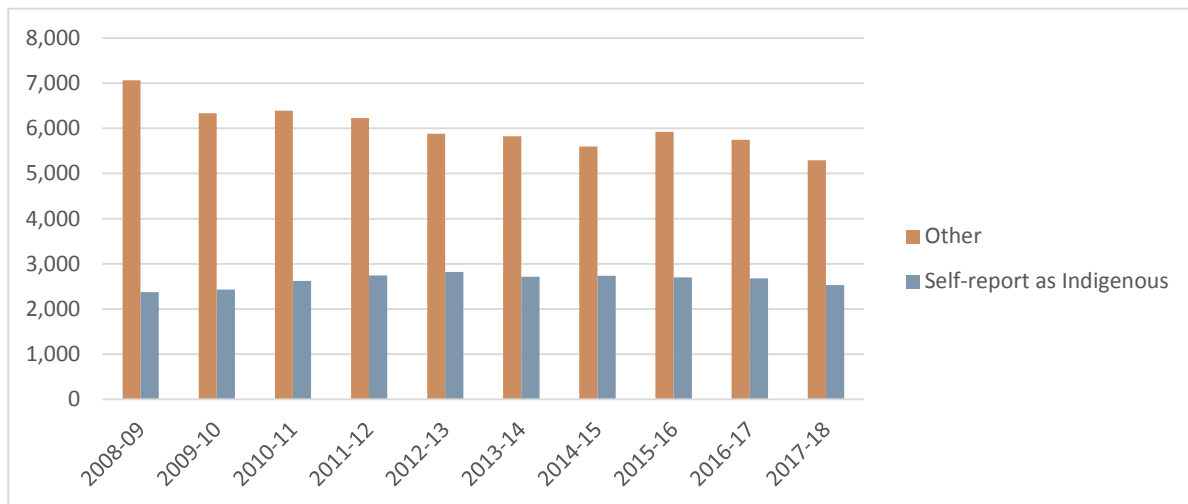


## Indicator 2: Rate of Indigenous incarceration (sentenced)

**Definition:** This Indicator is the rate of releases of individuals from a custody centre who self-report “Aboriginal” or “Metis” status in comparison to those who do not.<sup>25</sup>

**Why this indicator matters:** When there is a higher proportion of Indigenous people incarcerated than one would expect in light of the proportion of the overall population which is Indigenous, it is an indicator of the extent of the overrepresentation of Indigenous offenders in the criminal justice system. It is also an indicator of the degree of success of the justice system in remediating the absolute fact of overrepresentation per capita, all other things being equal.<sup>26</sup>

*Figure 14: Persons released from custody by self-reported ethnicity, annual totals, 2008-09 to 2017-18*

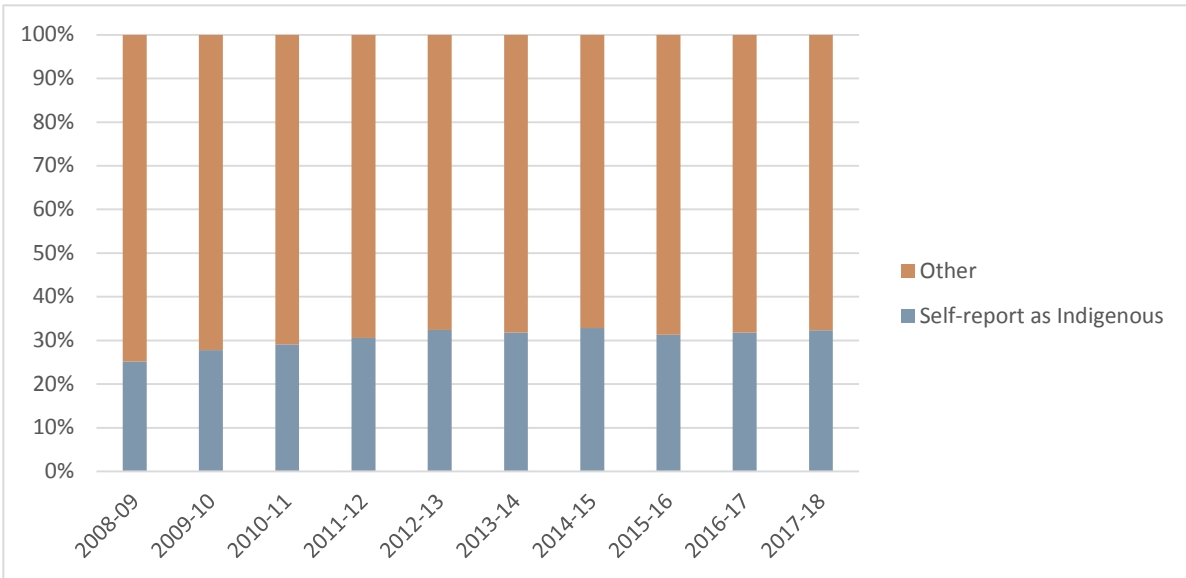


<sup>25</sup> **Data source and considerations:** Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. This is a measure of all releases, not unique releases. This means that individuals who are released more than once in a given year will be counted more than once. The definition of release does not include a status change from remand to sentenced or sentenced to remand; however, it does include individuals released from custody to probation. Other caveats as in notes 8-10 above.

<sup>26</sup> In 1996, Parliament enacted s.718.29(e) of the *Criminal Code*, which places a statutory duty on sentencing judges to consider an offender’s Indigenous circumstances in the determination of what constitutes a fit sentence. The leading authority on interpretation of this provision is *R. v. Gladue*, [1999] 1 S.C.R. 688.

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

*Figure 15: Persons released from custody by self-reported ethnicity, proportion of total, 2008-09 to 2017-18*



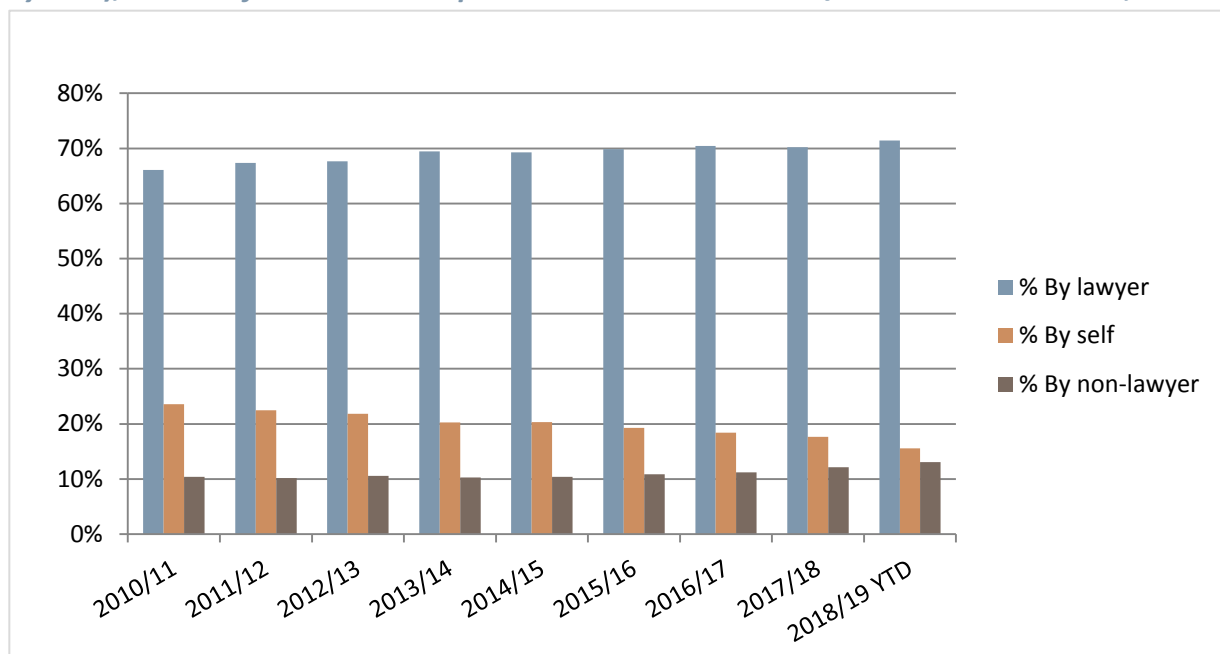
# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

## Indicator 3: Accused representation at Provincial Criminal Court appearances

**Definition:** The number of Provincial Court adult and youth criminal case appearances where the defence attendance indicated that an accused appeared in court represented by themselves, by legal counsel, or by a non-lawyer agent, expressed as a proportion of total appearances.<sup>27</sup>

**Why this indicator matters:** Competent and informed representation in a court of law is considered significant in the question of whether or not an individual accused can be said to have had appropriate “access to justice,” where such access is defined as a person having the knowledge, resources and services to deal effectively with legal matters.

*Figure 16: Accused representation at Provincial Criminal Court appearances (adult & youth), as a % of total where representation status known/available to March 3, 2019*



<sup>27</sup> **Data source and considerations:** Provincial Court of British Columbia; Justice Information Network (JUSTIN). “By lawyer” indicates a represented appearance, where any counsel (designated counsel; duty counsel; counsel) is recorded in JUSTIN as appearing in court regardless of whether the accused is present, or an agent is present in the accused absence. “By self” indicates self-representation appearance where the accused is recorded as appearing in court with no counsel or agent present. “By non-lawyer” otherwise known as an agent appearance, is where the accused is represented by an agent other than legal counsel. An agent appearance is considered an unrepresented appearance.



### Indicator 4: Number of criminal cases judicially stayed due to systemic delay

**Definition:** Number of Provincial and Supreme Court adult and youth criminal cases judicially stayed due to systemic delay.<sup>28</sup>

**Why this indicator matters:** This and the following two measures are indicators of court timeliness and, more broadly, the accessibility of the justice system. To effectively support the rule of law, and to fulfill its legal obligations to the public, the Court must process cases within a reasonable time.

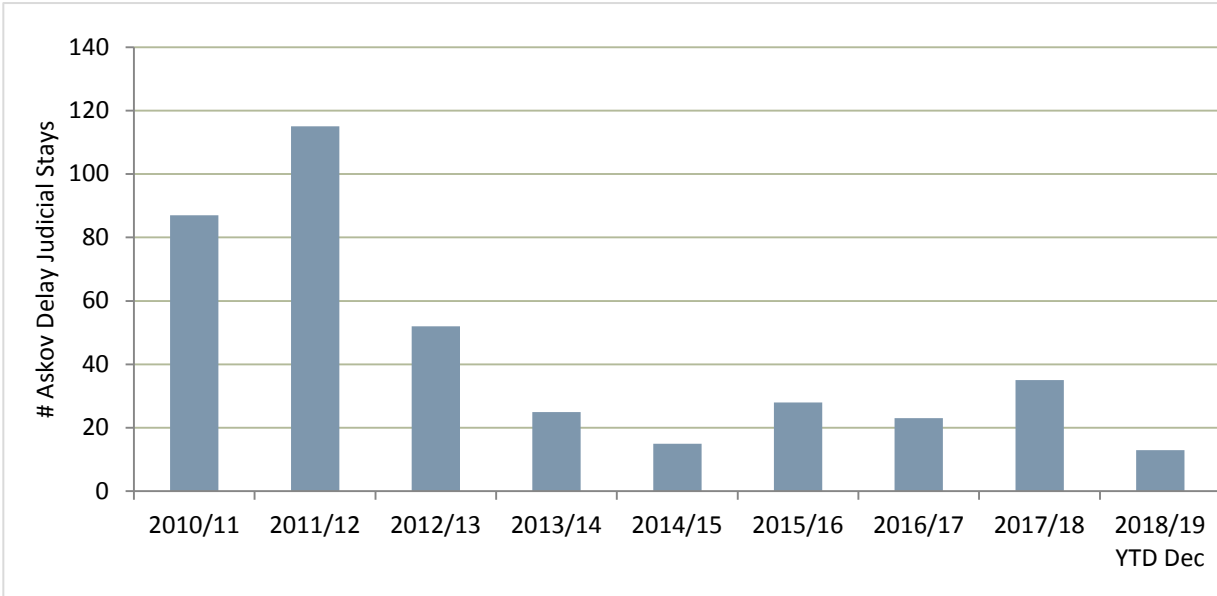
This first indicator is the number of successful “Askov-related” delay applications, reflecting the Supreme Court’s decision in *R. v. Askov* (1990) which established the criteria and standards by which Canadian courts judge whether an accused’s right under the Canadian Charter of Rights and Freedoms, Section 11(b) “to be tried within a reasonable time” has been infringed.

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<sup>28</sup> **Data source and considerations:** Provincial Court of British Columbia; Justice Information Network (JUSTIN); field as defined under Court Services Branch business rules, cases in which a judicial stay of proceedings is ordered on applications with appeal to the precedents established in *R. v. Askov* and *R. v. Jordan* with respect to the Canadian Charter of Rights and Freedoms section 11(b) the right to be tried within a reasonable time.

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

*Figure 17: Provincial Court (adult/youth criminal) and Supreme Court Criminal Judicial Stays of Proceedings per R. v. Askov and R. v. Jordan (right to trial within a reasonable time) to December 31, 2018*



## Indicator 5: Time to trial in provincial court

**Definition:** The Provincial Court determines available hearing dates through published semi-annual surveys of the “time to trial.”<sup>29</sup> The surveys are conducted at every Provincial Court location and reflect the time to schedule a trial for each area of the Court’s jurisdiction. Location based survey data are used to generate average provincial wait times (weighted by caseload), in months, from the time a request is made to the ‘first available date’ for various types of proceedings. The Office of the Chief Judge has established standards for wait times for categories of trial.

**Why this indicator matters:** This is an indicator of court timeliness and, more broadly, the accessibility of the justice system.

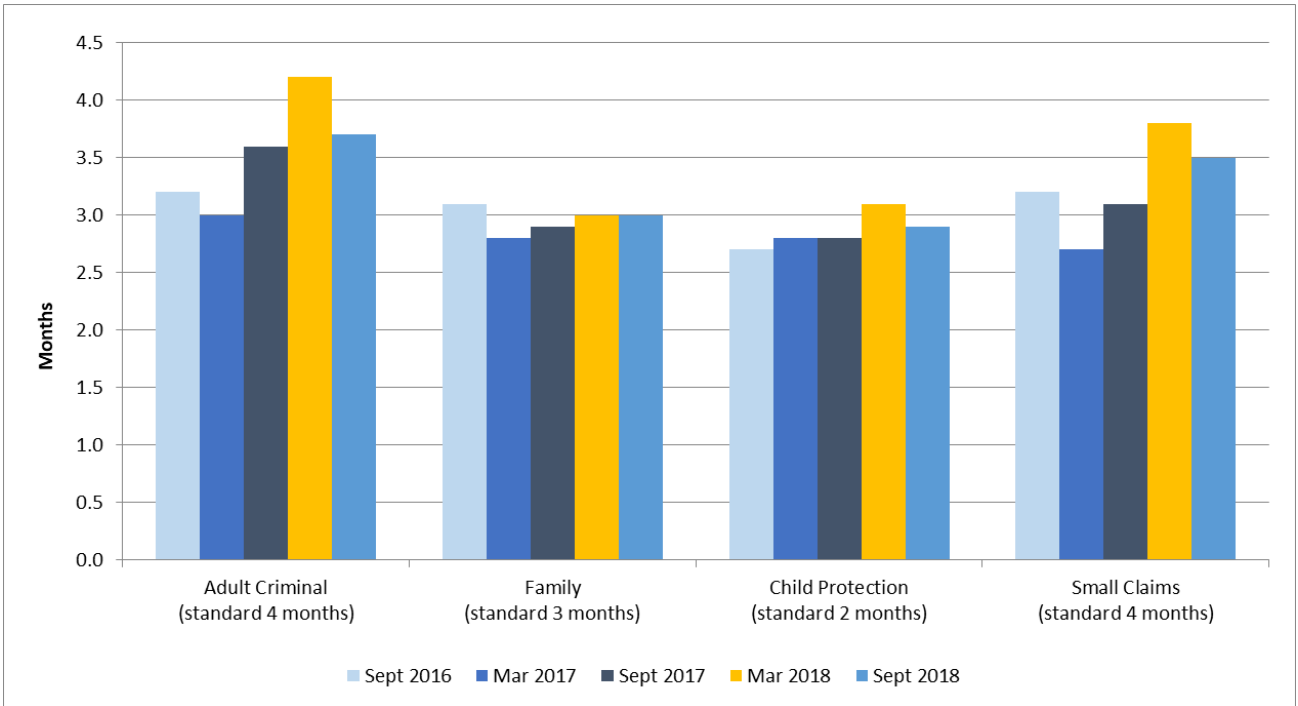
**Important Note:** With longer hearings becoming more common, the Provincial Court decided in 2016 that additional data collection was needed on different categories of estimated trial length. This led to revised reporting categories and associated standards of the quarterly “Time to Trial” report. Data before and after this change are no longer comparable. See footnotes for details.

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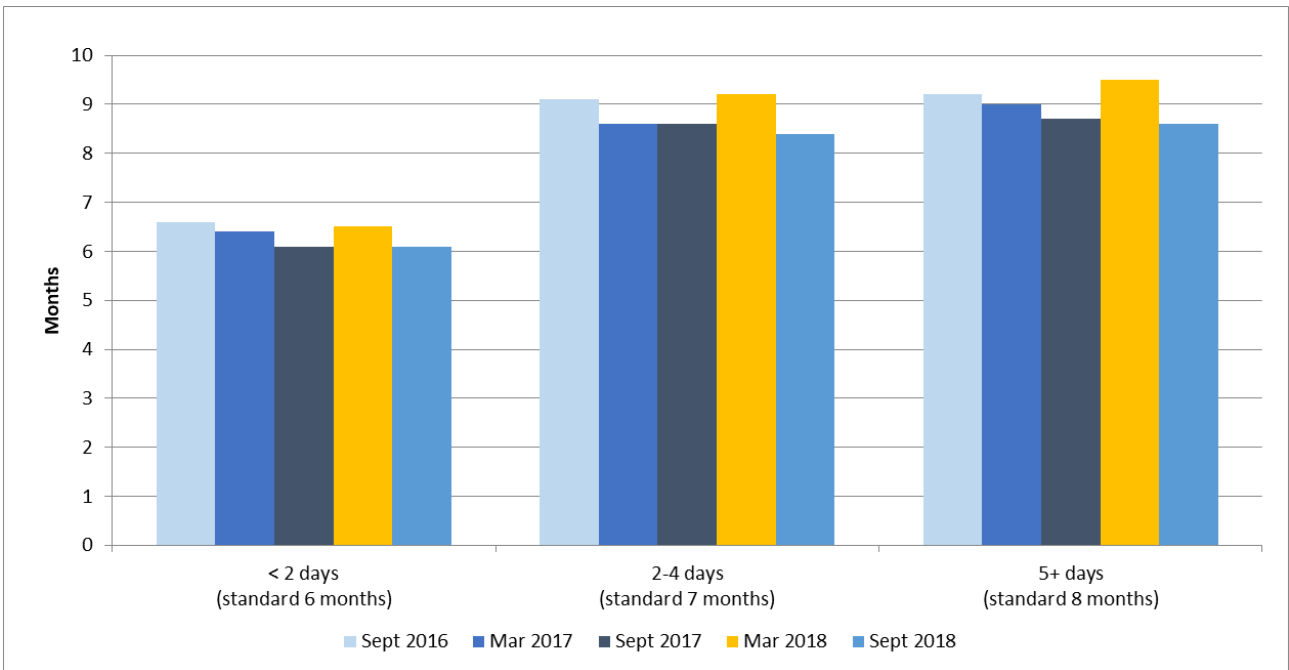
<sup>29</sup> **Data source and considerations:** Provincial Court’s “Time to Trial” published semi-annual survey results. The survey is administered by the Provincial Court and the results are published semi-annually in their *Time to Trial* reports which provide trend data by comparing the current quarter’s results with previous quarters, as well as with the Office of the Chief Judge (OCJ) Delay Standard. Link to the Provincial Court’s reports: <http://www.provincialcourt.bc.ca/news-reports/court-reports>. Adult Criminal Trials - wait time represents the number of months between an Arraignment Hearing/Fix Date and the first available court date for typical adult criminal trials of various lengths. Family Hearings - wait time represents the number of months between when a judge directs a conference to be set and the first available court date for a case conference PLUS the number of months between the case conference and the first available court date for a typical family (FLA) trial of various lengths. It no longer takes into account the time between a first appearance and case conference. Child Protection Hearings - wait time represents the number of months between when a judge directs a conference to be set and the first available court date for a case conference PLUS the number of months between the case conference and the first available court date for a typical CFCSA trial of various lengths. It no longer takes into account the time between a first appearance and case conference. Small Claims Trials - wait time represents the number of months between the final document filing and the first available court date that a typical settlement conference can be scheduled into PLUS the number of months between a settlement conference and the first available court date for a typical small claims trial of various lengths.

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

**Figure 18: Weighted Provincial Time for Summary Proceedings Court**

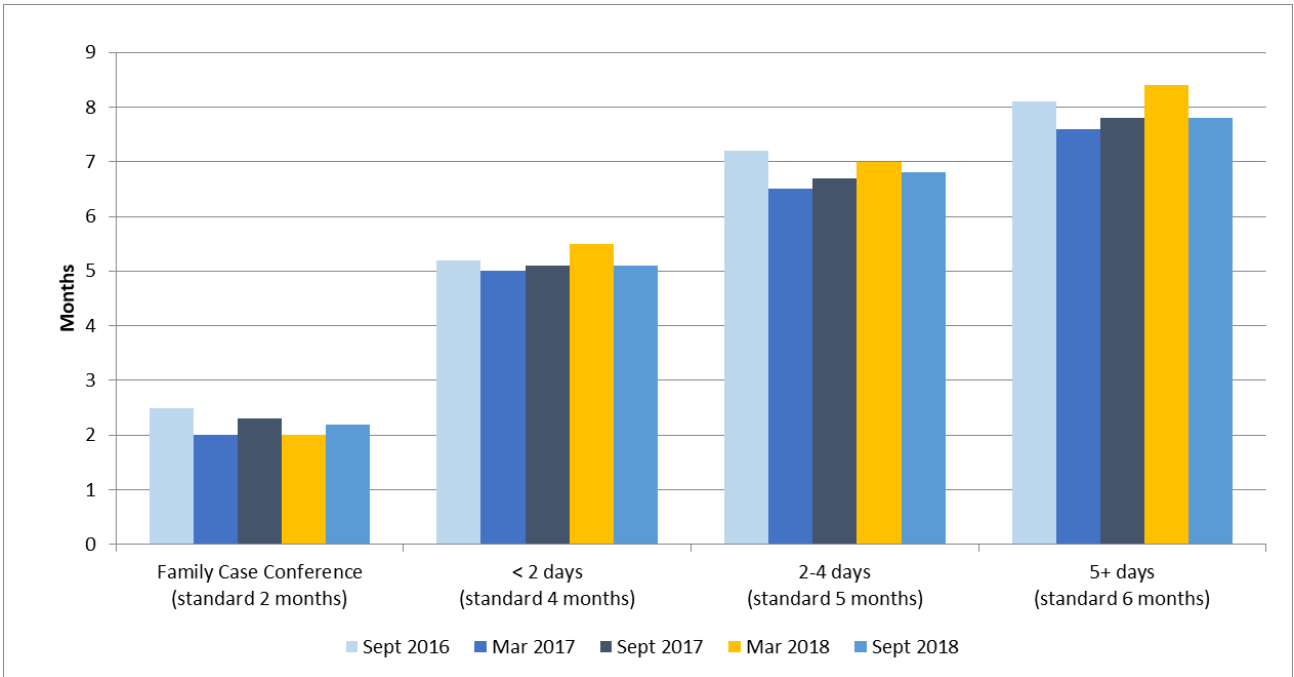


**Figure 19: Weighted Provincial Time to Adult Criminal Trials**



# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

Figure 20: Weighted Provincial Time to Family Trials



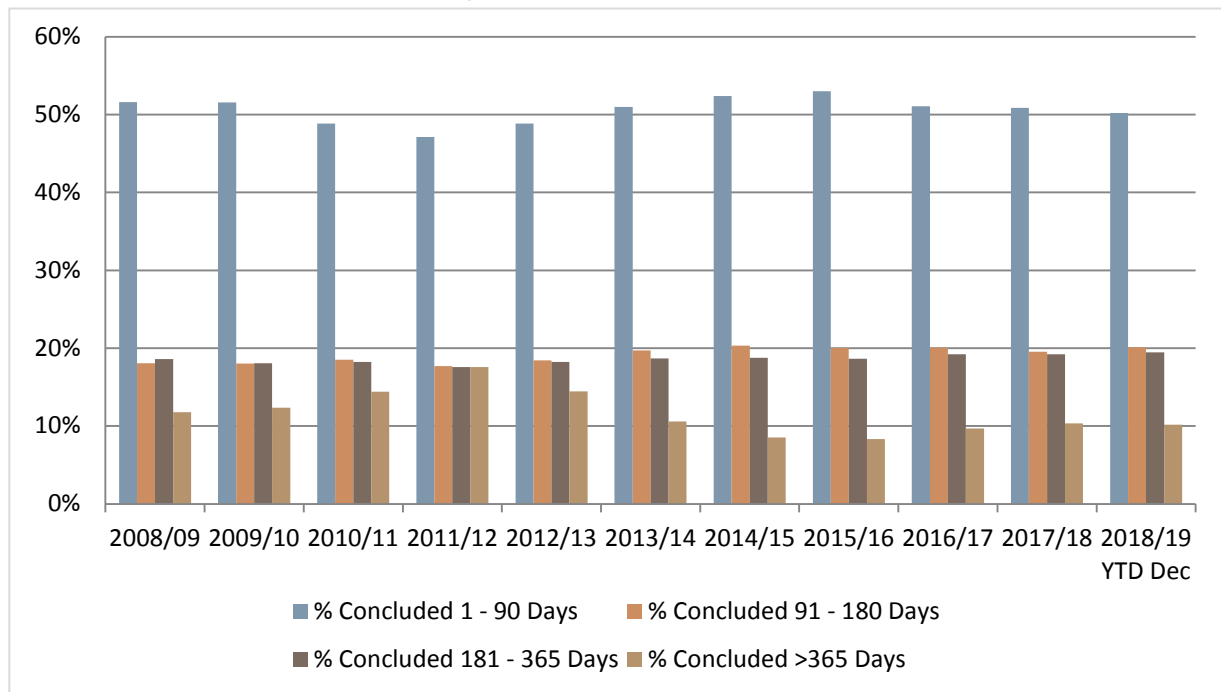
# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

## Indicator 6: Percentage of criminal cases resolved in Provincial Court within 90/180/365 days

**Definition:** The proportion of all Provincial adult criminal and youth concluded cases where the number of days between their sworn date and case conclusion date is within 90, 180, and 365 days.<sup>30</sup>

**Why this indicator matters:** This is an indicator of court timeliness and, more broadly, the accessibility of the justice system. Many factors contribute to the time it takes to conclude a criminal case – delays in scheduling cases for trial and increasing case complexity are seen as two key factors.

*Figure 21: Percentage of criminal cases resolved in Provincial Court within 90/180/365 days to December 31, 2018*



<sup>30</sup> **Data source and considerations:** Provincial Court of British Columbia; Justice Information Network; Court Services Branch MIS system. Court Services Branch defines a concluded case as one that has had a disposition entered against all charges on the case.

## Indicator 7: Percentage of adult offenders who are not reconvicted in BC within two years of release

**Definition:** Percentage of adult offenders who are not re-convicted in BC within two years of release from custody, commencement of community supervision or active supervision.<sup>31</sup>

**Why this indicator matters:** Rates of non-reoffending are used as a litmus test when assessing the overall effectiveness of the justice system in deterring and rehabilitating offenders. However, criminal behaviour is a highly complex phenomenon involving a variety of individual and societal factors, many of which are outside of the control of the justice system. Therefore, trends in non-reoffending rates are best examined over the long term, as it is expected that there will be minor fluctuations in these rates from year to year.

*The Council has been advised by BC Corrections that:*

- *in August 2017, a problem was identified in the justice and public safety sector business intelligence application that is used to generate rates of non-reoffending.*
- *It has been determined that the problem may have started several years ago and may have impacted rates of non-reoffending previously published.*
- *Work is underway to address the issue and updated rates will be made available as soon as the integrity of the data has been validated.*
- *Steps are also being taken to further strengthen the sector's data quality control procedures to prevent a similar situation from occurring in the future.*

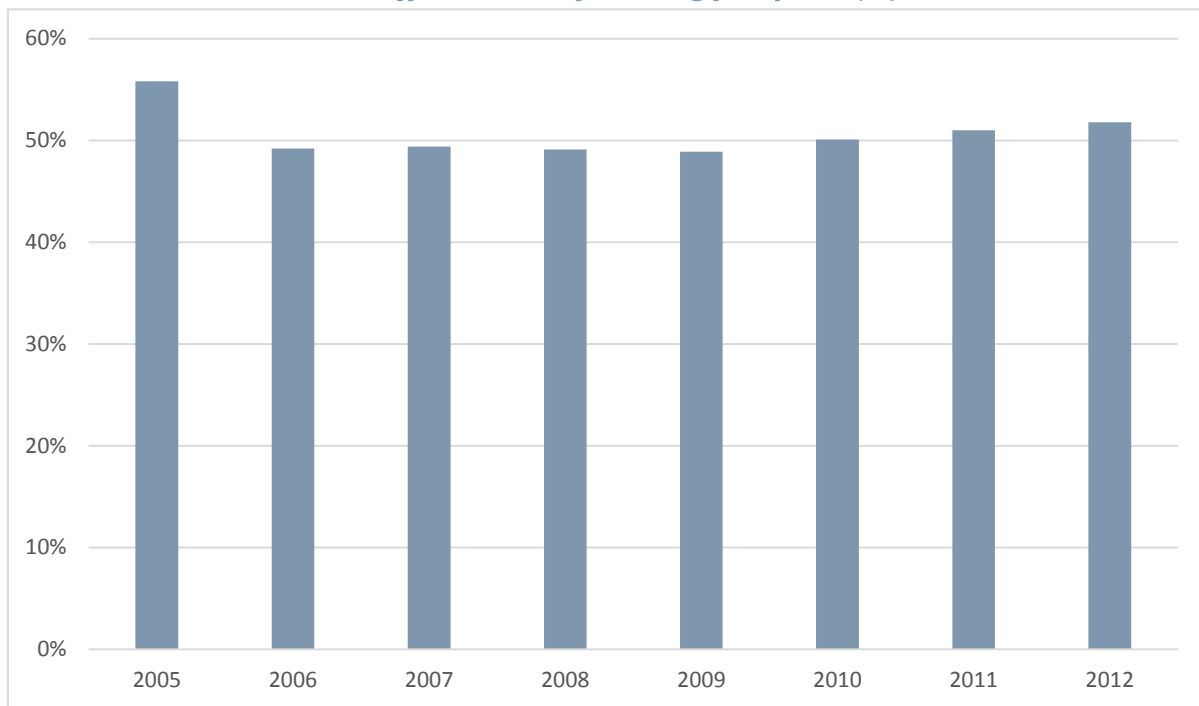
<sup>31</sup> **Data source and considerations:** Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. Each year's rate is based on the cohort two years prior; for example, the rate for 2014-15 is based on offenders admitted and/or released in 2012-13. The 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. 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 of active community supervision. 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. The Overall rate of non-reoffending is the percentage of offenders who do not return to Corrections within two years of commencement of active supervision in the community or release from custody.

## Indicator 8: Percentage of youth justice clients receiving first community sentence who are not reconvicted in BC within the following five years

**Definition:** The percentage of Youth Justice clients (ages 12-17) receiving a first community sentence who are not convicted of a new offence within the following five years (includes offences in adulthood).

**Why this Indicator matters:** Indicators of non-recidivism for both adult offenders and Youth justice clients are indicators of the success of the justice system in deterring and rehabilitating offenders. That said, criminal behavior is a highly complex phenomenon involving a variety of individual and societal factors, many of which are outside of the control of the justice system.

*Figure 22: Youth justice clients receiving first community sentence who did not commit a new offence in the following five years (%)*



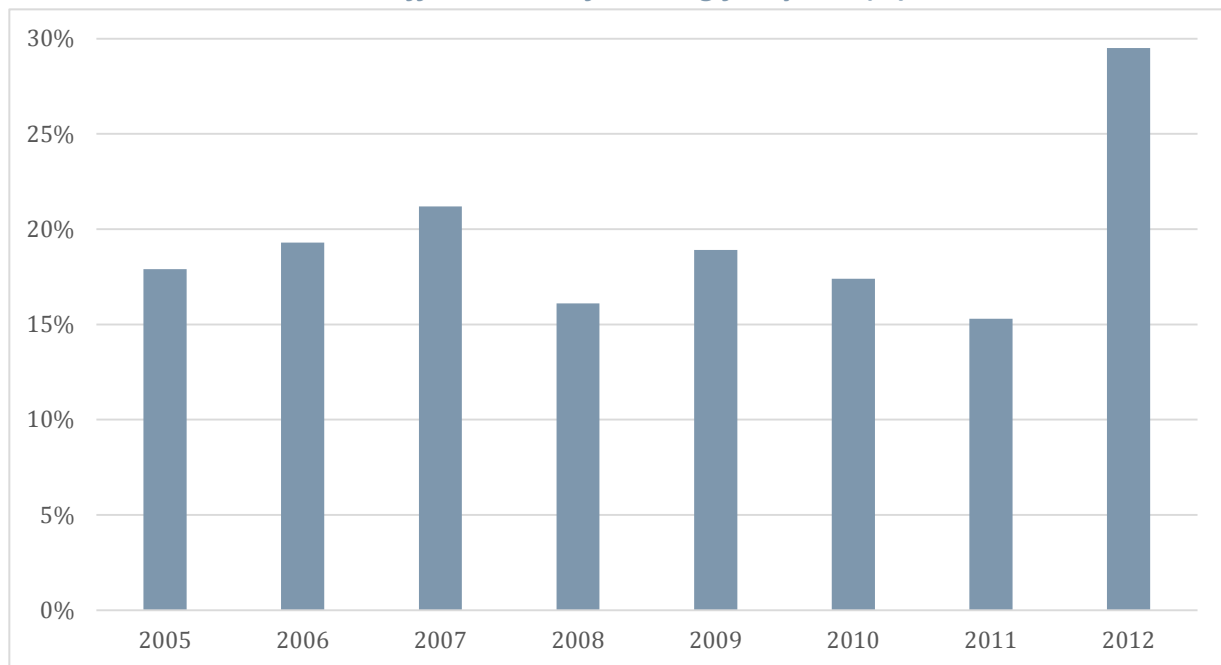


## Indicator 9: Percentage of youth justice clients receiving first custody sentence who are not reconvicted in BC within the following five years

**Definition:** The percentage of Youth Justice clients (ages 12-17) receiving first custody sentence who are not convicted of a new offence within the following five years (includes offences in adulthood).<sup>32</sup>

**Why this Indicator matters:** Indicators of non-recidivism for both adult offenders and Youth Justice clients are indicators of the success of the justice system in deterring and rehabilitating offenders. That said, criminal behavior is a highly complex phenomenon involving a variety of individual and societal factors, many of which are outside of the control of the justice system.

*Figure 23: Youth justice clients receiving first custodial sentence who did not commit a new offence in the following five years (%)*



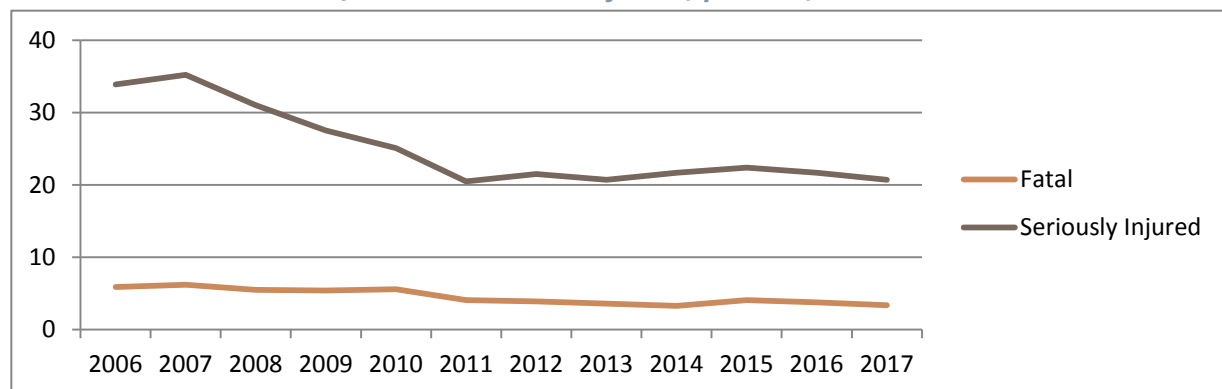
<sup>32</sup> **Data source and considerations:** Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. A five-year follow-up period is used for this metric. The metric counts recidivism of individual clients; therefore, individuals who are admitted more than once in a calendar year will only be counted once.

## Indicator 10: Number of traffic casualties involving high-risk driving per 100,000 population

**Definition:** The number per 100,000 population in British Columbia of serious injuries and fatalities resulting from a crash where police assess that one or more of the following were a factor: alcohol or drugs; speeding; and distraction.<sup>33</sup>

**Why this Indicator matters:** This is an indicator of success in protecting the public from these high-risk driving behaviours that are the focus of RoadSafetyBC programs. Drivers who have received sanctions for these driving behaviours may receive interventions from RoadSafetyBC’s Driver Improvement Program or Remedial Driver Program and will be charged a Driver Risk Premium by ICBC. Although other driving behaviours, like not wearing a seatbelt or running red lights, increase casualty risk, these behaviours do not cause as many casualties as the factors listed above. Medical conditions are also not included in this indicator as there are considerable differences with drivers who choose high-risk driving behaviour.

*Figure 24: Traffic casualties resulting from crashes where alcohol, drugs, speeding, or distraction/inattention was a factor, per 100,000 BC residents*



<sup>33</sup> **Data source and considerations:** Count of victims from Traffic Accident System (police reported), ICBC Reports #2015CMN3308-0, 2016CMN2819-0, RDAR-5057, RDAR-9634. BC population estimates are prepared by BC Stats (<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>).

A fatality refers to a road user who died within 30 days after the date when an injury was sustained in a collision, involving at least one motor vehicle on a 'highway' as defined in the Motor Vehicle Act (largely any public roadway). Fatal victims of off-road snowmobile accidents, homicides, or suicides are excluded from this report. A seriously injured victim: crash victim admitted to hospital for at least one night. In 2008, legislation changed so that police are no longer required to attend all crashes and attendance is at their discretion. For this reason, there has been a marked decrease in the number of police-attended reports submitted to ICBC. Decreasing crash counts which include police-reported data may be misleading.

## UPDATING THE STRATEGIC PLAN

This is the sixth edition of the rolling three-year strategic plan initially developed by the Justice and Public Safety Council of British Columbia in March 2014.

The plan was and is based on the Council's vision for the justice and public safety sector. The plan emphasizes the strengths of the sector, and also identifies gaps between where the sector is today and where it should be to meet the needs of citizens.

### Scope and limitations of the plan

The plan applies broadly to publicly-funded programs and services that contribute to the administration of justice, to the delivery of justice services, and to public safety in British Columbia, within or outside government – referred to collectively as “the sector.” The sector includes:

1. The formal justice system, which includes administrative law, civil law, criminal law, court processes, family law, prosecution, and related work.
2. The closely related functions of protection of the public, such as policing, corrections, crime prevention, and services to victims of crime.
3. Regulatory, protective and/or response functions such as motor vehicle licensing and fines, civil forfeiture, and coroner services.
4. The reform of provincial statutes, the modernization of which is of importance not just to public justice participants, but to users of the justice system.
5. The governing and administrative activity – the bureaucracy – which supports all of the justice and public safety work on which British Columbians rely.

### Goals, objectives and performance gaps

The Council's plan, set out over the following pages, identifies specific gaps where the current reality of the sector does not match the aspirations of the vision. Against each goal and objective, “performance gaps” are set out, as identified through dialogue among sector participants. The gaps are reviewed annually by the Council in light of work done over the preceding 12 months.

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

| GOAL                      | OBJECTIVE   | PERFORMANCE GAP(S)   |
|---------------------------|---|--|
| <b>OUR SECTOR IS FAIR</b> | <p><b>Accessible</b><br/>We offer services accessible to all regardless of means or location, provide meaningful redress and ensure access to justice for vulnerable and marginalized people proactively.</p> | <p>Improved access to justice is needed in civil, family and administrative disputes, in both urban and rural settings.</p> <p>We need to better balance the application of public resources to increase access to justice for accused persons.</p>  |
|                           | <p><b>Impartial</b><br/>We model integrity, fairness and natural justice in our procedures and in delivering services, treating people equally.</p>   | <p>We require an integrated strategy to address overrepresentation of Indigenous people in the court and correctional systems.</p> <p>We must ensure fair treatment of victims of violent trauma and sexual violence through comprehensive implementation of Trauma-informed Practice.</p> |
|                           | <p><b>Timely</b><br/>We work together to reduce systemic delay as an impediment to justice; we seek early resolution of individual processes wherever possible.</p>   | <p>The administration of the court system must continue to be modernized to improve scheduling and decrease unproductive appearances.</p> <p>We need to further incorporate established risk/need-assessment practices beyond corrections, in prosecution and police policy.</p>           |

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

| GOAL                              | OBJECTIVE  | PERFORMANCE GAP(S)  |
|-----------------------------------|--|---|
| <b>OUR SECTOR PROTECTS PEOPLE</b> | <p><b>Prevention</b><br/>We offer early, appropriate and effective interventions to reduce antisocial behaviour, assisting people in rebuilding healthy, productive lives.</p>                                 | <p>Cross-sector, community-based strategies are required to protect vulnerable populations. We need to address the factors associated with prolific offending, and also address the factors that make people more vulnerable to victimization.</p> <p>To improve road safety compliance, we need to better link critical information regarding high-risk drivers, such as driver records, prohibitions, administrative reviews and driver remedial actions.</p> |
|                                   | <p><b>Protection</b><br/>We work together to reduce threats to public safety, protect complainants and victims of crime, and prevent re-victimization of the vulnerable by the system.</p>                     | <p>We need a coordinated, evidence-based framework for managing and supporting sexual and domestic violence cases through the courts, ensuring coordination with family process, and ensuring referrals to support services.</p> <p>We require better tools to increase the frequency with which missing persons are located.</p>   |
|                                   | <p><b>Systemic Approach</b><br/>We work across all levels of government to understand and address root causes of crime, and support and participate in effective alternative interventions and innovation.</p> | <p>The recommendations of the Eleventh Justice Summit on Indigenous justice, regarding Gladue principles, community-based programming, and progress reporting, should be fully implemented.</p> <p>The recommendations of the Seventh Justice Summit regarding mental health, coordinated crisis response and continuity of care should be fully implemented.</p>   |

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

| GOAL                             | OBJECTIVE   | PERFORMANCE GAP(S)   |
|----------------------------------|---|--|
| <b>OUR SECTOR IS SUSTAINABLE</b> | <p><b>Focused efforts</b><br/>Based on measurable demand, we make evidence-based decisions to resource the system’s necessary functions, ensuring these services are delivered efficiently.</p> | <p>We need better measures of demand and workload for sector processes around which resource planning can occur.</p> <p>Sustainable models for policing service delivery are required at the provincial, regional and municipal levels.</p>  |
|                                  | <p><b>Managed resources</b><br/>We allocate resources prudently across the system according to clear and demonstrated cause and effect.</p>   | <p>All significant public investments, in cash or in kind, need to be evaluated against expected outcomes identified in advance.</p> <p>Savings or efficiencies created from reforms should be clearly identified through planning and measurement and be reallocated where resources are most required.</p> |
|                                  | <p><b>Effectiveness</b><br/>We measure and improve the return on investment of public resources, collectively and as institutions.</p>  | <p>We require a methodology to define the cost per key output for each of the sector’s major functions.</p>  |

# JUSTICE AND PUBLIC SAFETY PLAN 2019-22

| GOAL  | OBJECTIVE   | PERFORMANCE GAP(S)   |
|---|---|--|
| <b>OUR SECTOR HAS THE PUBLIC'S CONFIDENCE</b> | <b>Adaptive</b><br>We offer services and programs that are nimble; we solicit and respond to the needs of people and monitor the effectiveness of our programs.   | We need to establish, to report on, and to respond to feedback loops with sector client populations.<br><br>We require a resource-effective model to manage digital information from acquisition through to sentencing.  |
|   | <b>Performance-focused</b><br>We assume collective and respective responsibility for system performance, engaging British Columbians in dialogue as users and observers of the system.  | Meaningful performance reports on core sector deliverables and services should be regularly published.   |
|   | <b>Empowering</b><br>People entering the system have sufficient opportunity and support to learn its rules and practices at their level of need; the public both understands and values the system; we treat the time of every participant as valuable. | People must be better informed and educated about ways in which the sector can assist them in adapting to change and resolving disputes.<br><br>More user-needs-driven information should be made available and provided proactively at the outset of proceedings. |

## REAFFIRMATION AND/OR CHANGE OF PLAN ELEMENTS

### Continuity of vision

For the plan renewal applicable to the period 2019-20 to 2021-22, the Council reaffirms the relevance of its four goals for the sector – **fairness, protection of people, sustainability, and public confidence** – and their enduring relevance to the work of justice and public safety professionals in British Columbia. The Council also reaffirms the 12 objectives derived from these goals.

### Revision of identified performance gaps

**Goal: OUR SYSTEM PROTECTS PEOPLE | Objective: SYSTEMIC APPROACH** – In recognition of the inclusive dialogue at the Tenth and Eleventh BC Justice Summits on Indigenous justice, and the legitimacy of that dialogue in identifying needed changes in the interests of Indigenous peoples, the Council has deleted the prior, more narrow performance gap text:

*Meaningful options need to be available to the courts in support of alternatives to incarceration consistent with R v Gladue.*

and inserted the following text:

*The recommendations of the Eleventh Justice Summit on Indigenous justice, regarding Gladue principles, community-based programming, and progress reporting, should be fully implemented.*

### Sector operational priorities for 2019-20

The following areas have been reaffirmed by the Justice and Public Safety Council as its priorities for the sector in 2019-20.

#### Indigenous justice

The overrepresentation of Indigenous people in the criminal courts and correctional systems, and the overrepresentation of Indigenous children in removals under the Child, Family and Community Service Act, remain key priorities for attention. Indigenous peoples are disproportionately affected by violence of all kinds (homicides, violence in



relationships, sexual violence, and other violent crime), go missing at rates far higher than the general population, and encounter substantial barriers in obtaining access to justice. The legacy of residential schooling, colonialism and systemic racism, including those effects still ongoing, is expressed in trauma which is transmitted across generations and interferes in its own right with the ability to access justice. The Council looks forward in 2019-20 to the continued development of the Indigenous Justice Strategy, including important operational developments on Gladue, access to justice, and Indigenous court.

### Justice and mental health

The prevalence of police encounters with mentally disordered people in the community, combined with the rates of mental disorder and substance dependency amongst the sentenced population, make clear the need for coordinated work in addressing the needs of mentally disordered British Columbians. The progress made on these and other issues at the Sixth and Seventh Summits, the partnership between BC Corrections and PHSA regarding the transfer of health services in correctional institutions, and increasing coordination across different sectors in support of better outcomes for MHSU clients, are all welcome steps. Looking forward, the Council encourages the sector to innovate not only in the appropriate care of those with MHSU diagnoses under sentence, but also to take steps to decrease the criminalization of individuals whose offending behaviour is driven fundamentally by health factors.

### Violence against women

The work to establish a trauma-informed practice curriculum for the sector is nearing completion, and it will be important to monitor the effectiveness of this carefully designed training as it is implemented. There is much more to do in combatting violence against women, domestic violence and sexual violence, and it remains an important objective for the sector to develop a more effective means of managing such cases through the criminal justice system.

### Access to justice

Concerns over the ability of people to identify, obtain and afford services, understand and exercise their rights and obligations and/or participate in proceedings on a level footing have been a continued focus amongst sector leaders over the past year. Recognizing these

concerns are national in scope, the response must primarily be provincial. The work of A2JBC will be important in working towards solutions to these challenges which place British Columbians' access to justice at the centre. The situation overall remains a priority for the sector. The Council looks forward to supporting the work of A2JBC, and to the current work on access metrics which will be necessary to gauge progress going forward.

\* \* \*

The Council continues, in support of these priority areas, to encourage efforts to collaborate and innovate in broadening the empirical grounding of our sector's policies and operations, through the individual and collaborative development of business analytics and transparent reporting. It is as important as ever to know what works.

## LOOKING AHEAD

The Council, in looking ahead to 2019-20, anticipates positive developments in a number of areas in the sector, including:

- Implementation of the recommendations of the Eleventh BC Justice Summit on Indigenous justice, regarding Gladue principles, community-based programming, and progress reporting on justice system matters of greatest relevance to Indigenous peoples; and continued elaboration of the Indigenous Justice Strategy through practical investments at the community level.
- Further implementation of the recommendations of the Ninth Justice Summit regarding digital information management, and regarding implementation of court communication technologies to increase access to justice.
- Further follow-up on the recommendations of the Seventh Justice Summit, particularly as regards the development of local protocols for coordinated response to MHSU individuals in crisis in the community.
- Full implementation of the recently-developed trauma-informed practice curriculum in the criminal justice arena.
- Continued development of the work of A2JBC in addressing significant barriers which still confront British Columbians as they engage our system, including necessary work on defining and measuring access to justice; and the associated work of ACE and the Research Framework Working Group in contributing to realizing the Triple Aim of A2JBC.

## PLAN FEEDBACK

Comments are encouraged and may be emailed to [justicereform@gov.bc.ca](mailto:justicereform@gov.bc.ca). Written communication may be sent to:

*The Chair*

*British Columbia Justice and Public Safety Council*

*c/o Coordinator, Justice and Public Safety Council and BC Justice Summits*

*11<sup>th</sup> floor, 1001 Douglas Street*

*Victoria, BC V8W 3V3*

## APPENDIX 1: SECTOR VISION

British Columbia is committed to a justice and public safety sector founded on the rule of law. The sector encompasses criminal, civil, family and administrative law. It is **fair**, **protects people**, is **sustainable**, and has the **public's confidence**.

### Goal 1: Our sector is fair

#### *Objectives*

Accessible – We offer services accessible to all regardless of means or location, provide meaningful redress, and ensure access to justice for vulnerable and marginalized people proactively.

Impartial – We model integrity, fairness and natural justice in our procedures and in delivering services, treating people equally.

Timely – We work together to reduce systemic delay in the sector as an impediment to justice; we seek early resolution of individual processes wherever possible.

### Goal 2: Our sector protects people

#### *Objectives*

Preventative – We offer early, appropriate and effective interventions to reduce and redress antisocial behaviour, assisting people in rebuilding healthy, productive lives.

Protective – We work together to reduce threats to public safety, protect complainants and victims of crime, and prevent re-victimization of the vulnerable by the sector.

Systemic approach – We work across all levels of government to understand and address root causes of crime and support and participate in effective innovative interventions.

### Goal 3: Our sector is sustainable

#### *Objectives*

Focused – Based on measurable demand, we make evidence-based decisions to resource the sector's necessary functions, ensuring that services are delivered efficiently.

Managed – We allocate resources prudently across the sector according to clear and demonstrated cause and effect.

Effective – We measure and improve the value realized from public investment, collectively and as institutions.

### **Goal 4: Our sector has the public's confidence**

#### *Objectives*

Adaptive – We offer services and programs that are nimble; we solicit and respond to the needs of people, respond to changes in communities and monitor the effectiveness of our programs.

Performance-focused – We assume collective and respective responsibility for system performance, engaging British Columbians in dialogue as users and observers of the system.

Empowering – People entering the system have sufficient opportunity and support to learn its rules and practices at their level of need; the public both understands and values the system; we treat the time of every participant as valuable.

## APPENDIX 2: VALUES OF OUR SECTOR

In a justice and public safety sector within a free and democratic society, the rule of law and principles of fundamental justice must guide the behaviour of the sector. Based on this foundation, the following values apply to work within the sector, such that our actions are:

### ***Fair and equitable***

Acting without discrimination with regard to ethnicity, age, religion, gender, gender identification, sexual orientation, belief or socio-economic status

### ***Open and responsive to change***

Thinking critically about existing practice, considering information that challenges orthodoxy and responding actively to environmental changes

### ***Outcome-focused***

Setting realistic objectives, assessing our work according to results and working together to ensure our activities do not have unintended adverse consequences

### ***Accountable***

Engaging the public on the effectiveness of our work, and reporting regularly on meaningful aspects of our performance

### ***Evidence-based***

Managing operations and innovating through shared collection and analysis of data about what works, and by enabling rigorous research through partnership

### ***Proportionate***

Allocating resources in ways that are necessary and reasonable, according to agreed-upon risks, and taking action in consideration of the sector's goals as a whole

### ***Transparent***

Making information broadly available about the sector's functions, enabling constructive democratic dialogue about goals, outcomes, services and performance

## APPENDIX 3: JUSTICE AND PUBLIC SAFETY COUNCIL

Under provisions of the *Justice Reform and Transparency Act*, Council members are appointed by Ministerial order and may include: an individual who is in a senior leadership role in the government and who has responsibility for matters relating to the administration of justice in British Columbia or matters relating to public safety, and includes any other individual the minister considers to be qualified to assist in improving the performance of the justice and public safety sector. The current membership includes:

|                          |  |
|--------------------------|--|
| Richard Fyfe (Chair)     | Deputy Attorney General, Ministry of Attorney General  |
| Mark Sieben (Vice-Chair) | Deputy Solicitor General, Ministry of Public Safety and Solicitor General  |
| Lisa Anderson            | Assistant Deputy Minister, Community Safety and Crime Prevention, Ministry of Public Safety and Solicitor General    |
| Elenore Arend            | Assistant Deputy Minister, BC Corrections, Ministry of Public Safety and Solicitor General                           |
| Allison Bond             | Deputy Minister, Ministry of Children and Family Development   |
| Brenda Butterworth-Carr  | Assistant Deputy Minister, Policing and Security Branch<br>Ministry of Public Safety and Solicitor General           |
| Lynda Cavanaugh          | Assistant Deputy Minister, Court Services, Ministry of Attorney General  |
| Peter Juk                | Assistant Deputy Attorney General, British Columbia Prosecution Service, Ministry of Attorney General                |
| Kurt Sandstrom           | Assistant Deputy Attorney General, Justice Services, Ministry of Attorney General                                    |
| Taryn Walsh              | Assistant Deputy Minister, Corporate Services and Financial Accountability, Ministry of Mental Health and Addictions |