

British Columbia

JUSTICE AND PUBLIC SAFETY COUNCIL

STRATEGIC PLAN FOR THE JUSTICE AND PUBLIC SAFETY SECTOR APRIL 2017-MARCH 2020

ANNUAL UPDATE, MARCH 31 2017

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CHAIR'S MESSAGE



Lori Wanamaker,
FCPA, FCA

As Chair of the Justice and Public Safety Council, I am pleased to present the 2017-18 update of the Council's strategic plan.

With the Council entering its fifth year of existence, it seems fitting to reflect on progress on issues identified when the Council was created. Timeliness and responsiveness of the justice system have been addressed through a series of measures which have reduced backlogs, improved court scheduling, and made civil processes more accessible through tribunal reform. Public measurement of key indicators continues to

expand. And the BC Justice Summits have progressed from initial discussions to become a forum for development of concrete innovations and – perhaps just as important – a reflection of a changing culture in our sector in which consultation and regular interaction between leaders of different functions is the expected norm, and no longer the exception.

In the Council's plan for 2017-18, in which the existing priorities of Indigenous justice, justice and mental health, access to justice, and violence against women, are reaffirmed, we can report progress in several of these areas in the past year. For the coming year, there are a series of significant challenges and opportunities on the horizon, including the chance to engage with the Inquiry on Missing and Murdered Indigenous Women and Girls as well as the federal government's review of criminal justice policy. There are also urgent considerations regarding enduring Indigenous overrepresentation in criminal justice, a rapidly increasing remand population, and the resource pressures which may result from the approach required to meet legal requirements associated with bail hearings and "trial within a reasonable time" requirements.

I am certain that together, we in our sector have the skill and the wisdom to address these challenges. I invite you to review and share this update.

Sincerely,

A handwritten signature in cursive script that reads "L. Wanamaker".

Lori Wanamaker, FCPA, FCA

EXECUTIVE SUMMARY

Although British Columbia has enjoyed declining indicators of crime for a generation, including measures of reported crime, crime severity, and violence, a number of these indicators have moved upwards over the last two years. Youth crime remains low. System costs are relatively stable after prior increases.

The period from April 2016 to March 2017 has seen a number of significant developments in the sector. These developments have in general been either positive or informative. Substantial dialogue has taken place regarding Indigenous justice engagement, Truth and Reconciliation, and child welfare. There have been further practical steps taken on implementation of trauma-informed practice, case management and court scheduling. Work continues as well on improving access to justice and on court innovation. The same period has seen further strengthening of collaborative linkages across the sector, highlighted by the Sixth and Seventh BC Justice Summits on 'Justice, Mental Health and Substance Use' which yielded a high degree of consensus around two clear recommendations.

For 2017-18 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 for 2017-18 continue to be Indigenous Justice, Access to Justice, Justice and Mental Health, and Violence Against Women. The Council also looks forward to the opportunity to address the role technology can play in increasing access to justice and the overall performance of the sector, at the 8th and 9th BC Justice Summits in 2017.

THE JUSTICE AND PUBLIC SAFETY 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 British Columbia's Minister of Justice.

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.

The Act provides for the Council to produce (and refresh annually) a three-year plan for the sector to achieve progress towards its vision for the sector.

In its work, the Council consults broadly within the sector, including but not limited to leaders of key sector institutions and agencies, non-governmental organizations, professional bodies, subject matter experts, and participants at British Columbia Justice Summits. 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.

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

SECTOR CHARACTERISTICS: CONTEXT FOR PLAN RENEWAL

Emerging issues

The Council has highlighted a number of emergent developments in justice and public safety which are of contemporary significance in British Columbia. These include continued growth in the use of remand, bail patterns and bail reform, the reduced ceiling for delay in criminal cases set out in *R. v. Jordan*, the commissioning of the Inquiry into Missing and Murdered Indigenous Women and Girls, and the review of various aspects of justice policy by the government of Canada.

Growth in British Columbia's remand population

The adult population serving prison sentences in BC jails has declined by 21% over the last decade, dropping gradually since 2007. However, notwithstanding this decline in the sentenced population, in the past two years the overall average number of adults incarcerated has increased significantly. This change has been driven entirely by rapid increases in the average number of adults remanded in custody awaiting trial.

As a consequence of recent trends, British Columbia's prison population is now numerically dominated by those awaiting trial rather than those serving sentences. BC, like Canada as a whole, has experienced a rise in the justice system's use of remand, such that it is common to find greater numbers of people in jail and awaiting trial than actually serving jail sentences. In a national comparison completed in 2014-15, Nova Scotia (68%), Alberta (67%), Manitoba (65%), Ontario (65%), Yukon (59%) and British Columbia (57%) had a higher proportion of adults in remand than were serving custodial sentences.¹ In BC, this number rose to 61% in calendar 2016.²

¹ Statistics Canada, *Trends in the use of remand in Canada, 2004/2005 to 2014/2015*.

<http://www.statcan.gc.ca/pub/85-002-x/2017001/article/14691-eng.htm>. In noting the national aspects of this phenomenon, the report sets out that "the number of adults in remand has grown almost six times more than the number in sentenced custody. From 2004/2005 to 2014/2015, the average daily adult remand population increased 39%, while the average daily sentenced custody population was up 7%."

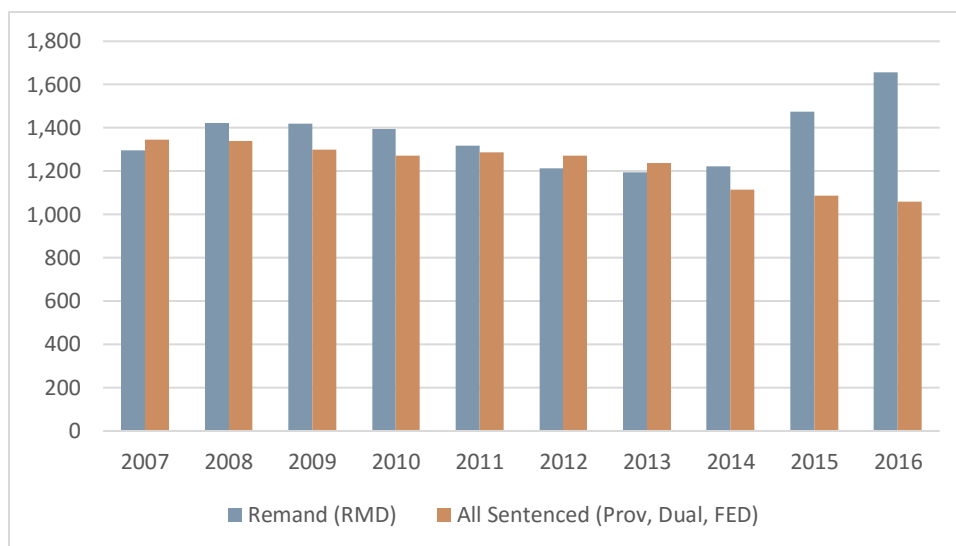
² Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system.

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The average daily count of adult accused remanded in custody has now risen in BC for three consecutive years, from 1,194 in 2013 to 1,657 in 2016. This represents an increase of 39%. Moreover, evidence suggests that the increased numbers of persons remanded in custody are also spending longer periods waiting in jail for trial: in recent years, the average daily count of remanded accused has risen significantly faster than the number of admissions to remand.³

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 for the administration of justice in British Columbia.

Figure 1: Adults in custody, BC Corrections: annual daily average 2007 to 2016



³ Adult remand admissions in BC rose 21.5% in the two years from 2013-14 to 2015-16. By comparison (and allowing for slightly different cut-off dates for data), between calendar 2014 and calendar 2016 the average daily adult remand population rose by 35%. 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. 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.

Bail practices

In an area related to the remand patterns described above, British Columbia's system of bail (judicial interim release) has previously been the subject of reform efforts. Historically this reform attention has been due to the relatively high number of 'unproductive' appearances – i.e. adjournments – linked to the bail process. Between 2006 and 2009, bail reform with the use of video appearances was trialled in two locations (Surrey and the Peace River district); these efforts however met with mixed results, and the trials were not expanded to broader use.

While existing challenges with bail remain, the question of reform has acquired additional urgency in light of the recent ruling of the Alberta Court of Queen's Bench and prior Alberta government review regarding the legality of police officers assuming the role of prosecution in bail hearings. In finding that no such right in law exists, the Queen's Bench ruling put an end to such practice in Alberta and cast existing practice in other jurisdictions into question.⁴ As in Alberta, the practice of police officers standing in for Crown prosecutors has been common in British Columbia for many years. The implications of the ruling are significant both in terms of practice and in terms of resources and scheduling: Crown prosecutors in Alberta must now be present at all bail hearings. Changes to bail hearings in Alberta are currently being piloted, with changes to prosecution resources being contemplated.

Recognizing the importance of ongoing study of the Alberta ruling by BC's prosecution service, defence bar, and others, the Council views the resource requirements of the bail process – and consequently, examination of possible reforms and efficiencies – as now being of even greater significance.

Supreme Court ruling on delay

In *R. v. Jordan*, the Supreme Court of Canada in 2016 set out a new framework for an acceptable amount of delay in criminal proceedings, in which (with some qualifications including delay initiated by defence) "the presumptive ceiling is 18 months for cases tried

⁴ Alberta Court of Queen's Bench, *Hearing Office Bail Hearings (Re)*, 2017 ABQB 74. The ruling may be found at <http://www.canlii.org/en/ab/abqb/doc/2017/2017abqb74/2017abqb74.html>.

in the provincial court, and 30 months for cases in the superior court”⁵ – with, after a period of transition for cases currently underway, a presumed stay of proceedings to be applied to cases running in excess of those ceilings.

As the most significant ruling on delay since *R. v. Askov*, the ruling in *Jordan* has profound implications for practice in Canadian criminal proceedings and for the resources applied to those proceedings, particularly on the part of the Crown and the Courts. More broadly, public debate over the implications of *Jordan* has raised the question of the capacity of Canadian federal and provincial justice systems to manage all of 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.⁶

Not least because the ruling in *Jordan* relates to a case originating in British Columbia, it will be vital for BC’s system of justice and those who administer it to understand the practical implications of the new framework for the existing criminal caseload, and to develop a sustainable model of criminal prosecution, case management and case conduct going forward. Initial analysis of BC’s existing criminal docket suggests that the risk of stays of proceedings under *Jordan* is low relative to other jurisdictions. However, in light of recent stays of high profile cases (e.g. *R. v. Regan*), in the Council’s view the importance of a system adjustment to the realities of *Jordan* in this province is a matter of priority.⁷ This view is reinforced by the provincial reality, set out elsewhere in this document, of increasing numbers of reported crimes, growing numbers of criminal cases, and increases in the remand population.

National Inquiry into Missing and Murdered Indigenous Women and Girls

The Council welcomes the establishment by the Government of Canada in September 2016 of the National Inquiry into Missing and Murdered Indigenous Women and Girls. The independent Inquiry’s mandate is to examine and report on the systemic causes of all

⁵ *R. v. Jordan*, 2016 SCC 27, [2016] 1 S.C.R. 631. See also *R. v. Askov*, [1990] 2 S.C.R. 1199.

⁶ “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/>

⁷ *R. v. Regan*, 2016 ABQB 561. This case involved an alleged homicide of an inmate in an Alberta correctional institute committed by another inmate, in which the accused claimed a delay of 62.5 months.

forms of violence against Indigenous women and girls in Canada, by looking at patterns and underlying factors.

As part of its national mandate, the Inquiry will hold public hearings in British Columbia to hear (and gather privately) the stories of families of missing or murdered Indigenous women, girls and 2SLBTQ as well as those who have experienced violence, and collect the advice of Elders, of Indigenous and non-Indigenous organizations, experts, academics, officials and public workers.

The Inquiry, empowered by provincial and territorial governments, will also establish regional, issue-specific advisory bodies who can bring relevant information to its attention, refer incidents of illegal or improper behaviour to the relevant authorities, including relevant Ministries.

The Inquiry's hearings over the coming year will almost certainly shed further light on issues previously surfaced in British Columbia in 2012-13 by the Missing Women Commission of Inquiry led by Wally Oppal, QC. The Council looks forward to the opportunity for the justice and public safety sector to join with BC's Indigenous communities and other British Columbians in supporting the work of the Inquiry.

Federal review of justice policy

The Council notes the existing mandate of the federal Minister of Justice to review and address a number of areas of criminal justice policy, as well as changes to family court. These include:

- a review of the changes in our criminal justice system and sentencing reforms over the past decade;
- increased use of restorative justice processes and other initiatives to reduce the rate of incarceration amongst Indigenous Canadians;
- implementation of recommendations regarding the restriction of the use of solitary confinement and the treatment of those with mental illness;
- addressing gaps in services to Indigenous people and those with mental illness throughout the criminal justice system;

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- creation of a federal-provincial-territorial process that will lead to the legalization and regulation of marijuana;
- improved use of information technology to make the system more efficient and timely,
- exploration of sentencing alternatives and bail reform; and
- the creation of a unified family court.

It is clear that each of these issues are of direct relevance to the citizens of British Columbia. Of particular note, sentencing practices and Indigenous incarceration rates, as noted elsewhere in this document, remain topical in the province; marijuana use and cultivation have long been a central focus for law enforcement, public order, and justice; and the intersection of those with mental health and substance use disorders with the justice system have – along with family law – been the subject of BC Justice Summits over the past three years.

In addition to survey and other data collection, two consultations were conducted in British Columbia during August 2016 by the Minister as part of her consultations on these matters, consultations which were particularly focused on criminal justice policy. In addition, the National Symposium on Criminal Justice, an annual federally-sponsored forum of criminal justice experts, held its ninth National Symposium in Vancouver in January 2017, with an agenda focused on sentencing matters including judicial discretion, restorative justice, and compliance with the Supreme Court ruling in *R. v. Gladue* regarding sentencing of Indigenous defendants, and with recommendations to be delivered to the Department of Justice.

The Council, appreciating the scope of the federal Minister's review and mandate, welcomes further opportunity for British Columbia's justice and public safety sector to engage as the resulting reform agenda forms at the national level.

Sector trends

In refreshing its plan, the Council continues to track a number of important trends. As identified earlier in this report, one resilient problem remains the high levels of incarceration of Indigenous people. Declining crime rates and historically low rates of youth crime have had little effect on this pattern over time.

British Columbia has now seen two consecutive years of increasing crime rates and increasing crime severity after an extended period of crime rates declining consistently to lows not seen since the late 1960s. Violent crime, too, has increased in the most recent year of recorded data. Youth crime remains low, while youth re-offending has risen slightly for the first time in several years. System costs, consistent with increases in crime and case volumes, and custody counts, have increased after several years of relative stability.

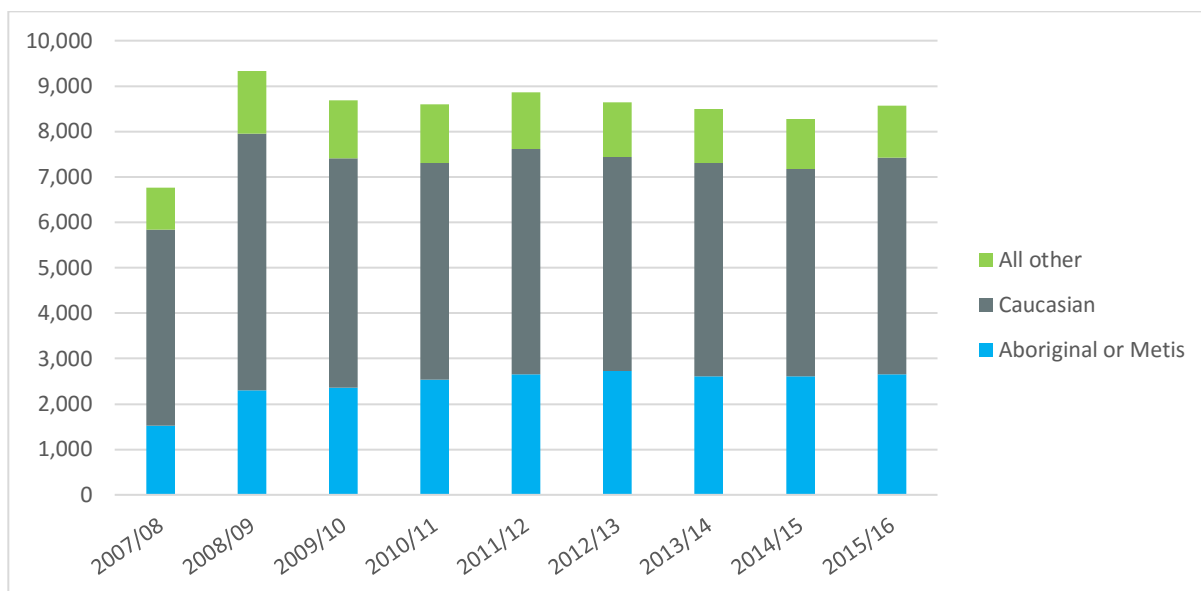
In general, it may be the case that after a generation of declining crime indicators, the province is witnessing a reversal of these trends.

Several key environmental indicators of the sector's characteristics and performance are set out in the following pages.

Indigenous people and the justice and public safety sector

One resilient feature of over-representation is incarceration rates of Indigenous people in the province. Taking self-reported ethnicity⁸ on release from custody as a proxy measure, unique episodes of custody for Indigenous people in BC in 2015-16 accounted for approximately 31% of all custody releases. Indigenous incarceration thus continues to occur at a rate approximately six times greater than expected given the percentage of the population which is Indigenous.⁹

Figure 2: Persons released from custody by ethnicity, annual totals, 2007-08 to 2015-16



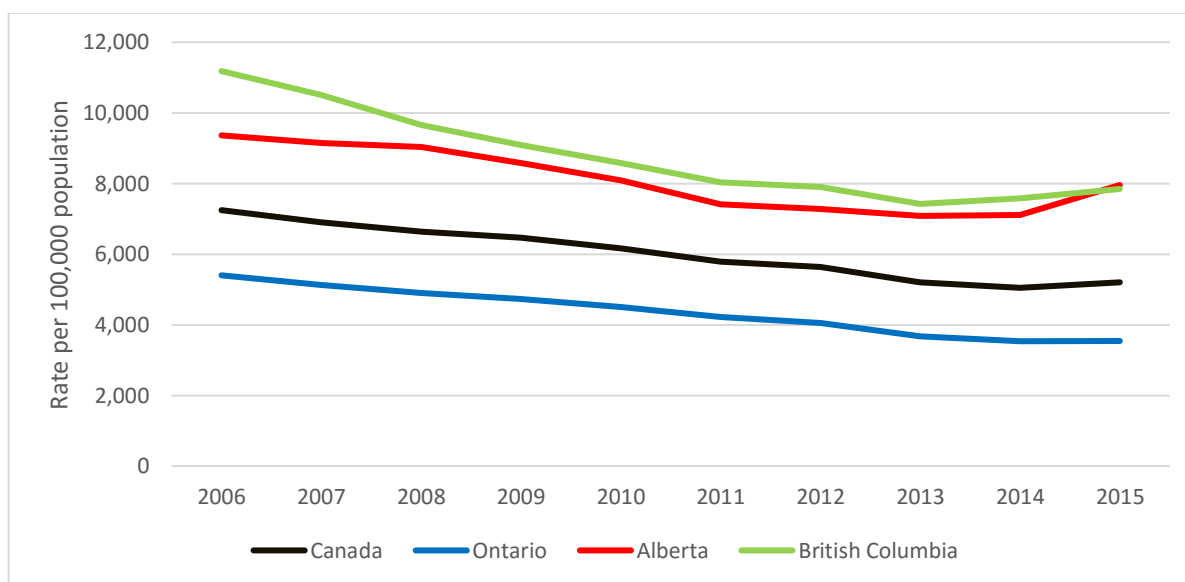
⁸ In BC's justice and public safety sector, self-report on admission to corrections is the sole indicator of ethnicity gathered.

⁹ **Data source and considerations:** Government of British Columbia; BC Corrections Operations Network (CORNET), extracted through the Cognos business intelligence system. The rate of releases of individuals from a custody centre who self-report "Aboriginal" or "Metis" status in comparison to those who self-report "Caucasian," or 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 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. Indigenous peoples were identified as 5.4% of the provincial population in the 2011 census. 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.

Crime rates (reported)

While the long term national pattern has seen crime decline significantly since 1991, there has been a recent interruption of that trend in British Columbia, with reported crime increasing for the second straight year. For context, the rate for 2015 remains lower than levels reported at any other time since 1970. British Columbia’s overall crime rate in 2015 showed a 3.5 per cent increase from 2014, a sharper rate of increase than had occurred the previous year. As is typical of Canada’s western provinces, the rate of reported crime in British Columbia is substantially higher (more than double) the rate in Ontario. For the first time since collection of comparable statistics began in 1998, BC’s crime rate is lower than that of neighbouring Alberta.

Figure 2: Reported crime incidents per 100,000 population (excluding traffic), BC 2006-2015 – Canada, Ontario, and Alberta included as comparators¹⁰

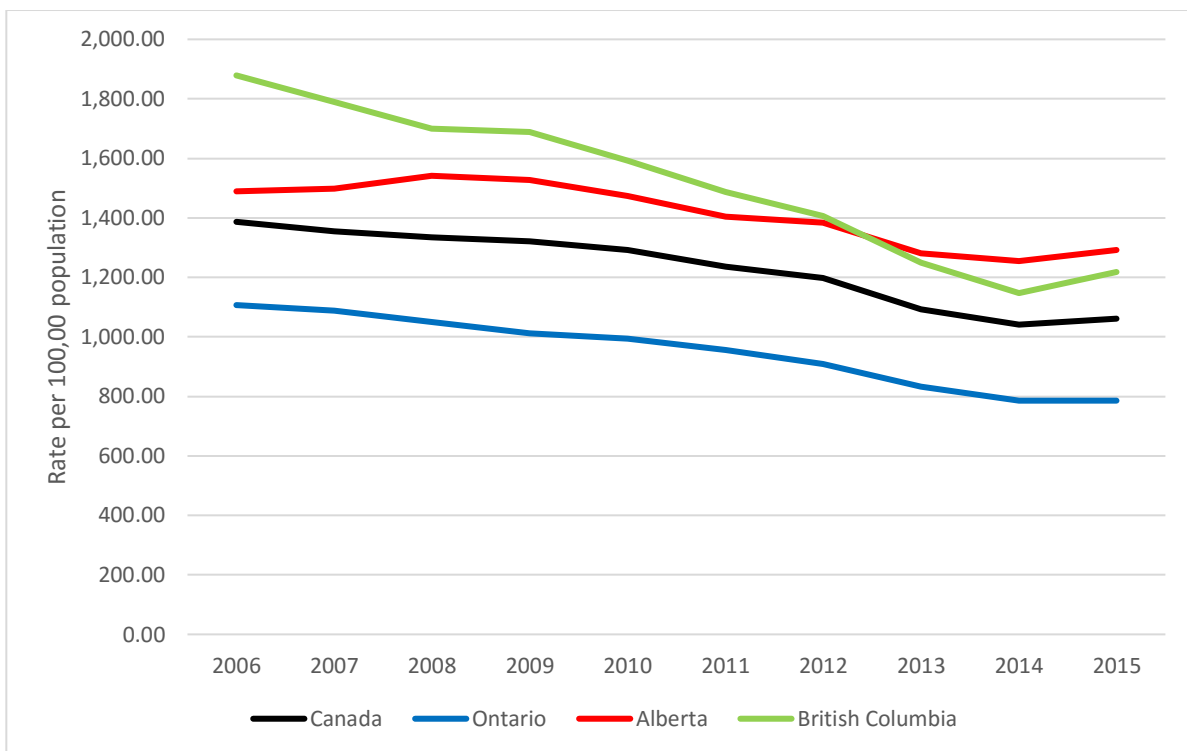


¹⁰ Source: *Canadian Centre for Justice Statistics*. Most recent data year is calendar 2015. These figures reflected reported crimes. They do not reflect crimes which are for one reason or another unreported to police, and they are therefore necessarily an incomplete picture of criminal occurrences. 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 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.

Violent crime

Violent crime, and particularly domestic and sexual violence which often involve greater complexity, remains high relative to rates in central Canada. BC’s rate of violent crime incidents per 100,000 population, having declined steadily for a decade, increased by 6.1% between 2014 and 2015. This is a departure from the preceding decline of 40% in the rate of violent crime in BC since 2005, a period preceded by stable, high levels of violent crime. The 2015 increase in violent crime in BC is consistent with, although more marked than, changes in comparative jurisdictions.

Figure 3: Reported violent crime incidents per 100,000 population, BC 2006-2015 – Canada, Ontario, and Alberta included as comparators¹¹



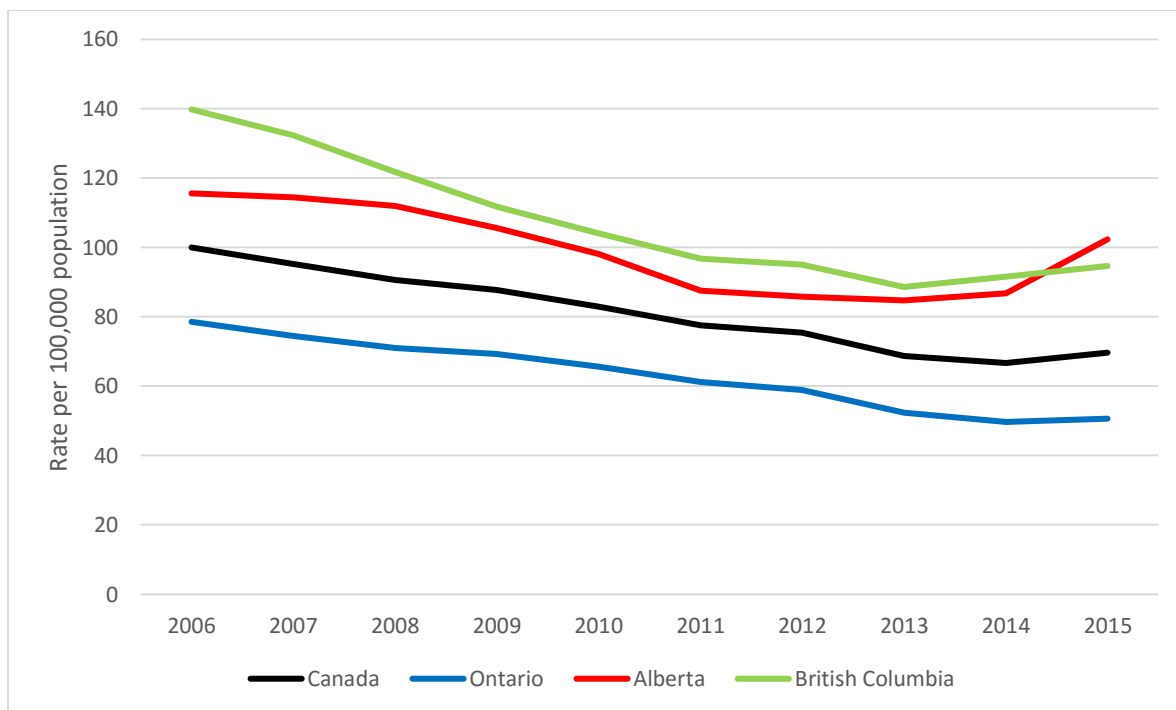
¹¹ Source: *Canadian Centre for Justice Statistics*. Most recent data year is calendar 2015. See caveats in footnote 1, above.

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Crime severity

The relative severity of crime has increased in the province for a second year in a row. In 2015, British Columbia's crime severity index – 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, for example, homicide and mischief – rose by 3.5 per cent from the prior year. The change in BC's crime severity is consistent with national trends, for the first time being below that of Alberta but remaining significantly greater than that of Ontario.¹²

Figure 4: Crime Severity Index trends, BC 2006-2015 – Canada, Ontario, and Alberta included as comparators



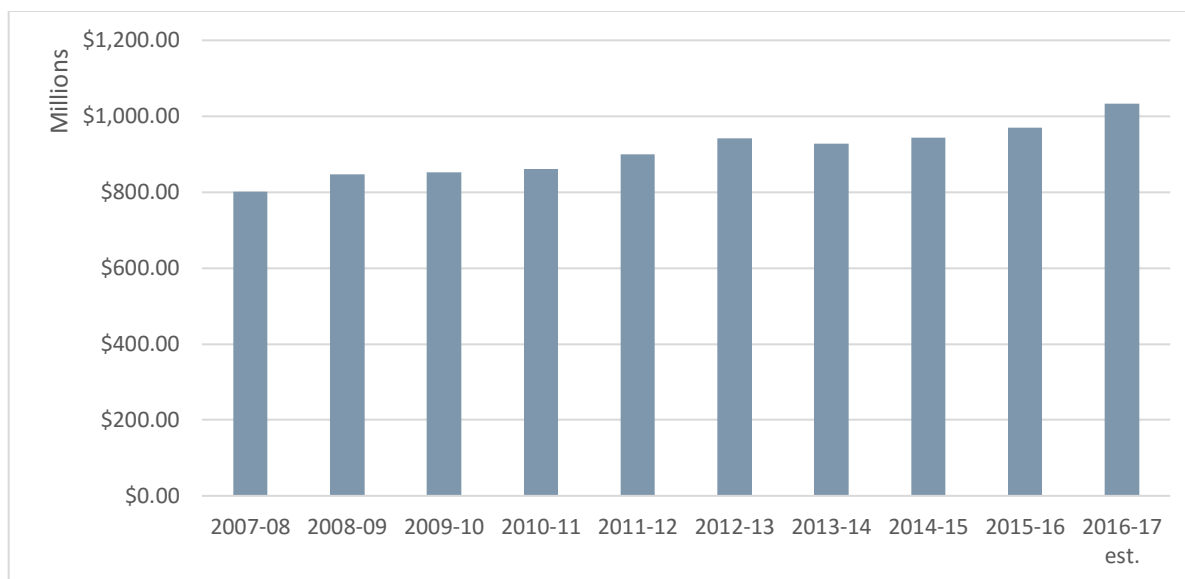
¹² Source: *Canadian Centre for Justice Statistics*. Most recent data year is calendar 2014. The Police Reported Crime Severity Index (PRCSI) measures changes in the level of severity of crime in Canada from year to year. In the index, all crimes are assigned a weight based on their seriousness. The 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.

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Sector costs (provincial)

After a period of stability or only marginal increases, expenditures on core provincial justice and public safety sector functions rose by approximately 6.5 per cent between 2015-16 and 2016-17. While all core functions exhibited percentage increases in expenditure, including court and prosecution expenses, the greatest increases were experienced within the public safety functions (policing, corrections, victims services and road safety). In light of increased reported crime, and of recent growth in the remanded custody population noted above, these increases in public safety expenditures are consistent with changes in volume.

Figure 5: Justice and public safety costs (provincial only), 2007/08-2016/17¹³



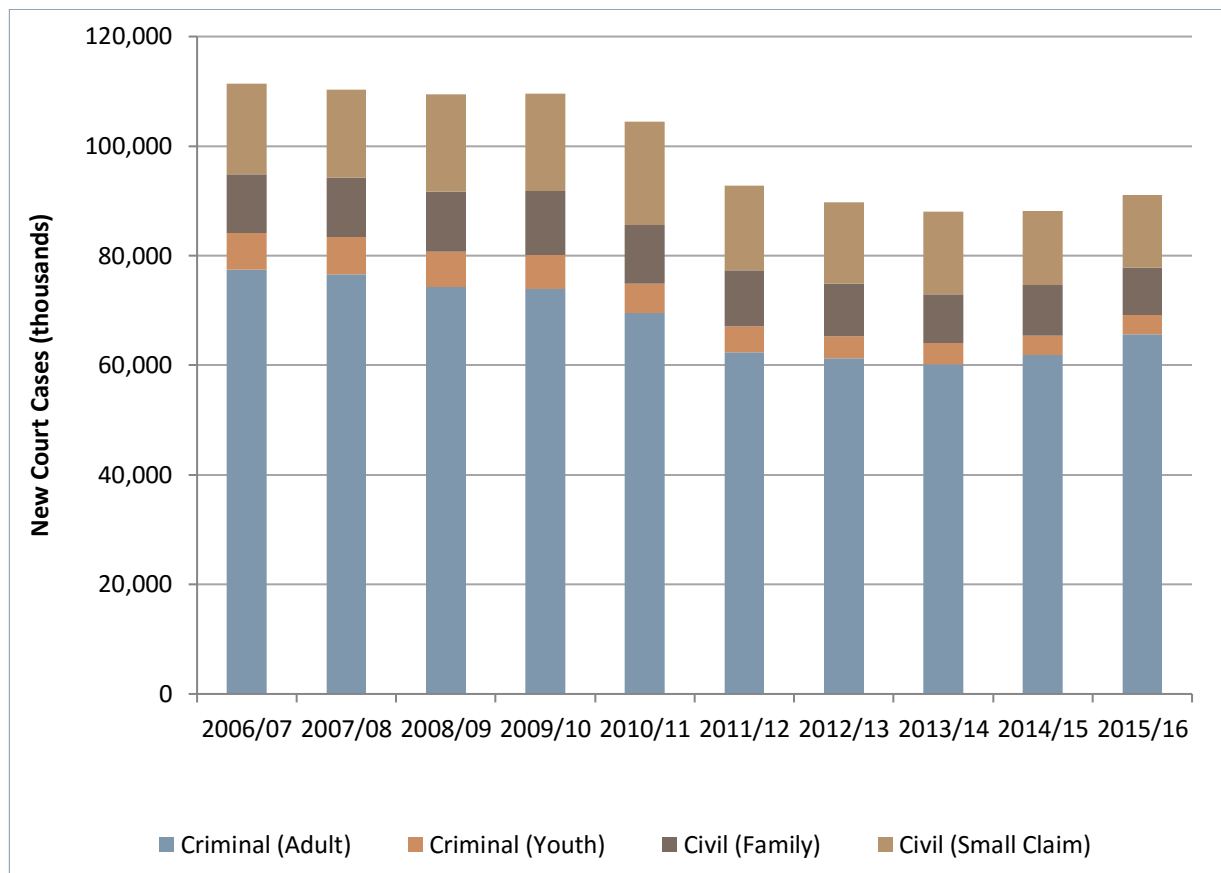
¹³ Source: BC Government Justice and Public Safety Sector, Corporate Management Services Branch. Most recent data year is fiscal 2016-17 (figures are actual expenditures, and estimated to year end for 2016-17 at March 1, 2016). This chart incorporates budget figures from the Ministries of Justice and 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 which have not consistently been funded via the justice and public safety ministry 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, which comprise a significant portion of the total public expenditure in the sector – in particular, the costs of municipal policing and federal enforcement.

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New case volumes (provincial)

The annual number of new Provincial Court cases entering the system, which declined by 21 per cent between 2006/07 and 2013/14, has now increased by four per cent over the last two years. Adult criminal cases have increased in the last two years, and more sharply in 2015-16, after seven consecutive years of decline. While these changes are recent, they are consistent with other indicators of increasing volume including crimes reported to the police.

Figure 6: New Provincial Court cases by type (excluding traffic) 2006/07-2015/16¹⁴



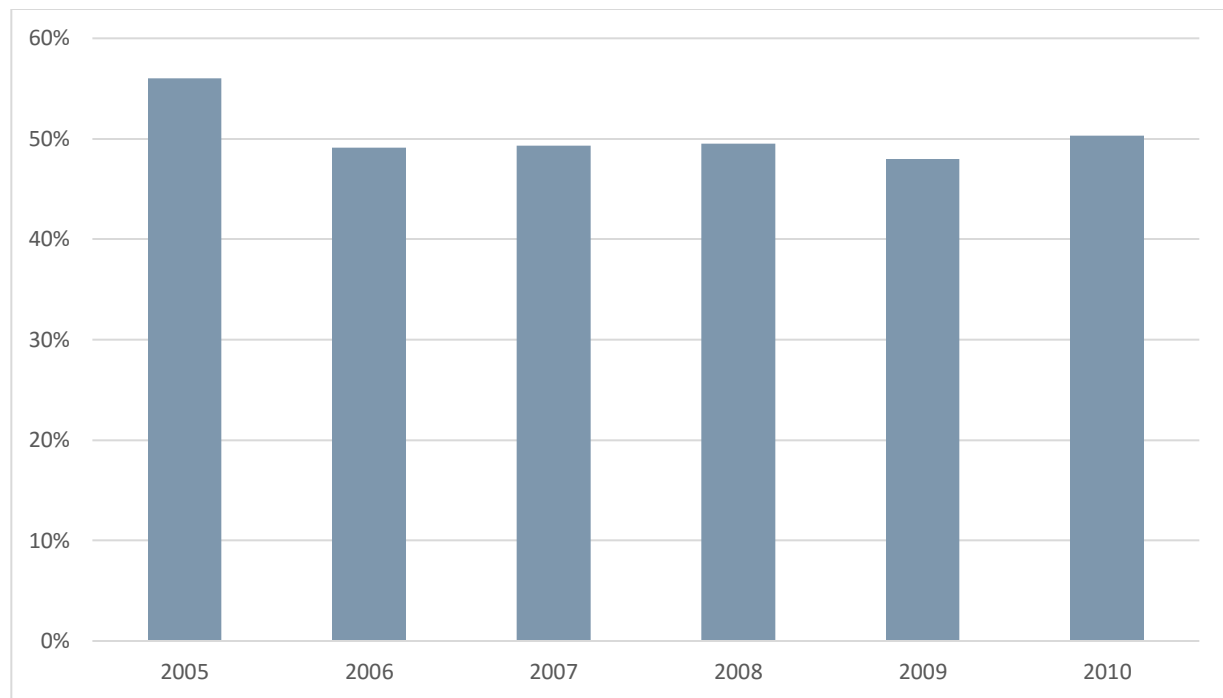
¹⁴ Source: BC Ministry of Justice, Court Services Branch.

Youth justice

Youth justice in recent years represents a continuing success story in British Columbia, as 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, there is a major caveat to these trends: Indigenous youth have increased as a percentage of the remaining youth custody population in recent years. There are, as in the adult population, significantly more youth under community sentence.

In recent years, the rate of youth re-offending has been relatively stable. In 2015 the percentage of youth not reoffending within five years of a first community sentence increased from 49% to 50%.¹⁵

Figure 7: Youth receiving first community sentence with no new offence in following 5 years



¹⁵ **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.

Further indicators and metrics

In February 2017, the Council released its second annual *Update on Performance Measurement for the Justice and Public Safety*, including data on ten key environmental indicators. This report may be found [online](#) on the Council's website.¹⁶

In 2017-18, the Council will continue to monitor, support, and where appropriate facilitate the development of performance metrics of direct relevance to BC's justice and public safety sector, and in particular those related to its sector priorities of violence against women, justice and mental health, access to justice, and Indigenous justice.

Work likely to produce useful performance measures is underway, at various stages, with respect to mental health, access to justice, and police performance. Regarding violence against women, work on implementation of trauma-informed practice in BC's justice system has followed the 5th Justice Summit in November 2015, and has been supported by Justice Canada. The Council notes the focus on outcome measures within this work, and encourages their development.

With respect to indigenous justice, the Council welcomes its recent engagement with BC's Aboriginal Justice Council (AJC) over priority operational areas. The Council looks forward to making significant headway on Truth and Reconciliation in the justice context, and on measuring progress on such important issues as overrepresentation and its causes, child protection, and the cultural safety of Indigenous people encountering the justice system.

¹⁶ <https://www.justicebc.ca/app/uploads/sites/11/2016/03/pm-2016-2017.pdf>

OVERVIEW OF SECTOR DEVELOPMENTS 2016-17

The period from April 2016 to March 2017 witnessed a number of positive developments in the sector, regarding steps to combat violence against women, promote access to justice, ensure appropriate responses to individuals with mental health and substance use (MHSU) disorders, and exploring the potential of specialized courts for groups in greatest need within the existing system.

It is useful in this overview to revisit two parallel observations made by the Council a year ago. First, while there is growing momentum on the part of broad-based, collaborative reform initiatives which must be applauded, there is still room to act more boldly when confronting the major challenges of our sector. Perhaps the best example of such a challenge is that since the *R. v. Gladue* Supreme Court decision in 1999, there has been no meaningful improvement in the circumstances of British Columbia's Indigenous peoples with respect to the criminal justice system – and by some measures (such as incarceration rates), the situation has worsened over this same period.

In the areas of combatting violence against women, access to justice, mental health and justice, criminal victimization and trauma, and other pressing matters, there has been clear progress in the past 12 months, but it is still frequently observed that we as a sector are failing to use the resources already at play as well as we should. 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.

Secondly, participants in the sector are increasingly working together, and employing collaborative, multi-lateral and cross-sectoral approaches. It is critical, in the Council's view, that such efforts continue in such a way as to become the 'new normal' for the Sector. As noted last year, so few of the major challenges we face can be solved independently by individual agencies or institutions. In the last year, efforts regarding trauma-informed practice in the justice system, our approach to those with MHSU disorders, and improving access to justice, have all progressed in voluntary, collaborative fashion. Parallels from prior decades exist, but are rare, and it is critical that we in the sector continue to apply such methods as our default approach. In this way, not only are

specific issues being addressed, but linkages and relationships are being built which will enhance our collective ability to diagnose and solve other problems in the sector.

Noteworthy developments within the sector over the last year include the following.

Indigenous justice

2016-17 saw significant engagement between British Columbia's Indigenous peoples and the provincial government regarding 'Social Determinants of Health,' of which the justice system is acknowledged to be an important component. Through a series of regional caucuses held across the province in September and October 2016, under the auspices of the First Nations Health Council, Indigenous leaders, experts and other representatives met with a range of government personnel to provide comprehensive input on priorities for BC's Indigenous population, and on the importance of getting to Truth and Reconciliation as a foundation of forward progress. The themes from the caucuses were discussed at the Gathering Wisdom for a Shared Journey forum in late November and early December.

2016 also saw the delivery of a report by Grand Chief Ed John, Special Advisor to the Ministry of Children and Family Development, on Indigenous child welfare in British Columbia.¹⁷ Grand Chief John's report addressed a range of challenges within the child welfare system, in whose care Indigenous children are fifteen times more likely to be than are other children in the province. With respect to the justice system itself as regards child welfare, the report's 85 recommendations include calls for:

- legislative amendments to improve court proceedings relating to child welfare;
- judicial specialization on Indigenous family issues, and judicial focus on ensuring compliance with existing legislative requirements;
- expansion of programs aimed at enhancing access to justice, expanded Parents Legal Centre support in northern and interior BC and the Island, funds to support participation in child protection proceedings, and Native Courtworker support of Indigenous families in child welfare matters; and
- expansion of alternative dispute resolution and mediation as options.

¹⁷ <http://fns.bc.ca/pdf/Final-Report-of-Grand-Chief-Ed-John-re-Indig-Child-Welfare-in-BC-November-2016.pdf>

Grand Chief John also called for a Justice Summit to be convened in future, within the context of the TRC Calls to Action on justice, to deal specifically with Indigenous child welfare matters.

Progress on mental health, justice and public safety

2016 saw the BC Justice Summit process move to addressing individual themes over a full-year cycle. The focus for the Sixth and Seventh Summits was ‘Justice, Mental Health and Substance Use.’ At the first of these two major dialogues in June 2016, representatives of the judiciary, justice and public safety professionals, forensic mental health specialists, public health experts, Indigenous justice experts, and the NGO sector converged in discussion around health, police, court, corrections and community responses to what has been called a mental health crisis within the sector. The following event, in November, led to a set of recommendations delivered to the Ministers of Justice and of Public Safety, the Chief Justices of BC’s Superior Courts, and the Chief Judge of the Provincial Court, regarding two key areas of innovation and collaboration. The first recommendation calls for coordinated response on the part of the justice, public safety, and health systems, to people with MHSU disorders in crisis in the community. The second calls for continuity of care for those with MHSU disorders across transitions between justice and public safety agencies and the community. The Summit has called for a plan setting out how these objectives will be achieved to be agreed by the leadership of the relevant sectors by November 2017. The Summit’s Report of Proceedings may be found [here](#).¹⁸

Deepening collaboration to combat violence against women

The past year saw further development in work combatting violence against women and sexual violence, as well as tackling the closely-related issue of the implications of violent trauma for criminal justice. Further implementation of the provincial government’s Violence-Free BC initiative has occurred, with the continuing institutional setup of integrated Domestic Violence Units in collaboration with police agencies and victim services providers. Following the 5th BC Justice Summit’s consideration of the impact

¹⁸ <https://www.justicebc.ca/app/uploads/sites/11/2016/03/SeventhSummitReport.pdf>

that violent trauma has on the capacity of victims of violence to engage with the justice system's traditional methodologies, significant financial support was provided in 2016 over five years by the Department of Justice Canada to deliver education, awareness and training promoting a trauma-informed justice system in British Columbia, further addressing a performance gap in the system previously identified by the Council.¹⁹ To administer these funds, a multilateral steering committee has now been functioning for nine months, involving representatives of Crown, police, government, the legal profession, and the anti-violence sector. As a first step, a major training conference for front-line service providers was delivered in March 2017.

Continued work to improve access to justice

In 2015, a provincial coordinating committee (Access to Justice BC or A2JBC) was established under the leadership of the Chief Justice of British Columbia to consider improvements to the BC civil and family justice system, with a Triple Aim of improved user experience, improved outcomes for the population, and sustainability.²⁰ Access to Justice BC brings together judges, legal practitioners, mediators, public policy experts, NGOs and system users in consideration of these aims. In 2016, A2JBC began taking steps to address one of the long-standing challenges in the area of access, the question of measurement, and has begun working towards the establishment of definitions and baseline measures. This work will allow improved capacity to describe, and therefore affect, the current situation regarding access to justice. The Council remains strongly supportive of A2JBC, its expressed Triple Aim, and the key elements of its approach: a user-centered perspective of the system, multi-disciplinary approaches, and a commitment to experimentation, and looks forward to opportunities to support or otherwise contribute to the work of A2JBC in improving access to justice for British Columbians.

¹⁹ See Plan Goals and Objectives: Fair | Impartial, below, p. 22.

²⁰ While Access to Justice BC has taken civil and family matters as its initial focus, access to justice in criminal matters may be brought in to scope in the future.

Further improvements to court scheduling

Under the leadership of the Provincial Court, the Provincial Court Scheduling Project has through the implementation of an Assignment Court model in seven court locations maintained a specific focus on reducing delay and increasing event certainty in the scheduling of criminal cases. These steps have been complemented by Crown process reforms further implemented in 2016 that include enhanced file ownership in criminal cases, quality control standards to streamline case management practices, increased early file resolution and on-line charge assessment, and other steps in support of the Provincial Court Scheduling Project. Cumulatively, these reforms are aimed at increased efficiency, reduced file churn and a more effective utilization of system resources. In light of the prospect of increasing volumes related in particular to upward movement in reported crime, and the increased time pressures on the criminal justice system as a consequence of *R. v. Jordan*,²¹ the Council considers these steps an important development in preventing the re-emergence of the challenge of backlogged cases.

Continued strengthening of the BC justice summit process

Seven Justice Summits have now been held in British Columbia over four years since 2013. As the Council observed last year, this process continues to mature in terms of content and purpose, and has retained and deepened the engagement and commitment of participants from across the sector. In 2016, more assertive steps were taken within the process, as the focus on mental health brought substantial, new participation in the Summits from the health sector in particular, at the expert, event design and participant levels. The Summits continue to play an important role in ensuring that this series of leadership discussions is diverse and inclusive. This strong support and engagement continues to allow the Summits to move from discussion of system norms and strategy towards concrete areas of collaboration and innovation and tangible results. The ongoing work addressing trauma-informed practice and information sharing in related family, domestic violence and child protection proceedings stemming from the 5th Summit is one

²¹ In *Jordan*, the Supreme Court of Canada established a presumptive ceiling of 18 months on the length of a criminal case in provincial courts, from the charge to the end of trial, and a presumptive ceiling of 30 months on criminal cases in superior courts. The case is widely expected to increase pressure on the Courts' available time to deal with criminal matters to avoid judicial stays of proceedings related to timeliness. See <https://scc-csc.lexum.com/scc-csc/scc-csc/en/item/16057/index.do>.

example of this focus on specifics. The current steps to implement the 7th Summit's recommendations on coordinated crisis response and continuity of care for the MHSU population represent a further increase in practical focus. The Council looks forward continuation of this momentum at the 8th and 9th Summits in 2017, which will take as their focus 'Technology and the Justice and Public Safety Sector.'

Court innovation

Specialized courts may yield direct benefit to British Columbians through their capacity to manage distinct areas of law, increase access to justice, and improve overall client outcomes and experience by providing a focal point for resources. The Council notes the positive development of a Provincial Advisory Committee for Specialized Courts and Judicial Initiatives. This body was created in February 2017 in a manner consistent with the provincial government's Specialized Courts Strategy released in March 2016. In light of interest expressed from various quarters concerning establishment of such courts, the Strategy had expressed the need to have better collaboration and coordination across specialized courts, to ensure they are being developed, administered and evaluated in a consistent manner. The committee is jointly chaired by the Provincial Court and the Ministry of Justice. Several proposals are to be considered for new initiatives which will benefit from a more collaborative approach to development, including a number of First Nations Court proposals as well as other types of initiatives in the suburban regions in the Lower Mainland. In light of the significance for Indigenous peoples of the creation of specialized courts, it is anticipated that a third committee co-chair will join the Court and the Ministry, representing the Aboriginal Justice Council of British Columbia. The Justice and Public Safety Council welcomes these developments, and looks forward to supporting the work of the Provincial Committee as may be appropriate.

UPDATING THE STRATEGIC PLAN

This is the fourth edition of the 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 twelve months.

JUSTICE AND PUBLIC SAFETY PLAN 2017-2020

GOAL	OBJECTIVE	PERFORMANCE GAP(S)
OUR SECTOR IS FAIR	<p>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.</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>Impartial 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 over-representation 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>Timely 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 2017-2020

GOAL	OBJECTIVE	PERFORMANCE GAP(S)
OUR SECTOR PROTECTS PEOPLE	Prevention We offer early, appropriate and effective interventions to reduce antisocial behaviour, assisting people in rebuilding healthy, productive lives.	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. 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.
	Protection 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.	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. We require better tools to increase the frequency with which missing persons are located.
	Systemic Approach 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.	Meaningful options need to be available to the courts in support of alternatives to incarceration consistent with <i>R v Gladue</i> . The recommendations of the Seventh Justice Summit regarding mental health, coordinated crisis response and continuity of care should be fully implemented.

JUSTICE AND PUBLIC SAFETY PLAN 2017-2020

GOAL	OBJECTIVE	PERFORMANCE GAP(S)
OUR SECTOR IS SUSTAINABLE	<p>Focused efforts 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>Managed resources 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>Effectiveness 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 2017-2020

GOAL	OBJECTIVE	PERFORMANCE GAP(S)
OUR SECTOR HAS THE PUBLIC'S CONFIDENCE	Adaptive 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.
	Performance-focused 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.
	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.	People must be better informed and educated about ways in which the sector can assist them in adapting to change and resolving disputes. 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 2017-18 to 2019-20, 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 twelve objectives derived from these goals.

Revision of identified performance gaps

Goal: FAIR | Objective: IMPARTIAL – In recognition of the work underway on Trauma-informed Practice, following the Fifth BC Justice Summit and supported by the Department of Justice Canada, the Council has amended the text to read: “We must ensure fair treatment of victims of violent trauma and sexual violence through comprehensive implementation of Trauma-informed Practice.”

Goal: PROTECTS PEOPLE | Objective: SYSTEMIC APPROACH – Further to the work of participants at the Sixth and Seventh BC Justice Summits, identification of priority areas for action regarding those with mental health and substance use disorders, and the ongoing efforts regarding the Summit’s recommendations, the Council has amended the text to read: “The recommendations of the Seventh Justice Summit regarding mental health, coordinated crisis response and continuity of care should be fully implemented.”

Sector operational priorities for 2017-18

The following areas have been reaffirmed by JPSC as its priorities for the sector in 2017-18.

INDIGENOUS JUSTICE

The problems affecting BC’s Indigenous peoples with respect to justice and public safety have been highlighted earlier in this document but can be revisited in more detail here. Important issues to be addressed, identified as priorities by the Aboriginal Justice Council of British Columbia in its own terms of reference, include 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. Indigenous peoples are also 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. JPSC looks forward in 2017 to establishing, together with the Aboriginal Justice Council and key elements within the provincial justice system, a guiding framework and vision regarding areas of greatest concern in terms of Indigenous justice, including early objectives and outcomes sought under any agreed strategy. In addition, as this dialogue progresses JPSC looks forward to opportunities, as they may emerge, to use the BC Summit process to build consensus and accelerate needed change.

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, and the pending development of a plan based on the Summit recommendations, are important and positive steps. The Council looks forward to supporting this work through agreement to implementation and monitoring of progress.

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 Access to Justice BC 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.

VIOLENCE AGAINST WOMEN

With respect to violence against women, including domestic violence and sexual violence, it remains an important objective to establish the most effective means of managing criminal cases through the system. The sector has recently identified a common interest in ensuring our operations and policies are trauma-informed, an approach for which funds have been obtained. Continued implementation of this and of other coordinated approaches is of great importance to the sector in 2017-18. As previously noted, we still require a means of measuring prevalence and repeat offending when these go unreported, so we may understand and implement what works best in protecting women from violence.

* * *

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, and to understand how we can reliably and transparently determine what works.

LOOKING AHEAD

The Council, in looking ahead to 2017-18, anticipates positive developments in a number of areas in the sector, including:

- Implementation of the recommendations of the Fall 2016 Justice Summit concerning coordinated crisis response, and continuity of care, for those with mental health and substance use disorders, including agreement on an implementation plan between leaders of the justice, public safety and health sectors by November 2017.
- The opportunity, in partnership with the BC Aboriginal Justice Council, the provincial government, the courts, and other participants in the system, to contribute to a vision, and framework for action, regarding Indigenous peoples and British Columbia's justice and public safety sector, including use of the Justice Summit process in future as a means of building consensus on Truth and Reconciliation, and to identify and accelerate meaningful change.
- The opportunity to address the role technology can play in improving access to justice and sector performance, at the 8th and 9th BC Justice Summits.
- Further follow-up on the recommendations of the 5th BC Justice Summit regarding the development of trauma-informed practice in the criminal justice arena, and progress on information sharing practices where family justice, domestic violence and child protection processes intersect.
- Continued development of the work of Access to Justice BC in addressing significant barriers which still confront British Columbians as they engage our system, including necessary work on defining and measuring access to justice.
- Continued enhancement of our sector's data analytic capacity, and continued exploration of ways in which we can enhance our understanding of the sector and its performance, and share that understanding with the public.

PLAN FEEDBACK

Comments are encouraged and may be emailed to justicereform@gov.bc.ca. Written communication may be sent to:

The Chair

British Columbia Justice and Public Safety Council

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

11th 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:

Lori Wanamaker (Chair)	Deputy Minister, Ministry of Children and Family Development
Richard Fyfe (Vice-Chair)	Deputy Attorney General, Ministry of Justice and Attorney General
Elenore Arend	Assistant Deputy Minister, BC Corrections, Ministry of Public Safety and Solicitor General
Patti Boyle	Assistant Deputy Minister, Community Safety and Crime Prevention, Ministry of Public Safety and Solicitor General
Lynda Cavanaugh	Assistant Deputy Minister, Court Services, Ministry of Justice and Attorney General
Clayton Pecknold	Assistant Deputy Minister, Policing and Security Branch Ministry of Public Safety and Solicitor General
Bobbi Sadler	Chief Information Officer, Ministry of Justice and Attorney General and Ministry of Public Safety and Solicitor General
Kurt Sandstrom	Assistant Deputy Attorney General, Legal Services, Ministry of Justice and Attorney General
Mark Sieben	Deputy Solicitor General, Ministry of Public Safety and Solicitor General