

## **Fisher, Sandra L SSBC:EX**

---

**From:** Klima, Judy H AG:EX  
**Sent:** Tuesday, June 21, 2011 4:44 PM  
**To:** Deitch, James AG:EX; Nadziejko, Anita T AG:EX  
**Subject:** RE: Justice on Target

Woah, I didn't see that one this morning.

Cheers,

Judy

---

**From:** Deitch, James AG:EX  
**Sent:** Tuesday, June 21, 2011 2:00 PM  
**To:** Nadziejko, Anita T AG:EX; Klima, Judy H AG:EX  
**Subject:** FW: Justice on Target

FYI

**James Deitch**  
**Executive Director**  
**Criminal Justice and Legal Access Policy Division**  
**Justice Services Branch**  
**Ministry of Attorney General**  
**3rd floor, 703 Broughton Street**  
**PO Box 9222, Stn Prov Govt**  
**Victoria, BC V8W 9J1**

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

*Phone:* 250.387.2109  
*Fax:* 250.356.6552  
*Cell:* 250.580.5612

*Please consider the environment before printing this e-mail*

---

**From:** Jackson, Wendy AG:EX  
**Sent:** Tuesday, June 21, 2011 8:48 AM  
**To:** Boychuk, Dave AG:EX; Jaggi-Smith, Michele AG:EX; Deitch, James AG:EX  
**Subject:** Justice on Target

I didn't send this to Judy or Anita because I think they get the media summaries...

**CBU, Tuesday, June 21, 2011 06:22**  
By CBC Early Edition

Gregor Craigie: Premier Christy Clark says justice will be swift for the rioters, but the NDP's Attorney General critic does not agree. Leonard Krog says the Premier needs to listen more carefully.

Leonard Krog: We know our court system is jammed. She's been told. Her Attorney General's been told. The judges have told her. The prosecutors have told her. The Legal Services Society has told her. Everybody has told her the courts are in crisis. The sheriffs have told her. I don't think it was realistic at all for the Premier to suggest there's going to be an expeditious prosecution of these cases.

You know, it appears that the accused or potential accused will be readily identifiable because of social media, but that doesn't mean they're going to work through the court system any faster than anyone else who is already in the system, including many criminals who are likely to be walking the streets free fairly soon because their cases have been delayed so long as it is.

Craigie: Well, the legal system has been jammed in Ontario as well, but things in that province are starting to change. Three years ago Attorney General Chris Bentley launched Justice on Target. It's a program meant to reduce delays. Chris Bentley joins us on the line.

Good morning.

Chris Bentley: Good morning.

Craigie: Why did you and the Ontario government bring this program in, in the first place?

Bentley: Well, you know, for 18 years the time it took the average criminal case to complete was going up. The number of times it went to court was going up, a huge drag on resources. We knew we had to do something. I actually practised in the system for 25 years. So we launched Justice on Target.

Craigie: How does Justice on Target work?

Bentley: Well, it's based on a few principles. First, we brought everyone to the table, from judges to Crowns to court security to court administration, the defence counsel. That's number one. Number two, it was not about more money, more courts, more of anything. It was about using the resources that we have more effectively.

Number three, we launched a series of initiatives developed locally that really are the following: identify the cases that can be resolved quickly, give the participants what they need to resolve them quickly, and get them out of the system. There are a lots of cases in the system. We're not talking about cutting corners. We're not talking about dumping cases. It's about making sure you properly identify those cases that can be resolved quickly, either by guilty plea, other resolution, as early as possible; get them out of the system; and that frees up space for other cases.

You probably ask me, well, is it working, and the answer is yes. For 18 years the system got slower; for 18 years it took more appearances for the average case. Last year, for the first time in 18 years, both of them went down -- a positive direction.

Craigie: Okay, so that is a positive direction. Let's talk about how much, though. I wonder how much it improved last year and how much further you think it still has to go.

Bentley: Well, it depends on the jurisdiction. Our target is a 30% improvement by a year from now. It's taken a while to ramp up in every different jurisdiction. As you can appreciate, every jurisdiction is different, with its own character. But we have seen a 20% improvement in a number of different jurisdictions, a 10% improvement in jurisdictions that were doing nothing but going in the opposite direction. This, in a practical level, means that police are out on the street protecting the community, not waiting in court. It means that courts are freed up so they can have cases go to trial or for a guilty plea instead of just dealing with



adjournments, and it means that the participants like the defence counsel and the Crown can get on with the more complicated cases rather than simply churning paper all the time.

Craigie: But in looking at the background material provided by your ministry and comparing the current numbers to those back in the 1990s, it looks as though the number of appearances necessary, on average, at more than nine, and the number of days it takes at over 200, six months or so, is still close to double what it was 20 years ago. I just wonder how much further you'd like to see it go, how much closer you'd like to get to back to what it was in the early 90s.

Bentley: Oh, absolutely, our target is just over six appearances, and for the numbers it's about 140 days. But you've correctly stated the problem. You know, for 18 years the system got slower. The appearances went up. Appearances represent a huge drain on resources. It's relatively simple to adjourn a case, but when you do millions of them a year, it occupies a lot of people and a lot of space.

So you've correctly stated the problem. That's why we launched Justice on Target. And it's succeeding. As I say, last year, for the first time in 18 years, our times and appearances went down instead of up. It's a huge achievement for the people who were involved in this, and those are the people on the front lines.

Craigie: You mentioned that this is a case of doing more with existing resources. Wouldn't there be a case to actually increase the resources, increase your capacity in the system?

Bentley: Well, you know, that case has been made for all of those 18 years, and there'll always be a few high-growth areas that could benefit from and need additional resources. The challenge, though, is that if you simply apply more resources to the same way you've been doing business, you get more of the same. And so we have changed the approach, and we've done that by bringing all of the participants to the table and saying: "What are your best ideas? We're all in this together." And you know, it's working. It's working with no additional resources, delivering a result we hadn't been able to achieve as a province for 18 years.

Craigie: I'm sure you've thought of it as you go along. How are the rights of the accused, the people going through the criminal justice system, being protected and considered in all of this?

Bentley: Exactly the same way as they always were before -- the rights of the accused, the rights of the victims, the witnesses. This is not about cutting corners. It's not about taking shortcuts. It's not about dumping cases or treating them differently. It's about identifying cases that would otherwise languish in the system but can be resolved early on. So if you know it's going to be a guilty plea, let's get it ready, have the guilty plea and get on with it. If you know this case can't be proven, well, let's identify that and either fix the issues or, if they can never be fixed, let's deal with the case, rather than letting cases simply be adjourned from one month to the next for two years.

Craigie: Chris Bentley, it's good of you to join us this morning. Thank you for taking our call.

Bentley: Well, thank you very much. [xrz]

*Wendy Jackson*

Legal Counsel  
Criminal Justice & Legal Access Policy Division  
Justice Services Branch  
Ministry of Attorney General

250 356-2735 Phone  
250 356-6552 Fax

Not Responsive - outside of date range

---

**From:** Deitch, James AG:EX [<mailto:James.Deitch@gov.bc.ca>]  
**Sent:** June 14, 2011 10:46 PM  
**To:** Anthony, Ken (JUS)  
**Cc:** Klima, Judy H AG:EX  
**Subject:** RE: Justice on Target

Ken:

May I leave it with you to confirm a time that works best for you and Lynne and Judy and I will make ourselves available. Looking at my calendar currently late Wednesday would probably be better than early Thursday but I am sure we can work around this as necessary.

Thanks and look forward to seeing you then.

**James Deitch**  
**Executive Director**  
**Criminal Justice and Legal Access Policy Division**  
**Justice Services Branch**  
**Ministry of Attorney General**  
**3rd floor, 703 Broughton Street**  
**PO Box 9222, Stn Prov Govt**  
**Victoria, BC V8W 9J1**

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

*Phone:* 250.387.2109  
*Fax:* 250.356.6552  
*Cell:* 250.580.5612



---

**From:** Anthony, Ken (JUS) [<mailto:Ken.Anthony@ontario.ca>]  
**Sent:** Tuesday, June 14, 2011 7:25 AM  
**To:** Deitch, James AG:EX  
**Cc:** Klima, Judy H AG:EX  
**Subject:** RE: Justice on Target

James,

I will be in Victoria attending an IPAC conference from Sunday, August 28 until Wednesday, August 31. Also attending with me will be Lynne Wagner, our former Director of Site Operations who was recently appointed the Assistant Deputy Minister of Court Services Division of our Ministry (to take effect on June 24). I have not seen the IPAC conference agenda but anticipate that we will be attending various sessions during the Monday, Tuesday and Wednesday. I have asked Lynne about her schedule but I can say right away that we will not be able to meet on Monday, August 29 given the conflict with the conference times. Perhaps we could arrange to meet late in the afternoon of Wednesday, August 31 or morning of Thursday, September 1 but I need to hear back from Lynne.

Ken Anthony  
Director and Ministry Lead  
Justice on Target Strategy  
Ministry of the Attorney General  
700 Bay Street, 12th Floor  
P.O. Box 149  
Toronto, ON M5G 1Z6

Tel. No.: (416) 325-8590  
Fax No.: (416) 325-8575  
Email: [Ken.Anthony@Ontario.ca](mailto:Ken.Anthony@Ontario.ca)

---

**From:** Deitch, James AG:EX [<mailto:James.Deitch@gov.bc.ca>]  
**Sent:** June 14, 2011 1:17 AM  
**To:** Anthony, Ken (JUS)  
**Cc:** Klima, Judy H AG:EX  
**Subject:** Justice on Target

Ken:

Hope all is well with you. I understand from an exchange between our respective deputies that you and Lynne Wagner will be in Vancouver August 28 to 31. I would like to arrange to meet with you along with my colleague Judy Klima who is leading our criminal justice efficiencies initiatives.

As your arrangements get confirmed let me know when would be best for the two of you and we will fly over to meet with you unless of course you have plans to come to Victoria where we are based. My calendar is currently free on August 29 but we will work around your availability.

Thanks.

**James Deitch**  
**Executive Director**  
Criminal Justice and Legal Access Policy Division  
Justice Services Branch  
Ministry of Attorney General  
3rd floor, 703 Broughton Street  
PO Box 9222, Stn Prov Govt  
Victoria, BC V8W 9J1

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

<http://www.gov.bc.ca/ag/index.html>

Phone: 250.387.2109

Fax: 250.356.6552

Cell: 250.580.5612

*Please consider the environment before printing this e-mail*

**Fisher, Sandra L SSBC:EX**

---

**From:** McHale, Jerry AG:EX  
**Sent:** Friday, June 10, 2011 12:24 PM  
**To:** Klima, Judy H AG:EX; Deitch, James AG:EX  
**Subject:** FW: Justice on Target

For follow up as you see fit

-----Original Message-----

**From:** Loukidelis, David AG:EX  
**Sent:** Friday, June 10, 2011 11:59 AM  
**To:** Segal, Murray (JUS)  
**Cc:** Rhodes, Stephen (JUS); McHale, Jerry AG:EX  
**Subject:** Justice on Target

Thanks very much, Murray--a welcome offer. I'm copying Jerry so he can have someone make the right connections with your colleagues. Thanks again. David

-----Original Message-----

**From:** Segal, Murray (JUS) [<mailto:Murray.Segal@ontario.ca>]  
**Sent:** Friday, June 10, 2011 11:54 AM  
**To:** Loukidelis, David AG:EX  
**Cc:** Rhodes, Stephen (JUS)  
**Subject:**

David,

Two of our most senior Justice on Target leaders are in Vancouver for the annual IPAC national conference. Aug 28-31. They would be pleased to meet with your folks if there was an interest. Ken anthony is the senior crown on the project and lynne wagner the senior courts services representative. Lynne was just made the assistant deputy minister for courts services in ontario. They would be pleased to help. Let me know. Thanks

-----

Sent from my BlackBerry Wireless Device



**Fisher, Sandra L SSBC:EX**

---

**From:** Klima, Judy H AG:EX  
**Sent:** Monday, May 30, 2011 12:39 PM  
**To:** 'Anthony, Ken (JUS)'  
**Cc:** Deitch, James AG:EX  
**Subject:** RE: JOT investments

Thank you so much Ken, that is very helpful. We will likely be in touch again.

Cheers,

Judy

-----Original Message-----

**From:** Anthony, Ken (JUS) [<mailto:Ken.Anthony@ontario.ca>]  
**Sent:** Monday, May 30, 2011 12:25 PM  
**To:** Klima, Judy H AG:EX  
**Cc:** Deitch, James AG:EX  
**Subject:** RE: JOT investments

Hello, to answer your questions: our JOT team budget and personnel came from existing Ministry resources. We held an open RFP to retain a consulting firm whose fees are covered in our JOT budget. Our initiatives in the field rely to date on existing resources. I hope this assists.

Ken Anthony  
Director and Ministry Lead  
Justice on Target Strategy  
Ministry of the Attorney General  
700 Bay Street, 12th Floor  
P.O. Box 149  
Toronto, ON M5G 1Z6

Tel. No.: (416) 325-8590  
Fax No.: (416) 325-8575  
Email; [Ken.Anthony@Ontario.ca](mailto:Ken.Anthony@Ontario.ca)

-----Original Message-----

**From:** Klima, Judy H AG:EX [<mailto:Judy.Klima@gov.bc.ca>]  
**Sent:** May 30, 2011 2:56 PM  
**To:** Anthony, Ken (JUS)  
**Cc:** Deitch, James AG:EX  
**Subject:** JOT investments

Hi Ken -

It would be great if you could help us with one question for the moment  
-- were investments made as part of the JOT initiative? Start up and/or ongoing?

Much appreciated.

Cheers,

Judy

-----Original Message-----

From: Deitch, James AG:EX  
Sent: Friday, May 27, 2011 9:44 AM  
To: 'Anthony, Ken (JUS)'  
Cc: Klima, Judy H AG:EX  
Subject: RE: Further to my voicemail

Ken:

I got your out of office.

As indicated in my voicemail we have been asked by our AG to provide a review of Justice on Target and make recommendations on aspects of it which may be appropriate to replicate in BC. I have provided the general information that we discussed in our meeting in January subject to the proviso that you asked that I not specifically circulate the presentation you shared with me.

If there are updates that you think would be of use and are not yet on the website it would be helpful to hear of those. Alternatively we may have specific queries over the next couple of weeks based upon the briefing to our AG and questions he may have.

I will be s.22 so have copied my associate Judy Klima who will be acting for me. I have told Judy she should feel free to contact you and you would be able to either provide her with information or direct her to the appropriate source.

Thanks in advance for your assistance.

Best regards,

James Deitch  
Executive Director  
Criminal Justice and Legal Access Policy Division Justice Services Branch Ministry of Attorney General 3rd floor, 703 Broughton Street PO Box 9222, Stn Prov Govt Victoria, BC V8W 9J1

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

Phone: 250.387.2109  
Fax: 250.356.6552  
Cell: 250.580.5612

Please consider the environment before printing this e-mail

-----Original Message-----

From: Anthony, Ken (JUS) [<mailto:Ken.Anthony@ontario.ca>]  
Sent: Thursday, May 26, 2011 2:21 PM

To: Deitch, James AG:EX

Subject: Out of Office AutoReply: Further to my voicemail

S22

For assistance, please contact Shelina Virjee by phone at (416) 326-2487 or by email at [Shelina.Virjee@ontario.ca](mailto:Shelina.Virjee@ontario.ca).



**Fisher, Sandra L SSBC:EX**

---

**From:** McHale, Jerry AG:EX  
**Sent:** Saturday, May 28, 2011 1:48 PM  
**To:** Deitch, James AG:EX  
**Cc:** Philippides, Edna M AG:EX; Klima, Judy H AG:EX  
**Subject:** RE: 384369 BN - Justice On Target

Thx

I know DAG is interested to hear about fiscal investment if we can get that info

---

**From:** Deitch, James AG:EX  
**Sent:** Friday, May 27, 2011 4:50 PM  
**To:** McHale, Jerry AG:EX  
**Cc:** Philippides, Edna AG:EX  
**Subject:** FW: 384369 BN - Justice On Target  
**Importance:** High

Jerry:

Although I did not review the BN Judy briefed me and I had my input both with you yesterday as well as with Judy and Jillian throughout their work on this so I have no doubt that the note is a good piece of work. Judy will of course be happy to address any questions you wish and I have connected her to Ken Anthony, my former colleague in Ontario, who is leading this project with Justice Durno.

Thanks.

**James Deitch**  
**Executive Director**  
**Criminal Justice and Legal Access Policy Division**  
**Justice Services Branch**  
**Ministry of Attorney General**  
**3rd floor, 703 Broughton Street**  
**PO Box 9222, Stn Prov Govt**  
**Victoria, BC V8W 9J1**

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

*Phone:* 250.387.2109  
*Fax:* 250.356.6552  
*Cell:* 250.580.5612

*Please consider the environment before printing this e-mail*

---

**From:** Meier, Julie AG:EX  
**Sent:** Friday, May 27, 2011 3:50 PM  
**To:** Philippides, Edna AG:EX  
**Cc:** Klima, Judy H AG:EX; Hazel, Jillian AG:EX; Deitch, James AG:EX; Schultz, Janis AG:EX

**Subject:** 384369 BN - Justice On Target  
**Importance:** High

Hi Edna,

Attached is the above mentioned briefing note. This note has been approved by Judy Klima, as Jamie is unavailable to review at this time and Jerry is expecting the note today.

<< File: 384369 BN - Justice On Target May 2011 BN (3) (2).docx >>

Thanks very much and have a nice weekend ☺

Julie

**CLIFF:** 384369  
**DATE:** May 27, 2011  
**REQUIRED BY:** N/A

**MINISTRY OF ATTORNEY GENERAL  
CRIMINAL JUSTICE AND LEGAL ACCESS POLICY DIVISION  
BRIEFING NOTE**

**TOPIC:** Justice on Target (Ontario)

**PURPOSE OF NOTE:**

- FOR THE INFORMATION OF: Attorney General
- MEETING REQUIRED: No

**ISSUE:** The Premier has committed to studying Ontario's Justice on Target strategy. (Platform Commitment #102)

**EXECUTIVE SUMMARY:**

- Justice on Target (JOT) began in Ontario in June 2008 in response to an unsustainable increase in the number of court appearances and the average time to case disposition in the criminal justice system. The initiative set a four year target to reduce provincial averages by 30 percent.
- A key component of JOT involves culture change and collaboration among justice professionals, and JOT is intended to bring about efficiencies using existing resources. BC is awaiting details from Ontario regarding what, if any, investments have been made.
- JOT has been rolled out to all courthouse locations across the province. Although there are commonalities and information-sharing, specific initiatives are adapted and implemented at the local level. (See Appendix A for common initiatives)
- Province-wide, the Ontario Ministry of Attorney General has made performance measures by location publically available on its website.
- The Ontario provincial average number of appearances has decreased nearly 6%. Ontario staff advise that halting the upward trend in court delays is a significant success, but bringing the numbers down further requires time and ongoing culture change.
- A number of the initiatives undertaken in Ontario mirror initiatives which are already in place in BC or are currently being explored. (See Appendix A) For others which show promise, BC will continue to work with Ontario to benefit from results its initiatives.



- Consistent with the BC government's objective of transparency, the BC Ministry of Attorney General may wish to further explore JOT's initiative to publically report justice system performance measures by location. (See Appendix A #1)

## **BACKGROUND:**

- JOT is an Ontario provincial government initiative to reduce delays in the criminal justice system by ensuring that existing resources are used as efficiently as possible.
- All professional participants in the criminal justice system, including Judges, Justices of the Peace, the criminal defence bar, Crown counsel, police, Corrections, court staff, victim services workers, Legal Aid Ontario, and other organizations are working collaboratively to improve efficiencies and implement culture change.
- The Ontario Attorney General announced the JOT strategy in June 2008 in response to an unsustainable increase in the number of court appearances (114%) and the average time to case disposition (78%) between 1992 and 2007. The initiative set a four year target to reduce the provincial average by 30 percent.
- In October 2008, three Ontario Courts were designated as Action Sites, and Local Leadership Teams were formed to identify issues of delay, propose solutions, and implement change. Seven initiatives were implemented at these three sites.
- JOT has now been rolled out province-wide, and all 57 Ontario criminal courts are in the process of identifying and implementing initiatives to reduce delay, arrive at decision points faster, and complete non-complex cases more efficiently.
- Local Leadership Teams are engaged across the province to discuss how the seven initiatives could be used in their locations. As individual Action Sites identify their priorities, these initiatives evolve locally and new initiatives are developed. New initiatives and best practices are shared with other locations and profiled for consideration. (See Appendix A for a list of common initiatives)
- On a province-wide basis, the Ministry of Attorney General is making performance measures on the average number of appearances and number of days to disposition publically available on its website. The information is broken down regionally and by individual courthouse. This provides a baseline for JOT, and allows Ontarians to follow the progress of courts in their local community towards reaching targets.

## **JOT RESULTS**

- The provincial average number of appearances has fallen nearly 6% since the strategy was launched. In 2009, Ontario saw the first decrease in 18 years in the number of appearances from 9.4 to 9.1. Factoring out bench warrant days, the average number of days to disposition is also down nearly 2%.
- Ontario staff advise that halting the upward trend in court delays is a significant success, but bringing the numbers down further requires time and ongoing culture change.

## **ANALYSIS**

- Since the announcement of the JOT strategy in 2008, the BC Ministry of Attorney General has monitored its progress and is awaiting performance results. BC is an active participant at the national level in discussions about improving justice system efficiencies.
- Ontario seems to be facing a particularly challenging situation in terms of court delays. Ontario data shows that in 2008 the average number of appearance per case was 9.4. In contrast, BC data shows that the average number of appearances is currently 5.9 and has remained relatively stable in the last few years.<sup>1</sup>
- Similarly, data from the Canadian Centre for Justice Statistics, which uses a consistent method of reporting data across the country, shows that the average number of days to disposition in Ontario is 213 and the mean is 113. In contrast, the average number of days in BC is 208 and the mean is 99.
- A number of the initiatives undertaken in Ontario mirror practices and programs which are already in place in BC or are currently being explored. (See Appendix A) For others which show promise, BC will continue to work with Ontario to benefit from results and performance measurement of its initiatives.
- Consistent with the BC Attorney General's objective of making the government and the justice system more open and accessible to the public, which is indicated in the 2011/12 – 2013/14 Service Plan, and the overall government-wide initiative to report information and provide services in a timely and efficient way, the Ministry may wish to further explore JOT's initiative to publically report justice system performance measures by location. (See Appendix A #1)

### **PREPARED BY:**

Jillian Hazel  
Research Officer  
Justice Services Branch  
250-356-8062

Judy Klima  
Director, CJ Transformation  
Justice Services Branch  
250-357-0801

### **Approved by:**

Jerry McHale, QC  
Assistant Deputy Minister

Date:

### **Approved by:**

David Loukidelis QC  
Deputy Attorney General

---

<sup>1</sup> There may be inconsistencies in the way data is reported in Ontario and BC, which means this data is not an exact comparison.

## **APPENDIX A: JUSTICE ON TARGET INITIATIVES AND SIMILAR BC INITIATIVES**

<b>JOT INITIATIVE</b>	<b>DESCRIPTION OF JOT INITIATIVE</b>	<b>BC INITIATIVES</b>
<b>1. Publicly Available Performance Measures by Court Location</b>	Statistics on the average number of appearances and number of days to disposition by court location is publically available on the Ministry of Attorney General website.	<p>As part of the government-wide initiative to report information and provide services in a timely and efficient way, Court Services Branch is working with GeoBC to develop a website with an interactive web-map which will provide basic information by courthouse such as addresses, phone numbers, and links to daily court lists. It may also provide some metrics such as average appearances per case and days to disposition. The Ministry has this data available by court location; however, an agreement has not been reached about releasing this data publically.</p> <p>The Ministry's Annual Report currently provides data on provincial median time to disposition. The Justice System Key Indicator Report, which is currently not publically available, contains data on the provincial average number of appearances and median time to disposition.</p>
<b>2. Meaningful First Appearances</b>	Parties will agree if work can be done up front so that the first court appearance makes progress towards resolving the case. Initiatives implemented locally focus on providing more information earlier so that parties can make decisions sooner. Many sites are changing the forms given to accused at the time of arrest or conducting orientation sessions to help them better prepare for court.	<p>The Victoria Criminal Case Management pilot project takes on the objective of making first appearances meaningful, making decisions sooner, and only using court appearances when necessary. In the Victoria pilot led by Provincial Court Judge Quantz, lawyers are expected to conduct all necessary work on a case between first appearance and arraignment without appearing in court, in advance of a predetermined time limit of 60 or 90 days. The pilot includes improved information to accused to expedite legal representation, dedicated crown, and disclosure of the information by first appearance to the accused or their counsel.</p> <p>The BC Criminal Caseflow Management Rules (CCFM) specify that the prosecutor shall provide the accused or counsel with the disclosure required by law at the initial appearance or as soon as practical after it.</p>



<p><b>3. Dedicated Prosecution</b></p>	<p>Teams of Case Management Crown screen and take ownership of files until the case is either resolved or set down for trial. Having one person take ownership of a file has several benefits, including fewer "touches" per file, less time spent getting up to speed and better continuity.</p>	<p>The Ontario Crown commitment to screen cases before the first appearance date reflects the established BC practice of Crown charge assessment, which provides consistent quality control of files coming into the system.</p> <p>Crown (team) file ownership is used to a degree in some BC Crown offices; the practice is generally not consistent with judicially-controlled movement of files to different courtrooms, or judicial approach to scheduling of courtrooms.</p> <p>A feature of the Criminal Case Management pilot in Victoria is that a small group of dedicated Crown take assignment of individual cases from first appearance until arraignment.</p>
<p><b>4. Crown Access Commitment</b></p>	<p>A "roving" Resolution Crown position is an example of a leading practice under the heading 'Crown Access Commitment' that has been implemented at several sites to ensure that timely resolution talks can be held. The person in this position is not scheduled for trial work so that they are readily available to talk with Defence and Duty Counsel. Sometimes additional information comes to light in those conversations that allows the case to be resolved sooner, with fewer appearances.</p>	<p>BC will look further at this initiative to understand its process and implications.</p>
<p><b>5. Streamline Disclosure</b></p>	<p>An initial and much reduced disclosure package is provided earlier in the process to allow Crown and defence to screen key material. A second, more detailed disclosure is made if the case goes to trial. This "two-step", streamlined disclosure process ensures that all justice participants get the information they need earlier.</p>	<p>The Criminal Justice Branch (CJB) is working with Corrections Branch on an electronic disclosure project in the ICON environment to facilitate more streamlined disclosure. Other CJB technology projects have long been underway relating to this, such as the Ringtail Litigation Management System. The Branch is also working on updating the longstanding Memorandum of Understanding with police regarding effective disclosure management and more efficient streamlined process in the years ahead. The BC Criminal Caseflow Management Rules (CCFM) specify that the prosecutor shall provide the accused or counsel with the disclosure required by law at the initial appearance or as soon as practical after it.</p>

<p><b>6. Appearance Standard</b></p>	<p>Some straightforward cases spend as much time in the court system and command as much of the province's justice resources as the most serious and complex cases. Appearance standard recognizes the benefit of having a standard number of appearances for most matters, after which most cases should be either set down for trial or otherwise resolved.</p>	<p>The Victoria Criminal Case Management (CCM) rule change directs that cases are not to appear before the court until an arraignment hearing. If counsel cannot meet this requirement, they are required to appear before the judge to explain their circumstances.</p> <p>While there are no official standards in place for overall number of appearances per case, the BC Provincial Court suggested through its 1999 Criminal Caseload Management Rules an acceptable number of appearances, and more recently, have set time standards for scheduling substantive criminal matters (e.g. trials). For example, according to the Provincial Court's standards for hearing cases, the time to trial has exceeded what is considered to be reasonable (90 per cent of half-day adult criminal trials within six months and 90 per cent of two day trials within eight months).</p>
<p><b>7. Increased Availability of Plea Courts</b></p>	<p>Justice participants are finding ways to make Plea Courts available when an accused wants to plead guilty to a scheduled appearance.</p>	<p>In BC, once the case is ready for either a guilty plea or a trial, this can be sent electronically without needing to appear in person before a judge. This is being used routinely by defence counsel in Victoria as part of the Criminal Case Management enhancements.</p> <p>The Provincial Court has increased the availability of plea courts through an initiative at several court locations which provide for Judicial Case Managers (JCM) to hear and deal with arraignment and trial confirmation hearings. The JCM is authorized to conduct appearances to take guilty pleas and take elections (with some exceptions) with guilty pleas confirmed in front of a judge.</p> <p>The Ministry is working on an initiative for traffic offences to move them to an administrative penalty system and not treat them as offences. The similarity to a plea court is that the ticketed person will have an opportunity to resolve the matter with a statutory decision maker at an early stage, which is similar to a plea bargain or what some call an admission of guilt with explanation.</p>

<p><b>8. Direct Accountability</b></p>	<p>Low level adult accused are held directly accountable to their community through sanctions including restitution, a charitable donation, community service, a letter of apology, or completion of a program to address their needs. New guidelines ensure that decisions regarding direct accountability measures are made earlier in the process before the first appearance if possible.</p>	<p>The Criminal Justice Branch has recently revised its Alternative Measures policy to enhance the use of options other than court proceedings to resolve files appropriately. Similar to the Ontario initiative, it makes greater use of direct accountability programs.</p> <p>Additionally, the traditional BC practice of making most decisions on Alternative Measures prior to the first court appearance has resulted in fewer of these cases being in court in BC than was the case in Ontario, where files were not diverted from court until a later stage in proceedings.</p> <p>BC is engaged in several pilot projects to assess efficacy, effectiveness and appropriateness of pre-charge formal recidivist risk analysis to guide exercise of Crown discretion in diverting offenders.</p>
<p><b>9. Enhanced Video Conferencing Courts</b></p>	<p>Justice participants are finding ways to make maximum use of existing video conferencing equipment, such as video pleas or scheduling private and secure consultations between defence counsel and in-custody accused. Facilitating defence counsel discussions with in-custody clients may also reduce the number of appearances and time between appearances for in-custody accused.</p>	<p>BC is working to reduce the number appearances in provincial criminal court through the use of videoconferencing. One pilot uses videoconferencing to reduce the number of in-person bail appearances, with the accused remaining at the police detachment for their hearing. An independent evaluation completed in March 2010 shows that a number of efficiencies have been achieved, with the number of appearances reduced. However, the challenge has been in ensuring that the freed up court time is used effectively. The second pilot underway from April, 2011, uses videoconferencing for defence counsel to meet with their in-custody clients from the courthouse, with the objective of reducing court appearances, reducing transport time, and resolving cases earlier.</p>
<p><b>10. Bail Enhancements Courts</b></p>	<p>Bail enhancements seek to reduce the number of appearances in the bail phase of a criminal case. Enhancements include coordinating the order in which accused are brought into court from cells, and taking steps to ensure the case is screened by the Crown's office and a sentencing and bail position is available for defence or duty counsel before court, if possible.</p>	



<p><b>11. On-site Legal Aid and Simplified Online Application Process</b></p>	<p>When the strategy began, eight locations had an on-site legal aid application office. Since then, another 39 locations have established on-site legal aid. An additional 5 are being planned.</p>	<p>The Legal Services Society (LSS) has on-site legal aid application offices through local agents at 33 locations across the province. Individuals may also apply for legal aid over the phone by calling the province-wide LSS call centre. In addition, LSS is considering an update to its technology if funding allows. If this occurs, LSS could establish online legal aid applications.</p>
---	--	---

**Fisher, Sandra L SSBC:EX**

---

**From:** Klima, Judy H AG:EX  
**Sent:** Thursday, May 26, 2011 12:55 PM  
**To:** Deitch, James AG:EX  
**Cc:** Hazel, Jillian AG:EX  
**Subject:** FW: Justice on Target highlights

Can we call you Crown person in Ontario to discuss today? Jerry wonders if we've spoken to Ontario (saw him at lunch place !)

Cheers,

Judy

---

**From:** McHale, Jerry AG:EX  
**Sent:** Thursday, May 26, 2011 11:46 AM  
**To:** Klima, Judy H AG:EX  
**Cc:** Philippides, Edna AG:EX  
**Subject:** Justice on Target highlights

Judy – I have reviewed the info off the web linked to below

just a few questions and that may be all I need for now

- Is this the full program? Any other components?
- Is there a financial investment accompanying this initiative?
- When did it start? is it having any success?
- Any preliminary points / observations / conclusions in particular you would make?
- When will the note be ready?

THX!

Jerry

++++  
+++

Home page for Ontario's Justice on Target program -  
[http://www.attorneygeneral.jus.gov.on.ca/english/jot/jot\\_in\\_action.asp](http://www.attorneygeneral.jus.gov.on.ca/english/jot/jot_in_action.asp)

Goal = "faster, focused justice by targeting 30 per cent reductions in the provincial average of days and court appearances needed to complete a criminal case. The province plans to meet its target by June 2012"

These initiatives include:

### Meaningful First Appearances

Giving people more information earlier so that they can make decisions sooner is a theme behind many of the new initiatives implemented locally under the heading of "Meaningful First Appearances." Many sites are changing the forms handed out to accused at the time of arrest or conducting orientation sessions to help people better prepare for court.

### Dedicated Prosecution

This innovative system changes the way Crown Offices are structured and cases are managed. Dedicated prosecution allows prosecutors to better monitor the progress of cases and focus on substantive decisions earlier in the court process, helping to complete cases faster.

### Crown Access Commitment

Some sites have taken steps to put Resolution Crowns physically closer to the Court and Defence Counsel so that timely resolution talks can be held.

### Streamlined Disclosure

This approach includes an initial and much-reduced disclosure package earlier in the process to allow Crown and Defence to screen key material sooner. A second, more detailed disclosure would be made if a decision is made to go to trial. This "two-step," streamlined disclosure process ensures that all justice participants, including Crown, Defence Counsel and accused persons, get the information they need earlier in the process.

### Appearance Standard

The people who work in our courthouses every day report that some straightforward cases often spend as much time in the court system and command as much of the province's justice resources, as the most serious, complex cases. An Appearance Standard recognizes that it would be beneficial to have a standard number of appearances for most matters, after which most cases should be either set down for trial or otherwise resolved.

### Increased Availability of Plea Courts

Justice participants are finding ways to make Plea Courts available when an accused wants to plead guilty at a scheduled appearance. Some sites have found that by resolving simple cases sooner, court time and space is freed up to have plea courts available every day of the week.

### Direct Accountability

Direct Accountability recognizes that some low-risk, offences such as minor acts of vandalism and theft can be dealt with outside of the formal criminal court process, while still holding offenders accountable in the community. Sanctions could include community service, restitution, donation to a charity or attending programming or counselling. New guidelines ensure that measures are taken earlier in the court process - before the first appearance, where possible.

### Enhanced Video Conferencing

Justice participants are finding ways to make maximum use of existing video conferencing equipment, such as video pleas or scheduling private and secure consultations between Defence Counsel and in-custody accused. This recognizes that facilitating Defence Counsel discussions with in-custody clients may also reduce the number of appearances and time between appearances for in-custody accused.

#### Bail Enhancements

Local Leadership Teams at several large to medium sites have implemented initiatives to reduce the number of appearances in the bail phase of a criminal case. Enhancements include coordinating the order in which accused are brought into court from the cells, and taking steps to ensure the case is screened by the Crown's office and a sentencing and bail position is available for Defence or Duty Counsel before court, if possible.

#### On-Site Legal Aid and Simplified Online Application Process



**Fisher, Sandra L SSBC:EX**

---

**From:** Deitch, James AG:EX  
**Sent:** Thursday, May 26, 2011 8:50 PM  
**To:** Grills, Sean C AG:EX  
**Cc:** Gronsdahl, Dean AG:EX  
**Subject:** RE: Platform Commitment # 102

Thanks Sean. I think Judy already has this but appreciate you forwarding it.

**James Deitch**  
**Executive Director**  
**Criminal Justice and Legal Access Policy Division**  
**Justice Services Branch**  
**Ministry of Attorney General**  
**3rd floor, 703 Broughton Street**  
**PO Box 9222, Stn Prov Govt**  
**Victoria, BC V8W 9J1**

[www.criminaljusticereform.gov.bc.ca](http://www.criminaljusticereform.gov.bc.ca)  
<http://www.gov.bc.ca/ag/index.html>

*Phone:* 250.387.2109  
*Fax:* 250.356.6552  
*Cell:* 250.580.5612

*Please consider the environment before printing this e-mail*

---

**From:** Grills, Sean C AG:EX  
**Sent:** Thursday, May 26, 2011 5:16 PM  
**To:** Deitch, James AG:EX  
**Cc:** Gronsdahl, Dean AG:EX  
**Subject:** FW: Platform Commitment # 102

Sending this framework for what it's worth...see Peter's comment below

---

**From:** Taylor, Peter J AG:EX  
**Sent:** Thursday, May 26, 2011 5:11 PM  
**To:** Grills, Sean C AG:EX; Rawlinson, Kathleen AG:EX  
**Subject:** RE: Platform Commitment # 102

Sean, we spent a few minutes on this one day and Tara asked what a framework would look like. I sent here this after a small amount of work. I'm not sure where this went or even if it was any value.

---

**From:** Grills, Sean C AG:EX  
**Sent:** Thursday, May 26, 2011 4:33 PM  
**To:** Rawlinson, Kathleen AG:EX  
**Cc:** Taylor, Peter J AG:EX  
**Subject:** FW: Platform Commitment # 102

FYI re #102 - Study Ontario's 'Justice on Target'

---

**From:** Grons Dahl, Dean AG:EX  
**Sent:** Thursday, May 26, 2011 3:34 PM  
**To:** Robertson, Irene E AG:EX; Beresford, Christopher AG:EX; Carter, Nancy L AG:EX; Deitch, James AG:EX; Grills, Sean C AG:EX; Merner, David AG:EX; Pearson, Nancy AG:EX  
**Subject:** RE: Platform Commitment # 102

Jamie has the lead and his staff are working on this one and he promises an "informed opinion"

But thanks for the offer.

Dean Grons Dahl  
Manager Policy and Corporate Programs  
Justice Services Branch  
Ministry of Attorney General  
250 508 3671

---

**From:** Robertson, Irene E AG:EX  
**Sent:** Thursday, May 26, 2011 3:27 PM  
**To:** Beresford, Christopher AG:EX; Carter, Nancy L AG:EX; Deitch, James AG:EX; Grills, Sean C AG:EX; Grons Dahl, Dean AG:EX; Merner, David AG:EX; Pearson, Nancy AG:EX  
**Subject:** RE: Platform Commitment # 102

I took a look at this and it seems to be wholly about reducing court time for criminal cases; therefore, I wasn't going to provide any input into the analysis. Let me know if you do need something from me. Uniformed opinions and views, of course, are always available! Thanks, Irene

---

**From:** McHale, Jerry AG:EX  
**Sent:** Saturday, May 21, 2011 6:06 PM  
**To:** Beresford, Christopher AG:EX; Carter, Nancy L AG:EX; Deitch, James AG:EX; Grills, Sean C AG:EX; Grons Dahl, Dean AG:EX; Merner, David AG:EX; Pearson, Nancy AG:EX; Philippides, Edna AG:EX; Robertson, Irene E AG:EX  
**Subject:** Platform Commitment # 102  
**Importance:** High

# 102 is "Study Ontario's 'Justice on Target' program" – I gather, to see how and to what extent it might be applicable / useful in BC – to what extent BC lines up with it - or alternatively to what extent it is inapplicable or BC is already done it.

The DAG needs an analysis by the 28<sup>th</sup>.

Dean can you be responsible to see that this gets picked up early next week in my absence. May be that it is a task best suited to the DRO, but I leave that for others to decide

Jerry

Ministry of Attorney General  
Transformation (Justice on Target) business case framework

Item	Initiative	Implementation Actions	Start up costs \$	Ongoing costs \$	3 years costs	Targeted # of appearance reductions	Targeted days saved from reduced # of appearances	Targeted Court time reduction	Overall court hours saved	Standard \$ saving / court day	Total justice system saving over 3 years	Overall saving over 3 years	Identify application of savings (backlog or Ministry budget)
			a	b	c = a + 3 x b	d	e	f	g = e + f	h	i = g x h x 3	j = i - c	
1	Crown Access Commitment - Crown available outside the Court to resolve issues												
2	Meaningful first appearance - providing earlier information												
3	Dedicated prosecution case management												
4	Earlier and detailed disclosure												
5	Bail Reform												
6	Enhanced video appearance												
7	On-site legal aid and simplified online application process.												
	<b>Totals</b>												

DATE: May 24, 2011  
CLIFF#:

**MINISTRY OF ATTORNEY GENERAL  
CRIMINAL JUSTICE AND LEGAL ACCESS POLICY DIVISION  
BRIEFING NOTE**

**TOPIC:** Justice on Target (Ontario)

**PURPOSE OF NOTE:**

- FOR THE INFORMATION OF: Attorney General
- MEETING REQUIRED: No

**ISSUE:**

**EXECUTIVE SUMMARY:**

**BACKGROUND:**

- Justice on Target is an Ontario provincial government initiative intended to reduce delays in the Ontario criminal justice system by ensuring that existing resources are used as efficiently as possible.
- All professional participants in the criminal justice system, including Judges, Justices of the Peace, the criminal defence bar, Crown counsel, police, Corrections, court staff, victim services workers, Legal Aid Ontario, and other organizations are working collaboratively to improve efficiencies and implement culture change.
- The Ontario Attorney General announced the Justice on Target strategy in June 2008 in response to an unsustainable increase in the number of court appearances (114%) and the average time to case disposition (78%) between 1992 and 2007. The initiative set a four year target to reduce the provincial average number of appearances and days required to complete a criminal case by 30 percent.

Possibly insert a comment about where they were in relation to B.C. (i.e. behind), which explains the need for aggressive goals.

- The objective of Justice on Target is: a criminal justice system that:
  - Resolves less complex cases faster and more effectively;
  - Focuses on helping justice participants get to the decision point earlier in the process;
  - Redirects justice resources currently used for meaningless appearances to serious cases and justice priorities; and
  - Enhances public confidence in the administration of justice.



- In July 2008, an Expert Advisory Panel was formed to provide advice aimed at increasing the speed and efficiency with which criminal cases proceed through the justice system.
- In October 2008, three Ontario Courts were designated as Action Sites (test sites), and Local Leadership Teams comprised of professional participants in the justice system were formed to identify issues of criminal court delay, propose solutions, and implement change. The Local Leadership Teams were supported by multi-disciplinary experts who provided the teams with information from court observation, interviews of justice participants, and process mapping and analysis to assist with the identification of sources of delay at the local level.
- Following the identification stage, seven initiatives were implemented at the local level at the three initial Action Sites.
- Province-wide rollout of Justice on Target occurred between June 2009 and September 2010. Currently, all 57 criminal court sites in Ontario are now Action Sites and are in the process of identifying, implementing, or sustaining initiatives to reduce delay, arrive at decision points faster, and complete non-complex cases in a more timely and efficient manner.
- Local and regional Leadership Teams are engaged across the province to discuss how the seven initiatives could be used in their locations. As Action Sites identify their priorities, these initiatives evolve locally and new initiatives are developed. New initiatives and best practices are shared with other locations and profiled for consideration.
- A list is attached of the initiatives that each court location can choose from, depending on their local needs, with a link to related BC initiatives, policies, or potential use in BC. (reword?)

## **RESULTS AND DELIVERABLES**

- Senior officials in Ontario have advised that ...
- Publicly available performance measurement forms the baseline for the Ontario initiatives.
- Statistics on the average number of appearances and number of days needed to complete each type of offence is publically available on the Ministry of Attorney General website. The information is broken down regionally and by individual courthouse, so Ontarians can follow the progress of courts in their local community towards reaching targets. Statistics are posted twice per year.
- The most current statistics show that the average number of appearances needed to complete a criminal charge province-wide has fallen nearly six per cent since the strategy was launched in June 2008. In 2009, statistics demonstrated the first year-over-year decrease in 18 years in the number of appearances from 9.4 to 9.1. At mid-year,

**Formatted:** Font: (Default) Arial

**Formatted:** Indent: Left: 36 pt,  
Space After: 10 pt, Line spacing:  
Multiple 1.15 li, No bullets or  
numbering

**Formatted:** Indent: Left: 35.7 pt,  
No bullets or numbering

**Formatted:** Font: (Default) Arial

**Formatted:** Indent: Left: 36 pt,  
Space After: 10 pt, Line spacing:  
Multiple 1.15 li, No bullets or  
numbering

2010, the figure was further decreased to 8.9. Factoring out bench warrant days, the average number of days is also down nearly two per cent.

#### **ANALYSIS**

- In 2008 when the Justice on Target initiative was announced, the average number of appearance per case in Ontario was 9.4 and the average number of days for concluding criminal cases was 205.
- The average number of appearances per case in British Columbia is relatively stable at 5.9.
- 
- 

S13

**Comment [HVP1]:** Might want to use CCJS data to ensure the comparisons of data are 'apples to apples'

S13

#### **PREPARED BY:**

Jillian Hazel  
Research Officer  
250.386.8062

## APPENDIX A: JUSTICE ON TARGET INITIATIVES AND SIMILAR BC INITIATIVES

JOT INITIATIVE	DESCRIPTION	BC INITIATIVES
Publicly Available Performance Measures by Court Location - <u>Helen</u>	Statistics on the average number of appearances and number of days needed to complete each type of offence is publically available on the Ministry of Attorney General website.	1
Meaningful First Appearances - <u>CJB / CJLAPD</u>	Parties will agree if work can be done up front so that the first court appearance makes progress towards resolving the case. Initiatives implemented locally focus on providing more information earlier so that parties can make decisions sooner. Many sites are changing the forms given to accused at the time of arrest or conducting orientation sessions to help them better prepare for court.	1
Dedicated Prosecution - <u>CJB</u>	Teams of Case Management Crown screen and take ownership of files until the case is either resolved or set down for trial. Having one person take ownership of a file has several benefits, including fewer "touches" per file, less time spent getting up to speed and better continuity.	1
Crown Access Commitment - <u>CJB</u>	A "roving" Resolution Crown position is an example of a leading practice under the heading 'Crown Access Commitment' that has been implemented at several sites to ensure that timely resolution talks can be held. The person in this position is not scheduled for trial work so that they are readily available to talk with Defence and Duty Counsel. Sometimes additional information comes to light in those conversations that allows the case to be resolved sooner, with fewer appearances.	

**Comment [HVP3]:** BC has the technical capacity to post information on the website by court location – CSB was doing some work on BC Government's Open Data project - Check with Tammy Chatten for current status

**Comment [HVP4]:** The Victoria pilot project related to changes to Criminal Caseflow Management relates to this issue

**Comment [HVP5]:** See comment #3

<b>Streamline Disclosure</b> <u>CJB</u>	An initial and much reduced disclosure package is provided earlier in the process to allow Crown and defence to screen key material. A second, more detailed disclosure is made if the case goes to trial. This “two-step”, streamlined disclosure process ensures that all justice participants get the information they need earlier.	1
<b>Appearance Standard</b> <u>Courts</u>	Some straightforward cases spend as much time in the court system and command as much of the province's justice resources as the most serious and complex cases. Appearance standard recognizes the benefit of having a standard number of appearances for most matters, after which most cases should be either set down for trial or otherwise resolved.	
<b>Increased Availability of Plea Courts</b> <u>Courts</u>	Justice participants are finding ways to make Plea Courts available when an accused wants to plead guilty to a scheduled appearance.	
<b>Direct Accountability</b> <u>CJB</u>	Low level adult accused are held directly accountable to their community through sanctions including restitution, a charitable donation, community service, a letter of apology, or completion of a program to address their needs. New guidelines ensure that decisions regarding direct accountability measures are made earlier in the process before the first appearance if possible.	1
<b>Enhanced Video Conferencing</b> <u>Courts</u>	Justice participants are finding ways to make maximum use of existing video conferencing equipment, such as video pleas or scheduling private and secure consultations between defence counsel and in-custody accused. Facilitating defence counsel discussions with in-custody clients may also reduce the number of appearances and time between appearances for in-custody accused.	1

**Comment [HVP6]:** CJB and Federal Prosecutors published a major document detailing RCC preparation and disclosure procedures (Feb 08) While technical in nature, is this work worth referencing – I've attached the last copy I had for



Feb 2008.doc

interest

**Comment [HVP7]:** This has some common threads with Alt measures

**Comment [HVP8]:** The pilot project to implement defence/in-custody accused interviews was led by CILAPD (Jamie), with participation from Courts, Corrections etc. Not sure if there is one person at Courts who can give the overview of the project



<b>Bail Enhancements Courts</b>	Bale enhancements seek to reduce the number of appearances in the bail phase of a criminal case. Enhancements include coordinating the order in which accused are brought into court from cells, and taking steps to ensure the case is screened by the Crown's office and a sentencing and bail position is available for defence or duty counsel before court, if possible.	1
<b>On-site Legal Aid and Simplified Online Application Process - CJLAPD</b>	When the strategy began, eight locations had an on-site legal aid application office. Since then, another 39 locations have established on-site legal aid. An additional 5 are being planned.	1

**Comment [HVP9]:** This is akin to the Bail Reform project – implemented in Peace River and Surrey in 2008 – evaluation completed 2009 – no expansion since and anecdotal reports suggest the process implemented has since drifted

**Comment [HVP10]:** As part of the criminal Caseload management pilot in Victoria, a simplified legal aid process was implemented which included verifying financial status by fax, rather than waiting for the accused to obtain a form from social services

Bail reform pilot projects were launched in Dawson Creek, Fort St. John, and Fort Nelson in October 2008 and in Surrey and Delta in early 2009. The project provides tools and technology that make it possible for the accused to remain at the police detachment until a release decision has been made or a bail hearing conducted, without the necessity of transporting prisoners. Hearings are conducted by videoconference with the judicial officer at the Justice Centre in Burnaby. An independent evaluation completed in March 2010 shows that some efficiencies were achieved. The project is complete and has been evaluated with project sites continuing to operate at current locations.

**From:** [Hazel, Jillian AG:EX](#)  
**To:** [Chatten, Tammy E AG:EX;](#)  
**Subject:** RE: Platform Commitment #102  
**Date:** Friday, May 27, 2011 11:12:29 AM

---

Thank you so much for all your help with this! I know you're already very busy.

*Jillian Hazel*

Research Officer  
Criminal Justice and Legal Access Policy Division  
Ministry of Attorney General  
250-356-8062

---

**From:** Chatten, Tammy E AG:EX  
**Sent:** Friday, May 27, 2011 11:11 AM  
**To:** Hazel, Jillian AG:EX  
**Subject:** RE: Platform Commitment #102

Sorry about that, I should have included the link: <http://ccjsccsj.statcan.gc.ca/>


once you are on the site, select "statistics" on the left side of the screen. You will be asked to enter your username and password again.

You can look at reports in the "courts" section or the "timeliness" section. Anything starting with "ACCS" means Adult criminal court and "YCS" means youth criminal court.

If you need any other assistance, just give me a call.

Tammy

*Tammy Chatten*

Manager, Performance Measurement and Analysis  
Court Services Branch, HQ | Ministry of Attorney General  
 250-356-1515 | (fax)250-356-9530

---

**From:** Hazel, Jillian AG:EX  
**Sent:** Friday, May 27, 2011 10:44 AM  
**To:** Chatten, Tammy E AG:EX

**Subject:** RE: Platform Commitment #102

Hi Tammy – just a very silly question – could you provide me with the link the CCJS? Thanks

*Jillian Hazel*

Research Officer

Criminal Justice and Legal Access Policy Division

Ministry of Attorney General

250-356-8062

---

**From:** Chatten, Tammy E AG:EX

**Sent:** Thursday, May 26, 2011 3:38 PM

**To:** Hazel, Jillian AG:EX

**Cc:** Chiddell, Dan J AG:EX

**Subject:** RE: Platform Commitment #102

Jillian,

Here is the username **s.15** and password **s.15** for CCJS. I have also provided some possible language for your note. The key point is the first and last paragraph..

Over the last few years the government of BC has been moving towards transforming the way it engages with government agencies, businesses, and citizens in order that they may receive the services and information they need in a timely and easily accessible manner. In support of this, the e-government initiative looks to deliver its services and information electronically where possible.

The Ministry of Attorney General, and Court Services Branch specifically, have made great strides in this area. One of the key Ministry priority initiatives is Electronic Court (e-Court), which is comprised of the following three concepts:

1. **Citizen access** - legal professionals and self represented litigants need to be able send and receive information to/from court;
2. **In Court activity** – electronically enabling in court activities; and
3. **Out of Court activity** - electronically enabling pre and post court activities.

Creating open data and access to information on a broader scale builds upon the underlying principle of the Citizen Access component which promotes citizen participation. By proactively disclosing information and data that would normally be made available if requested, the ministry:

- creates instant engagement with citizens, businesses and other agencies,
- enhances transparency of the court and justice system, thereby increasing public satisfaction,
- creates efficiencies in the way we deliver information by reducing the volume of data requests that have to be responded to, and
- leads the way for other branches and partners to participate, which promotes horizontal co-ordination and collaboration across the justice system, and ultimately the government of BC.

In support of this work, CSB has started working with GeoBC, the leader in providing enterprise geographic information services on behalf of the British Columbia Government. GeoBC is developing a web site that has an interactive web-map which will allow users to click on any court location in BC and get basic information such as the address, phone number, region, court level, and a link to the daily court list. It may also provide some key provincial criminal adult metrics such as the number of new and completed cases, and average appearances per case. More updates on this work will be available later this year.

DAN: if you have any other suggestions or concerns about the language above, please let me know.

Thanks,

Tammy

---

**From:** Hazel, Jillian AG:EX  
**Sent:** Thursday, May 26, 2011 12:37 PM  
**To:** Chatten, Tammy E AG:EX  
**Subject:** Platform Commitment #102

Hi Tammy,

Justice Services has been asked to provide some information to the Minister regarding the Premier's platform commitment #102, which is "Study Ontario's Justice on Target (JOT) program". The attached note provides some background on JOT and Appendix A provides a chart of eleven specific initiatives that Ontario is doing to implement JOT.

I am wondering if you could chat with me today about two things: one is publically available performance measures by court location and the other is access to CCJS data so we could do a comparison of BC and Ontario in terms of number of appearances and days to disposition. Unfortunately, we need to have this to the Deputy tomorrow, so it would be great if we could chat sometime today. Apologies for the very short timelines on this.

Thanks so much,

*Jillian Hazel*

Research Officer

Criminal Justice and Legal Access Policy Division

Ministry of Attorney General

250-356-8062

**From:** [Donald, Janet AG:EX](#)  
**To:** [Chatten, Tammy E AG:EX](#);  
**Subject:** RE: Platform Commitment #102  
**Date:** Thursday, May 26, 2011 3:46:54 PM

---

Thanks Tammy – that looks good!

---

**From:** Chatten, Tammy E AG:EX  
**Sent:** Thursday, May 26, 2011 3:39 PM  
**To:** Donald, Janet AG:EX  
**Subject:** FW: Platform Commitment #102

---

Please see edits below.

---

**From:** Chiddell, Dan J AG:EX  
**Sent:** Thursday, May 26, 2011 3:20 PM  
**To:** Chatten, Tammy E AG:EX  
**Cc:** Delacretaz, Stephanie AG:EX  
**Subject:** RE: Platform Commitment #102

---

Thanks Tammy, that looks good to me.

---

**From:** Chatten, Tammy E AG:EX  
**Sent:** Thursday, May 26, 2011 3:17 PM  
**To:** Chiddell, Dan J AG:EX  
**Cc:** Delacretaz, Stephanie AG:EX  
**Subject:** RE: Platform Commitment #102

---

How is this?

<b>Appearance Standard - Courts</b>	<p>Justice on Target – Ontario</p> <p>Some straightforward cases spend as much time in the court system and command as much of the province's justice resources as the most serious and complex cases. Appearance standard recognizes the benefit of having a standard number of appearances for most matters, after which most cases should be either set down for trial or otherwise resolved.</p>	<ul style="list-style-type: none"><li>Justice transformation initiatives such as Bail Reform, Small Claims reform, and the Family Law Reform and rules changes are all focussed on process improvements, creating greater efficiency and access to justice.</li><li>There are also smaller pilots in place, such as the Victoria Criminal Case Management pilot which is responding to increasing number of court appearances in adult criminal cases by requiring cases that have had a first appearance to not appear again before the court until an arraignment hearing.</li><li>While there are no official standards in place for overall number of appearances per case, the BC Provincial Court suggested through its 1999 Criminal Caseflow Management Rules an acceptable number of appearances by type of reason, and more recently, have set time standards for scheduling substantive criminal and civil matters (e.g. trials).</li><li>For example, according to the Provincial Court's standards for hearing cases, the time to trial has exceeded what is considered to be reasonable (90 per cent of half-day adult criminal trials within six months and 90 per cent of two day trials within eight months).</li></ul>
-------------------------------------	--	--



---

**From:** Donald, Janet AG:EX  
**Sent:** Wednesday, May 25, 2011 4:22 PM  
**To:** Chiddell, Dan J AG:EX; Chatten, Tammy E AG:EX  
**Cc:** Delacretaz, Stephanie AG:EX  
**Subject:** RE: Platform Commitment #102

Just the selected item – I am gathering info on the other items.

J

---

**From:** Chiddell, Dan J AG:EX  
**Sent:** Wednesday, May 25, 2011 4:21 PM  
**To:** Donald, Janet AG:EX; Chatten, Tammy E AG:EX  
**Cc:** Delacretaz, Stephanie AG:EX  
**Subject:** RE: Platform Commitment #102

Janet, in the interests of clarity are we being asked to provide a response for the selected item only, or for the various other items assigned to CSB in the attachment?

Thanks  
Dan

---

**From:** Donald, Janet AG:EX  
**Sent:** Wednesday, May 25, 2011 4:17 PM  
**To:** Chatten, Tammy E AG:EX; Chiddell, Dan J AG:EX  
**Cc:** Delacretaz, Stephanie AG:EX  
**Subject:** RE: Platform Commitment #102

Thanks Tammy – I appreciate the tightness of the timeline and with that in mind please if you can just provide a few high level information points – and if we need to add a disclaimer on the comparability of the data that is fine.

J

---

**From:** Chatten, Tammy E AG:EX  
**Sent:** Wednesday, May 25, 2011 4:02 PM  
**To:** Chiddell, Dan J AG:EX; Donald, Janet AG:EX  
**Cc:** Delacretaz, Stephanie AG:EX  
**Subject:** RE: Platform Commitment #102

Hi there,

I am just touching base to say that I am just looking at this now so will do what I can for tomorrow by end of day but it will be tight. Just so you know, we will have issues with reporting similar types of stats because from what I recall from the Justice On Target initiative, their datasets and business rules for calculations are quite different from ours. It will take some time to pull out that information but I think it might be useful because we will need to qualify whatever statements we make that appear to compare ourselves to Ontario.

Tammy

---

**From:** Chiddell, Dan J AG:EX  
**Sent:** Wednesday, May 25, 2011 11:35 AM  
**To:** Donald, Janet AG:EX; Chatten, Tammy E AG:EX  
**Cc:** Delacretaz, Stephanie AG:EX  
**Subject:** FW: Platform Commitment #102

Janet, this falls into the work that Tammy's leading I think so I'm forwarding to her for thoughts – thanks.

---

**From:** Donald, Janet AG:EX  
**Sent:** Wednesday, May 25, 2011 11:26 AM  
**To:** Chiddell, Dan J AG:EX; Delacretaz, Stephanie AG:EX  
**Subject:** FW: Platform Commitment #102

Hi Dan and Stephanie;

We have been asked to provide some points on what BC is doing in relation to the Justice on Target program in Ontario. JSB is preparing a BN for the AG and has asked for information ( I have included an excerpt below for where I am looking for information -- I understand you may have information on pilot projects or other initiatives that Court Services is leading with regard to appearance standards. If you do could you please provide 3 – 5 points on this. If it's not CSB could you let me know who the lead, if any is? And they have given us the **deadline of tomorrow May 27<sup>th</sup> – is this workable?**

Thx  
Janet

<b>Appearance Standard - Courts</b>	Justice on Target – Ontario  Some straightforward cases spend as much time in the court system and command as much of the province's justice resources as the most serious and complex cases. Appearance standard recognizes the benefit of having a standard number of appearances for most matters, after which most cases should be either set down for trial or otherwise resolved.	Pilot project in Victoria??
-------------------------------------	---	-----------------------------

---

**From:** Bennett, Michelle AG:EX  
**Sent:** Wednesday, May 25, 2011 10:25 AM  
**To:** Donald, Janet AG:EX  
**Subject:** FW: Platform Commitment #102

FYI

---

**From:** Shwart, Trish A AG:EX  
**Sent:** Wednesday, May 25, 2011 8:49 AM  
**To:** Bennett, Michelle AG:EX  
**Subject:** Fw: Platform Commitment #102

Wendy can probably work on this.  
Trish Shwart  
Cell 250 413 7005

---

**From:** Hazel, Jillian AG:EX  
**Sent:** Wednesday, May 25, 2011 08:22 AM  
**To:** Thompson, Brent J AG:EX; Shwart, Trish A AG:EX; Pedneault, Helen AG:EX  
**Cc:** Cheema, Kashmiro K AG:EX; de Boer, Richard W AG:EX; Klima, Judy H AG:EX

**Subject:** Platform Commitment #102

Hello Brent, Trish and Helen,

I received your contact information from Judy Klima. We have been asked to provide some information to the Minister regarding the Premier's platform commitment #102, which is "Study Ontario's Justice on Target (JOT) program". The attached note provides some background on JOT and Appendix A provides a chart of eleven specific initiatives that Ontario is doing to implement JOT. In the third column of the chart we would like to include information about whether BC is already doing something similar, whether the initiative might be applicable or useful in BC, or alternatively, to what extent the initiative is not applicable in BC.

We are wondering if you could please provide us with some information from your Branch to fill out the chart (we have indicated specific Branches in red). Unfortunately, since we need to have this to the Deputy by Friday, could you please have this back to me by end of day **Thursday, May 27**.

Thank you so much for your help,

*Jillian Hazel*

Research Officer

Criminal Justice and Legal Access Policy Division

Ministry of Attorney General

250-356-8062