# MINISTRY OF ATTORNEY GENERAL DEPUTY MINISTER TO THE PREMIER'S OFFICE 30-60-90 REPORT

July 1, 2020 – September 30, 2020

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Withheld pursuant to/removed as

s.12; s.13

#### OICs

ITEM	DESCRIPTION	NEXT STEPS (Deliverables/Milestones & timelines)	LINK TO GOV PRIORITY	NOTES/COMMENTS
12; s.13				
OIC Cannabis Licensing	OIC to extend authority for Liquor Primary (LP) and Food Primary (FP)	July 8 Cabinet		
Regulation	licensees to sell packaged liquor, with purchase of food, for consumption outside of their establishment, from July 15 – Sept 30, 2020.			
OIC Liquor Control and Licensing Act	Conversion of independent wine stores to licensee retail stores.	Now Targeting June 24 Cabinet		Received MLA approval.
<b>OIC</b> Patients Property Act – Public Guardian and Trustee	Committee of Estate.	Targeting June 24 or July 8 Cabinet		PGT submitted an application for an OIC for Trustees of an estate in Alberta be appointed as committee of estate in BC.
<b>OIC</b> Liquor & Cannabis Regulation Branch	OIC to extend authority for Liquor Primary (LP) and Food Primary (FP) licensees to sell packaged liquor, with purchase of food, for consumption outside of their establishment, from July 15 – Sept 30, 2020.	Targeting June 24 or July 8 Cabinet		

ITEM	DESCRIPTION	NEXT STEPS (Deliverables/Milestones & timelines)	LINK TO GOV PRIORITY	NOTES/COMMENTS
s.12; s.13				
s.12				
OIC (AG and TRAN)	Violation Ticket and Fines Administration Regulation. OIC proposes to raise the fine for opening a motor vehicle door when it is unsafe to do so.	Now Targeting July 15 Cabinet		TRANS leading.
OIC (AG and TRAN)		TRAN still going forward with MVAPP but no amendments to VTAFR, so AG will not be involved at this time.		
s.12; s.13	'	'		
s.12; s.13				1
s.12; s.13	•			

				5d.) 1, 2020 September 50, 2020
ITEM	DESCRIPTION	NEXT STEPS (Deliverables/Milestones & timelines)	LINK TO GOV PRIORITY	NOTES/COMMENTS
s.12; s.13				
OIC Liquor and Cannabis Regulation Branch. Statutory Decision Maker	Move from a dual to a single decision maker model when determining if a person is 'fit and proper' (i.e. security screening) to obtain a cannabis retail store license.	Targeting August 5 Cabinet (tentatively)		
s.12; s.13	'	•		
OIC Provincial Court Judge appointments	3 new judge appointments	Targeting July 15 Cabinet		
OIC Senior Judge appointments	3 senior judge appointments	Targeting July 15 Cabinet		
OIC Liquor and Cannabis Regulation Branch – Online Sales and Pre-paid purchase cards	Allow cannabis retail stores the ability to offer online sales (reservations) with instore pickup and allow people to use prepaid purchase cards at any cannabis store that is owned by the same licensee or part of the same franchise.	Targeting July 15 Cabinet (tentatively)		
s.12				

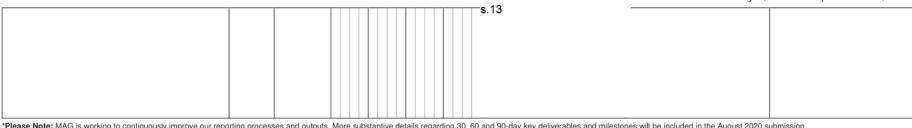
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Withheld pursuant to/removed as

s.12; s.13; s.17

Product		Divers		elines		Key Milestones and Deliverables					
Project	Lead	Phase	19/20 20/21	21/22	22/23		60 Days	90 Days			
Goal 1: The justice and public safety sect	or in Bri	tish Colun			0 0 0 0	30 Days	00 2473	30 Bay3			
Legal Assistance: Implementation of ALL Agreement (Phase 3)	JSB	Execute	=			• None	• None	• None			
Justice Access Centre Expansion	JSB	Execute				Construction and facilities planning are ongoing activities.	Construction and facilities planning are ongoing activities. Ongoing HR recruitment planning.	Construction and facilities planning are ongoing activities.			
Provincial Court Family Rules Reform	JSB	Execute				Close out OIC Phase project. Transition to Implementation phase project planning/reporting.	<ul> <li>Close out OIC phase project.</li> <li>Transition to Implementation phase project planning/reporting.</li> </ul>	• None			
Goal 2: The justice and public safety sect	tor in Bri	itish Colur	mbia protects	people.							
Gladue: Year 2 Priority Projects	JSB	Execute				s.13					

DMPO 30-60-90 Day Report July 1, 2020 - September 30, 2020



\*Please Note: MAG is working to continuously improve our reporting processes and outputs. More substantive details regarding 30, 60 and 90-day key deliverables and milestones will be included in the August 2020 submission.

Original planned close-out quarter Current planned close-out quarter

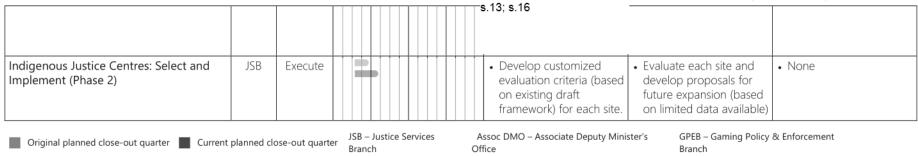
JSB – Justice Services Branch

Assoc DMO – Associate Deputy Minister's

GPEB - Gaming Policy & Enforcement

Branch

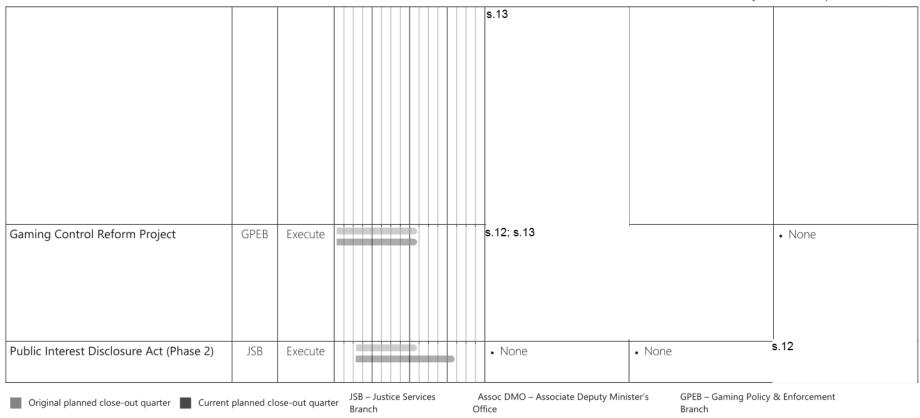
Project	Lead	Phase	Timelines  19/20   20/21   21/22   22/23	Key Milestones and Deliverables				
			68866886886886	30 Days	60 Days	90 Days		
Goal 2: The justice and public safety sec	tor in Br	itish Colu						
First Nations Justice Strategy: Phase 5A: Strategy Implementation Planning	JSB	Execute	S.	13; s.16				
s.13; s.16	I	I						



Project	Lead	Phase	Time	elines 21/22 22	2/23	Key Milestones and Deliverables			
			5884588	99999	2 8 2	30 Days	60 Days	90 Days	
Goal 2: The justice and public safety sec	tor in Bri	itish Colur	nbia protects <sub>l</sub>	people.					
Draft 10 Principles Implementation	JSB	Plan				Champions Table meetings will occur monthly with the next scheduled meeting on July 8, 2020 (postponed, based on new direction from MIRR) Further direction will be provided after the June 15 ADM Table. Review the initiatives as part of this portfolio and develop a path forward.	• None	• None	
Goal 3: The justice and public safety sec	tor in Bri	itish Colur	nbia is sustain	able.					
Tribunal Transformation Initiative Onboarding (Phase 1)	JSB	Execute				<ul> <li>TTI Phase 2 Concept Case approved.</li> <li>Develop TTI Phase 2 Business Case</li> <li>Start all fiscal year</li> </ul>	MVP for HRT and Appointee Management.	Procurement for Application Management.	

		JEDI portfolio in place and executing     TTI Phase 2 Concept Case, addressing additional tribunals, accessibility, and sector integration, being reviewed.  Appointee Management solution; Human Rights Tribunal (HRT) is on track.	
Original planned close-out quarter Current planned close-out quarter	JSB – Justice Services	Assoc DMO – Associate Deputy Minister's	GPEB – Gaming Policy & Enforcement
	Branch	Office	Branch

Project	t Lead Phase 19/2				22/23	Key Milestones and Deliverables				
	5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8 5 5 8 8						60 Days	90 Days		
Goal 4: The justice and public safety sed	ctor in B	ritish Colu	mbia has th	ne public	's confi	dence.				
Dirty Money 1 Recommendations Implementation	Assoc DMO	Plan/ Execute				Participate as government panelist at Cullen Commission of Inquiry June 11 and 12, 2020.     Assessment of recommendations that require audits and engagement on how to proceed towards closure on these items.  s.13	Regular meetings established and draft project charter completed for Provincial Anti-Money Laundering Strategy.	• None		



Project  Goal 4: The justice and public safety sec		Phase	Time	elines	Key Milestones and Deliverables					
	Lead tor in Bri		مامامام	21/22 등원 등 분 ublic's	30 Davs	60 Days	90 Days			
<b>NEW</b> : Independent Gambling Control Office (ICGO)	GPEB	Execute			June/July 2020: Joint Decision BN on the RPGP for Minister Eby and MMHA Minister Darcy.     Briefing note and Governance Document that outlines governance	Development of HR strategy to transition IGCO and ensure the organization has capacity to carry out mandated functions.	<ul> <li>Possible RFL TB         Submission to Treasury         Board</li> <li>IGCO website content         writing begins with GCPE         GDX.</li> <li>Job postings for Strategic         Communication and</li> </ul>			

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		framework for the new IGCO.  Staff survey to GPEB staff re: IGCO website framework.	Engagement Director and Digital Communications Officer.
Original planned close-out quarter Current planned close-out quar	JSB – Justice Services	Assoc DMO – Associate Deputy Minister's	GPEB – Gaming Policy & Enforcement
	Branch	Office	Branch

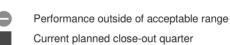
Project	Lood	Phase	Eundina	10//	20	Time			0/00	ort #		Sta	tus		Commo	onto
Project	Lead	riiase	Funding	19/2 Q1 Q2 (		20/21 Q2 Q3 Q4	_	21/22 Q2 Q3 Q4	 2/23	Report	Schedul	e Co	st	Scope	Commi	ents
Goal 1: The justice and public sat	ety sect	or in British	Columbia is fai													
Legal Assistance: Implementation of ALL Agreement (Phase 3)	JSB	Implement/ Execute	Not Funded							7	<b>1</b> 7 5	• •	<sup>7</sup> ⇒	<b>●</b> <sup>7</sup> ⇒		
Justice Access Centre Expansion	JSB	Execute	Funded							19	<b>1</b> 9 =	• •	19 ⇔	<b>●</b> 19 ⇒		
Provincial Court Family Rules Reform	JSB	Completed	Funded							19	N/A	N/	'A	N/A	Note:	OIC phase of this project has been completed. Planning is currently underway for implementation phase.
Goal 2: The justice and public sat	ety sect	or in British	Columbia prote	ects pe	eople.											
Gladue: Year 2 Priority Projects — s.13	JSB	Execute	Partially funded							9	9 5		9 ⇔	<b>●</b> <sup>9</sup> ⇔	Schedule: Cost: Scope:	2020/21 fiscal funds in the amount of \$700K have been allocated to the project as expected, however it is expected that implementation will require additional funds. s.13
First Nations Justice Strategy: Strategy Implementation Planning (Phase 5)	JSB	Execute	Funded							4	<b>4</b> 5	• •	4 ⇔	<b>♣</b> ⁴ ⇒		
13; s.16	JSB	Execute	Funded							9	<b>●</b> <sup>2</sup> □	• •	8 ⇒	● 8 ⇒	Schedule:	s.13; s.16

Project	Lead	Phase	Funding	Timelines	ер В	Status	Comm	ents
Performance is within an acceptable range Original planned close-out quarter		formance outside of a	,	Performance significantly outside of acceptable range Indicates an anticipated improvement in project status	P ⇒	Project in the planning phase Indicates no anticipated change in project statu	NR us ↓	No status report received Indicates an anticipated decline in project status

				19/20		20/2	)1	21	/22		22/2	2							
				Q1 Q2 Q3		, ,	_,		, ,	_				Sched	dule	Cost	Scope		
Goal 2: The justice and public saf	ety sect	or in British																	
Indigenous Justice Centres: Select and Implement (Phase 2)	JSB	Execute	Partially Funded										8	•	4 ⇔	<b>⊕</b> <sup>7</sup> ⇒	<b>○</b> <sup>2</sup> ⇔	Scope:	The three IJC's are fully staffed; however, the level of services being provided continues to be impacted due to COVID-19.
Draft 10 Principles Implementation	JSB	Planning	Other*										16	8	☆	<b>⊗</b> <sup>4</sup> ⇒	<b>⊗</b> <sup>4</sup> ⇒	Schedule Cost: Scope: *Note:	This project has been transitioned to IJSS from SPPRD and timelines are currently being developed and reviewed. s.12; s.13  Scope is currently being developed and reviewed. s.12; s.13
Goal 3: The justice and public saf	ety sect	or in British	Columbia is sus	tainab	e.														
Tribunal Transformation Initiative Onboarding (Phase 1)	JSB	Execute	Funded										19	•	6 ⇔	<b>⊕</b> <sup>5</sup> ⇔	<b>●</b> <sup>19</sup> ⇒		
Goal 4: The justice and public saf	ety sect	or in British	Columbia has th	ne pub	ic's	conf	ider	nce.											
Gaming Control Reform Project	GPEB	Execute	Funded□										7	•	1 ↔	<b>●</b> <sup>1</sup> ⇒	<b>⊕</b> <sup>6</sup> ⇔	Cost:	s.12; s.13

Project	Lead	Phase	Funding		Time	lines		epor :#	Status	Comments			
			. amamig	19/20	20/21	21/22	22/23	<b>L L</b>	Otatuo	33			
Performance is within an acceptable range Original planned close-out quarter	_	formance outside of rent planned close-o			nce significantly an anticipated in			P ⇔	Project in the planning phase Indicates no anticipated change in project sta	NR tus ↓	No status report received Indicates an anticipated decline in project status		

				Q1 Q2	2 Q3 Q	14 Q1 Q	2 Q3	Q4 Q1	Q2 Q	3 Q4 C	Q1 Q2	Q3 Q4	1	Schedule	Cost	Scope		
Goal 4: The justice and public saf	ety sect	tor in British	Columbia has	the p	ublic	s's co	nfid	lenc	e.									
Dirty Money 1 Recommendations Implementation	Assoc. DMO	Plan/Execute	Other□					=					7	<b>⊕</b> <sup>2</sup> ⇒	<b>●</b> 6* □	• • • •	Schedule:	The majority of non-legislation related recommendations are expected to be addressed by August 2020.
																	*Cost:	No additional or new budget allocated to this work. FY20/21 AMLS funded by AG ministry pooled budget. Resource funding request submitted in August 2019.
																	Scope:	Initially assessed scope of proposed DPU no longer accurate and will require reassessment following results of the Cullen Inquiry. Scope will be evaluated within implementation of the provincial strategy. AML DMC will be asked to review closure report before end of July 2020.
																	□Funding	Approval of additional PA27 position outstanding.
Public Interest Disclosure Act (Phase 2)	JSB	Execute	No new funding required										4	• • •	<b>•</b> 4 =	→ 4 ⇒		
Independent Gambling Control Office (IGCO)	GPEB	Execute	Funded										2	<b>○</b> <sup>2</sup> ⇒	<b>1</b> =	→ <b>•</b> • • • • • • • • • • • • • • • • • •	Schedule:	s.12; s.13
																	Cost:	

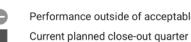




					Tim	elines			t #		Status			
Project	Lead	Phase	Funding	19/20	20/21	21/22		2/23	Repor				Comm	ents
Goal 1: The justice and public saf	fety sect	tor in British	Columbia is fa	Q1 Q2 Q3 Q4	Q1   Q2   Q3	Q4 Q1 Q2 Q3	04 Q1 Q	Q2 Q3 Q4		Schedule	Cost	Scope		
Legal Assistance: Implementation of ALL Agreement (Phase 3)	JSB	Implement/ Execute	Not Funded						7	<b>⊕</b> <sup>7</sup> ⇒	<b>●</b> <sup>7</sup> ⇒	<b>⊕</b> <sup>7</sup> ⇒		
Justice Access Centre Expansion	JSB	Execute	Funded						19	<b>⊕</b> 19 ⇔	<b>⊕</b> 19 ⇒	<b>●</b> 19 ⇔		
Provincial Court Family Rules Reform	JSB	Completed	Funded						19	N/A	N/A	N/A	Note:	OIC phase of this project has been completed. Planning is currently underway for implementation phase.
Goal 2: The justice and public saf	ety sect	tor in British	Columbia prot	ects peop	le.									
Gladue: Year 2 Priority Projects – Business Case Development	JSB	Execute	Partially funded						9	<b>●</b> 9 ⇔	<b>●</b> <sup>9</sup> ⇒	<b>●</b> 9 ₽	Schedule: Cost: Scope:	2020/21 fiscal funds in the amount of \$700K have been allocated to the project as expected, however it is expected that implementation will require additional funds. s.13
First Nations Justice Strategy: Strategy Implementation Planning (Phase 5)	JSB	Execute	Funded						4	<b>⊕</b> ⁴ ⇒	<b>⊕</b> <sup>4</sup> ⇒	<b>⊕</b> ⁴ ⇒		
-s.13; s.16 —	JSB	Execute	Funded						9	<b>○</b> <sup>2</sup> ⇒	● 8 ⇔	● 8 ⇒	Schedule:	−s.13; s.16 _

					Tin	nelin	es			##		Status			
Project	Lead	Phase	Funding	19/20	20/21		1/22	_	2/23	Report	O-b-d-d-		0	Comm	ents
Goal 2: The justice and public saf	ety sect	or in British	n Columbia prot	01 02 03 04 ects peop		Q4 Q1 Q	12   Q3   Q4	4 Q1   Q2	2   Q3   Q4		Schedule	Cost	Scope		
Indigenous Justice Centres: Select and Implement (Phase 2)	JSB	Execute	Partially Funded							8	<b>⊕</b> ⁴ ⇒	<b>⊕</b> <sup>7</sup> ⇒	<b>●</b> <sup>2</sup> ⇒	Scope:	The three IJC's are fully staffed; however, the level of services being provided continues to be impacted due to COVID-19.
Draft 10 Principles Implementation	JSB	Planning	Other*							16	<b>⊗</b> <sup>6</sup> ⇒	<b>8</b> 4 ⇒	<b>3</b> 4 ⇒	Cost:	This project has been transitioned to IJSS from SPPRD and timelines are currently being developed and reviewed.  s.12; s.13  Scope is currently being developed and reviewed. s.12; s.13
Goal 3: The justice and public saf	ety sect	or in British	n Columbia is su	ustainable											
<u>Tribunal Transformation Initiative</u> <u>Onboarding (Phase 1)</u>	JSB	Execute	Funded							19	<b>⊕</b> <sup>6</sup> ⇒	● 5 ⇒	<b>⊕</b> 19 ⇔		
Goal 4: The justice and public saf				the public	's conf	idenc	e.								
Gaming Control Reform Project	GPEB	Execute	Funded†							7	⊕¹⇒	●1 ⇒	а⇒	Cost:	s.12; s.13

						Т	ime	elin	es				#						
Project	Lead	Phase	Funding	19/2	0	20/			1/22		22/	23	Report #		Status			Comme	ents
				Q1   Q2   Q3	3 Q4 (	Q1 Q2	Q3   Q4	4 Q1 Q	Q2 Q3	Q4 Q1	1 Q2	Q3 Q4	Re	Schedule	dule Cost Scope				
Goal 4: The justice and public sa	fety sect	tor in British	Columbia has	the pul	blic's	s co	nfid	lenc	e.										
Dirty Money 1 Recommendations Implementation	Assoc. DMO	Plan/Execute	Other*										7	⊕²⇒	<b>⊕</b> 6° ⇔	G	) <sup>1</sup> ⇒	Schedule:	The majority of non-legislation related recommendations are expected to be addressed by August 2020.
																		*Cost:	No additional or new budget allocated to this work. FY20/21 AMLS funded by AG ministry pooled budget. Resource funding request submitted in August 2019.
																		Scope:	Initially assessed scope of proposed DPU no longer accurate and will require reassessment following results of the Cullen Inquiry. Scope will be evaluated within implementation of the provincial strategy. AML DMC will be asked to review closure report before end of July 2020.
																		*Funding	Approval of additional PA27 position outstanding.
Public Interest Disclosure Act (Phase 2)	JSB	Execute	No new funding required										4	<b>⊕</b> ⁴ ⇒	● 4 ⇒	G	) ⁴ ⇒		
Independent Gambling Control Office (IGCO)	GPEB	Execute	Funded										2	● <sup>2</sup> ⇔	<b>●</b> <sup>1</sup> ⇒	•	) <sup>2</sup> ⇔	Schedule: Cost:	s.12; s.13





## Ministry of Attorney General Strategic Plan on a Page 2019/20 - 2021/22

While working together with our sector partners and stakeholders, the ministry will undertake the following strategies and key actions to achieve our priority areas of focus. Each strategy contains one or more key actions that articulates the specific work that will be completed, as well as a high-level timeline and the lead branch that is accountable for delivering on each key action.

We will measure our progress towards achieving our goals and objectives through ongoing project status reporting to executive committee and monitoring of performance measures detailed in our Sector Service Plan, as well as through other performance indicators at the branch level. As we move forward, we are committed to working with our sector partners to improve our performance measurement framework to better measure progress towards our goals and objectives.

Year 1 - 2019/2020 Year 3 - 2021/2022

#### Goal 1: The justice and public safety sector in British Columbia is FAIR.

Develop an Access to Justice Framework and Action Plan that will be used to set policy, guide strategic planning, establish funding priorities, promote collaboration among ministries, partners and the public, and define outcomes for continuous improvement and access to Justice Framework Framework For Action (JSB)

#### Improve and support legal aid programs and services for British Columbians

- 1.1.2a Undertake a review to draft and implement a comprehensive plan for legal aid reform in B.C. (JSB)
- 1.1.2b Continue to expand the use of the family and criminal duty counsel program (JSB)

#### **Expand Crown Counsel-led bail and charge assessment**

1.1.3a Implement after-hours Crown Counsel-led bail and charge assessment on weekend evenings for all regions (BCPS)

#### Improve dispute resolution services for B.C. families

- 1.1.4a Implement an early assessment & mediation prototype in Victoria in collaboration with the provincial court for dealing with family matters (JSB)
- 1.1.4b Build on the successes achieved through the existing Justice Access Centres (JAC), by expanding to additional locations in Surrey and Abbotsford (CSB/CMSB)
- 1.1.4c Develop and implement a new service delivery option for the Family Maintenance Enforcement Program (JSB)
- 1.1.4d Undertake revisions to rules to divert cases from court, support families with early assessment and dispute resolution, introduce early case management, and introduce less adversarial court processes (JSB)

  1.1.4e Undertake an evaluation of changes to the Family Law Act, including research and consultation on the impact to family law and areas of reform (JSB)

#### Support an integrated network of independent community legal clinics to provide criminal law, family law and poverty law services, as well as other services

1.1.5a Pilot legal clinics in up to eight communities across the province, in partnership with the Law Foundation (JSB)

#### Deliver client based, accessible and effective court services that people count on, while supporting the smooth operation of the Courts of British Columbia

- 1.1.6a Deliver a Facilities Strategy through the Courthouse Capital Management Plan, including the Abbotsford courthouse construction (CSB/CMSB)
- 1.1.6b Continue to deliver on the BC Sheriff Service 2020 Strategic Plan emphasizing recruitment, training, leadership, retention and succession management (CSB)
- 1.1.6c Develop a jury engagement process and approach to enhance citizen experience while undertaking jury duties (CSB)

#### Improve access to information and the use of technology that supports the public's access to justice

- 1.1.7a Develop digital service delivery platforms that improve access to timely services (e.g. divorce, probate, family forms) so citizens can receive services the way they need (CSB)
- 1.1.7b Improve access to interpreters and the use of video for appearances through video conferencing (CSB)
- 1.1.7c Continue developing and implementing effective disclosure strategies to support appropriate early resolution and timely and efficient case preparation, including development of a sector Digital Evidence Management Solution (BCPS)

#### Goal 2: The justice and public safety sector in British Columbia PROTECTS PEOPLE.

Partner with Indigenous leadership to develop an Indigenous Justice Strategy to reduce the over-representation of Indigenous people involved in the justice and public safety sector

- 2.1.1a Continue implementation of the BC Prosecution Service Indigenous Justice Framework (BCPS)
- 2.1.1b Support the development of two parallel strategies for First Nations & Métis to be led by First Nations Justice Council and Métis Nation B.C. (JSB)
- 2.1.1c Work with partners to implement Indigenous Justice Centres across B.C. (JSB)
- 2.1.1d Develop a strategy to support the broader Gladue principles (JSB)

Implement policies on bail and administration of justice offences which seek to address the disproportionate impacts upon accused persons from disadvantaged and vulnerable communities to reduce the over-representation of Indigenous people in the criminal justice system without endangering public safety

2.1.2a BC Prosecution Service to implement new bail and administration of justice offences policies (BCPS)

Continue to build & improve existing partnerships to support engagement & reconcilliation with Indigenous peoples though implementation of the Truth and Reconcilliation Commission's Calls to Action & the United Nations Declaration on the Rights of Indigenous Peoples (JSB)

Implement and monitor the regulatory framework for non-medical cannabis, including distribution and retail sales to allow adults safe, legal, controlled access to non-medical cannabis, with public health and safety top of mind

2.2.1a In parntnership with the Ministry of Health, develop a social responsibility framework with ministries across the sector (LCRB)

2.2.1b Develop and implement a regulatory inspection program that provides regular and consistent oversight of non-medical cannabis retail stores, with an approach that balances education strategies and enforcement where appropriate (LCRB)

Assoc.DMO - Associate Deputy Minister's Office BCPS - BC Prosecution Service

CMSB - Corporate Management Services Branch CSB - Court Services Branch

GPEB - Gaming Policy and Enforcement Branch ISB - Information Systems Branch

JSB - Justice Services Branch LCRB - Liquor and Cannabis Regulation Branch LDB - Liquor Distribution Branch LSB - Legal Services Branch

## Ministry of Attorney General Strategic Plan on a Page 2019/20 - 2021/22

Year 1 - 2019/2020 Year 2 - 2020/2021 Year 3 - 2021/2022

#### Goal 3: The justice and public safety sector in British Columbia is SUSTAINABLE.

Support the transition of responsibility for minor motor vehicle accident claim disputes to the Civil Resolution Tribunal (CRT)

3.1.1a Implement the Accident Claims Transformation Project to support transition of minor accident injury claims up to \$50,000 to the CRT (JSB)

#### Reform the administrative justice sector in B.C. through technology, co-location and further advancements

3.1.2a Complete the first phase of the Tribunal Transformation Initiative to reform the administrative justice sector through technology, co-location and onboarding tribunals to the Ministry of Attorney General (JSB)

#### Implement innovative ways to move certain types of disputes out of courtrooms, such as the Civil Resolution Tribunal, so that court resources may be reserved for the most serious matters

3.1.3a Develop and implement a second phase of the Tribunal Transformation Initiative to build a cohesive, effective and efficient tribunal sector (JSB)

#### Lead a cross-ministry business ICBC transformation initiative, including changes to policy and operational business delivery for ICBC

3.1.4a Lead and support development and implementation of further cross-government strategies that will support sustainable auto insurance in B.C. (Assoc.DMO)

3.1.4b Support the implementation of ICBC product and rate changes (Assoc.DMO)

3.1.4c Support the development and implementation of auto insurance for transportation network services in B.C. (Assoc.DMO)

#### Work across ministries and other levels of government to establish and maintain overall provincial business continuity plans

3.1.5a Implement an AG and PSSG Business Continuity Management Program Framework (CMSB)

3.1.5b Create a Continuity Plan for the Judiciary to assist in maintaining a constitutional form of government in the event of a catastrophic event (CMSB)

#### Strengthen and modernize information management, information technology systems and outcomes management

3.1.6a Develop a sector-wide Digital Strategy Framework to guide sector investments in common data, technology and workforce capabilities needed to support business transformation (ISB)

3.1.6b Support the development and implementation of a new technology system for the Office of Legislative Counsel (LSB)

#### Modernize and streamline liquor regulation and distribution practices that balance public safety and public interest considerations, and facilitate improved public and industry services

3.1.7a Implement liquor policy changes for the recommendations prioritized by government in response to the Business Technical Advisory Panel Report (LCRB/LDB)

#### Goal 4: The justice and public safety sector in British Columbia has the PUBLIC'S CONFIDENCE.

#### Re-establish an Office of the British Columbia Human Rights Comissioner, ensuring that it is efficient, effective and equipped to protect, promote and defend human rights in the province

4.1.1a Continue to support the Office of the Human Rights Commissioner (JSB)

#### Implement a coordinated approach between government's gambling regulator, the British Columbia Lottery Corporation and police to improve the response to money laundering of the proceeds of crime in B.C.

4.1.2a Continue implementation of 48 German Report recommendations and begin costing activities (Assoc.DMO)

4.1.2b Research a casino money laundering/economic crime and Dedicated Policing Unit options and costs with PSSG support (Assoc.DMO)

4.1.2c Gather options and costs for implementing an independent regulator gaming model and bring options forward for decision (Assoc.DMO)

4.1.2d Determine legislative amendments, impacts and timelines associated with transitioning the casino industry to a standards-based model (GPEB)

4.1.2e Determine legislative amendments, impacts and timelines associated with implementing the German Report recommendations (Assoc.DMO)

4.1.2f Support the review of potential money laundering in the housing, luxury vehicles and horse racing sector (Assoc.DMO)

4.1.2g Engage the Government of Canada in discussions on responsibilities and recommendations to reduce money laundering activities in Canada (Assoc.DMO)

4.1.2h Review the expert panel's report on money laundering in real estate (Maloney Report) and develop an action plan (Ministry of Finance)

#### **Enhance gaming regulation and enforcement in British Columbia**

4.1.3a Ensure the regulatory framework for the gambling sector is effective by strengthening the statutory responsibility of the regulator and clearly defining roles/responsibilities between the regulator and the operator (GPEB)

#### Improve and support transparency and accountability of government operations

4.1.4a Support implementation of the Office of the Superintendent of Professional Governance (JSB)

 $4.1.4 b\ Implement\ the\ Public\ Interest\ Disclosure\ Act\ across\ ministries\ and\ Officers\ of\ the\ Legislature\ (JSB)$ 

4.1.4c Develop and implement a Sector Procurement Strategy to ensure consistency and compliance with corporate procurement policies (CMSB)

4.1.4d Ensure alignment with Information Management Amendment Act guidelines and processes for documenting government decisions and digitization of records (ISB)

#### Strengthen governance processes to support strategic planning, evidence-based decision making and accountability

4.1.5a Develop and implement a Risk Management Framework for the Justice and Public Safety Sector (JSB/CMSB)

 $4.1.5b\ Undertake\ a\ review\ of\ governance\ and\ implement\ a\ structure\ and\ process\ to\ support\ evidence-based\ decision\ making\ (DMO/JSB/CMSB)$ 

4.1.5c Create and implement a performance management framework that will identify performance measurement gaps and enhance performance measurement by guiding the development of new measures (JSB/CMSB)

#### Improve legal services delivered to the Ministry of Children and Family Development through the identification and implementation of a sustainable child protection legal services model

4.1.6a Undertake a two-year pilot project to evaluate the effectiveness of moving contracts from private firms into the Legal Services Branch, and the costs of providing these services in-house (LSB)

#### Goal 5: An EMPOWERED, INNOVATIVE and PROFESSIONAL workforce.

#### Strengthen human resource planning, including succession management and recruitment and retention

5.1.1a Develop a succession management plan to identify, attract & develop employees to fill critical positions & key roles now & in the future (CMSB)

#### Provide opportunities for staff training and development

5.1.2a Develop a standardized approach to orientation and training requirements for new staff (Executive)

5.1.2b Support the development of career plans between staff and their supervisors (All branches)

#### Continue to provide supports for staff's mental health and wellness

5.1.3a Develop a corporate mental and physical health and wellness program for the ministry (CMSB)

#### Strengthen and improve opportunities for staff engagement

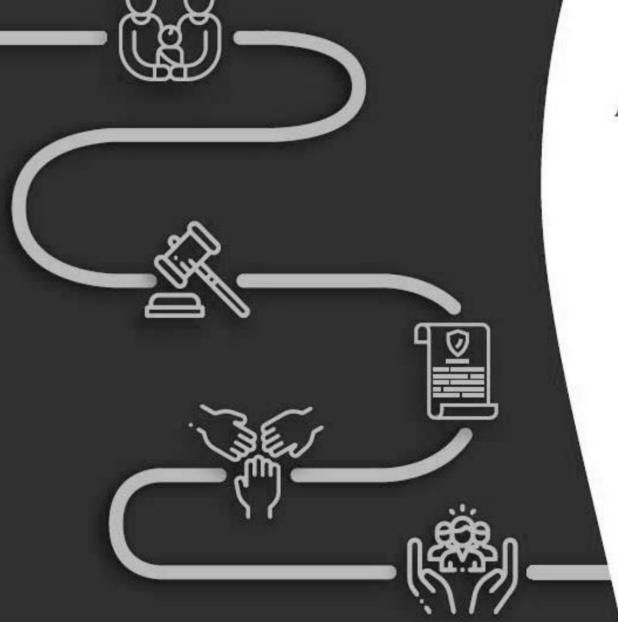
5.1.4a Establish a working group to advise executive on staff engagement (CMSB)

5.1.4b Review best practices in engagement in the sector to develop a corporate communications strategy, including executive commitment for engagement and input (CMSB)

#### Ensure that our staff have the tools and workspace to do their jobs efficiently and effectively

5.1.5a Develop a sector Accommodation Strategy through engagement with staff that harmonizes facilities data with staffing data to coordinate/optimize expansion plans (CMSB)

5.1.5b Determine an approach to Leading Workspace Strategies (LWS), including engagement and communication with staff (CMSB)





# Strategic Plan

Ministry of Attorney General

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# A MESSAGE FROM THE DEPUTY ATTORNEY GENERAL



Richard Fyfe, QC Deputy Attorney General

There has been a significant change in the strategic direction of the ministry over the last few years and I want to extend my gratitude for all your efforts to achieve government's key commitments, including making life more affordable, delivering the services that people count on, and building a strong, sustainable, innovative economy that works for everyone. There is certainly an immense amount of hard work that goes on each day and, for that, I would like to thank you for your professionalism and dedication.

I am pleased to present our Ministry of Attorney General (MAG) Strategic Plan 2019/20 - 2021/2022, which lays out our priorities, as well as the strategies and key actions that will be undertaken in the next three years to achieve those priorities. These include a cross-sector <u>Digital Strategy</u> for how we will embrace innovation, using data and technology to modernize and transform how we work and deliver services. Together with the Ministry of Public Safety and Solicitor General (PSSG), Indigenous leadership and communities, and our stakeholders and partners, I am confident we can effectively work towards our shared vision of a safe, secure, just and resilient British Columbia.

The ministry has taken steps over the past few years to reduce overrepresentation of Indigenous people in the justice system, however, there is still work that needs to be done to further address this issue. We are also working hard to bring the Insurance Corporation of British Columbia (ICBC) to financial sustainability and to ensure rates are fair and affordable. Helping diverse groups better experience our services is also a key priority in our Strategic Plan. Our ministry is working to support access to legal aid, improving dispute resolution services for families, and reforming the administrative justice sector. We are addressing court wait times, exploring the use of data and technology to provide better outcomes and working with justice sector partners to respond to the Supreme Court of Canada's R. v. Myers (2019) decision. In addition, we are implementing provincial regulations for non-medical cannabis, addressing issues of money laundering, and enhancing gambling regulation and enforcement. When undertaking this work we are committed to applying the lens of Gender-Based Analysis Plus (GBA+) to consider factors such as gender, Indigenous culture, ethnicity, income, geography, age and ability, and how diverse groups may be affected.

Your ministry executive is accountable for delivering on these priorities in this Strategic Plan and I look forward to working with you to provide the programs and services that British Columbians count on.

# VISION, MISSION, GOALS AND OBJECTIVES

#### VISION

A SAFE, SECURE, JUST and RESILIENT British Columbia.

#### MISSION

To administer justice, deliver public safety services and programs, lead emergency management and provide legal advice to government.

#### **GOALS AND OBJECTIVES**

- GOAL 1 The justice and public safety sector in British Columbia is FAIR
- OBJ. 1.1 Increased access to justice
- GOAL 2 The justice and public safety sector in British Columbia
  PROTECTS PEOPLE
- OBJ. 2.1 Improved outcomes for Indigenous people across the justice and public safety sector through strengthened partnerships with Indigenous leadership and communities
- OBJ. 2.2 Improved public safety for all British Columbians
- GOAL 3 The justice and public safety sector in British Columbia is SUSTAINABLE
- OBJ. 3.1 Strengthened sustainability of the justice and public safety sector to deliver accessible and effective programs and services
- GOAL 4 The justice and public safety sector in British Columbia has the PUBLIC'S CONFIDENCE
- **OBJ. 4.1** Increased public confidence in the justice and public safety sector
- GOAL 5 Our workforce is EMPOWERED,
  INNOVATIVE and PROFESSIONAL
- **OBJ. 5.1** Strengthened support for a diverse, informed, engaged, innovative and performance focused workforce

# OUR COMMITMENT TO TRUE AND LASTING RECONCILLIATION

Our ministry is committed to incorporating Indigenous perspectives into all aspects of our work to promote cultural safety, humility, and agility. These efforts align with government's recognition that Indigenous peoples have unique rights, interests and circumstances that must be considered in the implementation of all our policies, programs, and services. Reconciliation with Indigenous peoples underpins much of the work across government and will continue do so for many years to come.

In May 2018, Don Wright, head of the BC Public Service, released the <u>Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples</u>. The Draft Principles provide guidance on how provincial employees should engage and work with Indigenous peoples. Our ministry executive – in partnership with the PSSG - has provided direction for the development of a multi-year strategy that to incorporate the Draft Principles into our policies, programs, and operational practices.

These efforts to implement the Draft Principles are intended to support reconciliation and a First Nation's right to self-determination. Executive committee is committed to building and sustaining productive relationships with Indigenous partners. We understand that for these relationships to succeed, they must be built on a strong foundation that acknowledges the importance of thoughtful action, dialogue, mutual recognition and respect, and creating a public service work environment that fosters cultural safety and humility. There are foundational pieces required to shift the organizational culture, which include an increased awareness of how Indigenous employees

66

experience working in the sector and ensuring employee learning and development includes on-going opportunities for self-reflection and growth. An increased staff understanding of the personal and systemic conditioned biases as well as approaches for effective partner engagement will support us in realizing this vision. We will also create a space for sharing stories, resources and promising practices on the intranet as a way of starting that conversation.

As this work evolves, it is our commitment to support the conversation through engagement opportunities with staff and regular updates on our progress. While the work to renew our relationships with Indigenous peoples will take time, we continue to be encouraged by the hard work and commitment our sector has shown to advancing true, lasting reconciliation.

and lasting reconciliation with Indigenous peoples in British Columbia. These draft principles will help guide every government employee on a path of respect, partnership and collaboration in their work as ministries implement the United Nations Declaration on the Rights of Indigenous Peoples

and the Truth and Reconciliation

Commission of Canada's Calls to

We are deeply committed to true

John Horgan, Premier

Action.

# OUR PRIORITIES AN OVERVIEW

The following identifies our ministry's priorities by our five goals.

# PRIORITY BY SERIES AREAS

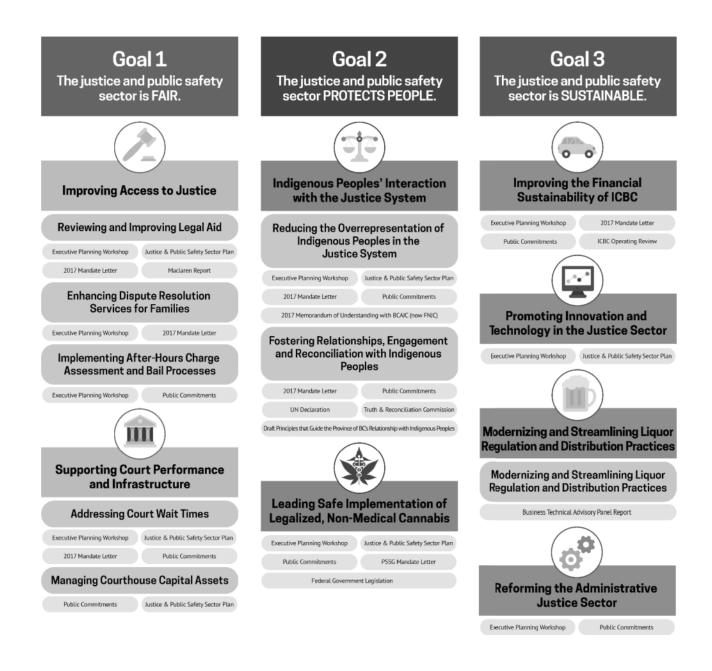
MINISTRY **PRIORITIES**2019/20 - 2021/22

# GENDER-BASED ANALYSIS PLUS OUR COMMITMENT

When undertaking work on our priorities, we are committed to applying the lens of GBA+ to consider factors, such as gender, Indigenous culture, ethnicity, income, geography, age and ability, and how diverse groups may be affected.

## PRIORITIES OVERVIEW

These priorities are informed by our Mandate letter, government initiatives, public commitments, stakeholder input, public reports and recommendations, as well as direction from executive committee. The drivers for each priority are identified under its heading.



#### Goal 4

The justice and public safety sector has the PUBLIC'S CONFIDENCE.



#### **Addressing Money Laundering**

**Taking Action to Eliminate Money** Laundering of the Proceeds of Crime in B.C.'s Casinos, Housing Market, Luxury Car Market and Horse Racing Industry

Public Commitments

German Report Part 1

German Report Part 2

Maloney Review



#### **Enhancing Gambling Regulation** and Enforcement

**Ensuring the Regulatory Framework** for the Gambling Sector is Effective

Executive Planning Workshop

German Report Part 1



#### Supporting the Office of the **Human Rights Commissioner**

Executive Planning Workshop Justice & Public Safety Sector Plan



#### **Driving Sector Performance Through Better Decision-Making**

Creating Effective Processes & Having the Right Information to Make Decisions

Executive Planning Workshop Justice & Public Safety Sector Plan

#### Goal 5

An EMPOWERED, INNOVATIVE and PROFESSIONAL workforce.



#### Strengthening Supports for **Our Workforce**

Strengthening Support for a Diverse, Informed, Engaged, Innovative and Performance Focused Workforce

Executive Planning Workshop

Fostering a Culture of Innovation Through a Digital Workforce Strategy

Executive Planning Workshop

## PRIORITY DESCRIPTIONS

Described below are each of our priority areas of focus, including our commitments to continued action.

#### Goal 1: The justice and public safety sector in British Columbia is FAIR

#### IMPROVING ACCESS TO JUSTICE

Access to justice means having affordable, effective, and lasting resolution to the public's legal problems. We know that the majority of British Columbian's legal problems centre around consumer claims, debt issues, employment matters, disputes with neighbours, family disputes, and discrimination issues. Many people are left to handle disputes alone, often leaving them unaddressed, or taking matters into their own hands to navigate complex legal issues with little assistance. Our vision is to create a justice system that enables people to avoid, manage, and resolve criminal, civil and family legal problems. Our priority will be to provide quick and efficient resolution to citizen's legal disputes, in a system that is fair, just and comprehensible.

#### REVIEWING AND IMPROVING LEGAL AID

We've heard through consultations and public reports that the legal aid system does not always meet the needs of British Columbians who use it. Our ministry is committed to working with our



Viewed from the high level of rights and policy, legal aid is an essential element of a fair, humane and efficient justice system based on the rule of law.

Jamie Maclaren, QC

partners and stakeholders to reform the legal aid system, with an emphasis on improving legal aid programs and services that centre on citizens' experiences. We will also provide better access to community-based programming, such as free legal advice and advocacy for poverty law, family law, child protection, children's and seniors law, Indigenous law, as well as criminal law, through the piloting of legal clinics.

#### ENHANCING DISPUTE RESOLUTION SERVICES FOR FAMILIES

Families experiencing separation or other types of family restructuring need ways to resolve the disputes in ways that are timely and do not exacerbate or create conflict. Research shows that relationship breakdown can have far-reaching consequences for families and the legal impacts may affect the lives of more British Columbians than any other area of the justice system. Further, research on reform shows the benefits of less adversarial options for families to resolve their family law issues and the impact this has on access to justice. Timely and appropriate resolution mechanisms are crucial in providing families with a sense of control, as well as ensuring the family justice system is proportionate and sustainable.

In May 2019, a new Provincial Court process for Family Law Act matters was rolled out in Victoria to prototype some key elements of reforms envisioned for the broader Provincial Court Family Rules. It is designed to provide families with early opportunities to get information, referrals and resolution services to help them resolve family disputes out of court. This new model is intended to provide families with more assistance to help them obtain just and timely decisions in Provincial Court.

## IMPLEMENTING AFTER-HOURS CHARGE ASSESSMENT AND BAIL PROCESSES

In British Columbia, Crown Counsel review and have authority to approve criminal and regulatory charges and prepare Information for swearing by police. For many years, an exception to this practice existed during weekends, statutory holidays and evenings. In those instances, police would charge accused persons and conduct bail hearings via telephone before a Judicial Justice at the Justice Centre. The BC Prosecution Service (BCPS) recently collaborated with the court, Court Services Branch (CSB), police and corrections to extend its ability to perform province-wide charge assessment and bail functions during weekends and all statutory holidays. Planning is underway to further extend this service to weekday evenings, with the result that the practice of police in British Columbia either charging individuals or performing bail hearings will cease in all but the most exceptional cases.

#### SUPPORTING COURT PERFORMANCE AND INFRASTRUCTURE

In order to keep courts running efficiently and effectively, we are building on court technologies by modernizing and strengthening existing systems and application infrastructure while improving network connectivity. We have also made additional investments to hire more staff in Court Services Branch, including Sheriff Services and Court Administration. These investments will address challenges, including the increasing costs and case volumes, new obligations for timely criminal

trials set forth in Supreme Court of Canada in *R. v. Jordan* (2016), and pressures to ensure disclosure is provided in a timely manner to reduce delay and the risk of matters being stayed by the court as a result. We also face challenges with respect to succession planning, retention, and management and retention of information. Significant investment and strategic planning in infrastructure and facilities through a Courthouse Capital Asset Management Plan is needed to address aging infrastructure and the need for accessible facilities to ensure efficient operations of the court.



Ground-breaking ceremony for the new Abbotsford Law Courts (July 2018)

# Goal 2: The justice and public safety sector in British Columbia PROTECTS PEOPLE

## FOSTERING RELATIONSHIPS, ENGAGEMENT AND RECONCILIATION WITH INDIGENOUS PEOPLES

Government is accountable for creating meaningful and necessary change in how we engage with Indigenous peoples. Involvement of Indigenous peoples in partnership is important and reflective our how we honour our commitment to reconciliation. Most importantly, we must include Indigenous peoples, including First Nations, in our conversation and understand what self-determination looks like for them. We are not starting from scratch with these conversations, but rather our work as a sector will include discussing the best approaches to engagement and ensuring we are informed by previous conversations before engagements, by showing up with First Nations and partners informed by what they've already told us and coordinating with other branches and ministries.

# PRIORITY DESCRIPTIONS CONTINUED

# REDUCING THE OVERREPRESENTATION OF INDIGENOUS PEOPLES IN THE JUSTICE SYSTEM

We know that Indigenous peoples continue to be over-represented in B.C.'s justice system. For example, while only 6% of B.C.'s population, Indigenous people make up almost 27% of BC Corrections' clients. Over the past 25 years there have been numerous inquiries and strategies related to Aboriginal justice and yet Indigenous people continue to be dramatically overrepresented in the justice system. This systemic trend is unacceptable and has reached crisis proportions.

With the signing of the 2017 Memorandum of Understanding between the BC Aboriginal Justice Council (now the First Nations Justice Council), MAG and PSSG there is a sense of urgency and an opportunity to align with the direction and spirit of the Draft Principles, United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission (TRC) Calls to Action. Our ministry is committed to building lasting partnerships with the First Nations Justice Council (FNJC), Métis Nation B.C. (MNBC) and other key stakeholders in the development and implementation planning for the justice strategies. We are committed to transformative change to effectively address the justice needs of Indigenous people.



We know that the justice system is not working well for Indigenous peoples and we have heard the clear message from leaders - we must do things differently. This is the first step in working together to develop a justice system that is culturally relevant and meets the needs of these communities. The funding allows us to work collaboratively toward practical solutions and actions.

David Eby, Attorney General

## LEADING SAFE IMPLEMENTATION OF LEGALIZED, NON-MEDICAL CANNABIS

The ministry is committed to growing a non-medical cannabis retail industry that supports the Province's priorities of protecting children and youth, promoting health and safety, keeping the criminal element out of cannabis, keeping B.C. roads safe, and supporting economic development. This involves leading a cannabis integration initiative that includes working with ministries, local governments, Indigenous partners and industry stakeholders to ensure the retail license application process is accessible, transparent, fair and robust, and that the retail license regulatory framework is fully supported to ensure retailers are selling non-medical cannabis to adults in a manner that is safe and has the public's confidence.

#### Goal 3: The justice and public safety sector in British Columbia is SUSTAINABLE

#### IMPROVING THE FINANCIAL SUSTAINABILITY OF ICBC

Despite British Columbians having to pay more for their auto insurance every year, ICBC suffered a \$1.3 billion loss in 2017/18 which is not sustainable. Auto insurance in B.C. is facing a serious problem with injury claims, legal costs and car repair costs at an all-time high. Our ministry is committed to working with ICBC and with other ministries and agencies to take the necessary actions to help ensure ICBC is viable and efficient, and that the costs of vehicle insurance to British Columbians are both fair and affordable.



#### PROMOTING INNOVATION AND TECHNOLOGY IN THE JUSTICE SECTOR

Innovation and technology are key components when striving to deliver the services that people count on. With our newly developed Digital Strategy for the justice and public safety sector, the ministry will work closely with program areas and use a shared vision and approach that coordinates our investments in data and technology to optimize service delivery to British Columbians.

## MODERNIZING AND STREAMLINING LIQUOR REGULATION AND DISTRIBUTION PRACTICES

Regulation of liquor requires a complicated balancing of public safety and public interest concerns with the economic interests of industry. In April 2018, the <u>Business Technical Advisory Panel (BTAP)</u> provided their <u>report</u> to government, which looked at possible reforms for government to improve efficiency and outcomes for business and government in relation to government responsibilities, regulations and oversight roles that intersect with the activities of B.C.'s private liquor businesses. The ministry has developed an action plan to respond to recommendations in the BTAP report, and taking a phased approach, the Liquor and Cannabis Regulation Branch (LCRB) and the Liquor Distribution Branch (LCRB) will progress work on a series of projects and reforms to modernize and streamline liquor policies and distribution practices, intended to improve efficiency and relations between government and the liquor industry. Consultation with stakeholders is a central element in moving the work forward.

#### REFORMING THE ADMINISTRATIVE JUSTICE SECTOR

With respect to civil matters, we know that disputes are far too lengthy, too costly, and too often end up in civil courts. We will continue to employ new and innovative solutions to divert civil cases, when possible, from going to court and we will help the public resolve their own issues by providing information and tools, as well as assistance and options to facilitate timely resolution of problems. We will also lead innovation within the tribunal sector and leverage technology to improve access to justice, as well as support strong leadership within the tribunals through effective recruitment, merit-based appointments and performance appraisals. Additionally, the ministry will provide support and resources to help the tribunals optimize their business processes in order to effectively deploy their own resources and focus on the user experience.

# PRIORITY DESCRIPTIONS CONTINUED

Goal 4: The justice and public safety sector in British Columbia has the PUBLIC'S CONFIDENCE

#### ADDRESSING MONEY LAUNDERING

In September 2017, Dr. Peter German was appointed to review B.C.'s anti-money laundering practices and policies in the gambling industry. His report, <u>Dirty Money: An Independent Review of Money laundering in Lower Mainland Casinos</u>, made 48 recommendations for preventing money laundering in BC gambling facilities. The recommendations have been accepted in principle and implementation is being led by MAG in coordination with the BC Lottery Corporation (BCLC). Many of the recommendations are complex, involving other ministries, agencies and the federal government. Work is already underway on about half of Dr. German's recommendations, including nine that are fully completed. Two additional interim recommendations that Dr. German provided in December 2017 have already been implemented which have resulted in a dramatic decrease in large amounts

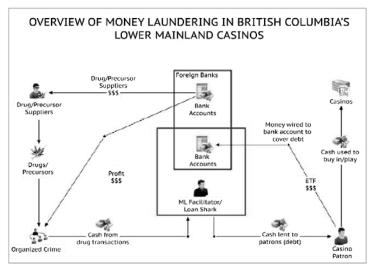
of unsourced cash entering casinos. In September 2018, Dr. German began a second review related to areas of money laundering within real estate as well as horse racing and luxury vehicles, with a focus on identifying the scale and scope of verifiable illicit activity. Dr. German's second report was delivered to government on March 31, 2019 and is currently being reviewed.

Money laundering is a serious problem in our real estate market and this kind of activity has no place in our province. Our real estate market should be used for housing people, not for laundering the proceeds of crime.

Carole James, Minister of Finance

#### ENHANCING GAMBLING REGULATION AND ENFORCEMENT

As part of our strategy to address money laundering, MAG is working to enhance the regulatory



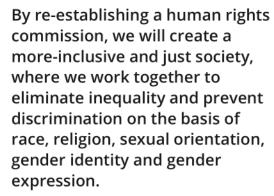
Infographic from Dr. German's report Dirty Money. (pg. 139)

framework for the gambling industry and improving our enforcement presence in casinos. Protecting the integrity of the gambling industry requires a strong regulator that can provide effective oversight to all industry players, including the province's gambling operator, the BCLC We are undertaking a review of B.C.'s gambling legislation and regulation to strengthen the regulator's role by clarifying statutory responsibilities between the regulator and the BCLC, providing the regulator with greater independence from government, and

improving regulatory tools. There is also a need for the regulator to be visible and accessible in casinos to respond to incidents when they occur, so we have hired new investigators and created a new Enforcement Division within the Gaming Policy and Enforcement Branch to increase the regulator's presence in casinos.

#### SUPPORTING THE OFFICE OF THE HUMAN RIGHTS COMMISSIONER

Government passed legislative amendments in the Fall of 2018 to re-establish the Office of the Human Rights Commissioner, who will be responsible for promoting and protecting human rights for all British Columbians. The commissioner has a mandate to provide education, as well as examine and address issues of discrimination, to promote human rights and combat widespread patterns of inequality and discrimination in society. Our ministry will continue to support implementation of the independent Office of the Human Rights Commissioner by providing support until they are fully operational.



John Horgan, Premier

#### DRIVING SECTOR PERFORMANCE THROUGH BETTER DECISION-MAKING

To support continuous improvement, we are committed to creating effective processes and structures to ensure that the right people have the right information to make the right decisions. For example, the ministry has been undertaking a review of its governance structures for corporate services and developing a governance framework. Additionally, the ministry will look at opportunities for using data to drive decision-making, to better manage corporate risk, and to tell a more complete performance story to our stakeholders and the public. As a result, it is anticipated that this will lead to more strategic and informed decision-making, better information sharing, increased opportunities to support problem solving and discussion on cross-government initiatives, improved collaboration, reduced risk and better accountability.

#### Goal 5: Our workforce is EMPOWERED, INNOVATIVE and PROFESSIONAL

#### STRENGTHENING SUPPORTS FOR OUR WORKFORCE

Our staff is the foundation for achieving our mandate and for delivering on our key priorities. We must support our staff in their work and career aspirations by adapting to workforce demographics and supporting a knowledgeable and innovative workforce that is prepared for the future. We will also foster a diverse, informed and performance-focused workforce that has the right tools and workspace to do their jobs. The ministry will provide opportunities for engagement and input from staff and will continuously improve supports for physical and mental health and wellness.

Constant change in technology requires a digitally-fit workforce, one that can evolve with innovations in service delivery across a broad scope of government services. The ministry is committed to providing the digital leadership necessary to grow an agile, innovative, and digitally-fit workforce that is engaged and committed to improving services through ongoing training in new technologies and new approaches to meeting the needs of British Columbians.

## OUR STRATEGIES AND KEY ACTIONS 2019/20 - 2021/22

The following outlines the strategies and key actions that will be undertaken over the next three years to achieve our priorities and identifies the accountable branches for each of the key actions.

# Strategies & KEY ACTIONS MINISTRY ROADMAP 2019/20 - 2021/22

For a two-page summary of key actions and timelines, please see:

Ministry of Attorney General Strategic Plan on a Page: 2019/20 -2021/22

For a more detailed summary of accountabilities, supporting branches and key external partners, please see:

Ministry of Attorney General
Responsibilities and Accountabilities
Document (RAD)



# The justice and public safety sector in British Columbia is **FAIR**

Fairness in the justice and public safety sector is strengthened by improving the public's access to justice, including affordable, effective and lasting resolution to civil and family disputes, as well as criminal legal proceedings.

Develop an Access to Justice Framework and Action Plan that will be used to set policy, guide strategic planning, establish funding priorities, promote collaboration among ministries, partners and the public, and define outcomes for continuous improvement  19/20 20/21  Develop, undertake consultation and implement an Access to Justice Framework for Action  JSB  Improve and support legal aid programs and services for British Columbians  19/20 20/21  Undertake a review to draft and implement a comprehensive plan for legal aid reform in B.C.  Continue to expand the use of the family and criminal duty counsel program  JSB  Expand Crown Counsel-led after-hours bail and charge assessment			
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19/20 20/21			
▶ Implement after-hours Crown Counsel-led bail and charge assessment on weekday evenings BCPS BCPS for all regions			
Improve dispute resolution services for B.C. families			
Implement an early assessment and mediation prototype in Victoria in collaboration with the provincial court for dealing with family matters  Pulled on the process selected through the projection function Access Contract (IAC) has a selected as a selected selected to the project of the proj			
<ul> <li>Build on the successes achieved through the existing Justice Access Centres (JAC), by expanding to additional locations in Surrey and Abbotsford</li> <li>Develop and implement a new service delivery option for the Family Maintenance Enforcement Program</li> </ul>			
<ul> <li>Undertake revisions to rules to divert cases from court, support families with early assessment and dispute resolution, introduce early case management, and introduce less adversarial court processes</li> <li>Undertake an evaluation of changes to the Family Law Act, including research and consultation</li> </ul>			
on impact to family law and areas of reform			
Support an integrated network of independent community legal clinics to provide criminal law, family law and poverty law services, as well as other services			
Pilot legal clinics in up to eight communities across the province, in partnership with the Law Foundation			
Deliver client based, accessible and effective court services that people count on, while supporting the smooth operation and security of the Courts of British Columbia			
Deliver a Facilities Strategy through the Courthouse Capital Management Plan, including the Abbotsford courthouse construction  Continue to deliver on the BC Sheriff Service 2020 Strategic Plan emphasizing recruitment,			
training, leadership, retention and succession management  Develop a jury engagement process and approach to enhance citizen experience while undertaking jury duties  CSB			
Improve access to information and the use of technology that supports the public's access to justice			
Develop digital service delivery platforms that improve access to timely services (e.g. divorce, probate, family forms) so citizens can receive services the way they need  Improve access to interpreters and the use of video for appearances through video conferencing  CSB  Continue developing and implementing effective disclosure strategies to support appropriate early resolution and timely and efficient case preparation, including development of a sector Digital Evidence Management Solution			



# The justice and public safety sector in British Columbia **PROTECTS PEOPLE**

A key role of British Columbia's justice and public safety sector is to protect people, especially those who are most vulnerable.

Objective: Improved outcomes for Indigenous people across the justice and public safety sector through strengthened partnerships with Indigenous leadership and communities

Partner with Indigenous leadership to develop an Indigenous Justice Strategy to rerepresentation of Indigenous people involved in the justice and public safety sector		ne over-		
		19/20	20/21	21/22
Continue implementation of the BC Prosecution Service Indigenous Justice Framework	BCPS			
Support the development of two parallel strategies - for First Nations and Métis - to be led by First Nations Justice Council and Métis Nation B.C.	JSB			
Work with partners to implement Indigneous Justice Centres across B.C.	JSB			
Develop a strategy to support the broader Gladue principles	JSB			
Implement policies on bail and administration of justice offences which seek to addrimpacts upon accused persons from disadvantaged and vulnerable communities to representation of Indigenous people in the criminal justice system without endanger	reduc	e the ove	er-	nate
		19/20	20/21	21/22
▶ BC Prosecution Service to implement new bail and administration of justice offences policies	<b>BCPS</b>			
Continue to build and improve existing partnerships to support engagement and re Indigenous peoples through implementation of the Truth and Reconciliation Command the United Nations Declaration on the Rights of Indigenous Peoples	concili ission'	iation wi s Calls to	th Actio	n
		19/20	20/21	21/22
Work with Justice Sector partners to develop a sector implementation strategy for the Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples	JSB			
Objective: Improved public safety for all British Columbians				
Implement and monitor the regulatory framework for non-medical cannabis, include sales to allow safe, legal, controlled access to non-medical cannabis, with public hea				
		19/20	20/21	21/22
▶ In partnership with the Ministry of Health, develop a social responsibility framework with ministries across the sector	LCRB	15/20	20/21	21/22
Develop and implement a regulatory inspection program that provides regular and consistent oversight of non-medical cannabis retail stores with an approach that balances educational strategies and enforcement where appropriate	LCRB		_	



# The justice and public safety sector in British Columbia is **SUSTAINABLE**

The justice and public safety sector must be innovative and efficient to remain sustainable.

Objective: Strengthened sustainability of the justice and public safety accessible and effective programs and services	, sector	to de	liver	
Support the transition of responsibility for minor motor vehicle accident claim dis Resolution Tribunal (CRT)	putes to	the Civ	il	
<ul> <li>Implement the Accident Claims Transformation Project to support transition of minor acciden injury claims up to \$50,000 to the CRT</li> </ul>	t JSB	19/20	20/21	21/22
Reform the administrative justice sector in B.C. through technology, co-location ar	nd furthe	r adva	nceme	nts
<ul> <li>Complete the first phase of the Tribunal Transformation Initiative to reform the administrative justice sector through technology, co-location and onboarding of tribunals to the Ministry of Attorney General</li> </ul>	JSB	19/20	20/21	21/22
Implement innovative ways to move certain types of disputes out of courtrooms, s Tribunal, so that court resources may be reserved for the most serious matters	uch as th	e Civil	Resolu	ution
<ul> <li>Develop and implement a second phase of the Tribunal Transformation Initiative to build a cohesive, effective and efficient tribunal sector</li> </ul>	JSB		20/21	21/22
Lead a cross-ministry ICBC business transformation initiative, including changes to business delivery for ICBC	policy a	nd ope	eration	nal
<ul> <li>Lead and support development and implementation of further cross-government strategies that will support sustainable auto insurance in B.C.</li> <li>Support the implementation of ICBC product and rate changes</li> <li>Support the development and implementation of auto insurance for transportation network services in B.C.</li> </ul>	Assoc.DMO Assoc.DMO Assoc.DMO		20/21	
Work across ministries and other levels of government to establish and maintain o continuity plans	verall pr	ovincia	l busii	ness
<ul> <li>Implement an AG and PSSG Business Continuity Management Program Framework</li> <li>Create a Continuity Plan for the Judiciary to assist in maintaining a constitutional form of government in the event of a catastrophic event</li> </ul>	CMSB CSB	19/20	20/21	21/22
Strengthen and modernize information management, information technology sysmanagement	tems and	doutco	mes	
<ul> <li>Develop a sector-wide Digital Strategy Framework to guide sector investments in common data, technology and workforce capabilities needed to support business transformation</li> <li>Support the development and implementation of a new technology system for the Office of Legislative Counsel</li> </ul>	ISB LSB		20/21	
Modernize and streamline liquor regulation and distribution practices that balance interest considerations, and facilitate improved public and industry services	e public	safety	and pu	ıblic
		19/20	20/21	21/22

▶ Implement liquor policy changes for the recommendations prioritized by government in

response to the Business Technical Advisory Panel Report

LCRB/

LDB



# The justice and public safety sector in British Columbia has the **PUBLIC'S CONFIDENCE**

Citizens must have confidence in the integrity and effectiveness of the justice and public safety sector for it to function effectively and to ensure continued public participation and support.

π	to function effectively and to ensure continued public participation and support.				
(	Objective: Increased public confidence in the justice and public safety	sector			
	Re-establish an Office of the British Columbia Human Rights Commissioner, ensuri effective and equipped to protect, promote and defend human rights in the provin		t is effic	cient,	
	Continue to support the implementation of the Office of the Human Rights Commissioner	JSB	19/20	20/21	21/22
	mplement a coordinated approach between government's gambling regulator, th		Colum	bia Lo	tterv
(	Corporation, and police, to improve the response to money laundering of the proc	eeds of c	rime in	B.C.	,
			19/20	20/21	21/22
	<ul> <li>Continue implementation of 48 German Report recommendations and begin costing activities</li> </ul>	Assoc.DMO			
	<ul> <li>Research a casino money laundering/economic crime and Dedicated Policing Unit options and costs with PSSG support</li> </ul>	Assoc.DMO			
	<ul> <li>Gather options and costs for implementing an independent regulator gaming model and bring options forward for decision</li> </ul>	Assoc.DMO			
	<ul> <li>Determine legislative amendments, impacts and timelines associated with transitioning the casino industry to a standards-based model</li> </ul>	GPEB			
	<ul> <li>Determine the legislative amendments, impacts and timelines associated with implementing the German Report recommendations</li> </ul>	Assoc.DMO			
)	<ul> <li>Support the review of potential money laundering in the housing, luxury vehicles, and horse racing sector</li> </ul>	Assoc.DMO			
)	Engage the Government of Canada in discussions on responsibilities and recommendations to reduce money laundering activities in Canada	Assoc.DMO			
)	Review the expert panel's report on money laundering in real estate (Maloney Report) and develop an action plan	FIN			
E	Enhance gaming regulation and enforcement in British Columbia				
			19/20	20/21	21/22
	Ensure the regulatory framework for the gambling sector is effective by strengthening the statutory responsibility of the regulator and clearly defining roles/responsibilities between the regulator and the operator	GPEB	_	_	
I	mprove and support transparency and accountability of government operations				
)	<ul> <li>Support implementation of the Office of the Superintendent of Professional Governance</li> <li>Implement the Public Interest Disclosure Act across ministries and Officers of the Legislature</li> <li>Develop and implement a Sector Procurement Strategy to ensure consistency and compliance with corporate procurement policies</li> <li>Ensure alignment with Information Management Amendment Act guidelines and processes for documenting government decisions and digitization of government records</li> </ul>	JSB JSB • CMSB		20/21	21/22
•	Strengthen governance processes to support strategic planning, evidence-based of	lecision i	makinc	and	
	accountability			,	
	Develop and implement a Risk Management Framework for the Justice and Public Safety Sector	JSB/CMSB			21/22
	<ul> <li>Undertake a review of governance and implement a structure and process to support evidence-based decision making</li> <li>Create and implement a Performance Management Framework that will identify performance measurement gaps and enhance performance measurement by guiding the development of new measures</li> </ul>	DMO/JSB/ CMSB JSB/ CMSB	=	_	
Improve legal services delivered to MCFD through the identification and implementation of a sustainable					
(	child protection legal service model				
)	Undertake a two-year pilot project to evaluate the effectiveness of moving contracts from private firms into Legal Services Branch, and the costs of providing these services in-house	LSB	19/20	20/21	21/22



# An EMPOWERED, INNOVATIVE and PROFESSIONAL workforce

We accomplish our goals through innovation, service excellence and empowering our dedicated and professional staff.

## Objective: Strengthened support for a diverse, informed, engaged, innovative and performance focused workforce

Strengthen human resource planning, including succession management, and rec	cruitment	and ret	entio	n
Develop a succession management plan to identify, attract and develop employees to fill critical positions and key roles now and in the future	CMSB	19/20	20/21	21/2
Provide opportunities for staff training and development				
<ul> <li>Develop a standardized approach to orientation and training requirements for new staff</li> <li>Support the development of career plans between staff and their supervisors</li> </ul>	Executive All branches	19/20	20/21	21/2
Continue to provide supports for staff's mental health and wellness				
<ul> <li>Develop a corporate mental and physical health and wellness program for the ministry</li> </ul>	CMSB	19/20	20/21	21/2
Strengthen and improve opportunities for staff engagement				
<ul> <li>Establish a working group to advise executive on staff engagement</li> <li>Review best practices in engagement in the sector to develop a corporate communications strategy, including executive commitment for engagement and input</li> </ul>	CMSB CMSB	19/20	20/21	21/2
Ensure that our staff have the tools and workspace to do their jobs efficiently and	effectivel	у		
<ul> <li>Develop a Sector Accommodation Strategy through engagement with staff that harmonizes facilities data with staffing data to coordinate/optimize branch expansion plans</li> <li>Determine an approach to Leading Workspace Strategies (LWS), including engagement and communication with staff</li> </ul>	CMSB CMSB	19/20	20/21	21/22

## **TOP WORK UNIT** 2018 AWARDS

In 2018, **TWENTY-NINE**Ministry of Attorney
General work units were
presented with Top Work
Unit Awards.

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## PECSF 2018 BREAKING RECORDS

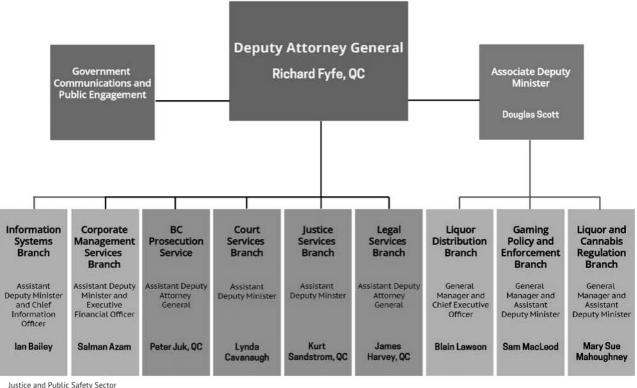
Raised over \$173,000 from over 280 participants during the 2018 Provincial Employees Community Services Fund campaign drive, resulting in the highest average per donor rate in government

#### BRANCH DESCRIPTIONS

Operations & Accountabilities

## ORGANIZATIONAL STRUCTURE

The Ministry of Attorney General is a collective mix of branch offices, who work together to meet British Columbians' expectations that our communities are safe and to provide certainty, proportionality and fairness with respect to criminal, civil and family law matters. We also work together to ensure that the justice system is accessible and affordable. Included below is a brief overview of the core day-to-day operations and the accountabilities of each work unit.



Shared Services



Front (left to right): Lynda Cavanaugh, Peter Juk, QC, James Harvey, QC, Mary Sue Mahoughney, Sam MacLeod Back (left to right): Ian Bailey, Kurt Sandstrom, QC, Salman Azam, Douglas Scott, Richard Fyfe, QC Absent: Blain Lawson

## BRANCH DESCRIPTIONS

#### ASSOCIATE DEPUTY MINISTER'S OFFICE

The Associate Deputy Minister's Office (Assoc.DMO) provides provincial oversight for ICBC, LDB, BCLC, LCRB and GPEB. This work includes government priorities such as the implementation of cannabis regulation, distribution and licensing, BTAP recommendations implementation for the B.C. liquor industry, ICBC financial sustainability, and the review and implementation of anti-money laundering practices and policies in B.C.

#### **BC PROSECUTION SERVICE**

BC Prosecution Service<sup>1</sup>, the criminal justice branch of the Ministry of Attorney General, is defined by the *Crown Counsel Act, RSBC 1996 Chapter 87*. Under the *Crown Counsel Act*, the BC Prosecution Service:

- Approves and conducts prosecutions of all criminal and provincial offences in British Columbia;
- Initiates and conducts all appeals and other proceedings for these prosecutions;
- Conducts appeals or other proceedings for prosecutions in which the Crown is named as a respondent;
- Advises the government on all criminal law matters;
- Develops policies and procedures for the administration of criminal justice in British Columbia;
- Interacts with the media and affected members of the public on matters respecting the approval and conduct of prosecutions or related appeals; and,
- Completes any other function or responsibility assigned by the Attorney General.

<sup>1</sup> While the BC Prosecution Service is part of the Ministry of Attorney General, its prosecutorial functions must be carried out independently of all outside political pressure. This independence is guaranteed by the Constitution and by the *Crown Counsel Act*, which permits the Attorney General, an elected official, to direct the ADAG's conduct of individual prosecutions or appeals, only if he or she does so in a manner that is open to public scrutiny: by providing the direction in writing and publishing it in the BC Gazette, the official public record of all government notices.



Genevieve Dionne (Business Analyst, BCPS) – Premier's Innovation and Excellence Award Emerging Leader

#### CORPORATE MANAGEMENT SERVICES BRANCH

The Corporate Management Services Branch (CMSB) serves as the justice and public safety sector's consolidated corporate services resource. Services include finance, strategic human resources, facilities management, business planning, internal communications and corporate security, safety and risk management support. In addition, the branch acts as the lead strategic link between the various branches and organizations in our sector, the B.C. government's central agencies (Treasury Board Staff, Office of the Comptroller General) and shared service agencies (Public Service Agency, Citizen Services). CMSB provides oversight and expert advice while performing day-to-day corporate functions for the sector.

#### **COURT SERVICES BRANCH**

Court Services Branch (CSB) is responsible for the delivery of all court administration and court security services in British Columbia. These services consist of registry and trial support for the

judiciary, prisoner custody and escort, courthouse security and the provision and maintenance of courthouse facilities. CSB provides service to the three levels of court and to the public. Court Services has three divisions - Court Administration is responsible for the provision of court clerks to court, the operation of court registries, arranging court interpreter services, managing court files, and providing information to the public. Sheriff Services is responsible for ensuring the safety of all justice system participants, including judiciary, legal counsel, accused, and the public while on court property or during transport. Headquarters leads the strategic business and financial planning for the branch and provides support to the field through the provision of financial services, legislative analysis, policy and procedure development, and technical support.



Deputy Sheriff David McCarthy (left) and Sergeant Tracy McIsaac (right)

#### DEPUTY MINISTER'S OFFICE

The Deputy Minister's Office (DMO) provides corporate oversight for ongoing executive functions and is a key link between the ministry and the Minister's Office. The offices provide leadership, cross-government and cross-ministry coordination of initiatives, determining the goals and objectives of the projects, operations and initiatives that will contribute to the ministry's mandate. The DMO oversees functions critical to the ministry's day-to-day operations by monitoring and improving business processes and procedures, leading assignments and ensuring information is current between executive and the Minister's Office.

#### GAMING POLICY AND ENFORCEMENT BRANCH

The Gaming Policy and Enforcement Branch regulates all gambling in B.C., ensures the integrity of gambling industry companies, people and equipment, and ensures compliance with policies and standards established under the *Gaming Control Act* ("the Act") and the Gaming Control Regulation. This includes regulatory oversight of commercial gambling conducted and managed by the BCLC (i.e. lotteries, casinos, community gaming centres, commercial bingo halls and PlayNow.com), B.C.'s horse racing industry, and licensed charitable gambling events. GPEB also delivers the province's responsible and problem gambling programs.



Front: Jeff Henderson, Jillian Hazel, Rachel Cheng Middle: Allison Lenz, Evan Blackwell, Orla Geary, Kirk Hepburn, Milan Pavlic Back: Aimee Harper, Dennis Betz and Sabrina Cousins

# BRANCH DESCRIPTIONS CONTINUED

#### INFORMATION SYSTEMS BRANCH

The Information Systems Branch (ISB) provides effective, efficient, collaborative and quality information management and information technology (IM/IT) services to the justice and public safety sector and government enterprises. The branch is moving the IM/IT mandate forward in support of the goals of the justice and public safety sector and its stakeholders.

#### The branch's services include:

- Strategic IM/IT planning, including service design, and support for portfolio management;
- IM/IT governance and investment planning;
- Supporting business clients in identifying and optimizing IM/IT solutions;
- Strategic privacy, security and enterprise architecture policies and standards;
- The design and delivery of IM/IT solutions;
- · Ordering hardware and software;
- Operating and maintaining the sector's portfolio of business applications; and,
- Providing IM/IT user support services and account access.

#### JUSTICE SERVICES BRANCH

The Justice Services Branch (JSB) strives to make the justice system more accessible to British Columbians through administrative, civil, criminal and family policy and programs, procedural and substantive law reform and education. This is accomplished by working across the sector on justice priorities and providing strategic planning, project management, and implementation to support delivery of key transformational justice projects, such as transformation of the administrative justice sector and development of an Indigenous Justice Strategy. The branch also helps families solve



Justice Services Branch staff on Pink Shirt Day 2019

separation or divorce issues and operates a network of front-line assessment and dispute resolution services across the province, both in person and virtually. The branch also administers dispute resolution services for Child Protection Mediation. Maintenance Enforcement and Locate Services help ensure that families receive financial support they are entitled to under court orders or agreements. JSB is also responsible for all legislation, related policy and law reform in family and private civil law.

#### LEGAL SERVICES BRANCH

The Attorney General (AG) is the legal advisor to the government of British Columbia, including to the Lieutenant Governor, Cabinet and all ministries in government. The Legal Services Branch (LSB) supports the AG in fulfilling this statutory and constitutional mandate. LSB is charged with ensuring that the administration of public affairs is in accordance with law. LSB's mission is to provide excellent, innovative, timely, practical and cost effective legal and legislative services to the government in accordance with the rule of law.



Front: Adele Adamic; Back: Katie Comley, Joy Lahay, Rochelle Pauls, Keith Evans, Louise Kim, Rob Horricks and Catherine Hunt

#### LIQUOR AND CANNABIS REGULATION BRANCH

The Liquor and Cannabis Regulation Branch (LCRB) regulates British Columbia's liquor industries and private retail non-medical cannabis industries. This includes restaurants, bars and pubs serving



Liquor and Cannabis Regulation Branch staff at a March 2019 planning session

liquor, liquor manufacturers and retail stores, special events involving liquor, as well as private cannabis retail stores. The Liquor and Cannabis Regulation Branch supervises over 10,000 licensed establishments and over 25,000 licensed events per year in the province of B.C.

#### LIQUOR DISTRIBUTION BRANCH

The Liquor Distribution Branch (LDB) is one of the largest distributors and retailers of beverage alcohol in Canada generating a net income of approximately \$1.12 billion on annual sales of approximately \$3.5 billion in fiscal 2017/18. LDB has a workforce of approximately 4,000 full and part-time employees, operates 197 liquor retail stores across the province, oversees the

operations of approximately 220 Rural Agency Stores and has the role of wholesaler to approximately 700 private liquor retail outlets and 10,000 licensed establishments. In February 2018, the LDB was appointed as the sole wholesaler and distributor of non-medical cannabis, as well as a public retailer (as part of a public-private model) and the sole online retailer. The mandate for LDB Cannabis Operations is to support government's key priorities of protecting children and youth, ensuring health and safety standards, and keeping the criminal element out of cannabis.

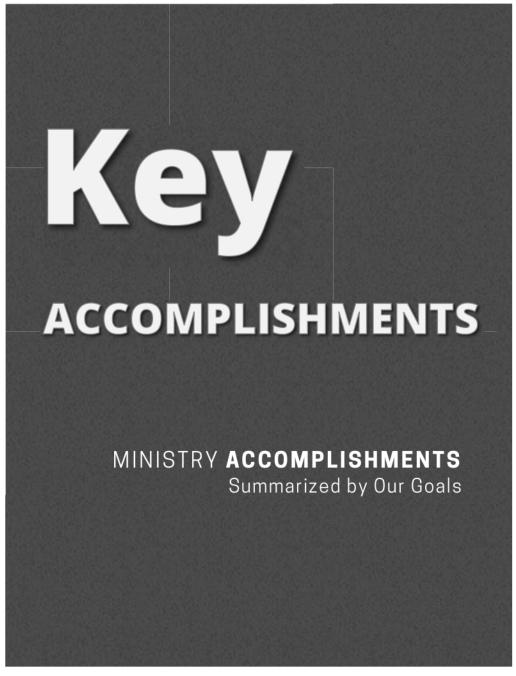


LDB staff with Don Farley (centre), Chief Information Officer for the branch, receiving a Top Employer in BC award

#### **OUR NEW MINISTRY ANNUAL REPORT**

#### CELEBRATE SUCCESSES

While our Strategic Plan looks forward into the next three years, it is just as important to look back, reflect, and celebrate our key accomplishments. For a detailed list of our ministry's accomplishments, please refer to our Ministry Annual Report.



### KEY ACCOMPLISHMENTS

#### Goal 1: The justice and public safety sector in British Columbia is FAIR



Surrey Courthouse Expansion was completed (opening June 2019 – *pictured above*), adding three courtrooms, two additional hearing rooms, dedicated remand court, criminal and civil registries separated, and a permanent search gate.

- Implemented a Court of Appeal eFiling modernized beta application that allows for the initiating form for appeals to pull lower court case details, reducing the possibility of error and rejection when filed. The new form is also auto validated and accepted when electronically submitted.
- Played a critical role in moving government's ambitious agenda forward, most notably through the introduction of 16 bills, including legislation pertaining to public interest disclosure, recall and initiative, protection of public participation and registration of lobbyists.
- Successfully acted as the government's legal advisor on civil matters and was involved in drafting legislation and regulations, representing government in courts and tribunals, and providing advice to all ministries and members of the Executive Council.
- ➤ Launched a new juror support program for jurors who serve on criminal, civil or Coroner's inquests. It is recognized that some jurors may experience stress and trauma related to their participation on a jury. The new program includes information, a dedicated contact number and counselling sessions.
- Increased funding to Legal Services Society by \$4.7 million to improve the use of duty counsel.

- Launched the <u>Online Divorce</u> <u>Assistant</u> (without children) application in July 2018 across the province. As of January 2019, there have been 250 applications filed at the court registry.
- In collaboration with the court and stakeholders, expanded provincewide charge assessment and bail functions to include weekends and all statutory holidays.
- Invested \$5 million to increase the number of sheriffs and staffing of the CSB to help reduce court delays, which included increasing recruit classes to three per year with up to 24 recruits in each class.
- Nearly 23,000 family and civil clients received over 51,400 services in 2017/18 through Family Justice Services Division.



Deputy Sheriff Ayad Seddiq (left) and Deputy Sheriff Amaris Vreeman (right)

## Goal 2: The justice and public safety sector in British Columbia PROTECTS PEOPLE

- Completed a six-month pilot delivering a train-thetrainer Narrative Therapy tool to Indigenous communities.
- Supported a provincial forum to bring together First Nations leaders, practitioners, and subject matter experts with an in-depth understanding of Indigenous justice issues to discuss transformative change.
- Continued working with the Provincial Court to create Indigenous Courts, such as the Prince George Indigenous Court, which opened in March 2018.
- Provided counselling to 1,269 people across the province impacted by problem gambling.



BC Cannabis Store, located in Kamloops B.C.

- ➤ LDB Cannabis Operations was created to allow adults controlled access to safe, legal, non-medical cannabis, with public health and safety top of mind; this included the setup of a wholesale and distribution system, an online retail store, and a brick and mortar retail store in time for legalization in October 2018.
- The Cannabis Licensing Regulation and the Worker Qualification Regulation were brought into force in October 2018, which establishes the regulatory framework for non-medical cannabis retail licenses.

- BC Liquor Stores achieved 100 percent for the LCLB ID compliance checking program, showing that LDB remains strongly committed to social responsibility by minimizing minors' access to alcohol through stringent ID-checking procedures.
- Delivered the <u>10th and 11th Justice</u> <u>Summits</u> in partnership with the BC Aboriginal Justice Council, with a specific focus on Indigenous justice issues.
- In September 2017, a memorandum of understanding was signed between the Attorney General, the Solicitor General and the co-chairs of the BC Aboriginal Justice Council, to create an Indigenous Justice Strategy to reduce the overrepresentation of Indigenous peoples in the justice system.
- In partnership with the BC
  Aboriginal Justice Council, co-hosted
  a Gladue Knowledge-Sharing
  Gathering in October 2018 to
  discuss opportunities for innovation,
  share best practices, and discuss
  practical Gladue principle
  implementation strategies.
- Provided additional funding to support Gladue reporting, targeting the production of 250 to 300 reports in 2018/19, through the Legal Services Society.
- Implemented a non-medical cannabis regulatory framework and online license application system for private non-medical cannabis retail licenses.

# KEY ACCOMPLISHMENTS CONTINUED

#### Goal 3: The justice and public safety sector in British Columbia is SUSTAINABLE

- ➤ The Insurance (Vehicle) Amendment Act and Civil Resolution Tribunal Amendment Act received Royal Assent in May 2018, supporting ICBC's Basic Insurance Product reform anticipated to result in over \$1 billion in annual savings to ICBC.
- ➤ The most significant changes to how ICBC Basic insurance rates are set in 30 years were approved in September 2018.
- New Minor Injury Regulation and amendments to the Insurance Vehicle Regulation were introduced to support implementation of the new care-based model of ICBC Basic insurance product reform.
- Elimination of the Paper Record of Proceeding in all court locations for provincial, criminal and youth court matters created efficiencies through eliminating duplicate processes and data entry, allowing staff to focus on other tasks to reduce backlog.
- To meet government's commitment to develop business continuity plans, a Business Continuity Planning framework was implemented across the sector.



BC Liquor Store at Park Royal, in West Vancouver. It was the silver award winner in the Large Commercial Project Category at the 2018 Architectural Woodwork Manufacturers Association of Canada's annual BC Awards of Excellence. The Park Royal BCLS's design elements showcase unique products, and it is one of LDB's largest stores at 26,00 feet in size.

- Completed a sector-wide Digital Strategy with a shared vision and approach that will unify our digital transformation efforts and coordinate our investments in data, technology and resources to optimize how we work and deliver services.
- Established an Alliance Management Office to oversee the procurement of IM/IT services, which streamlines access to qualified suppliers across the vendor community.
- The LDB's Vancouver Distribution Centre and Head Office reduced the impact of operations on the environment by decreasing waste, increasing recycling rates and achieving carbon neutrality on an annual basis; in 2017/18 the LDB achieved a 79 percent diversion rate.
- Convened the BTAP to better enable the alcohol industry and government to work together in an efficient manner; an Action Plan in response to recommendations has been developed.
- Established a new office to support onboarding of nineteen administrative tribunals recently transitioned to MAG, with online dispute resolution successfully introduced to four of those tribunals in 2018/19.

## Goal 4: The justice and public safety sector in British Columbia has the PUBLIC'S CONFIDENCE



- Established the Anti-Money Laundering Secretariat to coordinate implementation of recommendations from Peter German's first report on money laundering and supported his second review of money laundering in B.C.
- Processed 320 FOI requests since April 1, 2018, including those directed to the Minister's Office, and sensitive (media/political) requests directed to other branches for which the Deputy Attorney General has been final signatory.
- Made amendments to the Gaming Control Act to create a more independent gambling regulator, including empowering the General Manager to make directives to the BCLC without ministerial approval, ban undesirable people from gambling facilities, and ensure compliance with reporting requirements for all industry participants, including BCLC.
- Established the Gaming Intelligence Group to share intelligence, analyze suspicious transactions, and identify issues and trends for money laundering in casinos.

- ➤ In 2017/18, GPEB processed new and renewed existing registrations for: 6,637 gambling workers, 918 lottery retailers, 255 senior officials and senior employees, 679 horse racing workers, 27 gambling services providers, 13 gambling equipment suppliers, and 10 ancillary service contractors.
- Passed legislation to re-establish the Office of the Human Rights Commissioner.
- Established a human resourcesfocused business intelligence and analytics program to improve sector workforce planning.
- Coordinated implementation of two interim recommendations and nine recommendations from Peter German's report on money laundering in casinos.
- Created a new Enforcement Division within GPEB, including hiring nine new investigators, to increase the regulator's presence in Lower Mainland Casinos.

#### Goal 5: Our workforce is EMPOWERED, INNOVATIVE and PROFESSIONAL

- Completed the fifth and began the sixth intake of our sector-wide awards program – the AG/PSSG Awards – to recognize individuals and teams who have provided excellence in leadership, innovation, spirit, collaboration, client service and mentorship.
- ➤ Implemented GBA+ a new policy and budgeting tool to examine diverse identity factors, such as gender, race, ethnicity, socio-economic status including assigning an executive lead for implementation and all ministry executive completing an orientation workshop.
- Received Top Work Unit awards from the Public Service Agency for 29 ministry work units with Work Environment Survey (WES) engagement scores of 75 or higher.
- Supported the BC Public Service Career Development Opportunity Survey, which provided branch specific results regarding staffs' career goals and the developmental resources and support that they see as being available to them in their work environment.