



2019/20 ANNUAL REPORT



Prosecution
Service

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MESSAGE FROM THE ASSISTANT DEPUTY ATTORNEY GENERAL

I am pleased to present the 2019/20 Annual Report for the BC Prosecution Service. Our team of lawyers, administrative staff, and managers performed at an exceedingly high level during the 2019/20 fiscal year. They fulfilled our core mandate under the *Crown Counsel Act* of approving and conducting prosecutions and appeals, advising government, liaising with the public, and administering the criminal justice system of British Columbia, while also initiating and implementing some transformative changes aimed at making the BC criminal justice system better, fairer, and more effective.

In this Annual Report, you will find the following information:

- An overview of the criminal justice process in British Columbia and the role the BC Prosecution Service plays within it;
- Statistical summaries on some of the work of the BC Prosecution Service, including some measures of file volume and workload for the 2019/20 fiscal year;
- Some key performance indicators; and
- A description of our operational structure and a summary of our financial position at the end of the fiscal year.

Some of our notable achievements in the past year included:

- Introducing a series of new and revised policies directed at the unacceptable overrepresentation of Indigenous people in the criminal justice system, which aim to change the way cases involving Indigenous people – as victims, witnesses, and accused – are approached.
- Continuing to step up our efforts to support the mental health and wellness of our people by introducing a BCPS-wide poster campaign and other initiatives to raise awareness and reduce stigma about mental health issues, while promoting the many resources available to assist our people.
- Moving forward on our digital evidence and disclosure management system (DEMS) project.

It is important to point out that the global coronavirus pandemic does not figure prominently in this Annual Report, which covers the period ending March 31st, 2020. Up until the provincial state of emergency was declared on March 17th, 2020, the criminal justice system had been proceeding as normal. To a large extent, the contents of this report reflect the pre-pandemic normality. Undoubtedly, the pandemic, and its significant impacts on the justice system, will figure very prominently in next year's report. For now, I just want to acknowledge with great appreciation and pride the creativity, resiliency, and courage our people have demonstrated in overcoming the unprecedented challenges they have faced.

Peter Juk QC
Assistant Deputy Attorney General



Peter Juk QC
Assistant Deputy Attorney General

VISION, MISSION AND VALUES

Vision

An independent prosecution service that people respect and trust.

Mission

We make timely, principled, and impartial charge assessment decisions that promote public safety, justice, and respect for the rule of law.

We conduct independent, effective, and fair prosecutions and appeals.

We strive to do the right thing for the right reasons and to be transparent about how we do it.

Values

Justice

Independence

Fairness

Integrity

Professionalism

These values guide us in everything we do.

OVERVIEW OF THE BC PROSECUTION SERVICE

The mandate of the BC Prosecution Service, 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:

- a) approves and conducts prosecutions of all criminal and provincial offences in British Columbia;*
- b) initiates and conducts all appeals and other proceedings for these prosecutions;*
- c) conducts appeals or other proceedings for prosecutions in which the Crown is named as a respondent;*
- d) advises the government on all criminal law matters;*
- e) develops policies and procedures for the administration of criminal justice in British Columbia;*
- f) interacts with the media and affected members of the public on matters respecting the approval and conduct of prosecutions or related appeals; and,*
- g) completes any other function or responsibility assigned by the Attorney General.*

The Assistant Deputy Attorney General (ADAG) heads the BC Prosecution Service and is charged with administering the BC Prosecution Service and carrying out its mandate as outlined above. The ADAG designates "Crown Counsel", who represent the Crown in all prosecution-related matters before all courts.

Subject to the ADAG's direction, Crown Counsel are authorized to:

- a) Examine all relevant information and documents and, following the examination, to approve for prosecution any offence or offences they consider appropriate;
- b) Conduct the prosecutions approved; and
- c) Supervise prosecutions of offences that are being initiated or conducted by individuals who are not Crown counsel and, if the interests of justice require, to intervene and to conduct those prosecutions.

In carrying out these functions, Crown Counsel have legal and constitutional obligations to act as "ministers of justice" in court. They must exercise their responsibilities fairly, impartially, in good faith, and in accordance with the highest ethical standards. Political, personal, and private considerations must not affect the manner in which prosecutors proceed. The role of prosecutor excludes any notion of winning or losing. It is a public function carrying with it great personal responsibility, and it must be carried out efficiently, with a sense of dignity, seriousness, and justice.

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.

Role of Crown Counsel

Crown Counsel exercise a *quasi*-judicial function under Canada's system of law. Their paramount duty is to see that justice is done in each case. When a crime is committed, it is a crime against society as a whole. Crown Counsel do not represent individual victims. They perform their function on behalf of the entire community. In practice, this means that while Crown Counsel conduct prosecutions vigorously, their first duty is to ensure that the trial process is fair, the evidence is presented thoroughly and accurately, and the integrity of the justice process is maintained. Crown Counsel are entrusted with the prosecution of all offences and appeals in British Columbia which arise under Canada's *Criminal Code* and do not fall within the jurisdiction of the federal prosecution service (such as prosecutions under the *Controlled Drugs and Substances Act*). They also prosecute provincial regulatory offences.

British Columbia is one of three provinces in Canada where prosecutors decide whether criminal charges should be laid before a matter enters the court system. Police or another investigative agency prepare a Report to Crown Counsel (RCC) setting out the evidence relating to an alleged offence. Crown Counsel independently assess whether charges should be laid, based on the whole of the available evidence contained in the RCC.

The charge assessment guidelines that Crown Counsel must apply in reviewing all RCCs are established by policy and available online. When charges are not approved, Crown Counsel will make themselves available to explain the reasons for the decision when requested. In cases of significant public interest or concern, the reasons for charge assessment decisions may also be explained in "clear statements" disseminated by the Communications Crown Counsel and available online.

When charges are approved, the charge assessment standard continues to apply throughout the prosecution. If the standard for continuing a prosecution is no longer met, Crown Counsel must end the prosecution.

The requirement that Crown Counsel conduct charge assessment before charges are laid ensures, as much as reasonably possible, that only viable cases proceed to court. Oversight of the charging process by Crown Counsel also acts as a safeguard against miscarriages of justice.

Role of Special Prosecutors

Special prosecutors are appointed by the ADAG under the *Crown Counsel Act* when there is a significant potential for perceived or real improper influence in prosecutorial decision-making in a given case. The paramount consideration is the need to maintain public confidence in the administration of criminal justice. Special prosecutors are appointed from a list of senior lawyers in private practice. A lawyer's inclusion on the list is reviewed every five years, and approved by both the ADAG and the Deputy Attorney General.

The review includes asking the Law Society to conduct searches of its records to determine the standing of the lawyer. This helps to ensure a consistently high standard is applied to cases which are referred to a special prosecutor. Only the ADAG has authority to appoint a special prosecutor and to define the special prosecutor's mandate.

Once appointed, special prosecutors must adhere to the policies of the BC Prosecution Service when conducting their cases, including the charge assessment guidelines. However, they make their decisions independently of the BC Prosecution Service. Where there is a decision to prosecute, the special prosecutor ordinarily conducts the prosecution and any subsequent appeals.

OVERVIEW OF THE CRIMINAL JUSTICE PROCESS

INVESTIGATION	CHARGE ASSESSMENT	PROSECUTION	SENTENCING	APPEALS
<ul style="list-style-type: none">•Police investigate possible crime. If warranted, police or other investigative agencies submit a Report to Crown Counsel (RCC) for charge assessment.	<ul style="list-style-type: none">•Crown Counsel receives RCC - which is then subject to charge assessment:<ul style="list-style-type: none">•Is there a substantial likelihood of conviction?•Is a prosecution required in the public interest?•Crown Counsel can:<ul style="list-style-type: none">•Lay charges•Not lay charges•Refer for alternative measures•Refer back to investigative agency for more information.	<ul style="list-style-type: none">•If charges are laid, Crown Counsel conducts a prosecution against the accused on behalf of the community.•Trials may be held in Provincial Court or the Supreme Court of BC.•The trial will determine if the accused is found guilty or not guilty.	<ul style="list-style-type: none">•If the accused is found guilty after a trial, or pleads guilty, a sentence will be imposed.	<ul style="list-style-type: none">• The decision of the judge or jury is final. However, that decision may be appealed. An appeal is a formal request to change or overturn the trial decision on the basis that an error was made in some important aspect of the trial.•Appeals can be initiated:<ul style="list-style-type: none">•From a conviction•From an acquittal, or•From sentence.

Investigation

When an alleged crime is reported to an investigative agency such as the police, or the agency itself identifies a possible offence, the agency will investigate and decide whether the incident warrants forwarding a RCC to the BC Prosecution Service. Crown Counsel do not investigate offences. It is the responsibility of the investigative agency, which functions independently from the BC Prosecution Service, to investigate and to exercise its own discretion in deciding whether to forward a RCC for charge assessment and prosecution.

Charge Assessment

When BC prosecutors receive a RCC from police or another investigative agency, they assess whether charges should be approved in accordance with the BC Prosecution Service's charge assessment standard. Crown Counsel must fairly, independently, and objectively examine the available evidence in order to determine:

1. Whether there is a substantial likelihood of conviction; and, if so,
2. Whether a prosecution is required in the public interest.

Crown Counsel conduct charge assessments as quickly as possible, while still conducting a thorough analysis and making a principled decision. For more complex cases, the charge assessment process may take a considerable period of time. Crown Counsel may decide that no charges should be laid, charges should be laid, or the accused person should be referred for alternative measures rather than go to court. Annually, approximately 84 percent overall and 85 percent of adults named in RCCs have charges against them approved.

Once the charge assessment has been conducted and charges are approved to court, a new prosecution file is created. The formal court process is initiated by the swearing of an Information (the charging document).

Prosecutions & Appeals

Crown Counsel conduct prosecutions and appeals in every level of court: the Provincial Court of BC, the BC Supreme Court, the BC Court of Appeal, and the Supreme Court of Canada. When doing so, they are bound by the common law and statutory procedural and evidentiary rules that apply to criminal trials and appeals, including rules that govern the admissibility of evidence. Crown Counsel's decision making must also be informed by and be consistent with the constitutional rights that are guaranteed under the *Canadian Charter of Rights and Freedoms*.

Crown Counsel do not act as the lawyers for victims of a crime. Rather, Crown Counsel appear in court as agents for the provincial Attorney General and conduct prosecutions on behalf of the entire community. However, both Crown Counsel and administrative staff are responsible under the provincial *Victims of Crime Act* and the *Canadian Victims Bill of Rights* for ensuring that victims are made aware of available community and police-based victim assistance programs, and that there is a reasonable opportunity to have the impacts of an offence brought to the attention of the court in the form of a completed Victim Impact Statement.

Sentencing

Generally, about 60 percent of the matters for which charges are approved and which proceed to court result in a conviction – by way of guilty plea or a verdict after trial. The remaining 40 percent are concluded or resolved in other ways. Some are stayed (terminated) by the court, on legal grounds, or by Crown Counsel, because they no longer meet the charge assessment standard (and are therefore no longer viable for prosecution). In some cases, the accused are acquitted, the charges are abated when the accused dies, or the charges result in some other form of consequence for the accused. If an accused pleads guilty or is found guilty after a trial, Crown Counsel are responsible for making a recommendation on sentence. The final sentencing decision is made by the court. Post-sentence reviews, applications, appeals and other legal processes may result in some matters related to a concluded file being revisited.

Stays of Proceedings

Throughout the course of a prosecution, Crown Counsel have an ongoing obligation to assess the viability of each prosecution and ensure that it continues to meet the BC Prosecution Service's charge assessment standard. Many things can affect the viability of charges after they are initially approved, including (but not limited to): material changes in the strength of the prosecution's evidence; new evidence that would provide a principled basis for a finding of reasonable doubt; witness unavailability

or lack of co-operation; or, information that changes the assessment of whether the public interest requires a formal prosecution.

If Crown Counsel determines that the charge assessment standard is no longer met, Crown Counsel must end the prosecution, usually by directing a stay of proceedings. Approximately half of all stays of proceedings directed by Crown Counsel still result in some form of consequence or guilty finding for the accused, such as a peace bond, referral to an alternative measures program, or a guilty plea on another file or to a different charge.

STATISTICAL SUMMARY

This section provides a summary of statistics on the work of the BC Prosecution Service. The data source for the statistics, unless otherwise noted, is the Justice Information System (JUSTIN), a case management system that is used by investigative agencies, Crown Counsel, and the courts in BC.

Reports to Crown Counsel

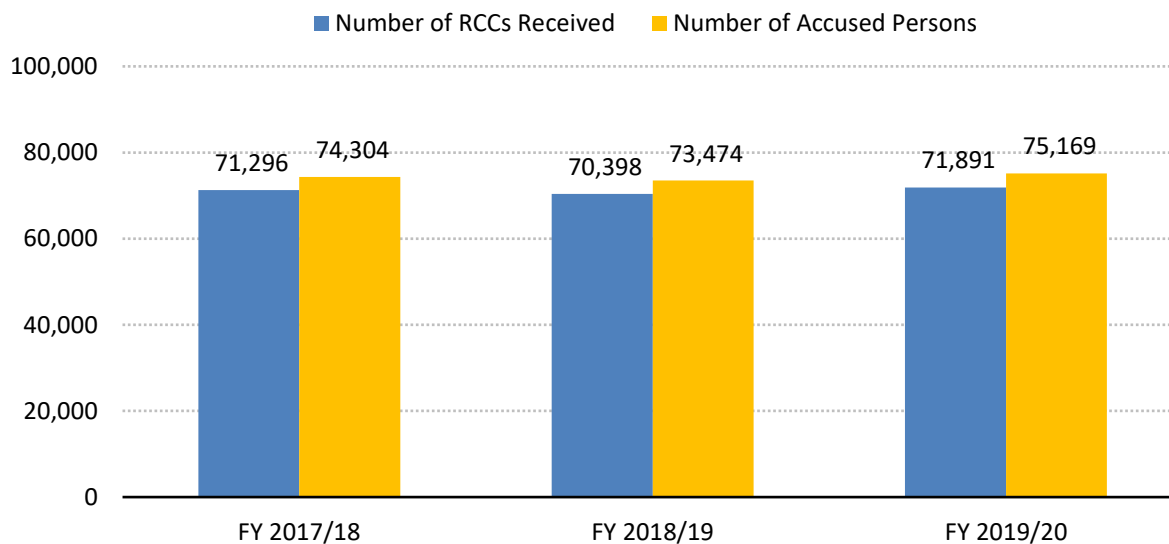
The number of RCCs submitted by investigative agencies is the single biggest driver of workload for the BC Prosecution Service. One or more accused persons may be named on a RCC, with one or more charges and one or more counts. Regardless of the number of accused persons, charges and counts, each RCC is counted once based on the date it was first entered in JUSTIN (i.e. received by the BC Prosecution Service).

In 2019/20, the BC Prosecution Service received a total of 71,891 RCCs, an increase of 2.1 percent from 2018/19. The 2019/20 RCCs received had a total of 75,169 accused persons named, also an increase of 2.1 percent from the previous year.

For the past three fiscal years, the total volume of RCCs submitted by investigative agencies has remained relatively stable.

RCCs Received by the BC Prosecution Service

Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted on July 20, 2020)

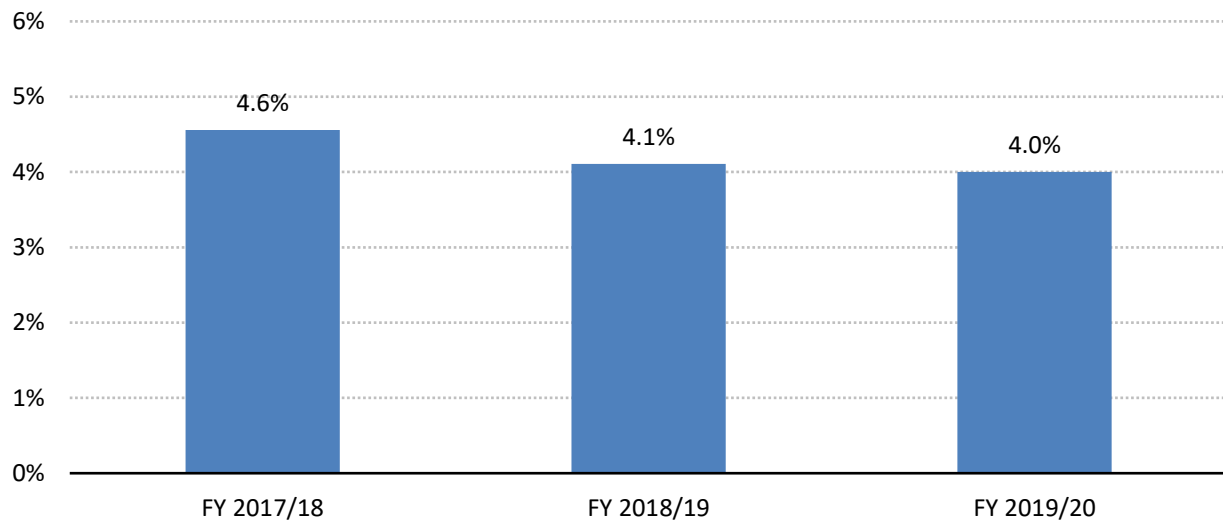
Note: An RCC is counted once based on the date it was first entered in JUSTIN, regardless of the number of accused persons, number of charges, or number of counts.

Accused Young Persons

As a percentage of all accused named on RCCs received, the number of accused young persons (those under the age of 18 and over age 11 on the offence date) has continued to decline over the last three years.

Percent of Accused Persons that were Youth

Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted on July 20, 2020)

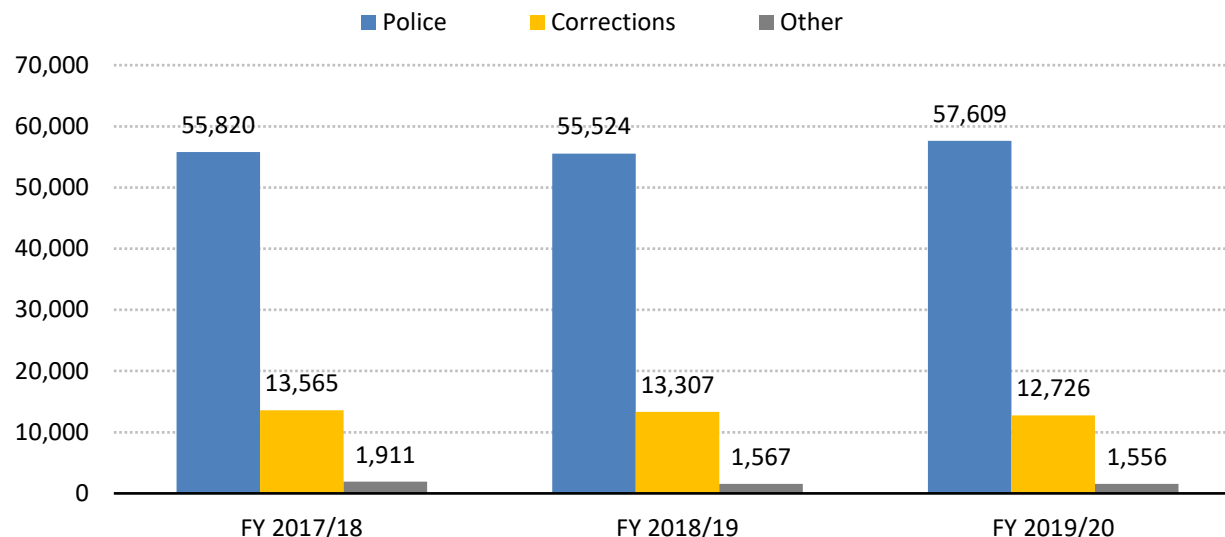
Note: An accused person is defined as a youth if they were over the age of 11 and under the age of 18 on the alleged offence date.

Types of Investigative Agencies

The BC Prosecution Service works with numerous investigative agencies with diverse mandates. Most of the RCCs received by the BC Prosecution Service are submitted by police agencies (80 percent). A significant proportion (18 percent) is submitted by BC Corrections. A small proportion (2 percent) is submitted by other types of investigative agencies such as the wildlife conservation service, and financial regulators.

RCCs Received by the BC Prosecution Service by Investigative Agency Type

Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted on July 20, 2020)

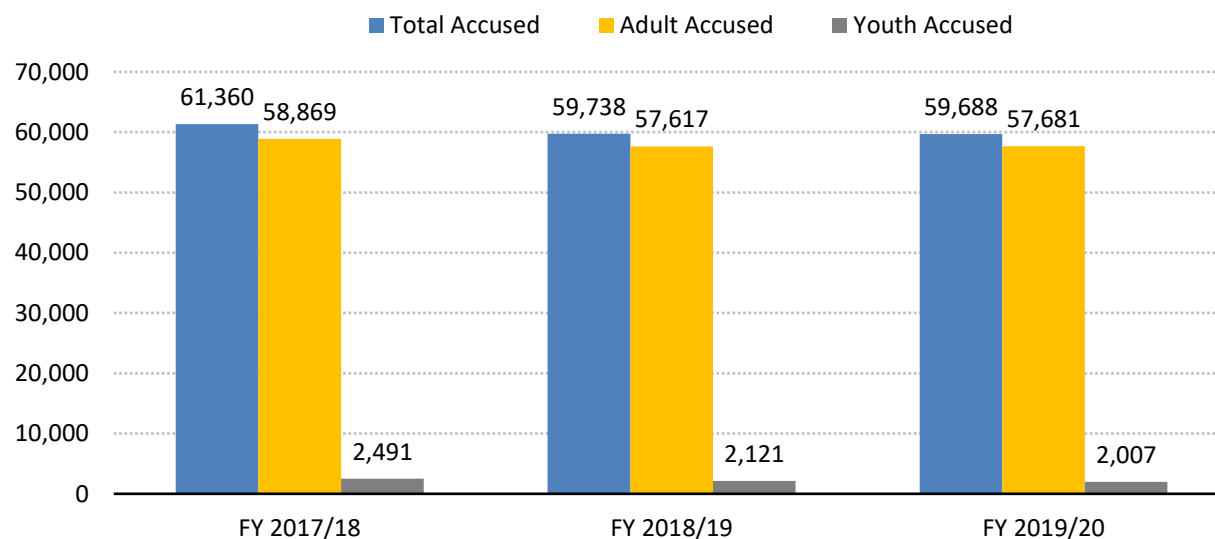
Note: An RCC is counted once based on the date it was first entered in JUSTIN, regardless of the number of accused persons, number of charges, or number of counts.

Charge Assessment Decisions

Charge assessment decisions are counted once for each accused person named on RCCs received in the fiscal year. If an accused person has at least one charge approved by Crown Counsel, the charge decision is recorded as "Approved to Court". When a decision is made to approve charges, a new prosecution file (or multiple prosecution files) will be initiated. In 2019/20 a total of 59,688 accused persons were approved to court, of whom 57,681 were adults and 2,007 were youth. The number of youth approved to court has declined each year since 2014/15.

Number of Accused Persons Approved to Court

For Accused Persons Named on RCCs Received in Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted on July 20, 2020)

Of the 75,169 accused named on RCCs received in 2019/20, 63,141 had final charge assessment decisions at the time the data were extracted for this Annual Report. A total of 59,688 accused persons had charges approved, resulting in an overall 84 percent charge approval rate. Of those, 14 percent had no charges approved and two percent were referred to alternative measures.

Percent Distribution of Charge Decisions For Accused Named on RCCs Received in Fiscal Year 2019/20

Accused Persons	Approved to Court	No Charge	Alt Measures	Total
All Accused	84%	14%	2%	100%
Adult Accused	85%	14%	1%	100%
Youth Accused	71%	19%	10%	100%

Source: JUSTIN (data extracted on July 20, 2020)

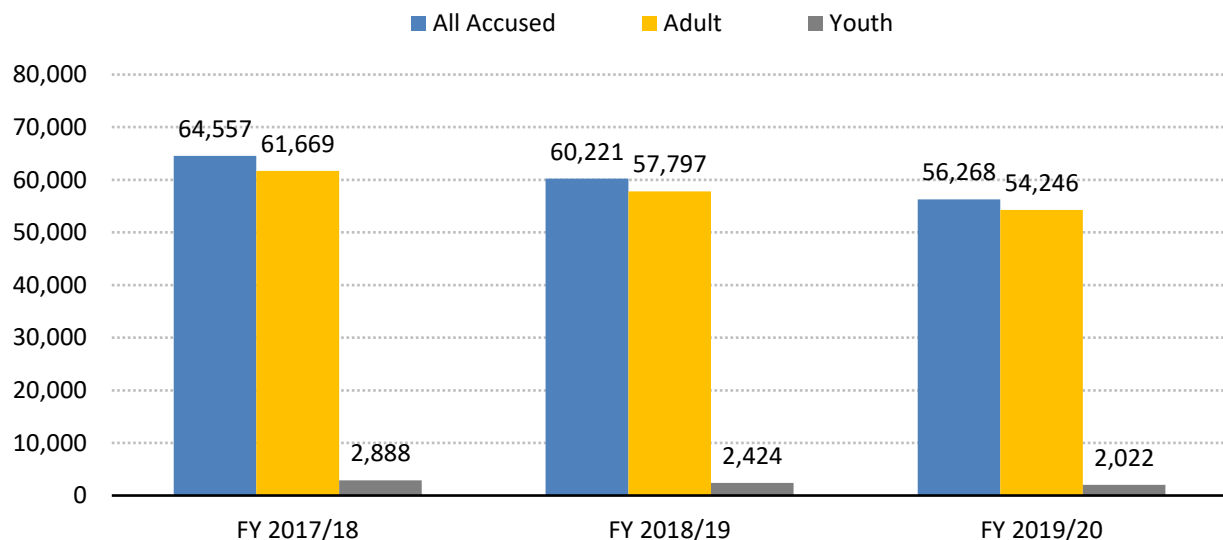
Note: Only includes final charge decisions as recorded in JUSTIN at the time of the data extract; does not include charge assessments that were still in progress or accused on RCCs that were returned to the investigative agency.

Concluded Prosecutions

A total of 56,268 prosecutions concluded in 2019/20, a decrease from the last two years. The number of concluded youth prosecutions has also decreased in each of the last three fiscal years.

Number of Concluded Prosecutions

Accused Persons on Prosecution Files that Concluded in Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted on July 20, 2020)

Note: A concluded prosecution is counted once for each accused person on a file that concluded in the fiscal year. If an accused person was on more than one file that concluded in the fiscal year, they are counted each time.

Of the accused persons on prosecution files that concluded in 2019/20, 59 percent had a guilty finding, one percent were not guilty, five percent entered into a recognizance to keep the peace (i.e. a peace bond), 34 percent had charges stayed (by the court or by Crown Counsel), and one percent concluded in some other fashion, such as a court finding of unfit to stand trial, or not criminally responsible due to mental disorder. Of the accused persons whose charges were stayed by Crown Counsel, approximately half resulted in some other consequence to the accused, including a peace bond, a referral to alternative measures, or a guilty plea and sentence on another file.

**Percent Distribution of Concluded Prosecutions by Results Category
For Accused Persons on Files that Concluded in Fiscal Year
2019/20**

Accused Persons	Guilty	Not Guilty	Other	Peace Bond	Stayed	Total
All Accused	59%	1%	1%	5%	34%	100%
Adult Accused	60%	1%	1%	5%	33%	100%
Youth Accused	53%	2%	1%	4%	40%	100%

Source: JUSTIN (data extracted on July 20, 2020)

In 2019/20, a total of 8 prosecutions concluded with a Judicial Stay of Proceedings, for a variety of legal reasons, the most common being unreasonable delay.

HIGH-RISK OFFENDERS

The BC Prosecution Service is committed to protecting the community from high-risk sexual and violent offenders by making dangerous offender and long-term offender applications in appropriate cases. The protection of the public is the paramount concern.

Crown Counsel are responsible for identifying appropriate cases for dangerous or long-term offender applications, commencing with charge assessment for serious personal injury offences as defined by section 752 of the *Criminal Code*.

Dangerous Offender and Long-Term Offender Applications

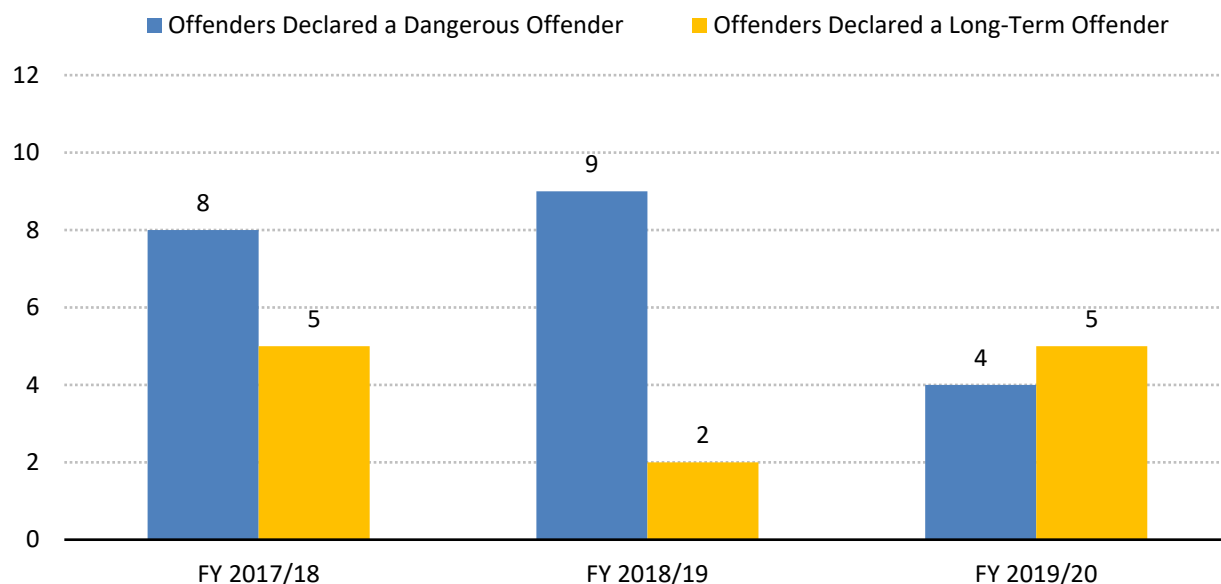
Section 753 of the *Criminal Code* sets out what findings are required to be made before an offender can be declared a “dangerous offender.” If the court declares an offender to be a “dangerous offender,” it has three sentencing options:

- Detention in a penitentiary for an indeterminate period;
- Incarceration for two years or more, followed by a long-term supervision order not to exceed 10 years in duration; or,
- An ordinary sentence, which may include incarceration or probation supervision, among other sentencing options.

The *Criminal Code* also sets out the circumstances in which the offender may be found to be a “long-term offender.” This designation is limited to cases where the offender has been convicted of certain specified sexual or violent offences or has engaged in serious conduct of a sexual or violent nature in the commission of another offence of which the offender was convicted. If the offender is found to be a long-term offender, the court will impose a sentence of two years or more, followed by a long-term supervision order not exceeding 10 years in duration.

Number of Dangerous and Long-Term Offenders Declared

Fiscal Years 2017/18 to 2019/20



Source: High-Risk Offenders Identification Program, BC Prosecution Service

Recognizances to Keep the Peace – Section 810.1 and 810.2 Applications

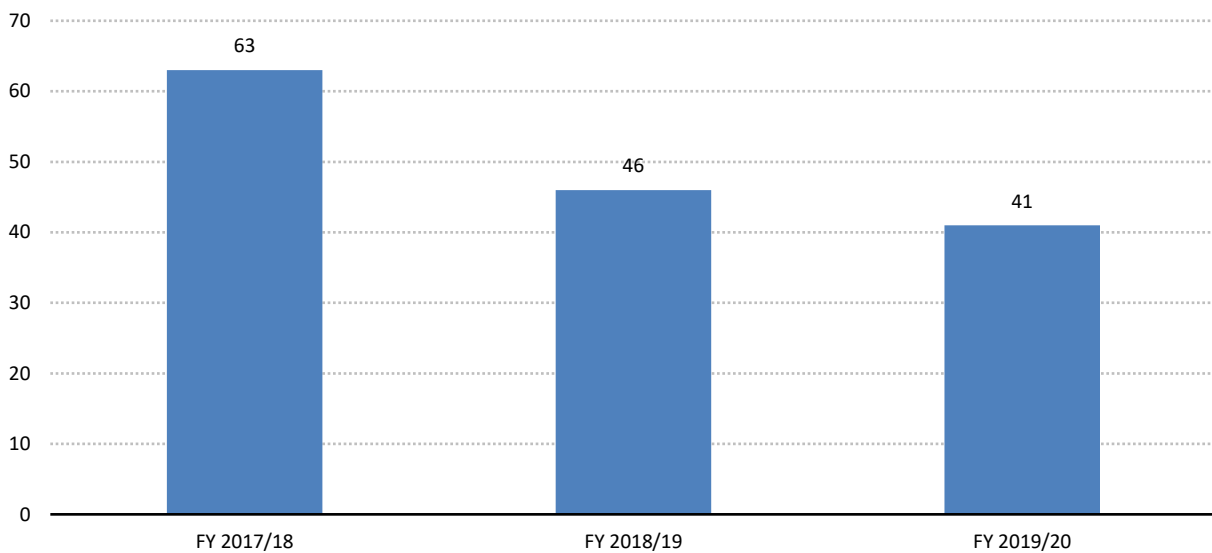
Section 810.1 and 810.2 of the *Criminal Code* provide a process for imposing restrictions on a defendant's behaviour where there are reasonable grounds to believe that the defendant will commit certain sexual offences against children or other offences of serious violence. If the grounds are established and the person is ordered to enter into a recognizance, it is not considered either a sentence or a conviction since no offence is created by the provisions. The orders are designed to be preventative – placing the person under a court order not to engage in certain prohibited behaviours.

Section 810.1 of the *Criminal Code* allows for an Information to be laid before a provincial court judge for the purpose of having the defendant enter into a recognizance including conditions that he or she not engage in activity that involves contact with persons under 16 years of age and prohibiting him or her from attending certain places where persons under 16 years of age are likely to be present. The judge makes the order where satisfied on evidence that there are reasonable grounds to fear that the defendant will commit certain sexual offences against children under 16 years of age.

Section 810.2 of the *Criminal Code* allows anyone, with the consent of the Attorney General, to lay an Information before a provincial court judge for the purpose of having the defendant enter into a recognizance where there are reasonable grounds to fear that the defendant may commit a "serious personal injury offence" as defined in the *Criminal Code*. Conditions may be imposed, such as a weapons prohibition, to secure the good conduct of the defendant.

Number of s.810.1 and s.810.2 Applications Filed in Court

Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted on July 20, 2020)

SUPPORTING VICTIMS

The BC Prosecution Service works diligently to ensure that all victims and witnesses have an equal opportunity to participate in the criminal justice process. As defined in BC *Victims of Crime Act* (VOCA), a victim is an individual who suffers physical or mental injury, or economic loss because of an offence. There can be secondary victims who have suffered emotional trauma because of an offence caused against a family member.

Under the VOCA and the *Canadian Victims Bill of Rights*, victims are provided with Victim Impact Statement (VIS) forms and other guidance regarding the criminal justice process. If charges are approved, a VIS & Statement on Restitution (SOR) Information Guide is sent to victims by BC Prosecution Service local offices.

Crown Counsel prepare victims for court and provide them with appropriate information about the prosecution and the criminal justice system. For certain files, Crown Counsel may meet with victims and their families to assist them in understanding the prosecution process.

Where there are particular concerns for the safety of the victim, or there is a request by the victim for ongoing information, Crown Counsel take steps to ensure that the victim is notified, either directly by administrative staff or through a victim assistance program, of the course of the prosecution, any future court dates, any bail conditions, and any changes in those proceedings or conditions. In appropriate situations, Crown Counsel will make applications for testimonial accommodations.

KEY PERFORMANCE INDICATORS

The BC Prosecution Service has developed several Key Performance Indicators (KPIs) which help assess and measure progress on important metrics.

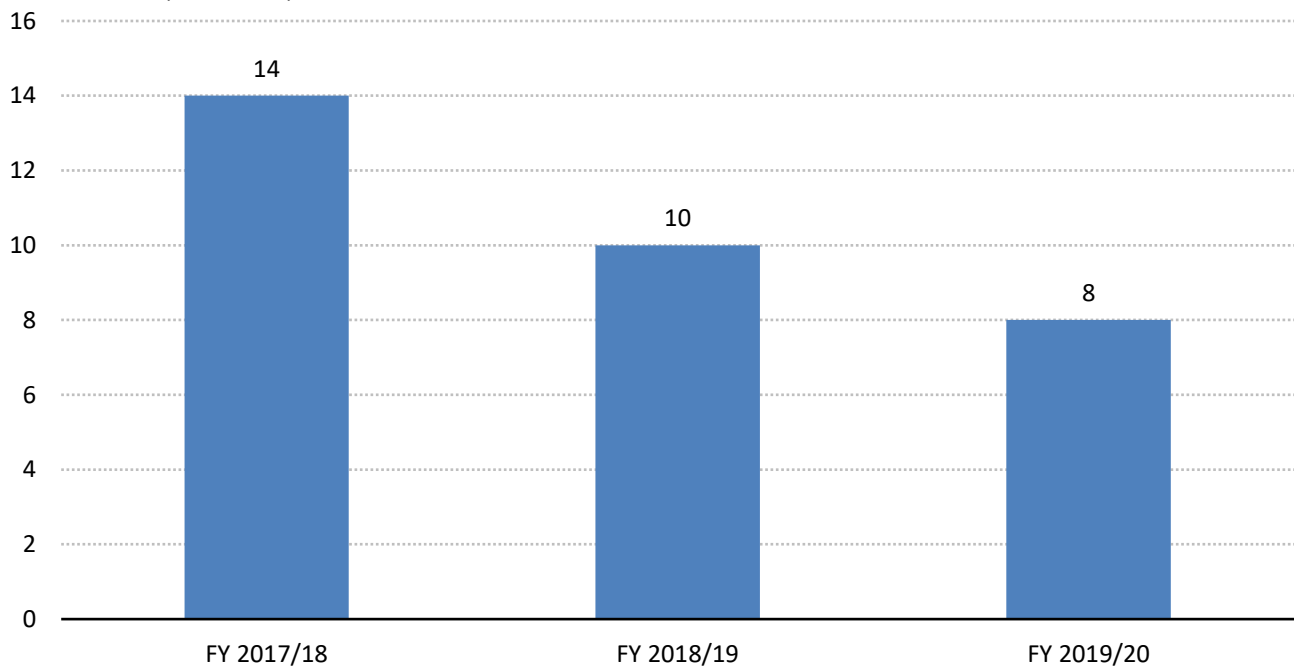
- 1. Judicial Stays of Proceedings (for delay only)
- 2. Charge Assessment Duration
- 3. Prosecution File Duration
- 4. Percent of all files and percent of intimate partner violence-related files that resolve at or before arraignment
- 5. Workforce Engagement Score

1. Number of Judicial Stays of Proceedings for Delay

This indicator measures the number of times in the reporting period that a judge stayed a criminal court case due specifically to delay. Each case is counted once based on the date of the judicial stay decision, regardless of how many accused persons were involved.

Judicial Stay of Proceedings

Fiscal Years 2017/18 to 2019/20



Source: Court Services Branch

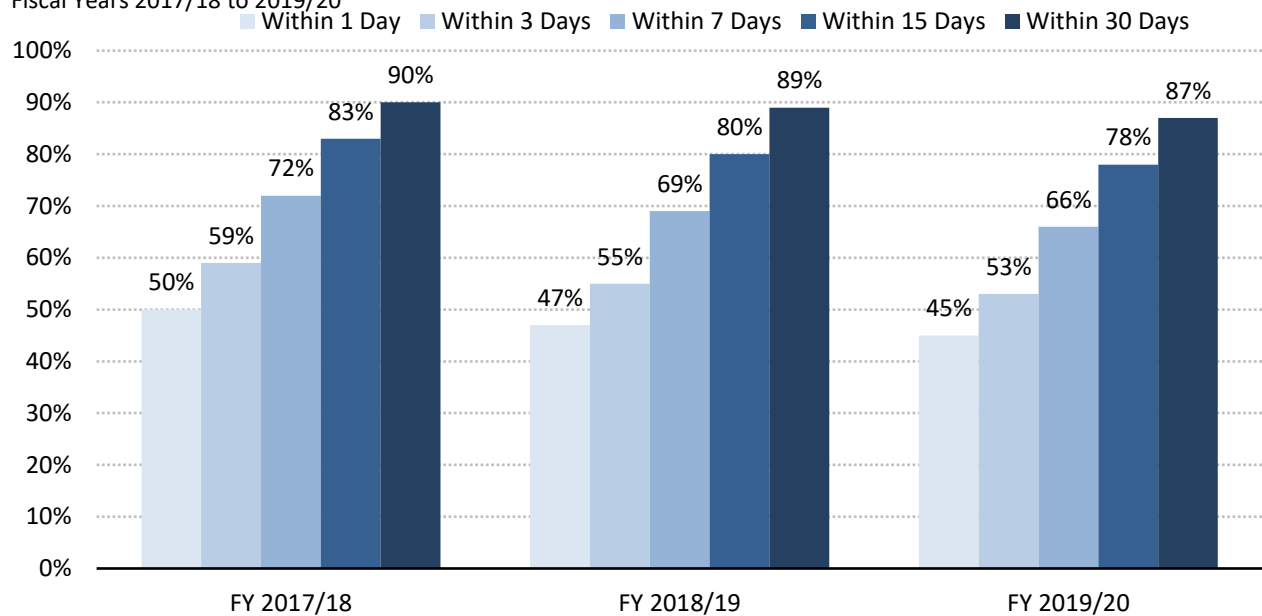
Note: Judicial Stay of Proceedings decisions are recorded in JUSTIN but the reason for the decision is not recorded. A Judicial stay of proceedings can be for reasons other than delay, such as abuse of process. To obtain a count of the Judicial stay decisions specifically for delay, the Court Services Branch contacts the relevant court registry for each Judicial stay decision to confirm what the reason was. This KPI includes only BC Prosecution Service files (i.e. federal files are excluded).

2. Charge Assessment Duration

This indicator measures how many days it takes Crown Counsel to complete charge assessment, from the date a RCC is received to the date Crown Counsel makes a charge decision.

Charge Assessment Duration

Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted July 20, 2020)

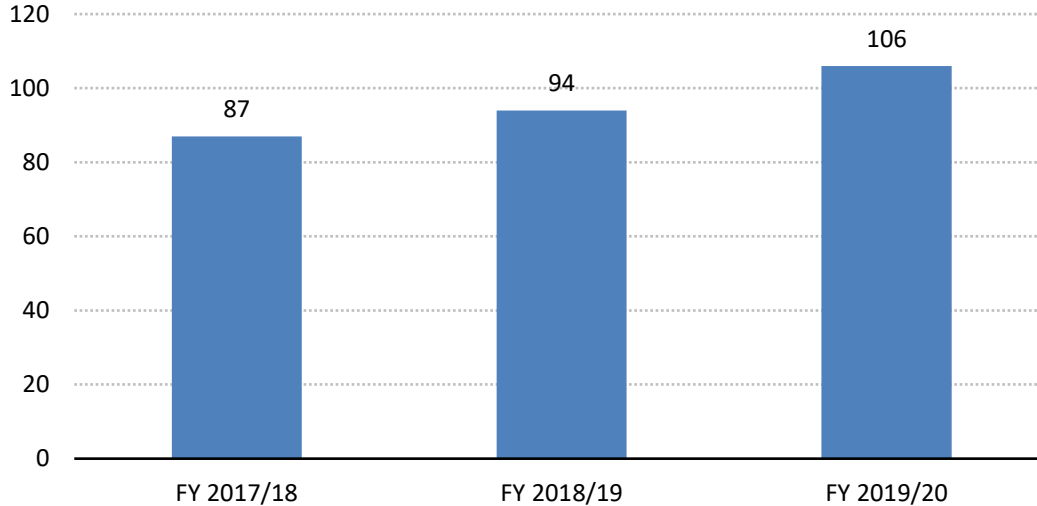
Note: The duration of a charge assessment is measured from the date the RCC was first received by the BCPS to the date of the final charge decision.

3. Prosecution File Duration

This indicator measures how many days it takes for a criminal file to conclude, from the sworn/filed date to the date that all counts on the file have a final disposition, and there are no future scheduled appearances. The median time is used as it is less susceptible to the influence of outliers and skewed data.

Prosecution File Duration (Days)

Median Time in Days (Net of Bench Warrant Days) Fiscal Years 2017/18 to 2019/20



Source: JUSTIN (data extracted July 20, 2020)

Note: The duration of a prosecution file is measured from the date the file was first sworn or filed in court to the disposition date. A prosecution file is counted once for each accused person on a file that concluded in the fiscal year. Any bench warrant days associated with the file are excluded from the calculation.

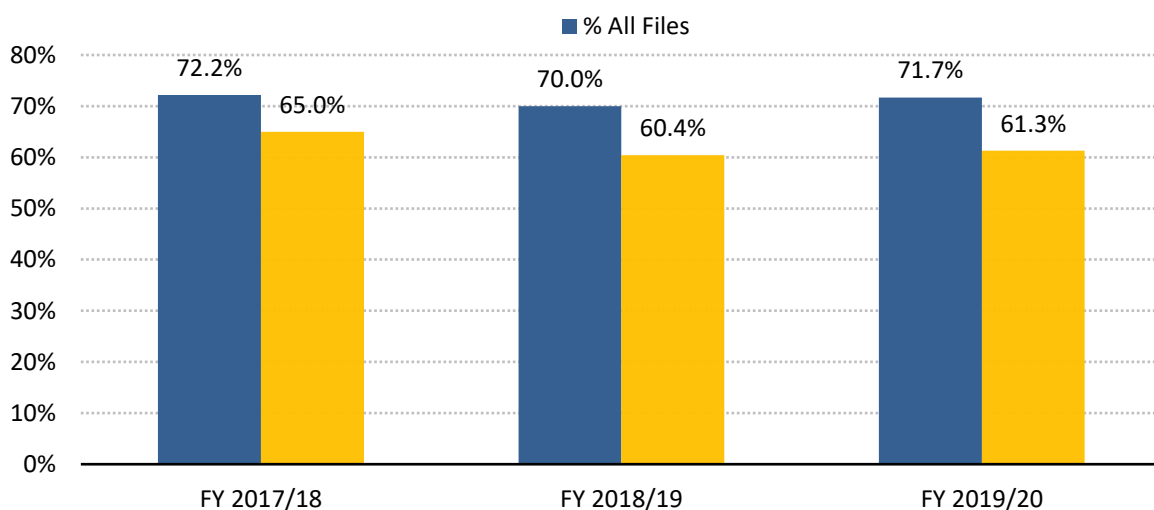
4. Percent of Files Concluded at or Before Arraignment

This indicator measures the percentage of files concluded at or before arraignment. A higher percentage means that a higher proportion of files are concluded at the earliest stages in the criminal process.

Data for both intimate partner (also known as domestic) violence-related files and all files are included in the graph below.

Percent of Files Concluded at or Before Arraignment

Fiscal Years 2017/18 to 2019/20



Source: File Closing Survey (data extracted July 20, 2020)

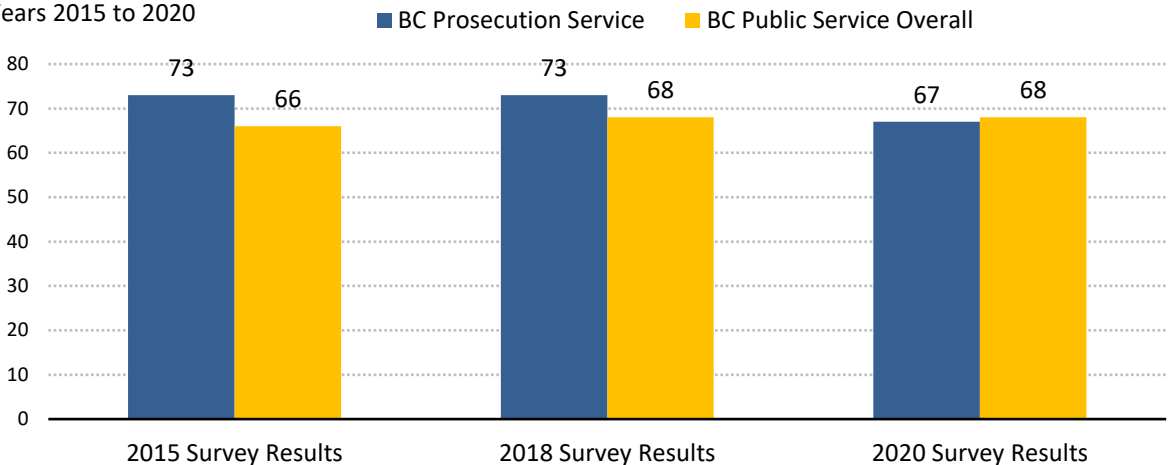
Note: The percent of files concluded at or before arraignment is a measure of early resolution; a higher percentage means a greater proportion of files are resolving at early stages.

5. Workforce Engagement Score

This indicator measures the overall level of employee engagement, as revealed through the Work Environment Survey (WES), which is commissioned by the BC Public Service Agency on behalf of the BC Public Service. Some of the drivers of this year’s lower overall score included Stress & Workload, Tools & Workspace and Pay & Benefits.

Workforce Engagement Score (Survey Results)

Years 2015 to 2020



Source: Work Environment Survey, BC Stats

Note: The Work Environment Survey is commissioned by the BC Public Service Agency on behalf of the BC Public Service. A report is provided every other year. The 2020 report results were received in May 2020. The next report should be received in 2022. The overall engagement score is what is tracked for this KPI. The overall engagement score is an average of the scores for BC Public Service Commitment, Job Satisfaction, and Organization Satisfaction.

REGIONAL PROFILES

The BC Prosecution Service has approximately 500 Crown Counsel and 410 administrative and management staff located in communities throughout the province. There are five regions: Northern, Interior, Fraser, Vancouver, and Vancouver Island, which conduct most prosecution functions at the regional and local level. The Criminal Appeals and Special Prosecutions (CASP) section, which has a province-wide mandate, has offices in Vancouver and Victoria. Headquarters personnel are located in Victoria and Vancouver.

Vancouver Island Region: The Vancouver Island region of the BC Prosecution Service encompasses Vancouver Island and the Powell River area of the Sunshine Coast. Nine prosecution offices serve nearly 100 communities. The regional headquarters is in Victoria.

Vancouver Region: The Vancouver region includes the urban communities of Vancouver, Burnaby, Richmond, West Vancouver, and the City and District of North Vancouver. It also encompasses the communities of Sechelt, Gibsons, Squamish, Whistler, Pemberton, Mount Currie and the Bella Bella, Bella Coola, and Klemtu circuit courts. The regional headquarters is in Vancouver.

Fraser Region: The Fraser region includes the communities of the Fraser Valley. Crown Counsel offices are located in Abbotsford, Chilliwack, New Westminster, Port Coquitlam, and Surrey. The regional headquarters is in New Westminster.

Interior Region: The Interior region comprises central and southeastern British Columbia, an area that includes the Thompson, Okanagan, and Kootenay River valleys. Personnel in seven prosecution offices, stretching from Kamloops to Cranbrook, serve 23 court locations. The regional headquarters is in Kelowna.

Northern Region: The Northern region covers two-thirds of the province, a vast geographical area that stretches from the Yukon border in the north to 100 Mile House in the south, the Alberta border to the east, and Haida Gwaii to the west. With regional headquarters in Prince George, the Northern region operates out of 10 offices and serves 35 court locations.

Criminal Appeals and Special Prosecutions: Criminal Appeals and Special Prosecutions (CASP) has offices in Vancouver and Victoria. Serving the entire province, CASP conducts indictable appeals in the B.C. Court of Appeal and Supreme Court of Canada. It also houses the Major Case Management project team, and conducts specialized prosecutions and applications related to organized crime, proceeds of crime, securities, commercial crime, occupational health and safety, and police prosecutions. CASP provides policy coordination and constitutional litigation support to prosecutors across the province and manages the legal resources, learning and professional development services for Crown Counsel and administrative staff.

Headquarters: Headquarters has primary responsibility for the BC Prosecution Service business operations, as well as policy development, legislative updates, strategic planning, business intelligence, communications, security, financial operations, business applications and technology, information and privacy, and human resource services. Offices are located in Vancouver and Victoria.

FINANCIAL SUMMARY

The BC Prosecution Service faced a challenging fiscal environment in 2019/20 due to the introduction of in-year expenditure reduction targets. Through BCPS-implemented restrictions and controls in hiring, furniture and equipment, office supplies, employee travel and ad hoc Crown Counsel, costs were significantly reduced, but a \$466,518 deficit was reported. Access to contingencies funding (the Contingencies Vote) was received for pressures resulting from major case costs, After-Hours Bail, the Front-End Efficiency Pilot, and facilities expansions.

Budget & Expenditures 2019/20	
Estimates Budget	\$143,091,000
Contingencies Vote	\$8,651,401
Total Authorized Budget	\$151,742,401
Expenditures	\$152,208,919
Variance	\$-466,518

AWARDS AND ACHIEVEMENTS

- AG/PSSG Award Winners:

Crown Counsel Leah Fontaine was honoured with a Fall 2019 AG/PSSG *Leadership* award for her exemplary service to the BC Prosecution Service's Indigenous Justice Framework, as well as for her overall leadership as a trial Crown who has prosecuted many difficult and complex cases involving vulnerable victims.

Senior Paralegal Alice Grant was acknowledged with a *Mentorship* award for being an invaluable resource quick to share her knowledge and know-how. Alice works hard to support everyone and to make people feel like a valued team member.

The Trauma Informed Practice BCPS Module was recognized in the *Innovation Team category* for its work on the successful roll-out of a module specifically for BCPS personnel in the online TIP course. Team members included: Debbie Granger, Gerri-Lyn Nelson, Michelle Booker, Paola Konge, Michelle Merry, Veena Sharma, Katy Workman, Colleen Stewart, Monica Fras, Jackie Gaudet, Katie Joyce and James Stevenson.

- Other notable accomplishments for the BC Prosecution Service include:

- In May 2019 and March 2020, David Silverman and Satinder Sidhu were appointed to the Provincial Court of British Columbia and assigned to the Fraser Region with chambers in Surrey. In July 2020,
- In October 2019, the BC Prosecution Service had 26 Long Service Award recipients. Of note, Melanie Baylis, Pinder Cheema, Bruce Cookson, Cynthia Cormier, Richard de Boer QC, Arthur Hargrove, Karon Lovell, Arlene Loyst, Jean MacDonald, Shona McEnhill, Ruth Picha and Lionel Yip all received their 30-year Service Awards. Ross McLeod received a 35-year Service Award and Paige Johnstone was awarded for forty years of service.
- In December 2019, Louisa Winn and Rodney Garson were appointed Queen's Counsel by Attorney General David Eby QC, reflecting the respect and recognition they have earned among members of the bench and the bar for their leadership, their achievements, and their contributions to the legal profession and the community.

- During the 2020 Crown Counsel and Administrative staff Virtual Conference,

- Crown Counsel Leadership Awards were presented to:
 - Paul Pearson – Vancouver Island Region
 - Michelle Merry – Vancouver Region
 - Nick Lerfold – Interior Region
 - Airi Schroff – Northern Region
 - Ursula Botz – Criminal Appeals and Special Prosecutions
 - Leah Fontaine – Headquarters

- Crown Counsel Recognition Awards were presented to:
 - Brett Webber – Vancouver Island Region
 - Colleen Smith – Vancouver Region
 - Rob MacGowan and Dan Loucks – Fraser Region
 - Margaret Cissell – Interior Region
 - Paul Swartz – Northern Region
 - Debbie Granger – Criminal Appeals and Special Prosecutions

- Administrative Staff Leadership Awards were presented to:
 - Raianne Wallace – Vancouver Island Region
 - Anja Pervan – Vancouver Region
 - Sanja Culina – Vancouver Region
 - Michelle Nikula – Fraser Region
 - Terri Wallace – Fraser Region
 - Angie Fryer – Interior Region
 - Seleena McCoshen – Northern Region
 - Cindy Ward – Criminal Appeals and Special Prosecutions
 - Stan Khan – Headquarters



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