



ANNUAL REPORT 2017/18

Independent, Effective & Fair

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MESSAGE FROM THE ASSISTANT DEPUTY ATTORNEY GENERAL

I am pleased to present the 2017/18 Annual Report for the BC Prosecution Service. I am also very proud of the accomplishments of all of our lawyers and staff during the past year.

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

- An overview of the criminal justice process in British Columbia and the role that the BC Prosecution Service has within it;
- Statistical summaries on the work of the BC Prosecution Service, including the volume of Reports to Crown Counsel (RCCs) received and various other workload metrics for the 2017/18 fiscal year;
- Key performance indicators that assess progress on important metrics; and
- BC Prosecution Service operations structure and financial summaries.



Peter Juk QC
Assistant Deputy Attorney General

Earlier this year we completed a strategic planning process resulting in the development of a new [2018 –2021 BC Prosecution Service Strategic Plan](#), which sets out our key goals and strategic priorities for the next three years. It also includes our renewed vision, mission, and values statement that were developed after considerable input from members across our organization.

Our strategic priorities reflect the complex and rapidly changing external and internal contexts in which we deliver on our mandate under the *Crown Counsel Act*. In order to effectively fulfill this mandate, the BC Prosecution Service plans for, and responds to, legal and technological developments and we provide practical support for our people in the face of increasing case complexity and workload pressures.

In closing, I would like to take the opportunity to thank each member of the BC Prosecution Service for their continuing commitment to excellence.

Their hard work, dedication, and professionalism make it possible for us to be an independent prosecution service that people respect and trust.

Peter Juk QC
Assistant Deputy Attorney General
October 2018

VISION, MISSION & 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.

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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. The charge assessment standard continues to apply throughout the prosecution. Where the standard for continuing a prosecution is no longer met, Crown Counsel must stay (terminate) the charges. Where 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.

The expertise of Crown Counsel in conducting charge assessment adds significant value to BC’s criminal justice system by ensuring, as much as reasonably possible, that only viable cases proceed. 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 Assistant Deputy Attorney General 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 Assistant Deputy Attorney General for the BC Prosecution Service 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 process ensures a consistent high standard is applied to cases which are referred to a special prosecutor. Only the head of the BC Prosecution Service 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 to alternative measures programs, or •Refer matter 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 Report to Crown Counsel (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 an 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 to an alternative measures program rather than go to court. Annually, approximately 87 percent of the persons 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.

Whenever Crown Counsel is satisfied that the charge assessment standard is no longer met, Crown Counsel must terminate the prosecution by directing a stay of proceedings. Approximately half of all stays 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.

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. Due to ongoing data entry and system maintenance, the statistics should be considered as estimates at the point in time the data were extracted from JUSTIN. In each year's Annual Report, statistics for previous years are restated to ensure they are up to date and as accurate as possible at the time the Annual Report is produced.

Reports to Crown Counsel

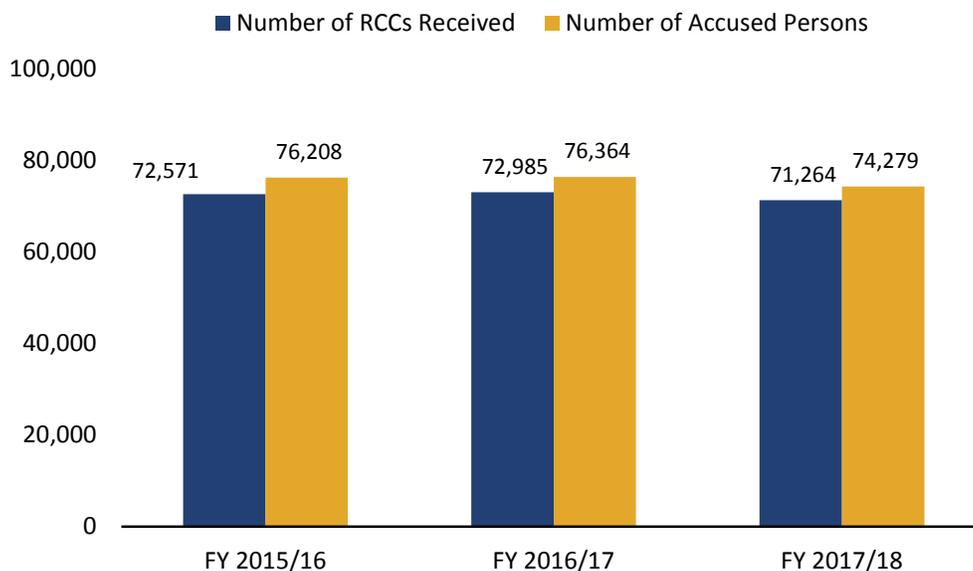
The number of RCCs submitted by investigative agencies is the single biggest driver of workload for the BC Prosecution Service. One or more accused persons may be named on an RCC, with one or more charges and one or more counts. Regardless of the number of accused persons, charges and counts, each RCC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

In 2017/18, the BC Prosecution Service received a total of 71,264 RCCs, a decrease of 2.3 percent over 2016/17. The 2017/18 RCCs received had a total of 74,279 accused persons named, a decrease of 2.6 percent over 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 2015/16 to 2017/18



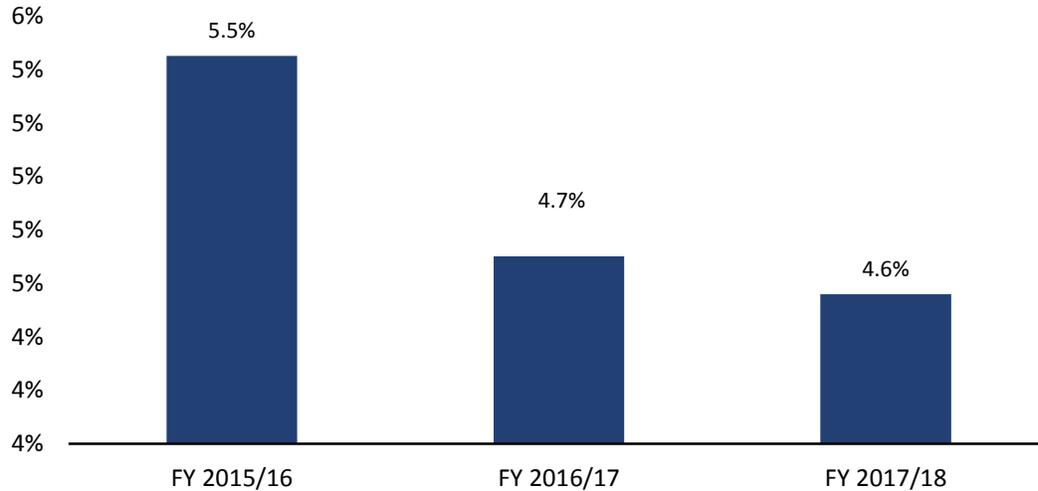
Source: JUSTIN (data extracted on July 10, 2018)

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 Young Persons



Source: JUSTIN (data extracted on July 10, 2018)

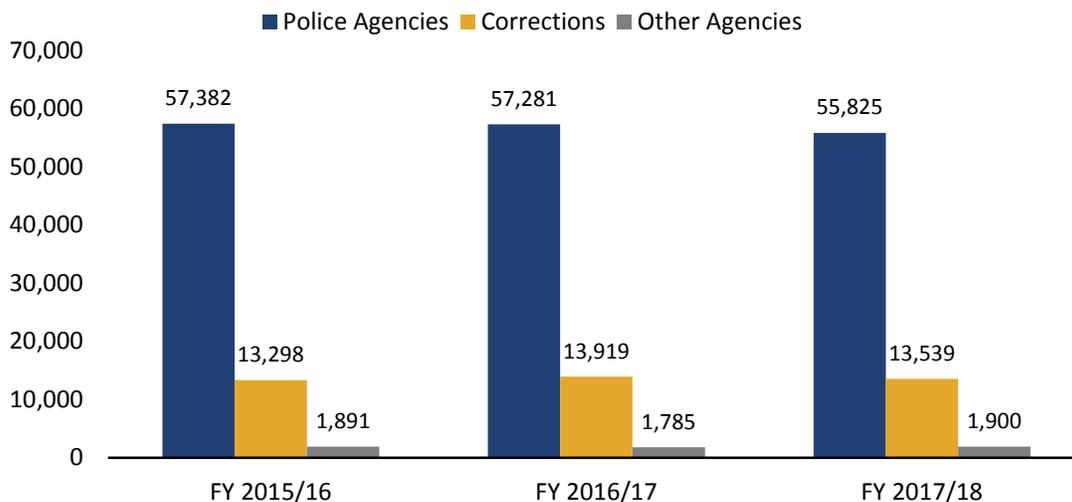
Note: An accused person is defined as a youth accused if they were under the age of 18 on the alleged offence date.

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 (78 percent). A significant proportion (19 percent) are submitted by BC Corrections. A small proportion (<3 percent) are submitted by other types of investigative agencies such as the wildlife conservation service, and financial regulators.

RCCs Received by Investigative Agency Type

Fiscal Years 2015/16 to 2017/18



Source: JUSTIN (data extracted on July 10, 2018)

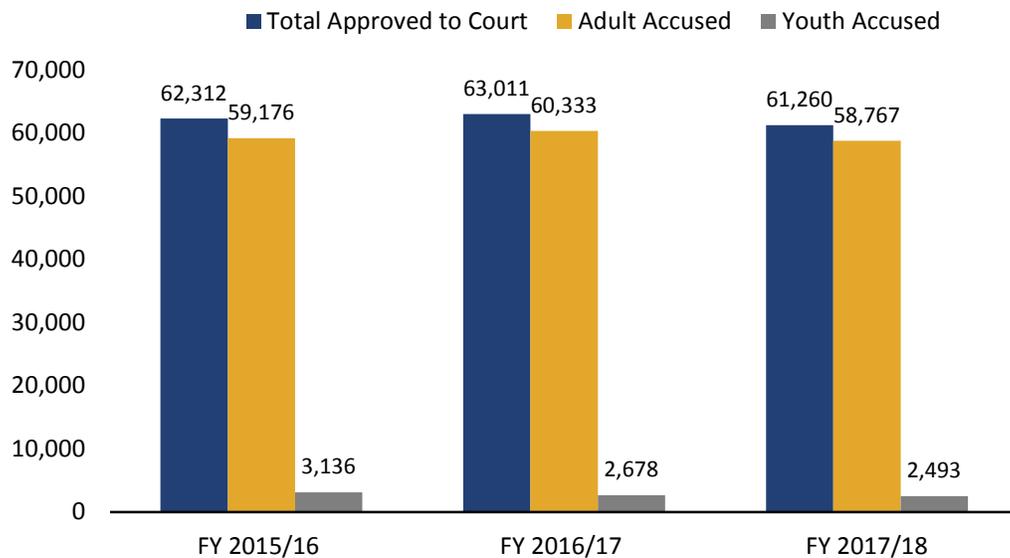
Note: An RCC is counted once based on the date it was first entered in JUSTIN, regardless of the number of accused persons, number of charges, or number of counts.

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 2017/18 a total of 61,260 accused persons were approved to court, of whom 58,767 were adults and 2,493 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 2015/16 to 2017/18



Source: JUSTIN (data extracted on July 10, 2018)

Of the 74,279 accused named on RCCs received in 2017/18, 71,195 had final charge assessment decisions at the time the data were extracted for this Annual Report. 61,260 accused persons had charges approved, resulting in an overall 86 percent charge approval rate. 12 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 2017/18

Accused Persons	Approved to Court	No Charge	Alt Measures	Total
All Accused	86%	12%	2%	100%
Adult Accused	86%	12%	2%	100%
Youth Accused	77%	14%	9%	100%

Source: JUSTIN (data extracted on July 10, 2018)

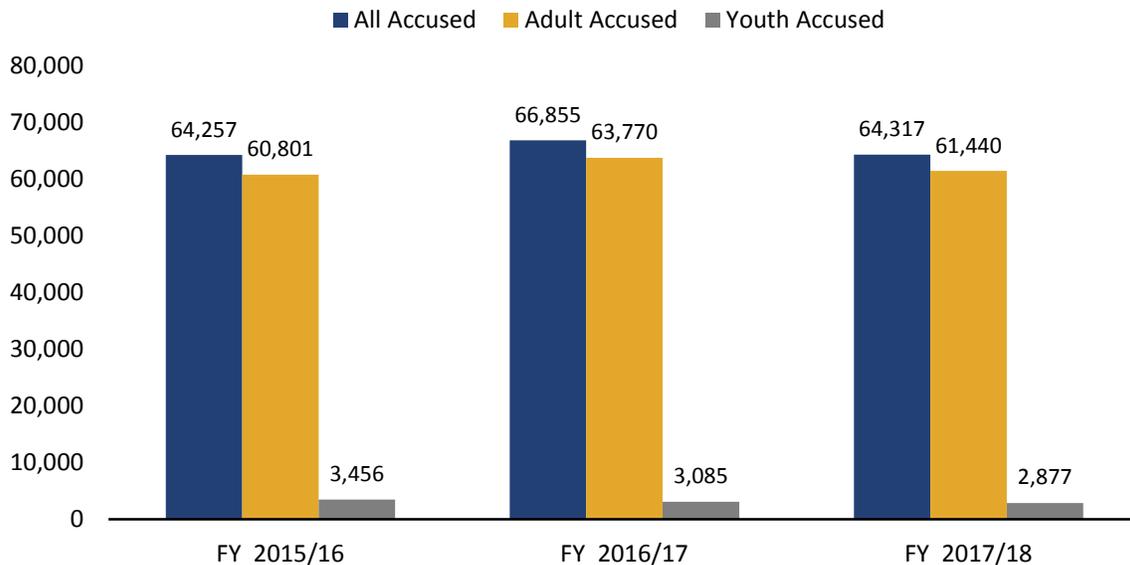
Note: Only includes final charge decisions as recorded in JUSTIN at the time of the data extract; does not include charge assessments that were still in progress or accused on RCCs that were returned to the investigative agency.

Concluded Prosecutions

A total of 64,317 prosecutions concluded in 2017/18, a decrease from 2016/17, but in line with 2015/16 volumes. The number of concluded youth prosecutions has decreased in each of the last three fiscal years.

Number of Concluded Prosecutions

Accused Persons on Prosecution Files that Concluded in Fiscal Years 2015/16 to 2017/18



Source: JUSTIN (data extracted on July 10, 2018)

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 2017/18, 60 percent had a guilty finding, one percent were not guilty, four percent entered into a recognizance to keep the peace (i.e. a peace bond), 34 percent had charges stayed, 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 34% of accused persons with charges stayed by Crown Counsel, in just over half of these cases there was some other consequence for the accused, such as a peace bond, referral to alternative measures, or a plea on another file.

Percent Distribution of Concluded Prosecutions by Results Category For Accused Persons on Files that Concluded in Fiscal Year 2017/18

Accused Persons	Guilty	Not Guilty	Other	Peace Bond	Stayed	Total
All Accused	60%	1%	1%	4%	34%	100%
Adult Accused	60%	1%	1%	4%	33%	100%
Youth Accused	56%	1%	0%	4%	39%	100%

Source: JUSTIN (data extracted on July 10, 2018)

Note: Of the 34% of accused persons with charges stayed by Crown Counsel, approximately half received some other consequence for the accused or offender, including a peace bond, referral to alternative measures, or a plea on another file.

In 2017/18, a total of 21 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

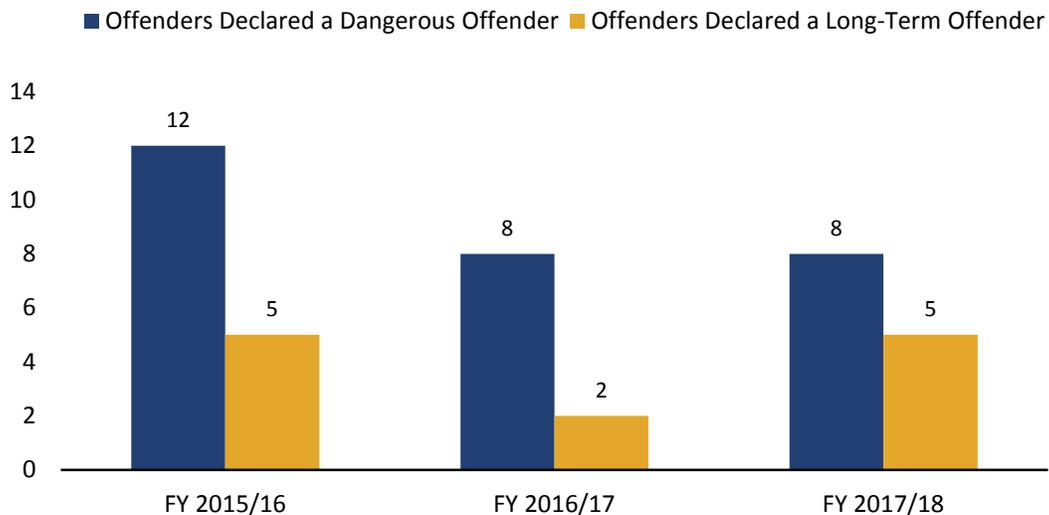
Section 753 of the *Criminal Code* sets out what findings are required to be made before an offender can be declared a “dangerous offender.” If the court declares an offender to be a “dangerous offender,” it has three sentencing options:

- 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 2015/16 to 2017/18



Source: BC Prosecution Service

Recognizances to Keep the Peace – Section 810.1 and 810.2 Applications

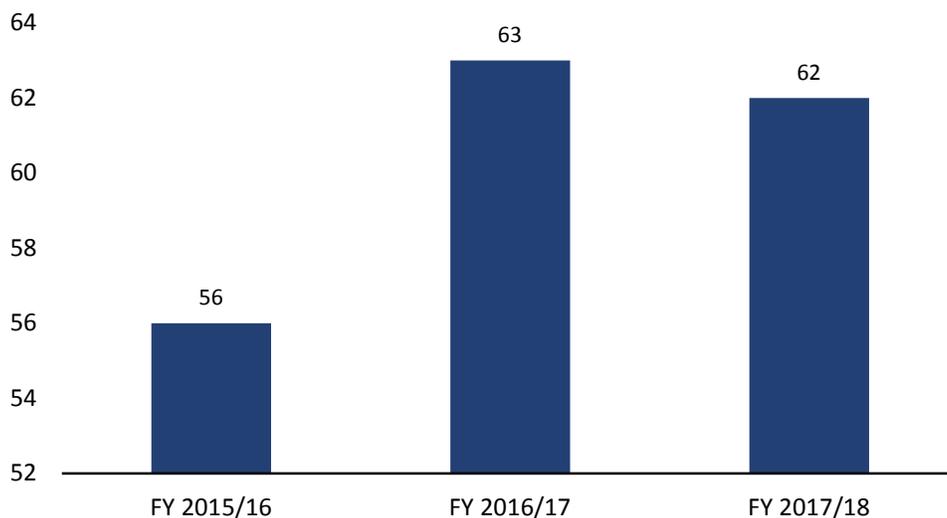
Section 810.1 and 810.2 of the *Criminal Code* provide a process for imposing restrictions on a defendant’s behaviour where there are reasonable grounds that the defendant will commit certain sexual offences against children or other offences of serious violence. If the grounds are established and the 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 – as a mechanism by which the person will be under a court order not to engage in the behaviour proscribed in each of the sections.

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 the informant has reasonable grounds to fear that the defendant will commit certain sexual offences in respect of 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 2015/16 to 2017/18



Source: JUSTIN (data extracted on July 13, 2018)

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

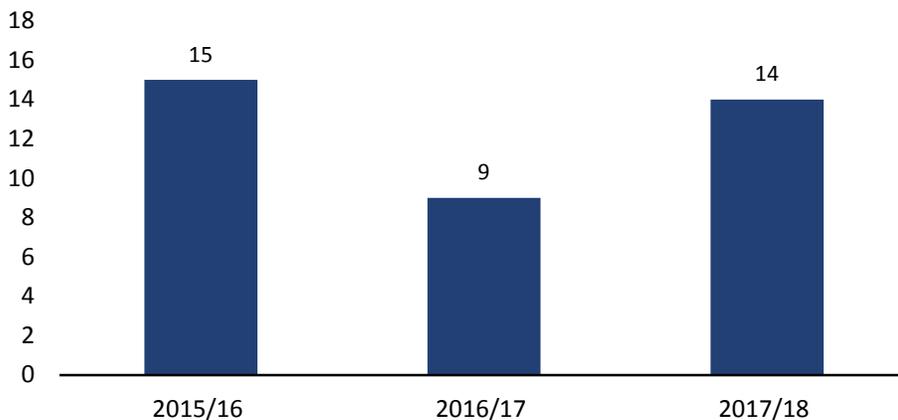
The BC Prosecution Service has developed several Key Performance Indicators (KPIs) which help assess and measure progress on important metrics.

1. Judicial Stays of Proceedings (for delay only)
2. Charge Assessment Duration
3. Prosecution File Duration
4. % of all files and % 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.

Number of Judicial Stay of Proceedings Decisions for Delay
Fiscal Years 2015/16 to 2017/18



Source: Court Services Branch

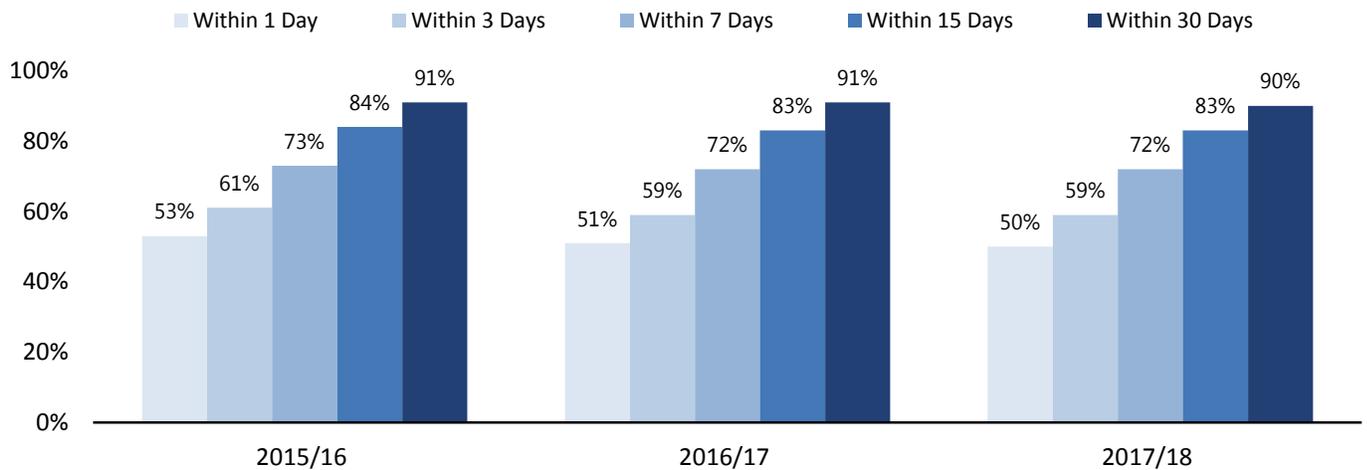
Note: Judicial Stay of Proceedings decisions are recorded in JUSTIN but the reason for the decision is not recorded. A Judicial stay of proceedings can be for reasons other than delay, such as abuse of process. To obtain a count of the Judicial stay decisions specifically for delay, the Court Services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

2. Charge Assessment Duration

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

Charge Assessment Duration

Fiscal Years 2015/16 to 2017/18



Source: JUSTIN (data extracted April 10, 2018)

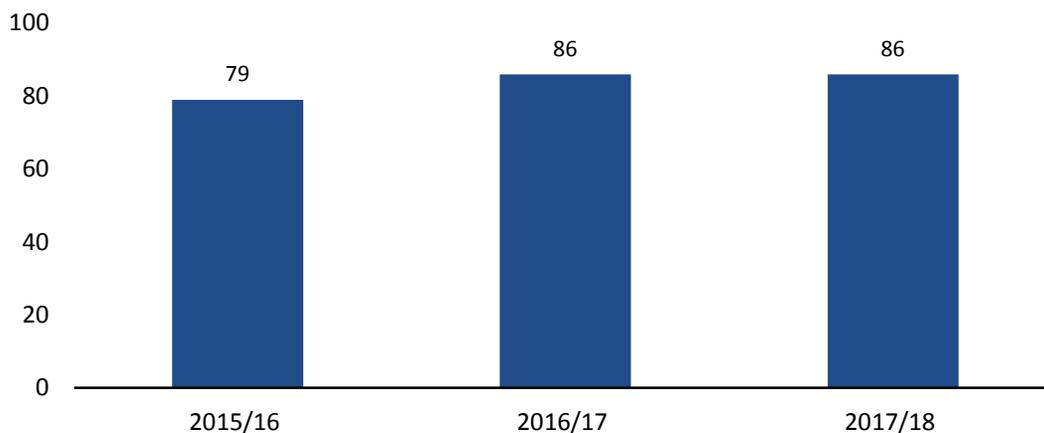
Note: The duration of a charge assessment is measured from the date the RCC was first received by the BC Prosecution Service to the date of the final charge decision for each accused person named on the RCC (i.e., approved to court, referred to alternative measures, or no charge).

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)



Source: JUSTIN (data extracted April 10, 2018)

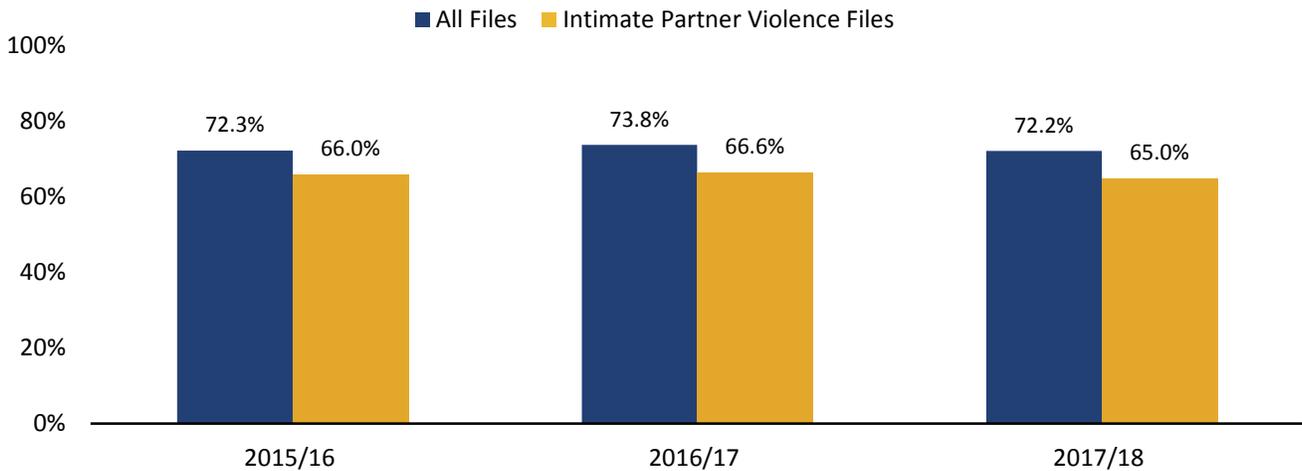
Note: The duration of a prosecution file is measured from the date the file was first sworn or filed in court to the disposition date. A prosecution file is counted once for each accused person on a file that concluded in the fiscal year. Any bench warrant days associated with the file are excluded from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



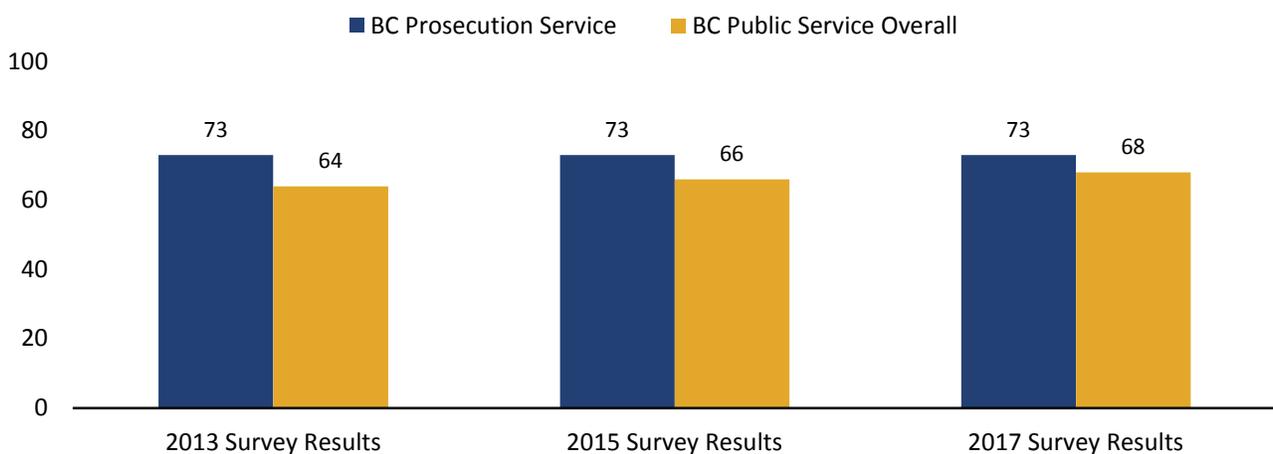
Source: BC Prosecution Service File Closing Survey (data extracted April 10, 2018)

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 an earlier stage.

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.

Workforce Engagement Score (Survey Results)



Source: Work Environment Survey, BC Stats

Note: The Work Environment Survey (WES) is normally conducted every other year. The scheduled 2017 survey was conducted in January 2018 and results received in May 2018. This indicator tracks the overall engagement scores for the BC Prosecution Service and the BC Public Service. The overall engagement score is an average of the scores for three engagement Drivers: BC Public Service Commitment, Job Satisfaction, and Organization Satisfaction.

REGIONAL PROFILES

The BC Prosecution Service has approximately 480 Crown Counsel and 390 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 downtown 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. In conjunction with multiple RCMP detachments and seven prosecution offices, stretching from Kamloops to Cranbrook, BC Prosecution Service staff 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 operations include conducting indictable appeals in the B.C. Court of Appeal and Supreme Court of Canada. CASP 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. It 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, 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 less challenging fiscal environment in 2017/18 compared to previous years. However, many expenditures remained subject to centralized controls, including hiring, employee travel, and office supplies. Access to contingencies funding (the Contingencies Vote) was received for pressures resulting from major case costs, and the Comprehensive Disclosure Strategy (CDS).

Budget & Expenses 2017/18	
Estimates Budget	\$ 127,889,000
Other Authorizations	\$ 1,247,731
Total Authorized Budget	\$ 129,136,731
Expenses	\$ 129,136,731
Variance	\$ 0 (balanced budget reported)

AWARDS AND ACHIEVEMENTS

- Crown Counsel Dan Scanlan contributed a chapter on digital sciences to the book *The Lawyer's Guide to Forensic Sciences*, which was announced as the winner of the Walter Owen Book Prize by the Foundation for Legal Research.
- Criminal Appeal and Special Prosecution (CASP) members Jessica Dorman and Dan Scanlan were awarded the Fall 2017 AG/PSSG award for *Innovation* for their work on the Special Prosecutions SharePoint site. Demonstrating collaboration and a commitment to quality, Dan and Jessica utilized SharePoint to improve resource management, information management, training allocations, and tracking for the CASP office.
- The Williams Lake Crown office was awarded the Fall 2017 AG/PSSG award for *Spirit* for their extraordinary measures in continuing to deliver prosecution services despite wildfire evacuations in the area. Because of their efforts, very few trials were adjourned, no accused persons were delayed in being dealt with by the Courts, and no victims or witnesses were left not knowing what to do during the wildfires.
- Prince Rupert Crown office's Legal Assistant Emma Payne was featured in the local newspaper for initiating a non-profit called Little Brown Books, proceeds of which go towards benefitting the Ronald MacDonald House.
- On March 2, 2018, the Chilliwack Crown office's Domestic Violence Team received an Inclusive Environment award at the Fraser Valley Cultural Diversity Awards Dinner. The award recognized the team's work in implementing inclusive policies and actively reaching out to victims of crime and, in particular, their work with Indigenous women in the community. The Domestic Violence Team includes: Michelle Wray, Eleasha Sabourin, Sandra DiCurzio, Stacey Mikkelson, Catherine Bright, Lorie Anderson, Carolyn Kramer, Shandra Murray, Henry Waldock, Enjolie Black, Anna Tosso, Danielle Pohl, Chris Stayko, Lisa Lindhout, Natasha Djukic, Carol Martin, Brian Fell, Grant Lindsey, John Lester, Paul Blessin, and Rebecca Beeny.
- In June 2017, Mike Brundrett was appointed a Justice of the Supreme Court of British Columbia. In September 2017, Mariane Armstrong was sworn in as a Provincial Court Judge assigned to the Interior Region. In November and December, it was announced that three more BCPS colleagues, Dawn Boblin, Andrea Ormiston and Peter Whyte, were appointed to the Provincial Court.
- In October 2017, the BC Prosecution Service had 43 Long Service Award recipients. Of note, Cheryl Merrett, Linda Boehm, Dal Dhillon, and Catharine Sloan all received their 30-year Service Awards, and Sandra Watson QC and Paige Johnstone QC received their 35-year Service Awards.
- On December 20, 2017, Karima Andani, Ursula Botz, Richard de Boer and Chris McPherson were all appointed Queen's Counsel by Attorney General David Eby, QC. This honour is conferred on members of the legal profession to recognize exceptional merit and contribution to the legal profession and the community.
- On March 1, 2018, the BC Prosecution released and implemented a revised Crown Counsel Policy Manual. The release included the translation of the highest profile policies into multiple languages to increase public awareness and accessibility.

- During the May 2018 Crown Counsel Conference, recognition awards for excellence for 2017/2018 were presented to:
 - Bob Richardson – Vancouver Island Region
 - Don Montrichard and Daniel Pruiem – Vancouver Region
 - Louise Gauld – Vancouver Region
 - Jay Fogel – Fraser Region
 - David Simpkin – Fraser Region
 - Angela Ross – Interior Region
 - Claire Ducluzeau – Northern Region
 - E-Nitrogen Team: Dave Ruse, Paige Johnstone QC, Paula Craig, Martin Nadon, Ann Katrine Saettler, Simone McCallum, and Administrative Staff Maureen Gull and Brenda Schlegal – Criminal Appeals and Special Prosecutions

- During the May 2018 Crown Counsel Conference, Leadership awards were presented to:
 - Steve Fudge – Vancouver Island Region
 - Tamara Hodge – Vancouver Island Region
 - Jenny Machek – Vancouver Region
 - Winston Sayson, QC – Fraser Region
 - Adrienne Murphy – Interior Region
 - Nina Purewal – Northern Region
 - Louisa Winn – Criminal Appeals and Special Prosecutions

- During the 2018 Virtual Conference for Administrative staff, Leadership awards were presented to:
 - Kathryn Gillert – Vancouver Island Region
 - Sean Kehoe – Vancouver Region
 - Veena Sharma – Vancouver Region
 - Sheila Thompson – Fraser Region
 - Connie Robson – Fraser Region
 - Julie Brannigan – Interior Region
 - Marilyn Maclean – Northern Region
 - Velma Clifton – Northern Region
 - Wendy Petersen – Criminal Appeals and Special Prosecutions
 - Brent Thompson – Criminal Appeals and Special Prosecutions
 - Jenny Yang – Headquarters

- In May 2018, the Port Alberni Crown office won in the Team Spirit category of the Spring AG/PSSG Awards. The office’s Legal Assistants were credited with establishing clear lines of communication and committing to a common work goal despite both personal and professional challenges. Throughout it all, they maintained a genuine courtesy and respectful atmosphere while ensuring the job got done.



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