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British Columbia
JUSTICE SUMMIT

EIGHTH JUSTICE SUMMIT

Justice and Technology I

JUNE 23-24, 2017

REPORT OF PROCEEDINGS

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EIGHTH JUSTICE SUMMIT REPORT OF PROCEEDINGS

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Executive Summary

Further to direction from the Minister of Justice and the Minister of Public Safety, the Eighth BC Justice Summit was held on June 23rd and 24th, 2017, with a focus on “Technology and Justice.” The Eighth Summit is the first of two events in 2017 on this theme. Seventy-two people participated at the Summit, with representation from the leadership of the justice and public safety sectors, police agencies, Indigenous organizations, non-governmental organizations and service agencies, the professions, and technology subject matter experts.

The goals of the Summit were to conduct a multidisciplinary discussion regarding key challenges related to technology affecting fulfillment of the sector’s various objectives; discuss what may be possible through applying technology to adapt to new circumstances, take advantage of recent trends and possibilities, and mitigate emerging risks. From these discussions, participants sought to identify a small number of priority areas on which action-oriented recommendations may be considered at the Ninth Summit. The agenda placed priority on having the sector’s leadership provide an initial identification of technology priorities, deferring discussion of solutions to later in the year. Topics addressed included managing new volumes of digital information; technology and enhanced access to justice; private innovation and disruptive technologies; and predictive policing, privacy and the Internet of Things.

To conclude Summit, participants identified six areas of work for further attention:

1. An assertive, multilateral strategy on digital information management and transfer between system participants
2. Steps to make common-sense infrastructure improvements in the courts
3. Consider use by the sector of the province’s identity management strategy
4. Expanded use of technology to improve services to citizens engaged in the system
5. Delivery of digital literacy education for people in the sector
6. Public engagement over system access, data gathering, and data retention

Some or all of these areas will be developed by the steering committee for consideration in the form of an action plan at the Ninth BC Justice Summit in November 2017.

Preparation of Report of Proceedings

This Report of Proceedings was prepared by the Summit Steering Committee for the Honourable David Eby, Attorney General; the Honorable Mike Farnworth, Minister of Public Safety and Solicitor General; the Honourable Chief Justice Robert Bauman, Chief Justice of British Columbia; the Honourable Chief Justice Christopher Hinkson, Supreme Court of British Columbia; and the Honourable Chief Judge Thomas Crabtree, Provincial Court of British Columbia.

The Report was made available in draft to all participants in the editing stages for review and comment, prior to being delivered as a finished product to the Ministers, Chief Justice and Chief Judge, and subsequent release to the public.

British Columbia Justice Summits

Statutory basis

The *Justice Reform and Transparency Act* of 2013 requires that a British Columbia Justice Summit be convened by Ministerial invitation at least annually. Summits are intended to encourage innovation and facilitate collaboration across the justice and public safety sector, by providing a forum for frank discussion between sector leaders and participants about how the system is performing and how it may be improved. The Act also established a Justice and Public Safety Council, appointed by Ministerial order, to develop a vision and an annual plan for the sector across the province. In addition to generating ideas and support for specific innovations in the sector, Summits also represent a key source of input and recommendations into the Council's planning process.

As set out in Section 9 of the Act, a Summit may:

- a) review and consider initiatives and procedures undertaken in other jurisdictions in relation to the justice system in those jurisdictions;
- b) provide input to assist the Justice and Public Safety Council of British Columbia in creating a strategic vision for the justice and public safety sector;
- c) make recommendations relating to priorities, strategies, performance measures, procedures and new initiatives related to the justice and public safety sector;
- d) assess the progress being made in justice reform in British Columbia; and
- e) engage in any other deliberations that the Justice Summit considers appropriate.

On the conclusion of its meeting, the Summit must report to the Minister(s) on the outcome of those deliberations. By agreement between the executive and judicial branches of government, the Summit report is simultaneously submitted to the Chief Justice of British Columbia, to the Chief Justice of the Supreme Court of British Columbia, and the Chief Judge of the Provincial Court of British Columbia.

Who attends?

The elements making up the provision of justice and public safety in British Columbia are often referred to collectively as the "justice system." This term is useful in describing the

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formal processes involved in criminal investigations and associated court and corrections processes, as well as formal civil justice, family justice, and administrative justice processes. However, there are many other significant aspects of the provision of justice and public safety in our province which are not within the legally defined boundaries of the “system.” These include a range of public and private service providers, non-governmental organizations, researchers and knowledge-workers, and linkages with other entities or sectors, cooperation with whom is critical for the sector’s success.

The Summits, therefore, involve participants from across the entire sector as appropriate for each event, in recognition of this broad involvement. In addition, dependent on theme the Summit process will involve invited attendees from other sectors with distinct areas of leadership responsibility and competence – for example, the health, education or social development sectors.

The justice and public safety sector itself is defined in the legislation as “[t]he justice system, including, without limitation, programs or services, funded in whole or in part by public money, that contribute to the administration of justice or public safety in British Columbia.”

Invitees, according to statute, may include:

- a) the Chief Justice of British Columbia, the Chief Justice of the Supreme Court and the Chief Judge of the Provincial Court and, through them, any other members or officers of their courts that they consider appropriate,
- b) members of the Council, and
- c) any other individuals, including, without limitation, other participants in the justice and public safety sector, the Minister considers to be qualified to assist in improving the performance of the justice and public safety sector.

Evolution of the Summit process

The First and Second BC Justice Summits, in March 2013 and November 2013, focused on criminal justice. The Third Summit, in May 2014, addressed the family justice system. The Fourth Summit, in November 2014, focused on better responses to violence against women.

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While each successive Summit through 2014 succeeded in deepening the dialogue, many participants expressed a desire for further maturation of the Summit process, by enhancing the degree to which Summit discussions lead to collaboration and innovation and promote action, and by allowing a longer period of time for the Summits to engage in any particular area. Accordingly, at the direction of the Ministers, the Summits are now designed to address one broad theme per calendar year, as follows:

- Each calendar year, the Spring Summit will engage the leadership in an initial discussion of a topic of common concern to sector participants, and bringing additional subject-matter expertise and other leaders into the dialogue where required.
- Following the Spring Summit, those ideas which have attracted greatest participant interest and support may be developed in more concrete detail by subject-matter experts from the relevant field(s), taking the form of proposals for collaboration or innovation in the sector.
- The Fall Summit will complete the cycle, providing an opportunity for participants to review one or more of these proposals; and, as may be appropriate, make recommendations and consider leadership responsibilities associated to implementation.

The Fifth Summit, held in November 2015, was the first Fall Summit to address next steps in previously-raised issue areas, and developed recommendations related to a “trauma-informed” justice system response to victims of violent crime, and regarding better coordination and information sharing in and across family justice, criminal justice, and child protection proceedings.

The 2016 Summit cycle (the Sixth and Seventh Summits) focused on “Justice, Mental Health and Substance Use.” Recommendations stemming from the Summit deliberation in 2016 addressed the need for a coordinated system of response to those with mental health and substance use (MHSU) disorders in crisis in the community, and achieving continuity of care for MHSU clients transitioning into or out of the custody of the criminal justice system.

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Cross-sectoral collaborative work on all four of the areas addressed in the recommendations from 2015 and 2016 is ongoing, and is now the subject of a semi-annual progress update issued by the Justice and Public Safety Council.

While the Fall Summit events concluding each annual cycle are now designed with an expectation of action-oriented deliberations on previously-considered topics, the Summit process continues to rest on the voluntary participation of those representing various independent roles, positions and responsibilities within the sector, many of whom are sworn to champion and uphold the integrity and fairness of our adversarial system of justice. It is recognized that the constitutional, statutory or operational obligations of some participants may require that important caveats or restrictions be attached to any particular recommendation.

Planning the Eighth Summit

Organizing team

On behalf of the Ministers, the Eighth BC Justice Summit agenda and participant invitation list was developed by a cross sectoral Steering Committee with broad representation, including federal, provincial and municipal justice organizations and agencies, police, indigenous justice organizations, independent justice professionals, NGOs, and technology subject matter experts. The Committee included observers from the British Columbia Court of Appeal, the Supreme Court of British Columbia, and the Provincial Court of British Columbia. The committee, chaired by the Coordinator of the BC Justice Summit process, met between March and June 2017, and was supported by a multidisciplinary expert working group.

Membership lists of the Steering Committee and Working Group are appended to this Report.

Goals of the Summit

The Eighth BC Justice Summit was the first of two planned Summits in 2017 to focus on the question of how technology may improve the administration of justice and public safety in British Columbia, including questions of access, security, efficiency and readiness. As developed by the Committee, the agenda of the Eighth Summit was designed with three goals in mind:

- a) Conduct a multidisciplinary discussion between leaders and experts in the areas of justice, public safety, and information technology, regarding key challenges, gaps, and requirements which pertain to the effectiveness of the sector in fulfilling its various objectives.
- b) Consider significant cross-sectoral technological needs and opportunities, by discussing current efforts and what more may be possible through applying technology to adapt to new circumstances, take advantage of recent trends and possibilities, and mitigate emerging risks.

- c) Identify a small number of priority areas where feasible, well-informed proposals or objectives should be developed through consultation in the coming months – with an accent on areas where a solution is required for challenges crossing multiple areas of professional jurisdiction – to be considered for recommendation at the Ninth BC Justice Summit in November 2017.

Scope of the Summit: identifying priorities but deferring solutions

In considering the scope of discussions at the Eighth Summit, the Steering Committee was conscious of the tension which regularly exists in discussions of technology and change: namely, balancing the obvious need to engage with the ideas of industry at a certain stage with the parallel imperative of having the sector and its clients (rather than commercial providers) define the nature of the sector's technology priorities. Recognizing that a discussion with industry will be necessary and desirable in the medium term, the Committee chose to limit the Eighth Summit's deliberations to identifying needs and priorities, resisting the urge to jump to solutions. With the priority exercise complete and identified below in the Summit Report, subsequent dialogue with industry and others will assist in the development of recommended solutions and a plan of action at the Ninth Summit in November.

Summit agenda and methodology

As at previous Summits, the methodology employed involved brief presentations by leaders and subject-matter experts on sub-topics, followed by deliberation in small groups in breakout rooms, and then reporting-out in plenary guided by the Summit facilitator.

Participants were provided in advance with a workbook of background materials, including summary readings and the discussion questions set by the Committee. The workbook also contained six “personas” which drew factual detail from existing users of justice technology, combining that detail into fictional composite profiles. Participants were encouraged to refer to the personas in their deliberations and in plenary.

The agenda was organized around consideration of four distinct areas in which technological considerations are directly relevant to the delivery of justice and public safety and access to justice:

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1. Managing new volumes of digital information
2. Technology and enhanced access
3. Private innovation and disruptive technologies
4. Predictive policing, privacy and the Internet of Things

In a fifth and final session, participant groups were asked to identify up to three significant business requirements for the sector which may have a technological solution, and to suggest a methodology as to how to engage the expert community and/or industry via an intervening process to develop tangible recommendations by the fall.

The full agenda for the Eighth Summit may be found in Appendix 1.

Summit Proceedings: Day One

Summit opening

The Summit was brought to order by Mr. Tim McGee, the Summit Moderator. Participants were welcomed to the University of British Columbia by Dr. Benjamin Goold of the Faculty of Law, on behalf of Dean Catherine Dauvergne. The Summit was then officially opened by the Honourable Andrew Wilkinson, Attorney General and Minister of Justice, who gave a welcoming address to participants.

Mr. David Loukidelis, the Summit Facilitator, then set out the Summit rule of non-attribution, and guided participants through the remainder of the Summit program.

Session One – Managing new volumes of digital information

The purpose of Session One, and the subsequent discussion by participants, was to begin the Summit with a frank appraisal of the challenge of adapting to a legal environment increasingly dominated by large volumes of data in various forms, and our sector's readiness to meet this challenge.

This panel began with a principal address, followed by reflections from different areas of the sector, to relate the real challenges being experienced in managing information in terms of (a) having the right tools and systems; (b) dealing with volume overload re transfer/storage; and (c) dealing with security implications of a high volume digital info environment.

Presentations

At the outset of the session, participants heard presentations from varying perspectives on the challenge of managing digital information. The lead presentation set out a number of key issue and sector trends, particularly the current move in the 'justice space' in other jurisdictions away from integrated justice characterized by large, shared systems and central databases, and towards individual purpose-built applications, with information-sharing platforms providing integration between now decentralized applications. Under such approach, off-the-shelf applications can more easily be adopted, loosely coupled applications and projects can reduce the risks associated with oversized projects and

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cumbersome central governance over agency-level decisions, and each ministry or agency can adopt technical innovations at a pace independent from the pace of its partners.

To achieve interoperability in a decentralized data environment, one promising approach suggested for consideration at the solution stage is the National Information Exchange Model (or NIEM), a common vocabulary that enables efficient information exchange across diverse public and private organizations. NIEM allows varied computer systems to treat different terms for similar concepts as having the same meaning by providing consistent, reusable, and repeatable data terms, definitions, and processes.

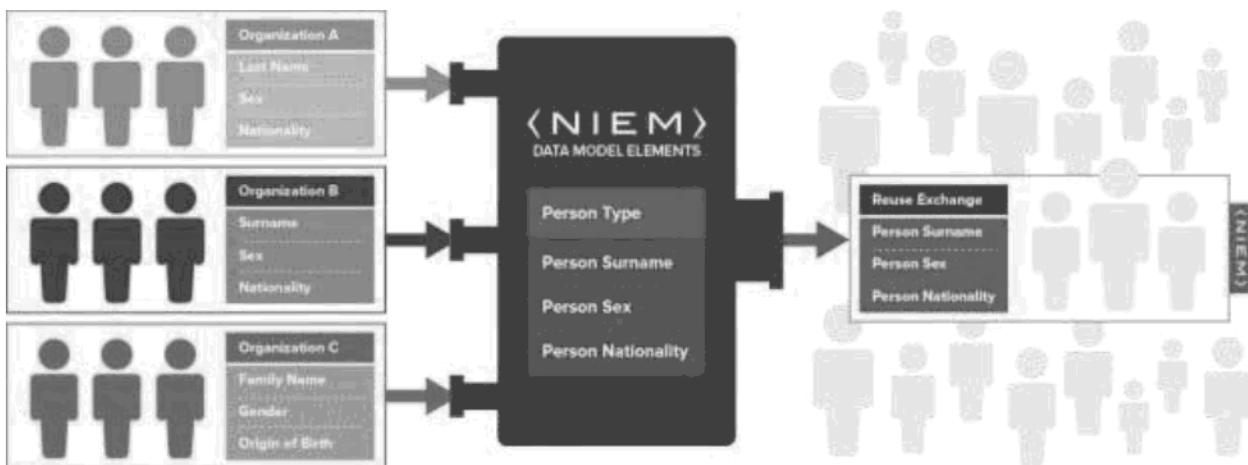


Figure 1: The National Information Exchange Model

Other commentators on the panel, representing the prosecution, police and corrections functions, detailed the numerous challenges of storage, security and information transfer which are now impacting many different aspects of operations, and are in many cases outpacing the capacity of existing systems. There are commonly experienced problems in BC's justice and public safety sector regarding the gathering, submission retention and transfer of information, which in many cases is unintentionally redundant as a result of duplication at various stages by a new set of users, of questionable relevance to the matter at hand, sheds little additional light, or all of these. The expansion of available digital information to be retained and disclosed has led to increasing litigation of disclosure issues,

contrary to the expectation in *R. v. Stinchcombe*. The situation was already concerning prior to the Supreme Court's decision in *R. v. Jordan*, which has since brought the issue of timeliness squarely to the forefront as an issue in the Canadian justice system. The presenters were unanimous that the countervailing pressures created by these two landmark decisions cannot remain unaddressed. While the discussion focused primarily on the technical logistics of how to receive, store and make the data available while ensuring security of the information, an underlying theme was that information sharing practices will also need to shift to make this future state possible.

Plenary discussion

Following the panel presentations, participants engaged in discussion in small groups, addressing the following questions:

- a) *Is your own work environment challenged by an increasing volume of digital information? What challenges do you experience? Have you developed or adopted strategies to address those challenges?*
- b) *A shared content management environment – where individual justice actors draw on collectively required information based on their own role and access rights – may mitigate a number of these challenges. What advantages are offered by taking this path? What risks and obstacles (legal/practical/cultural)? Should the sector's leadership actively consider such an approach?*

Returning to plenary, participants' comments addressed a number of themes:

- **Technology should enhance, not impede, access to justice:** Given the time constraints imposed by *Jordan*, we need to ensure technology is being used to enhance access. Technology should be used judiciously and with clear awareness of consequences, and *not simply be a means of expanding the information considered*, particularly in light of varying levels of user capacity and sophistication (both on the part of justice professionals and clients of the system). In applying this idea, we should not assume greater sophistication on the part of professionals: members of the public are often far better at technology than the justice system (and in addition

are often free to use technologies unavailable to government system users for reasons of cost or procurement rules).

The reality in British Columbia is one of uneven access to technology. Participants generally felt remote areas in BC have connectivity challenges, and a higher than average incidence of technological illiteracy. Barriers to the use of technology changes how technology-based services must be delivered. Technology must not be allowed to burden the public, or decrease access. There is also a perceived *disparity in priority vis-à-vis access to technology across participants*: the abilities of various stakeholders to use technology, and the degree to which various stakeholder groups are the focus of technological advancements, can vary. For example, the relative capacity of Crown prosecutors versus the defence bar, RCMP versus municipal police, different law firms, and accused with legal representation versus self-represented accused, may be very different. Similarly, the technology needs of members of the defence bar may be treated as an afterthought when innovations are being implemented.

- **We must confront the pace of growth of digital data in the sector:** Electronic exhibits need to be handled in a fundamentally different fashion. We currently treat and store the media (e.g. phones, computers, cameras) on which digital evidence is recorded and stored in ways which are archaic and inappropriate – court exhibits identify the object, but not necessarily the digital information contained upon it. We must find ways to *stop collecting unnecessary data simply because we can*. We must also deal with the mundane but prevalent issue of *unnecessary duplication of data* by the various people and agencies who handle each item. Moreover, the rulings in *Jordan* and *Stinchcombe* have significant implications for the amount of data we collect, and thus we require a systematic means of balancing quantity and quality.
- **Management of digital information requires new governance approaches:** We cannot and should not settle for digitizing existing processes – “paving the cow path” – but look to process transformation. We should not focus on transforming paper to technology, but do business transformation first and then develop supporting technology. The overall preference expressed by participants was for *decentralized*,

interoperable solutions across the sector to ensure secure electronic transfer between participants wherever digital information is routinely shared (recognizing that within certain functions such as policing a centralized approach may be preferred). Appropriate governance structures, and established standards, must precede all data access/management agreements necessary to apply approaches such as NIEM, and others. A sectoral approach would also allow the largest scale of effect for interventions that are introduced, and thereby create the largest change for the least cost.

- **Smaller systems which are integrated are preferable to any single system:** Many participants felt strongly that the best approach to manage the challenge of high volumes of data is that of *smaller integrated systems* that address individual user/agency/functional needs, not a big system that reaches across all needs in the province.
 - Change in this way can be no less significant than that brought via one large system, but as a series of incremental and dispersed developments, the risk of major errors and system failures is lessened.
 - The historical problem of information silos can be addressed by ensuring that separate systems can communicate with each other via application of e.g. NIEM approaches. This will also enhance our ability to ensure that legacy system data remains useful.
 - “Disclosure centres” may be developed, similar to existing virtual and/or physical Justice Access Centres, to ensure quality and reduce redundancy in disclosure practices.
 - Agreeing on an information standard allows innovation to occur within the justice system, without a prerequisite of disrupting, merging, or centralizing existing structures and workflows.

It will be important, in developing a decentralized approach to information management and secure transfer of electronic data between participants, to ensure that the overall framework is *statutorily endorsed, and sponsored provincially* and/or federally as appropriate. This will require establishment of rules and standards regarding collection, organization, and vetting of information, and access to common

technology and a shared vocabulary to ensure common understanding/terms for common entities.

For consideration at the Ninth Summit, one key development which may assist greatly in the management of digital information, in terms of data and document integrity, is “*blockchain*” technology. Blockchain allows the creation of a generative, open, distributed ledger that can record transactions between two parties efficiently and in a verifiable, fault-proof, secure and permanent way. This may have an application for establishing chains of custody for digital evidence, and allow for data to be stored and shared between justice sector actors in a decentralized way, with such data then being used by various authorized institutional clients. Thus, there may be an application for blockchain to issues such as chain of custody for digital evidence.¹

- **Adopting data sharing approaches to alleviate “high volume” problems will make the challenges of ensuring privacy, security and quality more acute:** The collection, use and disclosure of personal information is governed by privacy laws and the *Charter*. The sector must remain compliant with the *Charter* in terms of what is shared, and collect only what is needed. Driven by necessity to data sharing models, we should be aware in advance that these may not be perfect and (like other applications and efficiencies) require *risk management*. Similarly, while volumes of personal information collected are growing exponentially, volume and quality are not matched, and we run the risk of replicating errors across the system. This increase in information, which must be disclosed according to *Stinchcombe* combined with the

¹ A “blockchain” is a distributed database that is used to maintain a continuously growing list of records, called blocks. Each block contains a timestamp and a link to a previous block. A blockchain is typically managed by a peer-to-peer network collectively adhering to a protocol for validating new blocks. By design, blockchains are inherently resistant to modification of the data. Once recorded, the data in any given block cannot be altered retroactively without the alteration of all subsequent blocks and a collusion of the network majority. Functionally, a blockchain can serve as “an open, distributed ledger that can record transactions between two parties efficiently and in a verifiable and permanent way.” See: <https://hbr.org/2017/01/the-truth-about-blockchain>.

Jordan timelines, results in a pressing need to utilize technology to meet our statutory obligations.

With respect to security, greater repositories inherently create more attractive targets for hackers. However, centralized repositories also have the benefit of being able to maintain state-of-the-art security on a single repository, as opposed to dealing with challenges inherent in trying to maintain data-security standards on multiple disparate systems. Government has been given low grades around security and data management, and the prevalence of data breaches/hacks means that there is a greater than zero risk of compromise, including possible scenarios of data being held hostage. We should be aware that *system risk can never be entirely reduced*, and that traditional physical systems are also vulnerable. We should not be held back by the assumption that progress can only occur in the complete absence of risk.

Session Two – Technology and enhanced access to justice

The purpose of Session Two, and the subsequent discussion by participants, was to bring the focus of the Summit on proactive efforts to use technology to improve access to justice, in areas where the sector has control and discretion to a greater degree.

This panel featured a series of remarks from different professional perspectives on technology which may change the way in which citizens access the sector and its services and/or resolve their own requirements in an effective manner.

Presentation

Participants heard presentations concerning the Civil Resolution Tribunal, which has developed an innovative online dispute resolution process resulting from extensive user engagement, prototyping and testing; the recent redesign of justice services in the United Kingdom, including online capacity to book prison visits and to create power of attorney; and steps being taken in the Provincial Court to advance the utilization of technology in the courtroom.

Key themes of the presentations included:

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- the need to develop and apply innovations at a pace consistent with the development of technology overall;
- an awareness of user expectations being driven by technological experiences outside the justice arena;
- the need for business transformation to precede adoption of technology;
- recognition of technology as a means of supporting true transformation, not the digitization of existing practice;
- a focus on making straightforward, high-volume tasks easier (as opposed to focusing on complex processes); and
- an acceptance of risk, experimentation, and incremental adjustment/improvement as necessary elements of improving services.

Plenary discussion

Following the panel presentations, participants engaged in discussion in small groups, addressing the following questions:

- a) *What current barriers to access (to justice, to processes, to services) can you identify which may have a technology solution but are currently unaddressed? Which would be the highest priority to solve?*
- b) *In improving access to justice, what other dispute resolution or adjudicative areas or subject matter might we consider for the application of user-driven, technology assisted methods of resolution? What caveats or principles do we need to keep in mind?*
- c) *Citizens' legal needs will probably always outstrip the capacity of any formal system (or systems) of resolution. What potential is there for technology to extend the tools of "legal self-care" within the public at large, promoting the addressing of legal needs without ever coming into contact with formal process? What responsibility does the sector have/should the sector accept for developing and promoting such tools?*

Returning to plenary, participants' comments addressed a number of themes:

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- **Not all barriers to justice have a technological solution:** There are many barriers to justice, and many of them are not purely technological.
 - While online access is a recent addition to viable service channels, and should be pursued accordingly, there are still many opportunities to *leverage older channels*, such as telephone for lesser appearances. Additionally, how these channels work together must be contemplated. We should not underestimate the impact of simple solutions.
 - Resources often constrain the capacity of case participants to convene in physical locations. This is exacerbated by the need for multiple appearances, for those financially disadvantaged, and those without the ability to travel. It also has relevance given the recent ruling on police representation of Crown at bail hearings by the Alberta Queen's Bench.²
 - Greater emphasis is required on front-end services to resolve or avoid disputes or delays during the court process.
- **Creating better services by using technology requires culture change:** The sector's attitude to innovation was felt by many participants to be *unhelpfully risk-averse*. As a sector we must accept that failure is an inherent aspect of pursuing better approaches. Fear of failure is an impediment to moving forward. In addition, the pace with which the sector (heavily influenced by its basis in government) conducts IT projects over three to five years is inherently obsolescent. Technology currently moves at a pace which requires more immediate response and adaptive management and delivery. The sector ought not to let the perfect be the enemy of the good.

Involvement and input into innovation and change was also, participants felt, routinely restricted to public sector employees. In our efforts to address the barriers

² See <http://www.cbc.ca/news/canada/calgary/alberta-bail-system-chief-justice-ruling-1.3978706>

to justice, we must *include those beyond publicly funded participants* as we try new approaches, involving them as we take earlier and smaller steps to enhancing the services across the justice system.

Some participants felt that a focus within criminal process on adversarial case conduct, rather than longer term reconciliation, was an impediment to business transformation and associated application of new technology. It was felt that the system requires a stronger *emphasis on relationships, use of court processes which are less (or non-) adversarial, and the long lasting impacts of disputes and reconciliation* beyond the win/lose outcomes of adversarial process, especially in cases involving families and children. According to this view, technology may have a role to play in facilitating reconciliation, but is unlikely to attract investment unless our focus broadens to longer term justice outcomes.

The *presumption of personal attendance needs to be questioned* in many settings where technology can easily provide an appropriate alternative. This is particularly true of police resources, but also applies to many northern and rural court attendees, and to traumatized or unwell witnesses. Simple solutions should be considered such as the use of the telephone, video-messaging, or other widely available technology for minor appearances. The current costs of these methods of attendance should also be examined, or it should be entertained that parties be allowed to bring their own video-conference facilities.

- **Users' technology needs demand a different use of space and greater ease of use:** We have to design our future systems with a new attitude which is informed by access; access being fundamentally linked to the use experience of the system. This philosophy has direct implications for the physical use of court space. The needs of court users have changed, and usage of that space most be reconsidered for the benefit of users.

Some of this will likely be *small unremarkable changes with big impact*, such as more accessible power and data access – it was noted that lack of electrical outlets was a routine issue, unaddressed since the advent of laptop computers. Some will be larger, like additional interview rooms or moving towards a more multi-purpose use

of space, and user friendly space for professionals, self-represented litigants and other courthouse users.

- **We must change the pattern of technology being applied unequally and/or unfairly:** A systemic inequality exists between participants in the justice system, whether this is between rural and urban participants, wealthy and disadvantaged, and Crown vs defense. *Courthouses specifically do not have equal technological foundations*, such as access to Wi-Fi, electrical outlets, or data outlets in courtrooms, for both prosecution and defence. Currently, from a defence perspective, the Crown often enjoys tools to review and exploit existing data which are different from or unavailable to defence. Provision of/access to technology, and accommodation of defence/private counsel's technology requirements, must become a priority.

Session Three – Private innovation and disruptive technologies

The purpose of Session Three, and the subsequent discussion by participants, was to bring the focus of the Summit on technology arriving through market forces and professional innovation which may change our work and which will challenge the sector to adapt. This technology may be beneficial to citizens and to the administration of public safety, or it may pose risks, or it may do both. However, these technologies are not necessarily those being rolled out centrally and this may put the sector into a reactive posture.

This panel featured a series of remarks from different professional perspectives on technology now being experienced within the sector in BC and/or elsewhere, and the implications of these developments for justice and public safety.

Presentations

Participants heard presentations on the impact of disruptive technologies on the courts, on the proliferation and quality of access-to-justice mobile apps, on artificial intelligence in the justice system, and on the application of technology in solving problems in civil practice.

Disruptive technologies can threaten or alter existing practice by changing costs, offering alternative user experiences, or creating different platforms to address justiciable issues. However, courts can also embrace innovation as one way to enhance the public's

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experience. While not all disruption will be of a digital nature, major disruption will occur as new technologies gather ever-increasing volumes of data that can be used in innovative ways to disrupt old processes. Data itself is at the heart of effective decision-making as well as digital disruption. Access to court data is becoming increasingly common, and disruption is increasingly possible as innovators (authorized or unauthorized) come to use court data in new ways.

A range of mobile and web-based legal apps has recently proliferated. Legal apps targeting lawyers generally promote more efficient legal service delivery and streamline legal research; a further emerging area for lawyer-use legal apps is the development of legal analytics tools that combine legal analysis and research with machine learning. Legal apps intended for use by the general public perform several different functions. One category creates more efficient access to conventional legal services. A second category seeks to materially change the way that individuals interact with the legal system. A third set of apps seeks to provide legal self-help tools and assistance to the general public that may not typically be offered by a lawyer or paralegal.

Artificial intelligence continues to increase its impact on the justice and public safety sector and other sectors. Current applications (commercial and research) include prediction of tax litigation outcomes, identification of financial transactions tied to money laundering, case law analysis, assessment of the risk of reoffending presented by an accused/offender, detection of serial burglaries, and prediction of US Supreme Court decisions.

Technology at the private practice level continues to advance. SolveRe, a commercial application, offers a user-driven platform to research legal questions, identify a lawyer able to provide assistance, and conduct a video discussion to obtain legal advice via the user's own device (e.g. computer or tablet or phone).

Plenary discussion

Following the panel presentations, participants engaged in discussion in small groups, addressing the following questions:

- a) *Technology increasingly offers the capacity to deliver justice services and advice previously offered by lawyers and other professionals. Whether nationally,*

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provincially, or by the profession, do participants in our sector have a responsibility or interest in seeking to manage this trend? If so, who and how?

- b) *Cognitive computing is fast becoming a commercially viable proposition for many business and government entities. If you could apply predictive analytics / AI to your business process or service delivery today what problems might it solve?*
- c) *Global experience shows it is increasingly possible that hacking, open source data-mining, or other methods may result in system data being made public in an uncontrolled fashion. What would be the consequences of such an event (neutral, positive or negative)? Presuming normal due diligence in data security and access provisions, what other steps need be taken (if any) to anticipate and manage such a circumstance?*

Returning to plenary, participants' comments addressed a number of themes:

- **The emergence of apps raises questions of quality; from the sector's standpoint, the advantages of and responsibility to regulate are unclear:** The private sector has experience in putting consumer first, and a client centered approach is inherent in this. As the justice system is increasingly serving corporations and the affluent, there is real value in finding solutions that are accessible for everyone. Apps, while a positive development in these terms, nevertheless raise real *questions about the provision of legal advice vs. legal information*. In principle, there is a tension between allowing innovation and a need for regulation to maintain quality control.
- **The possibility of external exposure/analysis of sector data, disruptive or otherwise, requires us to look harder at data quality, and at the rationale for gathering the data we hold:** Regardless of who is analyzing sector data, data quality is an issue if the goal is to assess performance using analytics. It often requires a lot of work to get the data into a usable state for analysis. Whose job is this – and is the academic community (or more broadly, the “crowd”) a potential partner in such a venture? Are we capturing the right data, which will inform analysis of the most important and relevant aspects of the sector’s work and its performance?

- **Artificial intelligence has great potential to assist in enhancing access to justice, but transparency and oversight will be important:** Participants noted that artificial intelligence/predictive analytics applications are only as strong as the algorithms on which their decision making is based. Who gets to have input/visibility into the algorithms, and who determines whether or not there is bias? There is significant risk: feedback loops could bias disadvantaged populations by (e.g.) suggesting whom to target for police surveillance. Our tools shape our practice. To choose the wrong tools risks unintended consequences. In order to insure the quality of any application which becomes part of the justice decision making environment, *there is a need for comprehensive transparency* – for example, regarding sentencing algorithms. This need may undercut the commercial incentive to develop these approaches, as it will be difficult to maintain the secrecy of proprietary code.

There are multiple areas where, appropriately deployed and managed, AI may be of benefit to the sector, typically where it is used to *supplement rather than replace human involvement*. We will still need judges and lawyers, but AI applications could conduct simple, routine tasks and could help reduce costs by letting let the humans focus on difficult/high value work. It may be preferable to target lawyers (as opposed to end users), to help with bail hearings, or organize/process information. We should look broadly for innovative ideas, possibly re-purposing applications designed for other sectors/industries.

Summit Proceedings: Day Two

Session Four – Evolving police technologies, the Internet of Things, and privacy

The purpose of this panel, and the subsequent discussion by participants, was to provide an overview/primer from a justice and public safety perspective regarding developments associated to enhanced surveillance, data gathering, and data linkage techniques, many of which are related to the Internet of Things (IoT).³ Recent technological developments are likely to change policing significantly. These include surveillance technologies such as drones, communications interception and automated license plate recognition. Other examples are big data (data analytics) and artificial intelligence tools used in predictive policing. This session touched on the opportunities presented by these technologies and their implications for privacy and the justice system as a whole.

Presentations

Participants heard panel presentations on the overall concept, promise, and risk of IoT, the application of these ideas and of predictive policing to contemporary law enforcement, and on the practical and legal concerns associated to personal security and privacy associated to these developments.

These new capacities offer a range of novel and/or enhanced opportunities in the public safety arena. Examples from policing and justice more generally include smart firearms, advanced facial recognition, increased drone use, increased use of IoT at the citizen level including smart cameras, smarter patrol cars incorporating license plate reading technology, smart drivers' licences, and a range of predictive policing approaches integrating multi-source data to make predictions.

These developments are not without challenges or controversy. Problems associated with IoT include vulnerability to crime but also questions of privacy and inappropriate (or

³ The Internet of Things as a concept refers to the interconnection via the Internet of computing devices embedded in everyday objects, enabling them to send and receive data.

unlawful) surveillance. At what point does the aggregation and linking of data regarding individuals or groups become inappropriate, intrusive or illegal? Where and how is consent obtained and/or implied, and what are the expectations of privacy in using everyday objects or transiting mundane locations?

Security concerns stemming from increased adoption of IoT at the consumer level include:

- increased risk of criminal exploitation (sexual exploitation, child exploitation, data theft, image theft, extortion, burglary, etc.);
- the emergence of end-to-end encryption which renders it less and less possible for police or the technology companies themselves to determine which data are moving across the infrastructure;
- loss of state capacity to intercept lawfully, as foreign technology companies may have minimal interest in cooperation (whether by design, by mandate, or by public pressure), and may be beyond the power to compel compliance with standards; and
- corruption of smart infrastructure.

Plenary discussion

Following the panel presentations, participants engaged in discussion in small groups, addressing the following questions:

- a) *What significant practical, policy or operational issues do you see affecting British Columbia in this area in the next few years? In your view, are there specific actions which the sector, or other players, could or should consider in response to these issue; if so, which actions?*
- b) *What changes (in e.g. policy or legislation) may be necessary to ensure that public expectations about the benefits of new technology for security and personal convenience are satisfied, without incurring significantly negative (or unlawful) effects on personal privacy?*

Returning to plenary, participants' comments addressed a number of themes:

- **We often see privacy law as a barrier to effective collaboration, but the alternative is to see it as an enabler:** Existing privacy law serves the function of setting out the circumstances and means whereby *information sharing can occur*, which are in fact considerable in scope.
- **The pace of technological change complicates regulation:** In the public sector, the development and implementation of legislative and regulatory frameworks moves much more slowly than the pace of private innovation and consumer/agency adoption of new technologies. The variety and scope of technologies relevant to public safety and personal privacy are so numerous as to be overwhelming to those involved in the policy process. Given how long it takes to pass legislative amendments and implement regulations, *it may not be possible to keep up* – and the pace of change may render regulatory regimes outdated quite quickly.
- **Transparency and public education is necessary for the public to trust new technologies within the sector:** As the nature of technology is changing and new information collected, public trust is essential for all sector programs which gather data, notwithstanding their lawful status. Early education is important, as is communication over responsible use: there is a *need for transparency to get social licence*. In the rapidly changing technology environment, participants expressed concern that citizens are increasingly numb/blasé concerning privacy rights and possible violations; in other words, there is concern that public expectation of privacy may be decreasing. By the same token, there is potential to improve public trust by utilizing technology to ensure protection of data and/or to support timelines associated to the rights of the accused imposed by *Jordan*.

In a rapidly changing environment, it is the responsibility of public agencies to educate the public about privacy regarding their own data collection and that of private industry, and to build trust through transparent descriptions and examples of lawful use. Citizens may be highly uncertain as to information currently being collected (via smart cars, phone, etc.). It is important to *question whether knowledge and genuine consent exists* around the collection of personal information,

as opposed to feelings of resignation or compulsion. For instance, citizens may fear being denied services in the absence of consent.

- **There is work to do in ensuring we are balancing the public safety benefits of technology with the expectation of privacy:** New abilities to gather and store data on a systematic basis via technology, such as license plate data, biometrics and public space CCTV, or drone surveillance, present significant new opportunities to improve the safety of British Columbians from crime and other security threats. However, to be effective over the longer term it is critical that the retention and use of that information be lawful.

When looking at adopting new technologies, in addition to the impact from the law enforcement perspective, a comprehensive approach is preferred. Participants felt that both individual and community impacts may not currently be addressed in full in existing Privacy Impact Assessments. Proportionality as a principle should be applied, asking questions such as whether it is effective to collect the full volume of information sought – or conversely, whether too little information is being gathered in order for the police to be able to act in exigent circumstances.

Security of information and of information transfer between participants, not simply privacy as regards the use of data, was also felt by participants to be a significant issue. In light of data management solutions discussed earlier in the Summit, it was felt that decentralized storage of information (physically, and across systems) created an additional layer of data security.

Session Five – Next steps: focusing our efforts towards concrete proposals

Building on all prior dialogue from Day One and Day Two, in Session Five participants were asked to suggest a number of promising areas of work which may be developed collaboratively, between now and November 2017, for discussion as concrete proposals, and potential recommendation, at the Ninth Summit.

Participants were asked to address the following questions:

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- a) *Please identify up to three significant business requirements for the sector which may have a technological solution, in priority sequence. Place preference on those requirements which affect, and will require the cooperation of, multiple areas within the justice and public safety sector.*
- b) *If appropriate, please suggest a methodology as to how to engage the expert and/or vendor community via an intervening process to develop tangible recommendations by the fall Summit.*

Plenary discussion: priority areas for further development and consideration

In plenary, participants identified a range of suggestions where proposals might be developed in greater detail for the Fall Summit. Suggestions receiving significant support included those identified here (grouped into general themes). Note that as no formal recording of participant preference is conducted at the Summits, reporting of any particular point should not be taken as necessarily reflecting consensus among the participants.

1. An assertive, multilateral strategy on digital information management

Participants were strongly supportive of a multidisciplinary approach within the sector to the shared problem of growing volumes of digital information. Interest was centered around a centralized strategy, including strong common governance, standards and rules, but one which however would be operationally decentralized, employing a federated series of distributed, interconnected systems, rather than one universal system. Characteristics of the strategy suggested by participants included:

- User-centred design to be applied at each stage of development, which should lead to a better result and one which is more cost-effective.
- Multi-disciplinary digital evidence management and secure transfer of electronic data in criminal cases, including exploration of the delivery of disclosure as a service via “disclosure centres” or a similar approach.
- Steps to reduce data intake and storage redundancy/retention: greater certainty that we are collecting the right information, in the right amount and of the right quality, and using it appropriately?

- Application of the National Information Exchange Model or similar approach to enhance interoperability and automated appropriate sharing of information.
- Learning in the design stage from experiences and lessons in other jurisdictions, including handling of privacy issues. The Canadian Community Safety Information Management Strategy was identified as one key input.

2. Steps to make common-sense infrastructure improvements in the courts

Participants were strongly supportive of a number of tactical changes using well-established technology which could have a significant impact on efficiency and fairness.

These included:

- the refit of courthouses to accommodate remote attendance via video, where appropriate, by accused, witnesses, and others;
- steps to facilitate the connectivity, charging, and physical use of portable computing and communications devices by lawyers and others engaged in court process;
- capacity to facilitate secure transfer of electronic evidence between and among appropriate participants and the courthouse;
- installation of digital displays and other electronic equipment in courtrooms (in principle, integrated with the information management strategy suggested above); and
- further improvements to scheduling systems to make the best use of justice participants' time and energy.

A number of participants suggested that it be questioned in each case whether there is a real need for technology to solve a problem: will the technology improve the issue, or is it a culture question (or a low-tech question)?

3. Consider how best to use the BC Services Card and the digital identity services

There was support from participants for the idea of justice and public safety sector professionals being included in the provincial government's identity management

service to enhance efficiency by streamlining various forms of access, with application outside the public employee sphere to include defence counsel and others in the justice sector. This, too, may be integrated with the information management strategy suggested above.

4. Expanded use of technology to improve front-end services to citizens

There was support from participants for technology to be deployed in support of enhanced front-end services, the hope being that greater levels of public legal literacy could reduce volume burdens on the courts. It is estimated that two million people in the province will have legal issues over the next three years, but the great majority of those issues will not come to trial. Given the extent of public embrace of technology there is considerable potential for upstream education efforts, not simply for education alone but also in some cases for resolution: front-end file management combined with receipt of all disclosure can allow defence and Crown to discuss early resolution well before trial.

5. Delivery of digital literacy education for people in the sector

There was support from participants for the idea of having sector professionals learn about design, iteration, and standard ways that technology is implemented and manifested in the sector. Regarding the Internet of Things, new forms of data, and new mediums of evidence, training for participants in the justice system was seen as worthwhile – particularly if interdisciplinary.

6. Public engagement over system access, data gathering, and data retention

There was support from participants for more meaningful interaction between the sector and the public regarding the range of issues discussed at the Summit, including focus groups and other feedback loops. Areas where public engagement was seen as important include:

- Meeting citizens' requirements and needs regarding justice data and processes – such as user-driven information services for victims and families, the criminal defence bar, and civil litigants.

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- Ongoing, proactive attention to the issue of data gathered and retained for public safety purposes, given the importance of being transparent and developing community trust. Missteps which suggest a lack of transparency, regardless of intent, can lead to crisis.
- Public awareness of the consequences of surrendering data voluntarily to commercial enterprises (domestic and foreign). Do people understand how their information is being used? Do they understand it was collected for one purpose, but may now be used for other purposes?

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Summit closing

Participants heard a closing address from the Honourable Mike Morris, Solicitor General of British Columbia. Remarks of appreciation to participants, organizers, and the Facilitator were also offered by Minister Morris and by the Moderator.

The Moderator then declared the Summit adjourned.

Steps leading to the Ninth BC Justice Summit

Based on the priority areas identified above, and subsequent to the delivery of this Report of Proceedings, the Summit Steering Committee, in consultation with participants and other relevant stakeholders, and supported by subject matter experts identified in these consultations and by the Committee members themselves, will authorize and oversee the development of more specific, detailed proposals for consideration at the Ninth BC Justice Summit (November 2017).

Based on this consultation, it is anticipated that some or all of the suggestions noted above will be considered in the form of recommendations for further work in November.

Further Summit themes will be developed and communicated in due course, further to dialogue with sector participants.

Appreciation

The Steering Committee would like to express its thanks to the participants at the Eighth British Columbia Justice Summit, whose continuing commitment and goodwill contributed greatly to the event.

The Steering Committee would like to thank the Honourable Andrew Wilkinson and the Honourable Mike Morris for their remarks of welcome and appreciation.

The Committee would also like to extend its appreciation to the Honourable Thomas Crabtree, Joe Siegel, Wayne Plamondon, Dan McLaughlin, Aaron D'Argis, Shannon Salter, Roger Oldham, David Slayton, Amy Salyzyn, Albert Yoon, Tom Spraggs, Richard Henderson, Kathy Wunder, Ben Goold, and Michael McEvoy, for their contributions to the dialogue as panelists.

The Steering Committee would also like to thank Dean Catherine Dauvergne and staff of the University of British Columbia, Faculty of Law, for their generosity and flexibility in once again creating an excellent setting for the Summit.

Finally, the Steering Committee would like to thank the Summit facilitator, David Loukidelis; the Summit moderator, Tim McGee; Michelle Burchill of the Allard School of Law; and the many individual employees of public, private and not-for-profit justice and public safety organizations, agencies and firms in British Columbia who made direct personal contributions to the success of the Justice Summit.

Summit Feedback

Comments on this *Report of Proceedings* and the Summit process are encouraged and may be emailed to the Justice and Public Safety Secretariat at justicereform@gov.bc.ca.

Written communication may be sent to:

Allan Castle, PhD
Coordinator, BC Justice Summit & BC Justice and Public Safety Council
c/o Ministry of Justice
Province of British Columbia
1001 Douglas Street
Victoria, BC V8W 3V3
Attention: Justice Summit

Appendix I: Summit Agenda

<i>Time</i>	<i>Session</i>	<i>Topic</i>	<i>Location</i>
Friday, June 23rd			
0730	Arrival	Registration/breakfast	Main Hall/Plenary
0830	Opening ceremony	Opening remarks <ul style="list-style-type: none"> • Welcome to participants: Tim McGee (Moderator) • Welcome on behalf of Peter A. Allard School of Law: Professor Ben Goold, on behalf of Dean Catherine Dauvergne 	Plenary
0900	Facilitator's Introduction	Overview of Summit objectives and methodology <ul style="list-style-type: none"> • David Loukidelis (Facilitator) 	Plenary

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<i>Time</i>	<i>Session</i>	<i>Topic</i>	<i>Location</i>
0915	Session 1	<p>Managing new volumes of digital information</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Joe Siegel (Gartner): “The Challenge of Managing Digital Information in the Justice Arena” • Wayne Plamondon (Abbotsford Police): “Challenges facing law enforcement in the collection and management of digital evidence” • Dan McLaughlin (BC Prosecution Service): “The challenge of high volume, cross-sector disclosure: A Crown perspective” • Aaron D’Argis (BC Corrections): “Corrections perspective on management of digital information” 	Plenary
1015	Break	Refreshments	Main Hall/Plenary
1030	Session 1 breakout	Group Discussion	Breakout rooms
1115	Report out	Breakout groups report on their deliberations, in plenary	Plenary
1145	Lunch		Main Hall/Plenary

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<i>Time</i>	<i>Session</i>	<i>Topic</i>	<i>Location</i>
1245	Session 2	<p>Technology and enhanced access</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Shannon Salter (Civil Resolution Tribunal): “Online Dispute Resolution” • Hon. Thomas Crabtree (Chief Judge, Provincial Court of BC) “Technological Innovation in the Court” • Roger Oldham (formerly Chief Digital Officer and former Deputy Director, MOJ Digital Services, HM Government): “User-Focused Digital Strategies” 	Plenary
1330	Session 2 breakout	Group Discussion	Breakout rooms
1415	Report out	Breakout groups report on their deliberations, in plenary	Plenary
1445	Break	Refreshments	Main Hall/Plenary

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<i>Time</i>	<i>Session</i>	<i>Topic</i>	<i>Location</i>
1500	Session 3	<p>Private innovation and disruptive technologies</p> <p>Panelists:</p> <ul style="list-style-type: none"> • David Slayton & Paul Embley (Texas Courts/National Centre for State Courts) "Disruptive Technologies and the Courts" • Amy Salyzyn (University of Ottawa Law) "Access to Apps, Access to Justice" • Albert Yoon (Blue J Legal) "Artificial Intelligence in the Justice System" • Tom Spraggs (Spraggs and Co.) "Principled Application of Technology in Solving Practice Problems" 	Plenary
1600	Session 3 breakout	<p>Group Discussion</p> <p>Participants consider pre-set questions. Personas will be used as reference points. Questions are listed in workbook on page 27.</p>	Breakout rooms Move to pre-assigned breakout rooms
1640	Report out	Breakout groups report on their deliberations, in plenary	Plenary
1700	Adjourn for day		

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<i>Time</i>	<i>Session</i>	<i>Topic</i>	<i>Location</i>
Saturday, June 24th			
0800	Breakfast		Plenary
0830	Housekeeping	Facilitator check-in with participants / check-in	Plenary
0845	Session 4	Predictive policing, privacy and the Internet of Things Panelists: <ul style="list-style-type: none"> • Richard Henderson (Author and consultant, Absolute Software) “Public Safety Technologies and the Internet of Things” • Kathy Wunder (Director of Information Technology, Vancouver Police Department) “New Technologies and Policing” • Ben Goold (Professor, UBC Faculty of Law) “Surveillance, Privacy and Security” • Michael McEvoy (Deputy Commissioner, Office of the Information and Privacy Commissioner) “Technology and Privacy Law” 	Plenary

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<i>Time</i>	<i>Session</i>	<i>Topic</i>	<i>Location</i>
0945	Session 4 breakout	Group Discussion Participants consider pre-set questions. Personas will be used as reference points. Questions are listed in workbook on page 31.	Breakout rooms Move to pre-assigned breakout rooms
1030	Report out	Breakout groups report on their deliberations, in plenary	Plenary
1050	Break		
1100	Summary breakout	Business requirements of the sector Each plenary table identifies up to three significant business requirements for the sector which may have a technological solution. Each group will also suggest a methodology (from a range of choices) as to how to engage the expert community and/or industry via an intervening process to develop tangible recommendations by the fall Summit. The discussion task is set out on page 32.	Plenary
1140	Report out	Tables report on their deliberations, in plenary	Plenary
1215 to 1230	Closing	Closing remarks and thanks	Plenary

Appendix II: Summit Participants

Alexander, Lawrence (Lawyer and Technology Consultant)

Amoroso, Eldon (Special Advisor, Canadian Association of Chiefs of Police)

Anderson, Brian (Acting Director Business Operations, BC Prosecution Service)

Arend, Elenore (Assistant Deputy Minister, BC Corrections Branch, Ministry of Public Safety and Solicitor General)

Bailey, Ian (Acting Chief Information Officer, Government of British Columbia)

Bauman, Honourable Robert (Chief Justice, Court of Appeal for British Columbia)

Bayes, Shawn (Executive Director, Elizabeth Fry Society of Greater Vancouver)

Bennett, Honourable Elizabeth (Court of Appeal for British Columbia, Technology Chair)

Bernier, Anny (Acting Senior Counsel, Criminal Law Policy Section, Justice Canada)

Boucher, Denis (Chief Superintendent, Mgmt. Information and Technology, RCMP "E" Division)

Boucher, Mavis (Director of Court Services, Native Courtworker and Counselling Association of British Columbia)

Boyle, Patti (Assistant Deputy Minister, Community Safety and Crime Prevention Branch, Ministry of Public Safety and Solicitor General)

Cavanaugh, Lynda (Assistant Deputy Minister, Court Services Branch, Ministry of Justice)

Clark, Andrew (Technology Consultant, Willowtree Consulting)

Crabtree, Honourable Thomas (Chief Judge, Provincial Court of British Columbia)

Craig, Rick (Executive Director, Justice Education Society of BC)

D'Argis, Aaron (Acting Director, Strategic Technology and Corporate Projects, BC Corrections Branch, Ministry of Public Safety and Solicitor General)

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Dandurand, Yvon (Professor, Criminology and Criminal Justice, University of the Fraser Valley)

Dattilo, Rosellina (Deputy Chief Federal Prosecutor, Public Prosecution Service of Canada, BC Region)

Eaton, Kirk (Acting Director of Strategic Planning, BC Prosecution Service)

Embley, Paul (Technology Division, National Centre for State Courts)

Fowler, Richard (Lawyer, Fowler and Smith)

Fyfe, Richard (Deputy Attorney General and Deputy Minister, Justice, Ministry of Justice)

Gehl, Bob (Chief Operating Officer, PRIMECorp)

Gill, Honourable Gurmail (Judge, Provincial Court of British Columbia)

Goold, Ben (Professor, Peter A. Allard School of Law, University of British Columbia)

Gottardi, Eric (Lawyer, Peck and Company)

Gresham, Jim (Assistant Commissioner, Criminal Operations Investigative Services and Organized Crime Unit, RCMP "E" Division)

Hastings, Brandon (Lawyer, Quay Law Centre)

Hinkson, Honourable Christopher (Chief Justice, Supreme Court of British Columbia)

Juk, Peter (Assistant Deputy Attorney General, BC Prosecution Service)

Krog, Leonard, MLA (Opposition Critic for Justice and Attorney General)

Leung, Karen (Legal Officer, Office of the Chief Judge, Provincial Court of British Columbia)

Loukidelis, David (**Facilitator**) (David Loukidelis Law Corporation)

MacInnis, Jeannette (Manager of Health and Ending Violence Initiatives, BC Association of Aboriginal Friendship Centres)

MacLennan, Alex (Executive Director, Road Safety Initiative, Road Safety BC)

MacPhail, Alison (Vice-Chair, Board of Directors, Legal Services Society)

Marisetti, Anuradha (Deputy Commissioner, Pacific Region, Correctional Service of Canada)

Mason, Heidi (Director, Legal Advice and Representation, Legal Services Society)

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McBride, Heidi (Executive Director and Senior Counsel, Superior Courts Judiciary)

McEvoy, Michael (Deputy Commissioner, Office of the Information and Privacy Commissioner for BC)

McGee, Tim (**Moderator**) (Executive Director, Law Society of British Columbia)

McLaughlin, Daniel (Communications Counsel, BC Prosecution Service)

Merner, David (Executive Director, Dispute Resolution Office, Justice Services Branch, Ministry of Justice)

Mezzarobba, Marcie (Executive Director Victim Services and Crime Prevention, Community Safety and Crime Prevention Branch, Ministry of Public Safety and Solicitor General)

Miller, Mark (Executive Director, John Howard Society of the Lower Mainland)

Morley, Jane (Lawyer and Mediator; and Coordinator, Access to Justice BC)

Morris, Honourable Mike, MLA (Minister of Public Safety and Solicitor General)

Muir, Suzanne (Inspector, Special Investigation Section, Vancouver Police Department)

Nolette, Dave (Digital Program Director, Justice Education Society of BC)

Oldham, Roger (Technology Consultant)

Pecknold, Clayton (Assistant Deputy Minister and Director of Police Services, Policing and Security Branch, Ministry of Public Safety and Solicitor General)

Plamondon, Wayne (Director, Support Services Branch, Abbotsford Police Department)

Potter, Mark (Director General, Research, Intergovernmental Affairs and Horizontal Policy, Community Safety and Countering Crime Branch, Public Safety Canada)

Henderson, Richard (Global Security Strategist, Absolute Software)

Robertson, Wayne (Executive Director, Law Foundation of British Columbia)

Ross, Gordon (Vice President, Open Road)

Rudolf, Sally (Legal Counsel, Court of Appeal for British Columbia)

Sadler, Bobbi (Assistant Deputy Minister and Chief Information Officer, Justice and Public Safety Sector)

Salter, Shannon (Chair, Civil Resolution Tribunal)

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Salyzyn, Amy (Assistant Professor, Faculty of Law, University of Ottawa)

Sandstrom, Kurt (Assistant Deputy Minister, Justice Service Branch, Ministry of Justice)

Schmidt, Tracee (Executive Director, Strategic Projects, Information Systems Branch, Justice and Public Safety Sector)

Sieben, Mark (Deputy Solicitor General and Deputy Minister, Public Safety, Ministry of Public Safety and Solicitor General)

Slayton, David (Executive Director, Office of Court Administration, Judicial Council, Texas)

Spraggs, Thomas (Lawyer, Spraggs and Co.)

Thomson, Kathryn (Lawyer and Technology Consultant)

Vonn, Micheal (Policy Director, BC Civil Liberties Association)

Welsh, Michael (President, Canadian Bar Association, BC Branch)

Wilkinson, Honourable Andrew, MLA (Minister of Justice and Attorney General)

Woods, Honourable Thomas (Judge, Provincial Court of British Columbia)

Wunder, Kathy (Director of Information Technology, Vancouver Police Department)

Yoon, Albert (Professor and Chair in Law and Economics, Faculty of Law, University of Toronto, and co-founder, Blue J Legal)

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Appendix III: Summit Organizing Team

Steering Committee (and *Observers)

Elenore Arend	Assistant Deputy Minister, BC Corrections Branch
(Chair) Allan Castle	Coordinator, BC Justice Summits/BC Justice and Public Safety Council
Bob Gehl	Chief Operating Officer, PrimeCorp
Brandon Hastings	Quay Law Centre (representing Canadian Bar Association)
Peter Juk	Assistant Deputy Attorney General, Criminal Justice Branch
David Loukidelis	(Summit Facilitator) David Loukidelis Law Corporation
Alex MacLennan	Executive Director, Road Safety Initiative
Sherry MacLennan	Director, Public Legal Information and Applications, Legal Services Society
Tim McGee	Chief Executive Officer, Law Society of British Columbia
David Merner	Executive Director, Dispute Resolution Office, Justice Services Branch
Denis Boucher	Chief Supt., Management Information and Technology, RCMP "E" Division
Lynda Cavanaugh	Assistant Deputy Minister, Court Services Branch
Bobbi Sadler	Chief Information Officer, Justice and Public Safety Sector
Mark Sieben	Deputy Solicitor General
Heidi McBride*	Executive Director & Senior Counsel, Superior Courts Judiciary
Sally Rudolf*	Legal Counsel, Office of the Chief Justice, Court of Appeal for British Columbia
Karen Leung*	Legal Officer, Office of the Chief Judge, Provincial Court of British Columbia

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Working Group

Aaron D'Argis	Acting Director, Strategic Technology and Corporate Projects, BC Corrections Branch
Chris Mah	Executive Director, Strategic Initiatives, Information Systems Branch
Dan Chiddell	Director, Strategic Information & Business Applications, Court Services Branch
Kevin Conn	Director, Court Innovation, Court Services Branch
Lucie Vallieres	Senior Policy Analyst, Policing and Security Branch
Mac Campbell	Director of Business Transformation, Dispute Resolution Office
Michelle Clough	Project Manager, BC Prosecution Service
Patricia Campbell	Team Lead, IM/IT Governance and Strategy, Information Systems Branch
Rozi Dobreci	Strategic Initiatives Advisor, Justice Services Branch
Tlell Raffard	Director, Digital Delivery and Project Integration, RoadSafetyBC
Victor Liang	Research Officer, Maintenance Enforcement & Locate Services, Justice Services Branch

Special thanks to Brandie Youell, Executive Assistant to the Assistant Deputy Minister, Justice Services Branch, and to Michelle Burchill, Events Manager, Peter A. Allard School of Law, University of British Columbia.

Appendix IV: Justice and Public Safety Council

Under provisions of the *Justice Reform and Transparency Act*, Council members are appointed by Ministerial order and may include those in senior leadership roles in the government with responsibility for matters relating to the administration of justice in British Columbia or matters relating to public safety, or any other individual the Minister considers to be qualified to assist in improving the performance of the justice and public safety sector. The Council is supported by the Coordinator, BC Justice Summits and BC Justice and Public Safety Council. The membership at the time of the Summit included:

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