



# Solicitor General Canada



For the  
period ending  
March 31, 1997



Improved Reporting to Parliament —  
Pilot Document

Canada

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

This report is accessible electronically from the Treasury Board Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/tb/key.html>

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# **Solicitor General Canada**

## **Performance Report**

**For the  
period ending  
March 31, 1997**

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Hon. Andy Scott, P.C., M.P.  
Solicitor General of Canada

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## **Section I: The Minister's Message**

I am pleased to present the first Performance Report for the Department of the Solicitor General for the period ending March 31, 1997.

The report focuses on the Department's strategic priorities and results. It is an attempt to provide a clear sense of where the Department is heading and how well it did in achieving the results expected in 1996-97.

The Ministry of the Solicitor General is responsible for the federal role in the protection of the public and the maintenance of a just, peaceful and safe society. The Department plays a key role within the Ministry by providing me with strategic policy advice in support of my responsibilities as Solicitor General.

Significant accomplishments were achieved by the Department during the past year. They were the result of extensive partnerships with key players in the criminal justice and national security systems. Through formal and ongoing consultations with our partners, the Department has continued to develop innovative approaches to meet the safety and security needs of Canadians in a cost-effective manner.

The Department is committed to providing clear, meaningful and timely information with respect to its spending plans, priorities and achievements - information which focuses on how well we are doing to achieve the results expected. I believe that better information will lead to more informed discussion and debate in Parliament and within the public, to better decision-making and, ultimately to better government.

We welcome feedback on this report to help us continue to build safer communities through a stronger, more responsive criminal justice system.

The report includes an overview of the Ministry organizations which report to or through me to Parliament. Each agency in the Ministry with the exception of CSIS, prepares its own separate performance report which is provided to Parliament.

## Section II: Ministry Overview

### Roles, and Responsibilities of the Ministry of the Solicitor General

The Ministry of the Solicitor General is responsible within the Government of Canada for policing and law enforcement (including Aboriginal policing), national security, corrections and conditional release.

The Portfolio is comprised of the Department and four Agencies: the Royal Canadian Mounted Police (RCMP), the Canadian Security Intelligence Service (CSIS), the Correctional Service of Canada (CSC) and the National Parole Board (NPB). There are also three review bodies: the RCMP External Review Committee, the RCMP Public Complaints Commission and the Office of the Correctional Investigator. Together, these organizations have a combined budget of over \$2.5 billion and over 34,000 employees. Each Ministry Agency, with the exception of CSIS, prepares an individual Performance Report outlining their individual accomplishments and key results.

The Department, Ministry Agencies and Review Bodies each contribute, specifically and collectively, to the protection of the public and to the maintenance of a just, peaceful and safe society.

- The **Department** provides advice and support to the Solicitor General with respect to his responsibility for the provision of direction to the Agencies; his accountability to Parliament for the Agencies; for his national leadership role in the federal activities in policing, security, corrections and conditional release; and in his role as the Minister responsible for Aboriginal policing.
- The **Royal Canadian Mounted Police** enforces Canadian laws, prevents crime and maintains peace, order and security. The RCMP has responsibility to: prevent, detect and investigate offences against federal statutes; maintain law and order, and prevent, detect and investigate crime in the provinces, territories and municipalities where the Force has a policing contract; provide investigative and protective services to other federal departments and agencies; and provide all Canadian law enforcement agencies with specialized police training and research, forensic laboratory services, identification services and informatics technology.
- The **Canadian Security Intelligence Service** provides security intelligence to the Government. CSIS collects, analyzes and retains information and intelligence on activities that may be suspected of constituting threats to the security of Canada; reports to and advises the Government in relation to these threats; and provides security assessments.

- The **Correctional Service of Canada** administers sentences of convicted offenders sentenced to imprisonment for two years or more. It also prepares offenders for their return as useful citizens to the community. CSC provides services across the country to offenders within correctional institutions and in the community.
- The **National Parole Board** is an independent administrative body which grants, denies and controls the conditional release of inmates from federal penitentiaries, and recommends the exercise of the Royal Prerogative of Mercy and the granting of pardons. In addition, NPB exercises the same powers and responsibilities, with the exception of the granting of temporary absences, for provincial inmates in provinces and territories without their own parole boards.
- The **RCMP External Review Committee** reviews certain types of grievances, formal disciplinary and discharge and demotion appeals referred by the RCMP. This Committee, which reports annually to Parliament, is a neutral third party providing an independent and impartial review of cases. The Committee may institute hearings, summon witnesses, administer oaths and receive and accept such evidence or other information as the Committee sees fit. The findings and recommendations of either the Chairman or Committee, are sent to the parties and to the Commissioner of the RCMP.
- The **RCMP Public Complaints Commission** reviews public complaints regarding the conduct of the RCMP in an open, independent and objective manner. The Commission provides information to the public regarding its mandate and services, reviews and investigates complaints regarding the conduct of RCMP members, holds public hearings, prepares reports, including findings and recommendations, and conducts research and policy development to improve the public complaints process.
- The **Office of the Correctional Investigator** conducts investigations into decisions, recommendations, acts or omissions of the Commissioner of Corrections or any person under the control and management of, or performing services on behalf of the Commissioner, that affect offenders, either individually or as a group. The Office of the Correctional Investigator is independent of the CSC and may initiate an investigation on receipt of a complaint by or on behalf of an offender, at the request of the Minister or on its own initiative.



# The Ministry of the Solicitor General



## **Section III: Departmental Overview**

### **Roles and Responsibilities**

The primary objective of the Department is to contribute to the promotion and maintenance of a Canadian society in which all persons can feel protected from threats to personal and national security and from infringements upon their rights and freedoms.

To this end, the Department advises and assists the Solicitor General in:

- providing effective direction to the Ministry Agencies;
- enhancing policy cohesion and coordination within the Portfolio;
- exercising strategic, long-term, national leadership in policing and law enforcement, national security, corrections and conditional release;
- implementing the First Nations Policing Policy through the negotiation, administration, maintenance and evaluation of tripartite policing agreements with provincial, territorial and First Nations governments; and
- answering in Parliament for the Ministry.

### **Strategic Priorities**

The Department's day to day activities are guided by five strategic priorities that support the public safety and national security agenda of the Minister and the Government of Canada, namely:

- strengthened law enforcement measures to deal with organized crime, smuggling and other criminal activity;
- more effective measures to deal with high-risk, violent offenders, while providing alternatives to incarceration for low-risk offenders, in order to safely contain the rate of growth of correctional populations;
- enhanced justice for Aboriginal peoples through community-driven and culturally appropriate policies and programs in policing and corrections;
- protection against terrorism and other threats to national security; and
- enhanced public safety and crime prevention through community based partnerships aimed at reducing crime and improving communications with the public.

## **Organization**

The Department of the Solicitor General is a small, strategic and policy-focused centre. Its primary role is to support the Solicitor General with strategic policy advice in the areas of policing, national security, corrections and parole. It also has continuing responsibility for First Nations policing. While the Ministry Agencies offer operational expertise, the Department develops strategic policy and provides leadership and facilitation from an overall government perspective.

Given the sensitivity of the Department's work, partnership is essential. It goes without saying that the Department must work closely with the Ministry Agencies as well as other federal departments such as the Department of Justice, which has the primary responsibility for criminal justice policy at the federal level. The Department and Agencies also have extensive dealings with provincial and territorial governments, as well as the voluntary and private sectors. This focus on partnerships has contributed to greater policy cohesion and Ministry-wide agreement on current priorities.

The Department is headed by the Deputy Solicitor General (DSG) and its roles and responsibilities derive from the Deputy's responsibility to provide advice, support and information to the Solicitor General on all aspects of his mandate, including the management of the Portfolio. The Deputy Solicitor General is the principal policy advisor to the Minister. In 1996/97 the Department had approximately 230 employees and expenditures of \$71.2 million of which \$50.1 million was devoted to Aboriginal policing.

The Department also provides administrative and management support services for the Solicitor General program as well as three Ministry Review Agencies: the RCMP External Review Committee, the RCMP Public Complaints Commission and the Office of the Correctional Investigator.

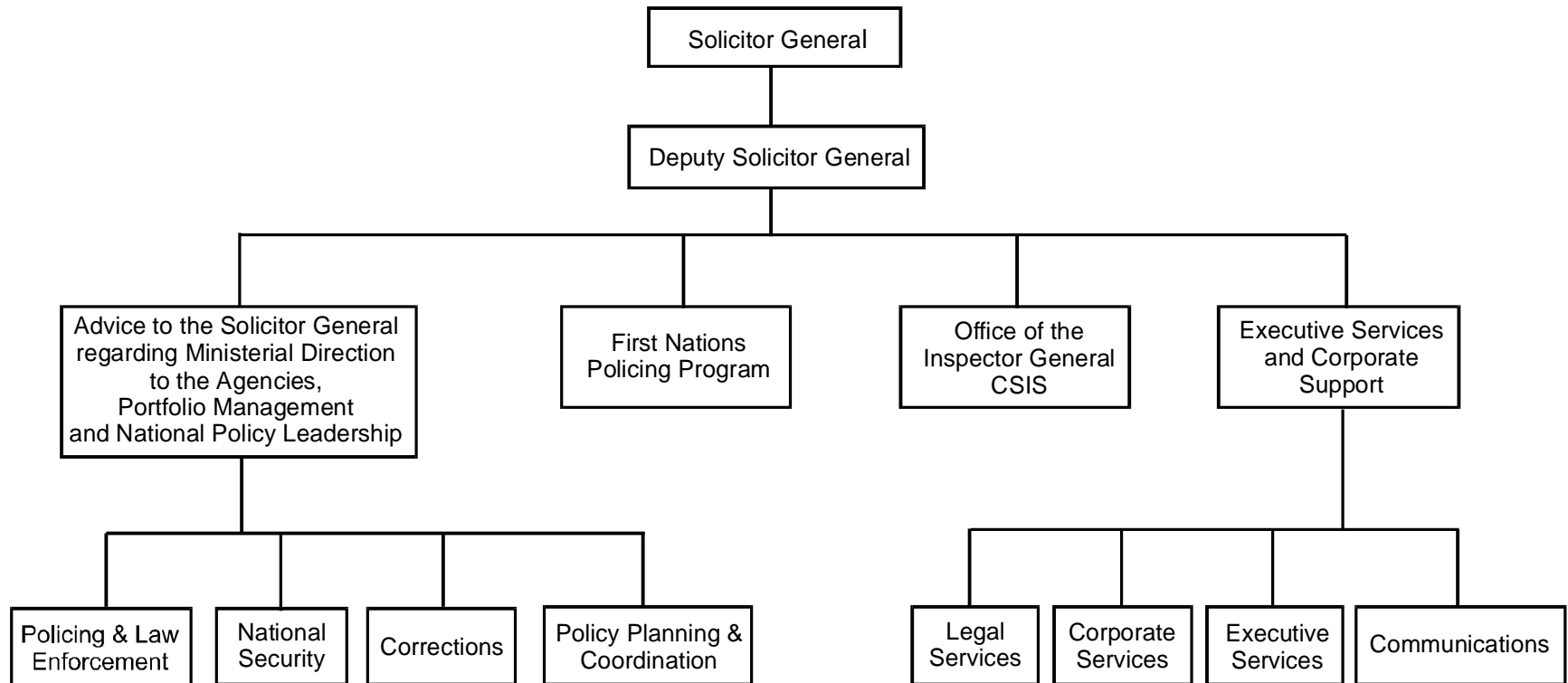
## **Business Lines**

In support of its mandate and to achieve the results expected, the Department of the Solicitor General has established four business lines:

- *Advice to the Solicitor General Regarding Ministerial Direction to the Agencies, Portfolio Management and National Policy Leadership*
- *First Nations Policing Program*
- *Office of the Inspector General, CSIS*
- *Executive Services and Corporate Support*

These Business Lines were used in the preparation of the Department's 1997/98 Part III of the Estimates. In 1996/97 the reporting structure was based on the organizations within the Department. The table on page 10 reflects the relationship between the Business Lines and the organizations and identifies the resources utilized in 1996/97.

## ORGANIZATION BY BUSINESS LINE



## Section IV: Departmental Performance

### A. Performance Expectations

The following identifies the performance expectations the Department had established in 1996/97 in support of the Government's agenda for public safety and national security. These expectations demonstrate the Government's commitment to building and safeguarding a society where all Canadians can feel safe from threats to their personal and national security.

#### Summary of Performance Expectations

<b>Solicitor General Canada</b>	
<b>to provide Canadians with:</b>	<b>to be demonstrated by:</b>
1. Support to the Government's public safety and national security agenda	<ul style="list-style-type: none"><li>• Effective measures and strategies in place to deal with high and low risk offenders</li><li>• Strengthened law enforcement measures to deal with organized crime, smuggling and other criminal activities</li><li>• Measures to minimize the likelihood of terrorist acts and improved responses to such occurrences</li><li>• Criminal justice arrangements that support law enforcement and criminal prosecution</li><li>• Community based partnerships that enhance public safety and crime prevention</li></ul>
2. Enhanced justice for Aboriginal peoples	<ul style="list-style-type: none"><li>• First Nations policing approaches that are responsive to the policing needs of First Nations communities and reflective of their cultures</li><li>• Development of offender treatment models within the context of Aboriginal community restorative justice approaches</li></ul>

## Planned Versus Actual Spending Tables

### Resource Requirements by Organization and Business Line

(\$ millions)

Comparison of Total Planned Spending to Actual Expenditures, 1996-97 by Organization and Business Line

Organization	Business Lines				TOTAL
	Advice to Solicitor General	First Nations Policing	Office of the Inspector General, CSIS	Executive Services and Corporate Support	
Executive				3.3	3.3
				3.4	3.4
Policy	11.4				11.4
	9.8				9.8
Aboriginal Policing		51.6			51.6
		50.1			50.1
Corporate Services				5.5	5.5
				5.9	5.9
Communications				1.0	1.0
				1.0	1.0
Office of the Inspector General of CSIS			1.0		1.0
			0.9		0.9
<b>TOTAL</b>	<b>11.4</b>	<b>51.6</b>	<b>1.0</b>	<b>9.8</b>	<b>73.7</b>
	<b>9.8</b>	<b>50.1</b>	<b>0.9</b>	<b>10.4</b>	<b>71.2</b>
<b>% of TOTAL</b>	<b>13.8</b>	<b>70.3</b>	<b>1.3</b>	<b>14.6</b>	<b>100.0</b>

Note: Shaded numbers denote actual expenditures/revenues in 1996-97.

**Comparison of Total Planned Spending to Actual Expenditures, 1996-97 by Category and Business Line**

(\$ millions)

<b>Business Line</b>	<b>FTE's</b>	<b>Operating<sup>1</sup> Capital</b>	<b>Voted Grants and Contributions</b>	<b>TOTAL</b>
Advice to the Solicitor General	87	8.5	2.9	11.4
	87	7.3	2.6	9.8
First Nations Policing	23	3.4	48.1	51.6
	23	12.5	37.6	50.1
Office of the Inspector General, CSIS	10	1.0	0.0	1.0
	12	0.9	0.0	0.9
Executive Services and Corporate Support	110	9.7	0.0	9.7
	103	10.4	0.0	10.4
<b>TOTAL</b>	230	22.6	51.1	73.7
	<b>225</b>	<b>31.0</b>	<b>40.2</b>	<b>71.2</b>
Other Revenues and Expenditures				
Revenue credited to the Consolidated Revenue Fund				
Cost of services provided by other departments				2.9
Net Cost of the Program				74.1

Note: Shaded numbers denote actual expenditures/revenues in 1996-97.

1. Operating includes contributions to employee benefit plans and ministers' allowances.



## Departmental Planned versus Actual Spending by Business Line

(\$ millions)

<b>Business Lines</b>	<b>Actual 1994-95</b>	<b>Actual 1995-96</b>	<b>Total Planned 1996-97</b>	<b>Actual 1996-97</b>
Advice to the Solicitor General	14.9	10.9	11.4	9.8
First Nations Policing	39.4	49.4	51.6	50.1
Office of the Inspector General, CSIS	.8	.8	1.0	0.9
Executive Services and Corporate Support	11.2	12.1	9.7	10.4
<b>Total</b>	<b>66.3</b>	<b>73.2</b>	<b>73.7</b>	<b>71.2</b>

## **B. Performance Accomplishments**

### **SUMMARY OF THE DEPARTMENT'S PERFORMANCE 1996/97**

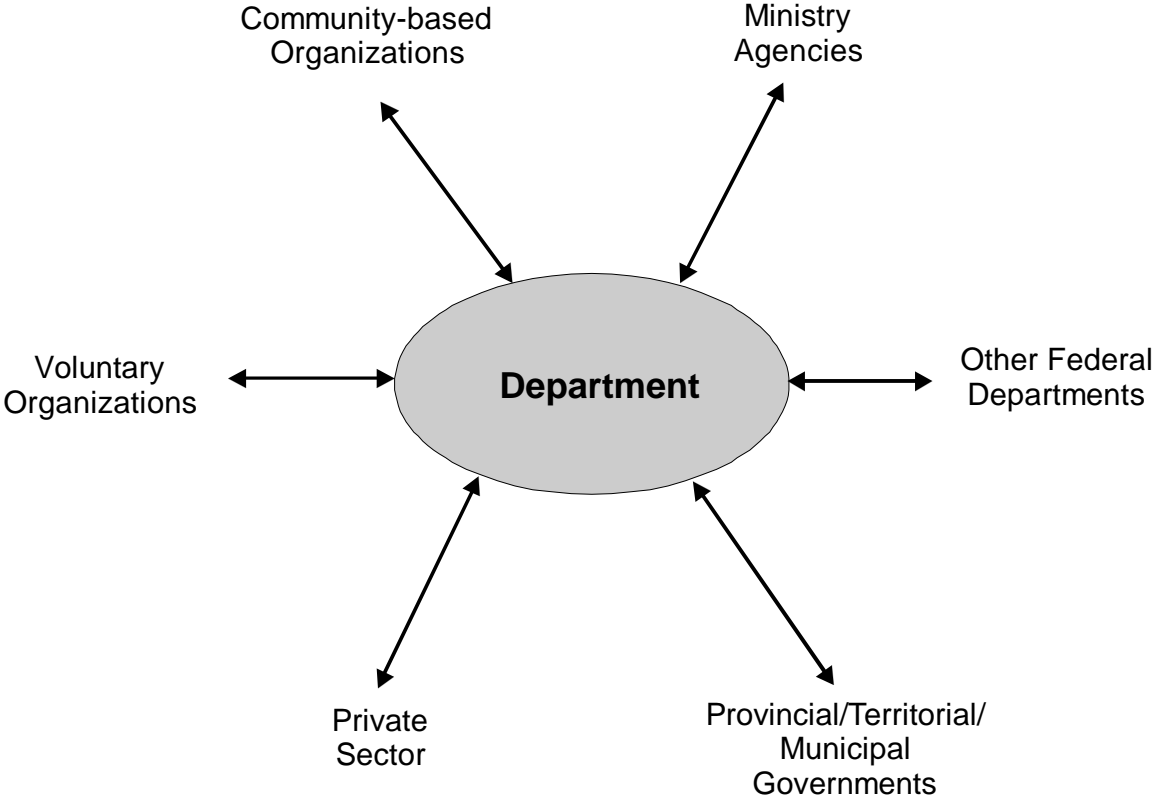
#### ***Legislation***

- C-53 Amendments to the Prisons and Reformatories Act
- C-55 High-Risk Offenders (with Justice Canada)

#### ***Key Initiatives***

- 10 new Integrated Proceeds of Crime Units created
- Renewal of Canada's Drug Strategy (enforcement and control) and Anti-Smuggling Initiative
- Development of legislation to create a national DNA data bank
- National Forum on Organized Crime held (with Justice Canada)
- Consultations held on creation of National and Regional Coordinating Committees on Organized Crime
- Special Anti-Smuggling Coordinating Group created to work with US authorities
- Inter-departmental consultations on organized crime and money laundering
- Progress Report to Cabinet on RCMP Contract Policing
- Preparations for consultations on National Police Services
- Agreements with Ontario to improve management and sharing of criminal justice information
- Participation in federal-provincial working group on integrated justice systems
- Progress Report on Corrections Population Growth Released
- Sentencing and Corrections Review
- Consultations with key partners on the Department's Core Strategies
- Continued support for National Education Campaign on sex-abuser screening
- Discussion paper on the Transfer of Offenders Act (1978)
- Reviewed recommendations of Arbour Inquiry
- Research projects on dangerous offenders, (including sex offenders), alternatives to incarceration and related issues
- Development of Aboriginal Community Corrections initiatives
- Completion of 28 First Nations Policing Agreements
- Follow-up counter-terrorism work from P-8 meetings of Ministers
- Continuing implementation of Program Review Decisions
- Process begun to create Departmental "La Relève" plan

**CRIMINAL JUSTICE SYSTEM  
RESULTS THROUGH PARTNERSHIPS**



## **Business Line Performance**

### ***Business Line 1: Advice to the Solicitor General Regarding Ministerial Direction to the Agencies, Portfolio Management and National Policy Leadership***

The Department develops, provides and coordinates timely, responsive, integrated and comprehensive policy advice to the Minister in support of his responsibilities to: a) give direction to, and answer in Parliament for, the Ministry Agencies; b) enhance policy cohesion and coordination within the Portfolio; and c) exercise national policy leadership in policing and law enforcement, national security and corrections and conditional release.

#### **Objectives**

- To advise and support the Minister with respect to his responsibilities to give direction to the Agencies to ensure that they, individually and collectively, function: in accordance with overall government policies and priorities; with full respect for the fundamental rights and freedoms of Canadians and the laws of Canada; and efficiently and effectively through the Department's support of the Minister in the provision of sound direction to the Agencies.
- To contribute toward a peaceful, safe and just society, through sustaining a comprehensive policy and legislative framework for policing and law enforcement, national security and corrections and conditional release.

#### **Policing and Law Enforcement**

The overall focus for policing is to provide federal government leadership to the police and enforcement community to maintain a high level of police services across Canada and to ensure an effective national and international response to criminal activities. The Department supports the Government's commitment to public safety by focusing on improvements to general criminal justice arrangements; development or enhancement of measures for combating organized crime; and crime prevention.

The accomplishments for 1996/97 include:

- provided support to Department of Justice and the RCMP in the implementation phase of Bill C-68 *An Act Respecting Firearms and Other Weapons*.
- contributed to the National Strategy on Community Safety and Crime Prevention, in partnership with Justice Canada and the RCMP, notably with the publication of *A Police Reference Manual on Crime Prevention and Diversion with Youth*.
- organized a National Forum on Organized Crime, in partnership with Department of Justice, that was held in September 1996 and hosted by the Solicitor General and the Minister of Justice. Many of the recommendations made at the Forum were addressed in Bill C-95 on criminal organizations, which gave new tools for the police, prosecutors and the courts to use in dealing with gangs.

- initiated consultations on the establishment of five Regional Coordinating Committees on Organized Crime and a National Coordinating Committee on Organized Crime (chaired by the Department). These structures are now established and supporting coordinated policy development and cooperation in anti-organized crime law enforcement.
- continued work on the implementation of the 40 recommendations of the P-8 experts group on transnational organized crime with other federal agencies and G-7 partners and Russia.
- established in consultation with the RCMP and Department of Justice, 13 Integrated Proceeds of Crime Units, which bring together RCMP, local and provincial police officers, Customs officers, Crown counsel and forensic accountants to combat money laundering. The Department oversaw the permanent renewal of the government's national Anti-Smuggling Initiative, including its proceeds of crime component.
- completed, with the RCMP, the preparatory research and analyses required to develop the National Police Services Consultation document and strategy. Included in this work, was the development of program profiles, user surveys, an environmental scan and the drafting of a consolidation report of findings.
- completed the fourth and fifth year Integrated Anti-Drug Profiteering evaluations as required by Treasury Board under the Canada's Drug Strategy (CDS) initiative as well as a final evaluation of the Department's components which was collated with the final reports of seven other departments participating in CDS. An overall report was sent to the Treasury Board in 1997.
- developed, in collaboration with the Department of Justice, RCMP and Health Canada, Police Enforcement Regulations, which provide a clear statutory authority for police to undertake reverse sting and controlled delivery drug operations.
- undertook, with the RCMP, the Department of Justice and CSC, extensive consultations on how a national DNA data bank would best function. A Summary of Consultations report was released in February 1997.
- assisted the Durham Regional Police Learning Centre to fund their International Hate/Bias Motivated Crime Symposium. This symposium focused on three aspects of hate crime: the targeting of youth for recruitment by hate mongers; the rise of the militia movement; and international linkages between hate criminals.
- provided assistance to the Canadian Association of Chiefs of Police in producing a resource guide entitled *Hate Crimes in Canada: In your Back Yard*. This guide provides police officers with timely information and strategies to assist them in their fight against hate.
- continued to promote innovative approaches, publicize interesting and relevant findings of youth initiatives, and promote the development of policies that support the Ministry's national leadership role in facilitating and supporting the police in dealing with youth at risk.
- responded to the emerging issue of youth gangs by attending the Gang Strategy Session in Winnipeg in March 1997 and by supporting the Montreal Urban Community Police to undertake research into the youth gang situation in Montreal.

- successfully completed the five year review of the cost base of the RCMP policing contracts.
- coordinated the establishment of the Canada-United States Cross Border Crime Forum. The Forum will focus on transborder law enforcement issues to improve cooperation and coordinated action to combat organised crime generally, drug trafficking, money laundering and weapons trafficking, among other problems.

## Corrections

Governments, agencies and non-governmental organizations are showing an increased willingness to collaborate on mutually supportive solutions to correctional problems. While driven in part by fiscal pressures, this cooperation has resulted in better communications and understanding, and has also resulted in tangible benefits such as improved delivery of services.

Federal/provincial/territorial Ministers endorsed a shared statement of principles for the criminal justice system and agreed on a set of initiatives to deal with the growing prison population. The Department's core strategy for corrections has been to develop and promote safe and effective community alternatives for low-risk offenders to reduce reliance on incarceration, while introducing more effective measures to protect the public from high-risk, violent offenders.

The accomplishments for 1996/97 include:

- continued to develop and implement coordinated strategies to deal with high-risk violent and sex offenders in all aspects from sentencing to post-sentence measures which included progress of Bill C-55 through Parliament. Bill C-55 strengthens the Dangerous Offender provisions of the *Criminal Code of Canada* and creates a new designation of Long Term Offender whereby sex offenders can be supervised for up to 10 years in the community following their penitentiary term.
- developed, in consultation with the Department of Justice and the provinces/territories, recommendations to limit the number of incarcerated offenders through the development of safe strategies for diversion, alternatives and reintegration. In February 1997 a *First Report on Progress* was prepared which summarized achievements in all jurisdictions in response to the recommendations contained in the *Corrections Population Growth* report.
- supported the National Education Campaign regarding the screening for volunteers and employees seeking child-sensitive positions, including police record checks through the Canadian Police Information Centre (CPIC).
- developed, in consultation with Federal/Provincial/Territorial Ministers of Justice and Solicitors General, legislation (Bill C-53) that was proclaimed in February 1997, to amend the *Prisons and Reformatories Act* to modernize provincial temporary absence programs.
- distributed a Discussion Paper on the *Transfer of Offenders Act* (1978) to other

federal departments and provincial governments to guide consultations regarding the modernization and clarification of the *Act*.

- collaborated with the Correctional Service of Canada in reviewing the recommendations of the *Commission of Inquiry into Certain Events at the Prison for Women in Kingston* (Arbour Report) to develop appropriate policies.
- Coordinated the Ministry's support for the three-year parliamentary review of the detention provisions of the *Corrections and Conditional Release Act* and the tabling of documents to the Parliamentary Committee in December, 1996.
- developed a handbook on the sentence calculation provisions enacted by Bill C-45 which amended the *Corrections and Conditional Release Act*. In addition, a program of judicial and public education was undertaken using the handbook.
- conducted key research projects in the areas of risk assessment/violent recidivism, sex offenders, alternatives to incarceration (including electronic monitoring), community corrections and treatment.
- developed in consultation with CSC, NPB and Department of Justice, a five year Aboriginal Community Corrections Initiative to improve the coordination of Aboriginal corrections initiatives within the Ministry and assess innovative approaches to offender treatment within the context of Aboriginal community healing and restoration.
- completed a major demonstration project on healing approaches in Aboriginal communities (Hollow Water).
- launched an experimental project involving the Internet with an Aboriginal organization (Maison Waseskun).

## **National Security**

The Solicitor General has the lead role for the planning, coordination and implementation of the Government's policy in the area of national security. The way in which national security issues are being addressed are undergoing reassessment in Canada and elsewhere driven by international political and economic developments. With this changing foreign and domestic security environment the Department has and will continue to reassess the ways in which Canada addresses national security issues.

The accomplishments for 1996/97 include:

- completed two Ministerial directions to CSIS.
- reviewed and developed policy initiatives for future Ministerial directions.
- developed policy in preparation for redrafting the National Counter Terrorism Plan.
- developed a Counter-Terrorism Operational Readiness Programme.
- participated in inter-departmental discussions on more effective laws and procedures to deal with the unauthorized disclosure and receipt of national security information.

## **Policy Planning & Coordination**

The Department continued to develop and implement an enhanced horizontal planning capacity for the Ministry in order to better address cross-sectoral issues and coordinate portfolio priorities. This concerted planning approach helped to advance a number of key Ministry initiatives including the development of legislation dealing with high and low risk offenders, the implementation of a wide range of anti-organized crime measures, and the enhancement of lawful interception capabilities to keep pace with emerging communications technologies.

The accomplishments for 1996/97 include:

- consolidated and extended the joint planning processes that had been initiated with the Ministry Agencies in 1995/96.
- promoted continued collaboration within the Ministry on several major cross-sectoral policy issues in the corrections, law enforcement and national security areas.
- facilitated continued liaison and cooperation at the national and regional levels between the police and corrections communities through support to the National Joint Committee of the Canadian Association of Chiefs of Police and Federal Correctional Services.
- coordinated Ministry-wide consultations with fourteen National Voluntary Organizations on funding matters and discussions of strategies in support of the Ministry's policy agenda.

### ***Business Line 2: First Nations Policing Program***

The implementation of the First Nations Policing Policy provides practical ways to improve the administration of justice for First Nations through the establishment and maintenance of policing services that are professional, effective, and responsive to the particular needs of First Nations and Inuit communities.

The Aboriginal Policing Directorate is responsible for the implementation, maintenance and development of the First Nations Policing Program within the framework of the First Nations Policing Policy.



## Objective

To contribute to the improvement of social order, public security and personal safety in First Nations and Inuit communities through the implementation of the First Nations Policing Policy (FNPP).

The accomplishments for 1996/97 include:

- reviewed and renewed the First Nations Policing Policy in October 1996 following an independent evaluation of the FNPP. The revisions to the FNPP highlight its public safety dimension (particularly for women and children). The revisions also recognize the commitment to supporting First Nations to become self-sufficient and self-governing and to maintaining partnerships based on trust and mutual respect.
- negotiated 28 new policing agreements in 1996-97 with provinces and First Nations. In addition, the Directorate signed its 100<sup>th</sup> First Nations policing agreement with the Shoal Lake First Nation in the province of Saskatchewan.
- signed a new policing agreement with the Kanesatake First Nation in Oka, Quebec. The signing of the Kanesatake policing agreement was a major milestone in helping to promote peace and public security at Kanesatake.
- co-sponsored the fourth annual national workshop for First Nations Police Governance Authorities (PGA) in August 1996. The workshop provided First Nations PGA members with an opportunity to share and exchange information related to governance and police management practices.
- co-hosted, in conjunction with the Quebec Department of Public Security, the first annual symposium for Quebec police services and public security committees in November 1996. The Symposium brought together police chiefs, officers, public security members, and political leaders to discuss individual roles and responsibilities and to discuss the training needs of Quebec First Nations police officers. One of the long-term successes of the Symposium was the formation of the Quebec First Nations Chiefs of Police Association.
- hosted the Off-Reserve Urban Aboriginal Policing Forum in November 1996. The Forum brought together urban chiefs of police (Edmonton, Winnipeg, Calgary, etc.) with First Nations representatives to improve police officer awareness and help combat the continuing problem of gang violence.

### ***Business Line 3: Office Of The Inspector General, CSIS***

The office of the Inspector General of CSIS is established by the *Canadian Security Intelligence Service Act*. The Inspector General has right of access to CSIS information and serves as the Solicitor General's internal auditor for CSIS operational activities. The office of the Inspector General regularly monitors the Service's compliance with its operational policies; reviews CSIS operational activities for compliance with law, other authorities, controls and standards governing the performance of these operational

activities; and provides classified reports in support of the Inspector General's advice and a statutorily required Certificate to the Minister regarding these matters. Special reviews may also be conducted at the direction of the Minister, Security Intelligence Review Committee (SIRC), or on the Inspector General's own initiative.

Objectives:

- To ensure that the Minister is well equipped to discharge his overall accountability for the Canadian Security Intelligence Service.
- To provide the Minister with an independent means of assurance that the operational activities of the Service reviewed by the IG comply with the *CSIS Act*, ministerial directions and CSIS operational policy.

The accomplishments for 1996/97 include:

- examined the Canadian Security Intelligence Service Director's annual report on operational activities and submitted the statutorily required certificate based upon review and monitoring activities of his office.
- conducted reviews of selected operational activities, both in Headquarters and in the regional offices of the Service.

#### ***Business Line 4: Executive Services And Corporate Support***

This business line is composed of the Executive Services, Communications Group, Corporate Services and the Legal Services Unit. These organizations support the Deputy Solicitor General in advising and supporting the Solicitor General on Ministry-wide issues ranging from communications, corporate management, legal issues, parliamentary business, Cabinet liaison, Ministerial correspondence, Access to Information and Privacy as well as Ministerial briefings.

Objectives

- To support the Deputy Solicitor General in his responsibility to advise and support the Solicitor General in the management and control of the Department and Solicitor General Portfolio and in his responsibilities in Parliament, Cabinet and those defined by law.
- To provide services which support the internal management and operations of the Department and three Portfolio review agencies (RCMP External Review Committee, RCMP Public Complaints Commission and the Office of the Correctional Investigator) in meeting their goals and objectives efficiently and effectively.
- To continue to further public education and awareness on Ministerial and Portfolio issues.

The accomplishments for 1996/97 include:

- developed and submitted to PCO the Department's Human Resource Plan for 1997-2000 (La Relève). The plan identifies specific initiatives to be undertaken in the areas of career management; continuous learning; recruitment and succession; and the work environment.
- developed and circulated to our key partners, the Planning Consultation Document 1997-2000. The document provided an overview of the main issues, priorities and constraints facing the Department over the next three years.
- finalized financial and human resource plans for the implementation of Program Review II recommendations.
- provided extensive communications support on a number of major announcements by the Solicitor General or jointly with other Ministers such as Bill C-53; Bill C-55; signing of several First Nations policing agreements; the National Forum on Organized Crime; and the National Education Campaign on sex-abuser screening.
- enhanced public education and awareness through greater electronic distribution of departmental publications and promotion of the departmental home page on the Internet.

## C. Key reviews

<b>Results of Program Evaluation Studies</b>
<p><b>Canada's Drug Strategy (CDS) - Phase II (1992-93 to 1996-97):</b> The evaluation focused primarily on assessing the achievements of the various CDS initiatives, involving the Department of the Solicitor General, toward meeting the overall CDS objectives. Evaluation findings:</p> <ol style="list-style-type: none"><li>1. Confirmed the need to expand the number of Integrated Anti-Drug Profiteering (IADP) units, as recommended in the Mid-Term Evaluation completed in 1994-95. In July 1996, there was approval to expand the number of units from three to thirteen with a broader mandate to attack the illegal proceeds from drug, smuggling and enterprise crimes such as fraud and gambling. This new initiative, referred to as the Integrated Proceeds of Crime (IPOC) initiative, received funding to March 2001.</li><li>2. Confirmed the role of the Department in the area of organized crime and the shift in Departmental priorities, as reported in the Mid-Term Evaluation, to tackle drug trafficking on an international basis with an emphasis on policy development rather than program delivery. This was reinforced by the approval to fund the enforcement and control elements of a reduced Canada Drug Strategy. In this regard, the Department received funding to support international drug and organized crime control efforts and to assist with the development of a national organized crime strategy.</li></ol>
<b>Results of Internal Audits</b>
Nil
<b>Other Key Reviews</b>
<p><b>Review of <i>Royal Canadian Mounted Police (RCMP) Act</i>:</b> The review, conducted by the Department of the Solicitor General, the RCMP and the RCMP Public Complaints Commission, resulted in a number of amendments being proposed to Parts VI and VII of the <i>RCMP Act</i> concerning the administration of public complaints by both the RCMP and the RCMP Public Complaints Commission. .</p>
<p><b>Sentencing and Corrections Review:</b> The review, conducted under the lead of the Department of the Solicitor General and Justice Canada, with participation from Correctional Service Canada, National Parole Board, Statistics Canada, the RCMP and Treasury Board Secretariat, examined methods to reduce prison populations in light of diminishing resources. The review led to a number of proposals for legislative and administrative action. Bill C-45 (judicial review of parole ineligibility) was proclaimed into force in January 1997. Bill C-55 dealing with high-risk and low-risk offenders was passed in April 1997. Those provisions of C-55 dealing with low-risk, non violent offenders, came into force on July 3, 1997 and those pertaining to high-risk offenders</p>

came into force on August 1, 1997.

**Integrated Proceeds of Crime (IPOC) Initiative:** As a condition of Treasury Board's approval of funding for the initiative (1996-97 to 2000-01) in February 1997, the Department of the Solicitor General completed an evaluation framework which addresses a number of evaluation issues, research questions, objectives and sources of data that will be used to prepare a comprehensive annual report on the initiative. As well, a year-one implementation status report was completed which provides information on the activities involved in the start-up phase of operation of the IPOC units established in 1996.

**Audit of The Canadian Intelligence Community - Control and Accountability:** The audit, which included the Department of the Solicitor General (National Security Directorate and the Office of the Inspector General of the Canadian Security Intelligence Service), was conducted by the Auditor General of Canada. The audit report provides an overview of Canada's intelligence community and of the role of foreign and security intelligence in government and information on the nature, extent and functioning of the control and accountability arrangements in the intelligence community. The results of the audit can be found in Chapter 27 of the November 1996 Report of the Auditor General of Canada to the House of Commons.

## **Section V: Supplementary Information**

### **A. Listing of Statutory and Departmental Reports**

- National Police Service Consultation Document  
contact: Michel Perron, Policing and Law Enforcement Directorate (613) 990-7039
- Police Reference Manual on Crime Prevention and Diversion with Youth  
co-published by the Department and the Canadian Research Institute for Law and the Family  
contact: Chris Damico, Policing and Law Enforcement Directorate (613) 991-4246
- Establishing a National DNA Data Bank, Summary of Consultations  
contact: Chris Damico, Policing and Law Enforcement Directorate (613) 991-4246
- Police Perceptions of Current Responses to Youth Crime,  
by Dr. Tullio Caputo  
contact: Chris Damico, Policing and Law Enforcement Directorate (613) 991-4246
- Corrections Population Growth  
(Progress report on the implementation of the eleven  
recommendations to address growing prison/penitentiary  
populations)  
contact: Jennifer Trottier, Corrections Directorate (613) 990-2635
- 1997/98 Main Estimates, Part III  
contact: Linda Stapledon, Corporate Services Directorate (613) 991-0311
- Planning Consultation Document 1997-2000  
contact: Linda Stapledon, Corporate Services Directorate (613) 991-0311

## B. Contacts for Further Information

<b>Name</b>	<b>Title</b>	<b>Address</b>	<b>Tel. No.</b>	<b>Fax No.</b>
Jean T. Fournier	Deputy Solicitor General	340 Laurier Avenue West 13 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 991-2895	(613) 990-8312
Horst Intscher	Assistant Deputy Solicitor General	340 Laurier Avenue West 13 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 991-2820	(613) 990-8301
Christiane Ouimet	Director General, Aboriginal Policing	340 Laurier Avenue West 11 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 993-4325	(613) 991-0961
Yvette Aloisi	Director General, Policing & Law Enforcement	340 Laurier Avenue West 8 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 990-2703	(613) 993-5252
Jim Harlick	Director General, National Security	340 Laurier Avenue West 8 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 993-4136	(613) 990-2632
Richard Zubrycki	Director General, Corrections	340 Laurier Avenue West 11 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 991-2821	(613) 990-8295
Michelle Gosselin	Director General, Policy Planning & Coordination	340 Laurier Avenue West 8 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 998-3617	(613) 990-7023
David Peel	Office of the Inspector General (CSIS)	340 Laurier Avenue West 8 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 990-3270	(613) 990-8303
Tim Farr	Director General, Communications	340 Laurier Avenue West 12 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 991-2799	(613) 993-7062
Eva Plunkett	Director General, Corporate Services	340 Laurier Avenue West 12 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 990-2615	(613) 990-8297
Janis Gardiner	Director, Executive Services	340 Laurier Avenue West 13 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 991-2942	(613) 995-3259
Paul Dubrule	Legal Services	340 Laurier Avenue West 13 <sup>th</sup> Floor Ottawa, Ontario K1A 0P8	(613) 991-2883	(613) 990-8307
<b>Departmental Home Page Address:</b> <a href="http://www.sgc.gc.ca">http://www.sgc.gc.ca</a>				
<b>Library and Reference Centre:</b> (613) 991-2787				

## C. Financial Summary Tables

### Summary of Voted Appropriations

#### Authorities for 1996-97 - Part II of the Estimates

#### Financial Requirements by Authority (\$ millions)

<b>Vote (millions of dollars)</b>	<b>1996-97 Main Estimates</b>	<b>1996-97 Actual</b>
<b>Program</b>		
1 Operating Expenditures	19.6	29.0
5 Grants and Contributions	52.2	40.2
(S) Solicitor General - Salary and motor car allowance	0.0	0.0
(S) Contributions to employee benefits plans	1.9	1.9
<b>Total Department</b>	<b>73.7</b>	<b>71.2</b>



## Transfer Payments by Business Line

(\$ millions)

Business Lines	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
<b>GRANTS</b>				
Advice to the Solicitor General	1.7	1.6	1.8	<b>1.8</b>
<b>Total Grants</b>	<b>1.7</b>	<b>1.6</b>	<b>1.8</b>	<b>1.8</b>
<b>CONTRIBUTIONS</b>				
Advice to the Solicitor General	2.1	1.2	0.9	<b>0.9</b>
First Nations Policing	28.4	36.9	49.5	<b>37.5</b>
<b>Total Contributions</b>	<b>30.5</b>	<b>38.1</b>	<b>50.4</b>	<b>38.4</b>
<b>Total Transfer Payments</b>	<b>32.3</b>	<b>39.7</b>	<b>52.2</b>	<b>40.2</b>

## Contingent Liabilities

(\$ millions)

List of Contingent Liabilities	Current Amount of Contingent Liability
Litigation	\$5.2 million

## Legislation Administered by the Department of the Solicitor General

### The Solicitor General has sole responsibility to Parliament for the following Acts:

<i>Canadian Security Intelligence Service Act</i>	R.S., c. C-23, as amended
<i>Corrections and Conditional Release Act</i>	S.C., 1992, c. 20
<i>Criminal Records Act</i>	R.S., c. C-47, as amended
<i>Department of the Solicitor General Act</i>	R.S., c. S-13, as amended
<i>Prisons and Reformatories Act</i>	R.S., c. P-20, as amended
<i>Royal Canadian Mounted Police Act</i>	R.S., c. R-10, as amended
<i>Royal Canadian Mounted Police Pension Continuation Act</i>	R.S.C., 1970, c. R-10
<i>Royal Canadian Mounted Police Superannuation Act</i>	R.S., c. R-11, as amended
<i>Transfer of Offenders Act</i>	R.S., c. T-15, as amended
<i>Witness Protection Program Act</i>	S.C., 1996, c. 15

### The Solicitor General shares responsibility to Parliament for the following Acts:

<i>Citizenship Act</i> (s. 19.3)	R.S., c. C-29, as amended
<i>Controlled Drugs and Substances Act</i> (s. 55(2), 57)	S.C., 1996, c. 19
<i>Criminal Code</i> (ss. 185, 186, 188, 191, 195, 196, 461, 487.01, 667, 672.68, 672.69, 672.7, 745.6-745.64, 748, 748.1, 760)	R.S., c.C-46, as amended
<i>Excise Act</i> (s. 66)	R.S., c. E-14, as amended
<i>Export and Import Permits Act</i> (Import of Arms Permit (SOR/86-1078))	R.S., c. E-19
<i>Firearms Act</i> (ss. 82, 93)	S.C., 1995, c. 39
<i>Immigration Act</i> (ss. 9, 39, 39.2, 39.3, 40.1, 81, 81.3)	R.S., c. I-2, as amended
<i>Security Offences Act</i> (ss. 6)	R.S., c. S-7
<i>Statistics Act</i> (s. 29)	R.S., c. S-19, as amended