

Solicitor General Canada

Performance Report

For the period ending March 31, 1998

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Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *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*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 80 Departmental Performance Reports and the government's "Managing For Results" report.

This *Departmental Performance Report*, covering the period ending March 31, 1998, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Part III of the Main Estimates* or pilot *Report on Plans and Priorities* for 1997-98. The key result commitments for all departments and agencies are also included in *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

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

Comments or questions can be directed to the TBS Internet site or to:

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Solicitor General Canada

Performance Report

For the period ending March 31, 1998

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

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Executive Summary

The Department continued to support the Government's commitment to public safety by providing strategic policy advice to the Solicitor General. Over the past year, these efforts were focused on the Solicitor General's key priorities of effective corrections, organized crime, and citizen engagement.

The Department works on a wide-range of criminal justice issues, with its partners such as Justice Canada and Federal-Provincial-Territorial Departments Responsible for Justice. All of these issues have a common goal-- improvements to general criminal justice arrangements in policing and corrections, aboriginal policing and information sharing among jurisdictions.

The following chart highlights the policy initiatives that the Department has completed or initiated that have contributed to the government's priority of building safer communities.

SUMMARY OF THE DEPARTMENT'S PERFORMANCE 1997-1998

Legislation

- C-3 An Act respecting DNA identification and to make consequential amendments to the Criminal Code and other Acts (Introduced in the House of Commons)
- C-12 *RCMP Superannuation Act Amendments (Peacekeeping)* (Royal Assent granted on June 11, 1998)

Key Initiatives

Policing and Law Enforcement

- Released a consultation document on Anti-Money Laundering and Cross Border Currency
- Established and hosted first meeting of the Canada/USA Cross Border Crime Forum
- Established the National and Regional Coordinating Committees on Organized Crime
- Prepared Minister's First Annual Statement on Organized Crime in the House of Commons
- Completed cross-country consultations on the National Police Services review
- Prepared first annual report on the implementation of the Witness Protection Program Act
- Worked with Department of Justice to develop Phase II of the National Strategy on Community Safety and Crime Prevention
- Began negotiations with Nunavut on a RCMP police services agreement
- Negotiated an RCMP policing contract to provide service to the greater Moncton area
- Developed proposals, in conjunction with the RCMP, for amendments to the *RCMP Act* Regulations dealing with the political rights of members
- Made recommendations to the Solicitor General on the RCMP Pay Council report

Corrections:

- Released a consultation document on the *Corrections and Conditional Release Act* (CCRA) 5 Year Review
- Undertook consultations with key partners regarding the *Transfer of Offenders Act* and *Criminal Records Act* (CRA)
- Participated on the FPT Task Force on High Risk Violent Offenders
- Completed negotiations on the New Brunswick Correctional Initiative, in consultation with Correctional Service Canada
- Signed an FPT Information Use and Disclosure Agreement with British Columbia

National Security

- Developed approaches to curb the abuse of charitable organizations by terrorists
- Continued participation in the interdepartmental development of a national cryptography policy
- Completed first round of consultations with federal departments and provinces on phase one of a major review of the National Counter-Terrorism Plan

Aboriginal Policing

- Negotiated 10 new First Nations policing agreements and 49 renewals or extensions
- Continued participation in negotiations in support of the federal policy on the Inherent Right and the Negotiation of Self-Government

Integrated Justice Information

• Established a Steering Committee on Integrated Justice Information

Policy Planning and Coordination

• Enhanced citizen engagement through five National Reference Group Meetings on criminal justice issues

Corporate Services

• Established and Chairs a Ministry-wide committee on Year 2000 readiness

CRIMINAL JUSTICE SYSTEM RESULTS THROUGH PARTNERSHIPS

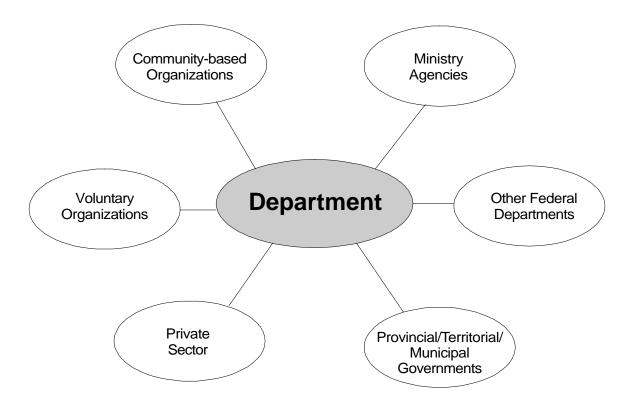


Chart of Key Results Commitments

Solicitor General Canada is con	nmitted	
To provide Canadians with:	to be demonstrated by:	reported in:
A strategic and legislative policy framework in support of the Government's priority of "Building Safer Communities"	Comprehensive and integrated National Action Plan that will contribute to the combat against organized crime	DPR page 10, 11, 17
	 Effective corrections strategies for a balanced approach for high and low- risk offenders 	DPR page 10, 11, 18, 19
	Strategies to contribute to community-based crime prevention initiatives	DPR page 10, 17
	 Measures to enhance and adapt the national response to terrorist incidents 	DPR page 10, 12, 19
	Partnerships amongst key players in the criminal justice system to enable and facilitate the sharing of requisite	DPR page 11, 12, 20
	 criminal justice information Engagement of citizens, all levels of government and the voluntary sector for input into criminal justice policy 	DPR page 11, 20
First Nations policing and corrections policy contributing to the improvement of social	Tripartite policing agreements with First Nations Communities	DPR page 10, 21
order, public security, personal safety and justice in First Nations Communities	 Innovative approaches in First Nations policing strategies in the areas of crime prevention, domestic/family violence and youth crime Policy models that support 	DPR page 10, 12, 21, 22
	agreements and arrangements for Aboriginal control of corrections within Aboriginal communities	DPR page 10, 12, 18

Section I: The Minister's Message

I am pleased to present the Performance Report for the Department of the Solicitor General for the period ending March 31, 1998.

The report focuses on the Department's strategic priorities and results. The objective is to provide a clear sense of where the Department is heading and of the results we achieved against our plans in 1997/98.

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. As Solicitor General, public safety is my top concern. The Department plays a key role within the Ministry by providing me with portfolio-wide strategic policy advice in support of my responsibilities as Solicitor General. Enhancing portfolio cohesion and coordination is essential to achieving the government's public safety objectives.

The government is determined to take a balanced approach to reducing crime in Canada, that includes addressing the underlying factors that lead to criminal behaviour. My commitment in support of this approach is to dedicate my efforts and those of the Ministry of the Solicitor General to those activities that will have the greatest positive impact on Canadian communities, now and in the future.

That is why I have chosen to focus much of our efforts on effective corrections, organized crime and citizen engagement. I believe that these priorities will contribute to the government's commitment to build safer communities for all Canadians. That does not mean that other things we do, for example, crime prevention, national security or Aboriginal policing are not important elements of our work. All of these issues are directly linked to the Ministry's overall mission of public safety.

My strategy for delivering on this commitment is through leadership and partnership. We must continue to engage citizens, all levels of government and the private and voluntary sector in the formulation of criminal justice policy. Community participation and citizen engagement are essential if we are going to be successful in building safer communities. We will continue to build on our success of engaging a wide spectrum of interested citizens through my National Reference Group.

I will continue to work with my provincial/territorial counterparts and Aboriginal communities to develop new approaches for policing and law enforcement and correctional services. The Canada/New Brunswick Corrections Initiative is an excellent example of what can be achieved through partnerships.

On an international front, it is significant to note that the Deputy Solicitor General was appointed in May 1998 as Chair of a working group of the Inter-American Drug Abuse Control Commission (CICAD). This group will evaluate national and international drug strategies of members of the Organization of American States. This includes the development of a framework for evaluating the actions of 32 Western Hemisphere countries in combating drug use and trafficking.

The Department has made solid gains over the past year to provide our partners in law enforcement and national security with some of the necessary tools to improve public safety. We will continue to build on these accomplishments over the next three years.

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: Overview

A. 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; enhancement of policy cohesion and coordination within the Portfolio; 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 enforce 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.

Section II: Overview 7

- 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



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B: 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 across 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 directly support the Solicitor General's key priorities (effective corrections, organized crime and citizen engagement) and the government's public safety and national security agenda, namely:

- strengthened law enforcement measures to deal with organized crime 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 public confidence in the criminal justice system.

Challenges

The following highlights the challenges facing the Department in the criminal justice and national security environments.

Organized Crime: Organized Crime is both a national and international problem. With the rapid global changes in communications, transportation, international finance and technology, organized crime poses a real threat to the safety of Canadian communities. There are enormous social and financial costs associated with organized crime and it threatens the integrity of our political, financial and social institutions and frameworks. Organized crime lies behind much of street crime, the increases in violent crimes, and the illicit trade in drugs, tobacco, weapons and persons. It is also prevalent in counterfeiting, money laundering, smuggling as well as many fraud and telemarketing scams. Police forces across the country must be given the appropriate tools to fight organized crime.

Effective Corrections: While incarceration may be the best solution for high-risk violent offenders, it is not necessarily the best approach for low-risk, non-violent offenders. Effective corrections is about distinguishing offenders who need to be separated from society, from those who could be better-managed in the community. It is an integrated set of initiatives designed to promote public safety by providing offenders with the best opportunities of becoming law-abiding citizens. The focus is on developing the infrastructure and programs that will support the release of offenders back into the communities when they can be safely managed.

Public Confidence: Despite steady declines in the crime rate, public confidence in the criminal justice system remains low. This is partly a reflection of the myths, which shape public perceptions; the influence of negative media coverage; and also a general erosion in Canadians' faith in their institutions. To meet this challenge, the Ministry is devoting much more attention to public education, in order to raise public awareness and create a more informed environment. While attitudes cannot be expected to change overnight, this is viewed as an important first step in rebuilding public confidence in the criminal justice system.

Partnerships: Governments and other criminal justice partners have recognized that effective cooperation, coordination and sharing of information among jurisdictions is key to developing and implementing successful strategies for public safety. Meeting new challenges requires more frequent interaction with our partners, including increased consultation and partnerships with provinces/territories and the voluntary and private sectors. The Solicitor General is committed to changing the climate of public debate on criminal justice issues through partnerships and citizen engagement.

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National Security: In the aftermath of the Cold War, the security environment is now far more unpredictable. The rapidly changing global security environment requires that the government's plan for responding to threats to Canadian public safety be maintained and updated accordingly. Internationally, globalization and associated technological developments bring new challenges for enforcement and prevention including continued access to plain text communications and protection of Canada's information infrastructure.

Aboriginal Justice: While Aboriginal people represent approximately three percent of the Canadian population, they account for roughly 15% of the federal offender population. This over-representation in the criminal justice system will continue without the development of culturally sensitive community-based alternatives.

Integrated Justice Information: Canadians expect that information collected by criminal justice agencies is shared readily among agencies and across jurisdictions to ensure the effective and efficient administration of justice, and in particular, to ensure that decision-making and actions by criminal justice practitioners are based on all relevant, authorized information available. The reality, as well documented in such Reports as Kaufman (in the case of Guy Paul Morin), Campbell (in the case of Paul Bernardo), and Parsons (in the case of Dean Rodney Cyr), is quite different. The flow of critical information within and among various agencies --- police, prosecution, courts, corrections and parole --- is far from adequate. Technical obsolescence of key national systems, financial inability to pursue promising bridging opportunities with partners, and a complex jurisdictional and cultural environment converge to form a significant challenge. The cost of inattention is high---a deterioration in the quality of information available to practitioners leading to increased risks to community safety and the effective administration of justice, resulting in further erosion of public confidence in Canada's justice system.

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 portfolio-wide strategic policy advice 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 portfolio management and 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 1997/98 the Department had approximately 217 employees and expenditures of \$71.6 million of which \$51.4 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.

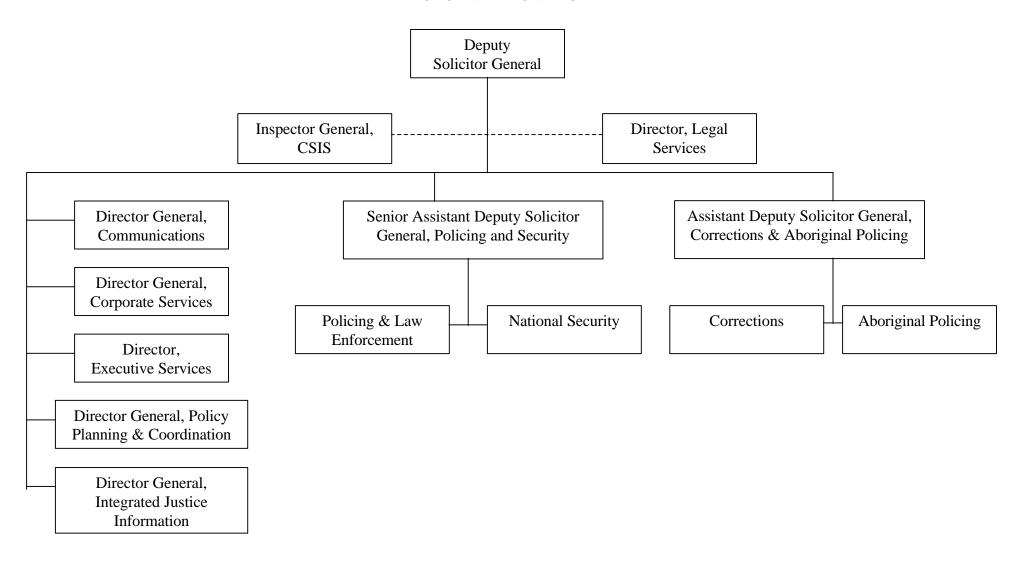
Business Lines

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

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ORGANIZATIONAL CHART



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Section III: Departmental Performance

Performance Expectations

The following identifies the performance expectations the Department had established for 1997/98 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.

In the 1997/98 Part III of the Estimates, the Department committed to:

Contribute to public safety through:

- strengthened law enforcement measures to deal with organized crime, smuggling and other criminal activities;
- effective measures and strategies to deal with high and low-risk offenders;
- measures to minimize the likelihood of terrorist acts and improved responses to such incidents;
- criminal justice arrangements that support law enforcement and criminal prosecution;
 and
- community-based partnerships that enhance safety and crime prevention.

Enhance justice for Aboriginal peoples by:

- ensuring that First Nations policing is responsive to the policing needs of communities and reflective of their culture; and
- development of offender treatment models within the context of restorative justice approaches for Aboriginal communities.

Performance Accomplishments by Business Line

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

Total Authorities	\$11,500,000
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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 Department has two main roles in the area of policing/law enforcement:

- 1. to provide independent advice to the Minister on policing/law enforcement issues and on issues relating to his accountability to Parliament for the RCMP; and
- 2. to develop and implement national initiatives in support of law enforcement, criminal prosecution and improved public awareness and participation in public safety in concert with the RCMP, Department of Justice and other key partners.

- Organized Crime: In 1997-98 the Solicitor General made the first Annual Statement
 on Organized Crime to the House of Commons emphasizing the federal government's
 commitment to combat organized crime through forging effective partnerships and
 through the provision of supportive infrastructures for enforcement. This statement
 highlighted the important achievements of the Department, which were accomplished
 in partnership with other federal departments, police, and other governments. These
 include:
 - the release of a consultation document on money laundering.
 - the establishment of the National and Regional Coordinating Committees on Organized Crime which bring together federal and provincial government representatives, police and others to develop coordinated law enforcement approaches.
 - the anti-gang legislation (Bill C-95), on which the Department worked with Justice. This bill gives new powers to police prosecutors and courts to deal with criminal organizations and related offences.
 - research on the economic, social and other impacts of organized crime in Canada.
- National Police Services: The cross-country consultations phase of the RCMP National Police Services (NPS) review, undertaken in partnership with the RCMP, were completed. The results of these consultations will be used to develop new arrangements with respect to client services, governance and funding. NPS is a critical tool to combat organized crime.
- DNA: Bill C-3, which proposes a national DNA data bank, was introduced in the House of Commons on September 25, 1997. The Department is negotiating with the provinces and territories regarding possible cost sharing arrangements for the DNA data bank and biology casework analysis.
- RCMP Policing Services: The Department negotiated two important agreements with respect to the provision of RCMP policing services. One represents the first regional RCMP policing contract to provide service to the Greater Moncton area, with 100% cost recovery. The second agreement puts in place arrangements for airport policing in Vancouver.
- Crime Prevention: The Department continued to work with the Department of Justice, the National Crime Prevention Council and other partners to develop policies, programs and tools to assist communities to prevent crime at the local level.

Corrections

The Department performs two main functions with respect to Corrections:

- provide advice and support to the Minister in his direction of the Correctional Service of Canada (CSC) and in his accountability to Parliament for the National Parole Board: and
- 2. develop, in collaboration with various partners in criminal justice and related systems, policy initiatives aimed at addressing the requirements for a more effective, efficient and accountable corrections system in Canada.

- Canada/New Brunswick Corrections Initiative: Co-operative efforts with provincial
 and territorial governments are exemplified by a unique agreement with the Province
 of New Brunswick to share correctional responsibilities in order to enhance
 community corrections. Discussions are underway with Saskatchewan to ascertain
 how the two governments might work more closely particularly in dealing with
 Aboriginal corrections issues, that are reaching crisis proportions in that province.
- Corrections and Conditional Release Act The Parliamentary Standing Committee on Justice and Human Rights has scheduled the statutory five-year Review of the CCRA to begin after Parliament returns in the autumn of 1998. The Department is participating through supportive efforts such as the production of consultation papers and the co-ordination of broad consultations with a view to providing the Committee with a base for its examination of the Act.
- *Transfer of Offenders Act*: In the fall of 1998, consultations on proposals to amend the *Transfer of Offenders Act* will culminate with ministerial consideration of legislative reforms.
- Aboriginal Corrections: Under the Aboriginal Community Corrections Initiative, the Department contributed to several projects that directly impact Aboriginal people. The Waseskun Network provides community front-line workers with direct access to resource people in other communities. Native Counselling Services of Alberta has developed an Aboriginal Dispute Resolution program to train Aboriginal people as mediators and negotiators. The Department has also received positive feedback on its Technical Series of publications that comprehensively looks at issues of sexual abuse and community development in Aboriginal Communities.

• Corrections Research: The Department continues to produce research-based information to support policy and legislative development. A major study was conducted to evaluate a new approach to identifying high-risk violent offenders early in criminal justice proceedings and establishing closer links for information sharing between CSC and the Crown offices. Research on sex offenders has validated static and dynamic risk factors for sexual recidivism. Electronic monitoring programs in three provinces as well as a restorative model designed to divert offenders from prison and reconcile them with their victims and the community were evaluated. There is an active exchange of data and findings both domestically and abroad

National Security

The Department provides ongoing independent advice to the Minister on issues arising out of the national security system. The range of issues includes security responsibilities for CSIS and national security issues generally.

- Counter-Terrorism: Department activities included:
 - consultations to strengthen and update the National Counter Terrorism Plan with provinces/territories, law enforcement agencies and other federal government departments;
 - development and implementation of a Counter-Terrorism Operational Readiness Programme including a major terrorist exercise in Vancouver and several conferences and workshops focusing on responses to a biological or chemical terrorist attack for emergency response personnel; and
 - coordination of the Government's preparation for the hearings of the Special Committee of the Senate on Security and Intelligence.
- Cryptography: An interdepartmental working group on cryptography was assembled to coordinate the efforts of 12 federal departments and agencies. Five sub-groups were then created to study the more complex issues ranging from technological questions to legal concerns. A public consultation process was also launched with the release of a discussion paper on February 21, 1998.
- Ministerial Directions: Ministerial Directions are issued by the Solicitor General to
 assist CSIS in performing its duties and functions under the CSIS Act. Ministerial
 directions enhance accountability to the Minister and by extension to the Canadian
 public. During 1997/98, the Department continued to review all Ministerial Directions
 to assess their continuing relevance. One new Ministerial Direction was issued and
 work advanced on two other major initiatives.

Integrated Justice Information

The accomplishments for 1997/98 include:

The Interdepartmental Steering Committee was established to guide the work of
officials developing a Strategic Action Plan for information sharing and integrated
justice information. The Committee is chaired by the Deputy Solicitor General. The
members are from the Department, RCMP, Correctional Services Canada, National
Parole Board, Department of Justice, Canadian Centre for Justice Statistics and the
Treasury Board Secretariat.

Policy Planning & Coordination

The Department performs two main functions with respect to Policy Planning & Coordination:

- 1. To continue to develop and implement an enhanced horizontal policy planning and priority setting capacity across the Portfolio; and
- 2. To assist the Minister and the Ministry in engaging citizens and voluntary groups and organizations in the policy formulation process.

- Portfolio policy planning and priorities: The Department worked closely with the Ministry Agencies on joint planning to support the Minister's priorities; an intensive series of portfolio-wide workshops and meetings facilitated the articulation of the Minister's vision, priorities and strategies to advance the Government's public safety agenda.
- National Reference Group: Five national and regional meetings were held to consult with key individuals and groups on a wide range of criminal justice policy issues such as Aboriginal issues, crime prevention, criminal justice issues as they relate to women and the federal review of the *Corrections and Conditional Release Act*.
- Other consultations: The Department 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. As well, Ministry-wide consultations were held 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

Planned Spending	\$51,700,000
Total Authorities	\$51,500,000
1997-98 Actual	\$51,400,000

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

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.

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 1997/98 include:

- Tripartite Agreements: Ten new policing agreements with First Nations and provinces
 were negotiated, bringing the total to 111 signed agreements. In addition, 49 existing
 agreements were negotiated for extension or renewal. Three existing tripartite
 policing agreements were expanded, namely the Anishinabek Police Service now
 serving 18 communities, the Nishnawbe-Aski Police Service directly serving 44
 communities and the Tsewultun Police Service serving an additional community.
- Support to police services and police governing authorities: The Department provided support through an integrated program of research, experimentation, evaluation and operational policy development, including newsletters, information bulletins and various developmental contributions. Of continuing concern is the need to strengthen financial controls and community accountability.

The Department co-sponsored the fifth annual national workshop for First Nations Police Governance Authorities in November 1997 to continue the promotion of best practices and effective policing services for Aboriginal peoples. As well, the Department co-hosted, in conjunction with the Quebec Department of Public Security, the second annual symposium *Police autochtone, Attentes et réalités / Aboriginal Police: Expectations and Realities* for Quebec police services and public security committees in November 1997.

- Crime Prevention: Assistance was provided in facilitating the development of crime prevention initiatives by First Nations, in close collaboration with the National Crime Prevention Centre of the Department of Justice.
 - Off-reserve initiatives: The Department provided support to various initiatives including a youth gang diversion project in Manitoba, a video highlighting the innovative work of the Vancouver Police and Native Liaison Society which can be used as a model for other urban centres, and a conference entitled *Aboriginal People and the Justice System Joining Forces* sponsored by the Mi'kmaq Justice Institute.
- Self-Government: The Department participated in negotiations in support of the federal policy on the Inherent Right and the Negotiation of Self-Government in relation to policing issues.

Business Line 3: Office of the Inspector General, CSIS

Planned Spending	\$1,000,000
Total Authorities	\$1,000,000
1997-98 Actual	\$900,000

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 1997/98 include:

The Inspector General provided the Solicitor General with his annual certificate, as
well as separate, special reporting, on CSIS' activities and reporting practices. These
documents focused on CSIS' implementation of, and compliance with, control and
accountability processes stipulated in both law and policy intended to govern its
operational activities.

Business Line 4: Executive Services and Corporate Support

Planned Spending	\$9,300,000
Total Authorities	\$9,800,000
1997-98 Actual	\$8,900,000

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 Ministry 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 1997/98 include:

Human Resource Management/La Relève: 1997/98 was the first year of the
Department's Action Plan. The action plan was developed to ensure that the
Department could attract, develop and retain highly qualified individuals who have the
skills, attitudes, creativity and values needed to support the mandate, with particular

emphasis on the need to strengthen the Department's strategic policy capacity. Members of Senior Management have been appointed as Champions to further advance the various aspects of the plan. Of the 16 initiatives planned for Year I, 14 have been completed with the remaining two carried to Year II of the plan.

- Financial Systems: In accordance with the government's Financial Information
 Strategy, the Department will be implementing a new financial system by April 1999.
 The Department has partnered with the RCMP to share the common infrastructure and to jointly address the opportunities and challenges that come with implementing and using a new financial system.
- Internet Site: This site provides Canadians with access to departmental publications, news releases, speeches, etc. As of March 1998, the Department's public site had recorded almost 600,000 hits providing a cost-effective way of disseminating information on a wide variety of criminal justice issues.
- Executive Services: Continued support was provided to the Deputy Solicitor General in his responsibility to advise and support the Solicitor General in the management and control of the Department and Ministry.

Year 2000 Readiness:

The Department does not have any government-wide mission critical systems (GWMCS). It has a modern LAN based infrastructure based on commercial or government shared systems that are either already Year 2000 compliant or will be prior to Year 2000. Our corporate systems, such as those for finance, human resources and information management are being upgraded or replaced with identified Year 2000 compliant government shared systems.

The Department is in the process of implementing a new financial system that is in accordance with the Financial Information Strategy. The system will be fully implemented by April 1, 1999. This project is being undertaken in partnership with the RCMP.

The Department established and chairs a Ministry-wide committee on Year 2000 readiness. The purpose of this committee is to support the Minister in ensuring Year 2000 readiness across the Ministry. The committee is chaired by the Director General, Corporate Services and meets regularly to share information on progress as well as best practices. It also serves as the coordinating group for responses to central agency requests regarding Year 2000 readiness. The committee reports on a monthly basis to the Minister on Year 2000 readiness across the Ministry so the Minister is fully aware of the progress in implementation.

Section IV: Financial Performance

The following Tables are not applicable for the Department of the Solicitor General: 4, 6, 7, 8, 10, 11, 12, 13, 14.

Financial Table 1

Summary of Voted Appropriations

Authorities for 1997-98 - Part II of the	Estimates	
Financial Requirements by Authority	(millions of de	ollars)
Vote	1997-98	19

Vote		1997-98 Planned Spending	1997-98 Total Authorities	1997-98 Actual
	Program Name			
1	Operating Expenditures	18.09	32.33	30.74
5	Grants and Contributions	52.37	39.36	38.85
(S)	Solicitor General - Salary and motor car allowance	0.05	0.05	0.05
(S)	Contributions to employee benefits plans	2.02	2.02	2.02
Tota	l Department	72.53	73.76	71.66

Notes:

^{1.} Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.

Financial Table 2 Comparison of Total Planned Spending to Actual Spending

Business Line		FTE's	Operating	Capital	Voted Grants & Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants & Contributions	Total Gross Expenditures	Less Revenue Credited to the Vote	Total Net Expenditures
Advice to the	(Planned)	82	7.8	-	2.8	10.5	=	10.5	-	10.
Solicitor General	(Authorized)	82	8.4	-	3.0	11.5	-	11.5	-	11.
	(Actual)	82	7.8	-	2.6	10.4	-	10.4	-	10.
Aboriginal Policing		22	2.1	-	49.5	51.7	-	51.7	-	51
		22	15.2	-	36.3	51.5	=	51.5	-	51
		22	15.1	-	36.3	51.4	-	51.4	-	51
Office of the Inspector		9	1.0	-	0.0	1.0	-	1.0	-	1.
General of CSIS		10	1.0	-	0.0	1.0	=	1.0	-	1.
		10	0.9	-	0.0	0.9	-	0.9	-	0.
Executive Services and	t	103	9.3	-	0.0	9.3	-	9.3	-	9.
Corporate Support		103	9.8	-	0.0	9.8	-	9.8	-	9.
		103	8.9	-	0.0	8.9	-	8.9	-	8.
Total		216	20.2	-	52.3	72.5	-	72.5	-	72.
		217	34.4	-	39.3	73.7	-	73.7	-	73.
		217	32.7	-	38.9	71.6	-	71.6	-	71.
Other Revenue and E Revenue credited to th		venue Fund								
Cost of services by o	ther Departments									2 2
Net cost of the Progra	am									
Notes: 1. Numbers in italics de 2. Bolded numbers de				upplementar	y estimates and othe	r authorities).				74

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^{4.} Operating includes contributions to employee benefit plans and Minister's allowances.

Financial Table 3

Historical Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Sp	epartmental Planned versus Actual Spending by Business Line (millions of dollars)					
Business Lines	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98	
Advice to the Solicitor General	10.9	9.8	10.5	11.5	10.4	
First Nations Policing	49.4	50.1	51.7	51.5	51.4	
Office of the Inspector General of CSIS	0.8	1.0	1.0	1.0	0.9	
Executive Services and Corporate Support	12.1	10.4	9.3	9.8	8.9	
Total Revenues Credited to the Vote	73.2	71.3	72.5	73.7	71.6	

Notes:

- 1. Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.
- 2. Operating includes contributions to employee benefit plans and Minister's allowances.

Resource Requirements by Organization and Business Line

Comparison of 1997-98 Planned Spending and Total Authorities to Actual Expenditures by
Organization and Business Line (\$ millions)

		Busin	ess Lines			
Organization		Advice to the Solicitor General	First	Office of the Inspector General, CSIS	Executive Services and Corporate Support TOTA	ALS
Assistant Deputy	(Planned)	0.1				0.1
Solicitor General	(Authorized)	0.7				0.7
	(Actual)	0.5				0.5
Policing and Law I	Enforcement	3.1				3.1
		3.3				3.3
		3.1				3.1
Corrections		2.3				2.3
		2.6				2.6
		2.1				2.1
National Security		1.6				1.6
		1.3				1.3
		1.2				1.2
Policy Planning &		3.5				3.5
Coordination		3.6				3.6
		3.4				3.4
Aboriginal Policing	•		51.6			51.6
Abonginari olicing	9		51.5			51.5
			51.4			51.4
IG-CSIS				1.0		1.0
				1.0		1.0
				0.9		0.9
Deputy Solicitor G						
Executive Service	s				3.3	3.3
					3.2	3.2
					3.2	3.2

Financial Table 5 (continued)

	Busine	ess Lines			
				Executive Services	
		First	Office of the	and	
	Advice to the	Nations	•	-	
Organization	Solicitor General	Policing	CSIS	Support	TOTALS
Corporate Services				5.0	5.0
				5.7	5.7
				4.7	4.7
Communications				1.0	1.0
				0.9	0.9
				0.9	0.9
TOTALS	10.5	51.7	1.0	9.3	72.5
	11.5	51.5	1.0	9.8	73.7
	10.4	51.4	0.9	8.9	71.6
% of TOTAL	14.5%	71.8%	1.3%	12.4%	100%

Notes:

Bolded numbers denote acutal expenditures/revenues in 1997-98.

Due to rounding figures may not add to totals shown.

^{1.} Numbers in italics denote Total Authorities for 1997-98 (Main and Supplementary Estimates and other authorities).

^{2.} Operating includes contributions to employee benefit plans and Minister's allowances.

Financial Table 9

Transfer Payments

Transfer Payments by Business Line (\$millions)				
	-		Planned	Total	
	Actual	Actual	Spending	Authorities	Actual
Business Lines	1995-96	1996-97	1997-98	1997-98	1997-98
GRANTS					
Advice to the Solicitor General	1.6	1.8	1.8	1.8	1.8
Total Grants	1.6	1.8	1.8	1.8	1.8
CONTRIBUTIONS					
Advice to the Solicitor General	1.2	0.9	1.1	1.2	0.8
First Nations Policing	36.9	37.5	49.5	36.4	36.3
Total Contributions	38.1	38.4	50.6	37.6	37.1
Total Transfer Payments	39.7	40.2	52.4	39.4	38.9

Notes:

^{1.} Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.

^{2.} In 1997-98, \$13.2 million was transferred from Contributions to Operating Expenditures to pay for RCMP Community Policing Services.

Financial Table 15

Contingent Liabilities

Contingent Liabilities (millions of dollars)			
	Amount of Contingent Liability		
Claims and Pending and Threatened Litigation	March 31, 1996	March 31, 1997	Current as of March 31, 1998
Litigations	4.1	5.2	1.0 (2)
Total	4.1	5.2	1.0

Notes:

- 1. Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.
- 2. Total does not include amounts for three claims, amounts to be determined.

Section V: Consolidated Reporting

Sustainable Development Strategy

The Department of the Solicitor General tabled a Sustainable Development Strategy (SDS) in the House of Commons on December 15, 1997, along with twenty-seven other government departments, as required by amendments to the *Auditor General Act*. Subsequently, the strategy was reviewed by the Office of the Auditor General and Commissioner of the Environment and Sustainable Development. As per the recommendation of the Commissioner, the Department will review the action plan, focusing on the targets, and present a revised action plan to the House of Commons in the spring of 1999.

The Department has achieved the following objectives in the reporting period (December 15, 1997 to July 15, 1998):

- The SDS has been published on the Solicitor General WEB site: http://www.sgc.gc.ca/epub/othpub/esustainable/esustainable.htm.
- A waste audit was conducted to report on the existing situation and a waste reduction target was established.
- The recycling centres were upgraded and all employees were made aware of the recycling program in the Department.
- A "green" Intranet site was developed for the purpose of information sharing on green initiatives in the Department.
- The use of car-pooling continues to be encouraged by giving precedence for parking spots to those who have established a car pool.
- Green procurement continues to be monitored through the financial reporting system and the Department maintained a target of 75% of goods purchased being "green" for the 1997-98 fiscal year.
- The Department participated in the Interdepartmental Committee on Sustainable Development.

The following objectives are still underway in the Department:

- Revise the action plan, focusing on target setting and measurement.
- Achieving established reduction targets for solid waste, energy use, CFC use and hazardous materials.
- Enhancing awareness of SDS in the Department.
- Development of an Environmental Management System

(The Environmental Coordinator for the Department is Debi Cuerrier, Director Administration who can be reached by phone at 993-4348 or by e-mail at cuerrid@sgc.gc.ca)

Section VI: Other Information

Contacts for Further Information

Name	Title	Tel. No.	Fax No.
Jean T. Fournier	Deputy Solicitor General	(613) 991-2895	(613) 990-8312
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Christiane	Assistant Deputy Solicitor General,	(613) 993-4325	(613) 991-4769
Ouimet	Corrections and Aboriginal Policing	, ,	, ,
Yvette Aloisi	Director General, Policing & Law Enforcement	(613) 990-2703	(613) 993-5252
Allan Bartley	A/Director General, National Security	(613) 990-2637	(613) 991-4669
Richard Zubrycki	Director General, Corrections	(613) 991-2821	(613) 990-8295
Linda Clairmont	A/Director General, Aboriginal Policing	(613) 990-2666	(613)991-0961
Sandra Wing	A/Director General, Policy Planning & Coordination	(613) 991-2952	(613) 990-7023
	Inspector General (CSIS)	(613) 990-3270	(613) 990-8303
Tim Farr	Director General, Communications	(613) 991-2799	(613) 993-7062
Eva Plunkett	Director General, Corporate Services	(613) 990-2615	(613) 990-8297
Janis Gardiner	Director, Executive Services	(613) 991-2942	(613) 995-3259
Paul Dubrule	Legal Services	(613) 991-2883	(613) 990-8307
Greg Wright	Director General, Integrated Justice Information	(613) 991 4276	(613) 991-3306
Departmental Ad	dress:		
	340 Laurier Avenue W	'est	
Ottawa, Ontario			
K1A 0P8			
Departmental Home Page Address: http://www.sgc.gc.ca			
Library and Refe	rence Centre: (613) 991-2787		

Legislation Administered by the Department of the Solicitor General

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

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

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

Citizenship Act	R.S., c. C-29, as amended
(s. 19.3)	
Controlled Drugs and Substances Act	S.C., 1996, c. 19
(s. 55(2), 57)	
Criminal Code	R.S., c.C-46, as amended
(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)	
Excise Act	R.S., c. E-14, as amended
(s. 66)	
Firearms Act	S.C., 1995, c. 39
(ss. 82, 93)	
Immigration Act	R.S., c. I-2, as amended
(ss. 9, 39, 39.2, 39.3, 40.1, 81, 81.3)	
Security Offences Act	R.S., c. S-7
(ss. 6)	
Statistics Act	R.S., c. S-19, as amended
(s. 29)	