



Solicitor General Canada

Performance Report

For the period ending
March 31, 2000

Canada

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 the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

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.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 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 *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

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 its management systems and performance framework. 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/rma/dpr/dpre.asp>

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, 2000**

Hon. Lawrence MacAulay, P.C., M.P.
Solicitor General of Canada

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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, 2000. The objectives of this report are to describe the Department's strategic priorities and to provide a clear sense of the results achieved against our plans in 1999/2000.

The Department is part of the Solicitor General Portfolio, which includes the RCMP, the Correctional Service of Canada, the National Parole Board, the Canadian Security Intelligence Service (CSIS) and three review bodies. The Portfolio plays a major role in the Canadian criminal justice system in the areas of law enforcement, national security, corrections and parole. In fulfilling this role, the Department provides me with strategic advice and promotes and supports policy cohesion and coordination across the Portfolio.

Public safety is the mission of my Portfolio and has been a top priority of the Government since 1993. It is fundamental to Canada's economic and social well being. It has been our commitment, as outlined in the Speech from the Throne, to ensure that Canadians can continue to enjoy living in one of the safest countries in the world. This commitment was strengthened in the February 2000 Federal Budget which allocated new funding to support the Portfolio's four strategic policy priorities: *combating organized crime, promoting effective corrections, integrating justice information systems and encouraging citizen engagement*. The funding will provide additional people and tools needed over the coming years to maintain public safety.

Over the past year, steady progress has been made on the Government's public safety commitments. Our accomplishments are due in large part to partnerships that have been established at the federal level as well as with provinces/territories, communities, other nations, and the private and voluntary sectors. This unprecedented amount of cooperation with our partners has resulted in sharing of expertise and best practices and has strengthened our capacity to deal with emerging public safety issues.

We have pursued a balanced approach to reducing crime through law enforcement aimed at combating organized crime and terrorism, and effective measures aimed at the safe and timely reintegration of offenders into the community. Some of our accomplishments include the opening of the national DNA Data Bank; the addition of 100 RCMP members in the three largest Canadian airports; measures that strengthened border control; the continued funding of the Anti-Smuggling Initiative; establishment of Aboriginal healing lodges; improved sex offender screening; implementation of a national flagging system for violent offenders; improved policies and training to strengthen parole decision making; and amendments to detention provisions to keep those likely to re-offend in prison longer.

Many more examples of how the Department is fulfilling its public safety mission can be found inside this report. I welcome feedback on the report to help us to continue to build safer communities. On page 43 you will find a list of departmental contacts and our Internet address where you can obtain further information.

This report also includes an overview of the Portfolio agencies and organizations that report to or through me to Parliament. Each agency in the Portfolio, with the exception of CSIS prepares its own separate performance report, which is provided to Parliament. I would encourage you to consult these individual reports for more information on the agencies and our accomplishments over the past year.

Hon. Lawrence MacAulay, P.C., M.P.
Solicitor General of Canada

Section II: Departmental Performance

Operating Environment

Canada's criminal justice environment is influenced by complex, multi-jurisdictional pressures that impact on the Department's ability to respond to the new and emerging challenges. Our challenges include:

- Organized crime is a national problem that threatens public safety. Areas of concern include drug trafficking, migrant smuggling, securities frauds, environmental crime, Internet crime and cross border crime.
- As the general Canadian population ages, the Aboriginal population remains relatively young. Aboriginal people continue to be over-represented in the criminal justice system and alternative justice strategies are required.
- Public dissatisfaction with traditional justice approaches have resulted in pressures for restorative approaches that address the well being of the victim, community and the offender.
- Rapid developments in telecommunications technologies are challenging conventional lawful access methods and have also provided a new avenue for traditional crimes. For example, there has been a marked increase in telemarketing fraud and the production of counterfeit currency and credit cards.
- The massive, relatively unrestricted cross-border movement of goods, services, capital, information, and people also has significant ramifications for public safety and has increased the international recognition of these shared problems.
- While crime rates have declined for each of the last eight years and are at their lowest level in 20 years, three out of four Canadians still believe that crime is increasing. As well, polls have shown a 10-year decline in public confidence in all segments of the criminal justice system, with only 4% of Canadians expressing confidence in parole boards. A strong majority of Canadians believe that organized crime affects them personally in one way or another.
- The ageing population is beginning to be reflected in the offender population leading to specialized requirements for health care and security in correctional facilities.
- Cultural diversity, which is such an important element of Canadian identity, may be a basis for potential conflict and hate crimes.

Chart of Key Results Commitments

The Chart of Key Results Commitments outlines the performance expectations for the Department. They support the Portfolio's four priorities: combating organized crime; promoting effective corrections; integrating justice information systems and encouraging citizen engagement. As well, these priorities are directly linked to the Government's commitments outlined in the Speech from the Throne and the Red Book.

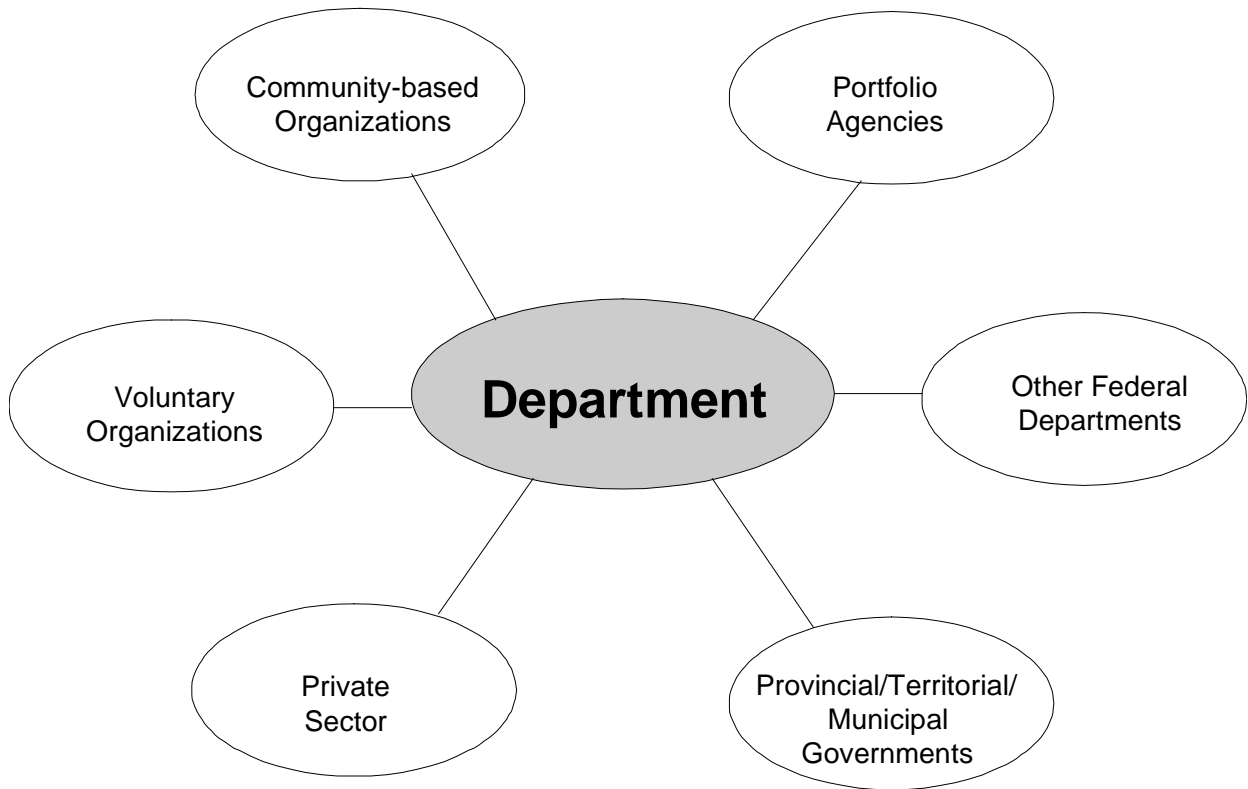
These are shared, collective results that cannot be achieved without a commitment and contribution from all of our partners. Governments and other criminal justice partners have recognized that effective cooperation, coordination and sharing of information among jurisdictions is key to developing and implementing successful strategies for public safety. More can be accomplished together given the resource restraints faced by the key players in the criminal justice system and the increasingly complex and cross-jurisdictional nature of the challenges and opportunities.

The Social Union Framework Agreement (SUFA) is intended to create a climate favouring increased inter-governmental cooperation and citizen engagement regarding major social policy initiatives. In the criminal justice area, the principles of SUFA are much in evidence, as Federal/Provincial/Territorial (F/P/T) relationships increasingly emphasize joint performance reporting and priority-setting, as well as increased information sharing. Numerous F/P/T working groups and committees are engaged in seeking solutions to common problems in corrections, law enforcement, criminal procedures and crime prevention. These groups provide crucial multi-jurisdictional linkages, which increase the ability of governments to deal with complex issues. The work of the Corrections Population Growth Initiative, in developing joint F/P/T strategies for more effectively managing offenders, stands as one of the examples of such cooperation.

Chart of Key Results Commitments

Solicitor General Canada is committed		
To provide Canadians with:	to be demonstrated by:	reported in:
<p>A strategic and legislative policy framework in support of the Government’s priority of “Building Safer Communities.”</p>	<ul style="list-style-type: none"> • Innovative strategies and better tools for law enforcement to respond to organized crime and changing crime patterns. • Measures to advance effective corrections in the interests of public safety. • Counter-terrorism initiatives to strengthen domestic preparedness and to improve cross-border and overseas collaboration against terrorists and other criminals. • Strengthened partnerships across the criminal justice system to enhance the sharing of offender and crime-related information. • Effective engagement of citizens, all levels of government and the voluntary sector in criminal justice policy development. 	<p>DPR pages 8-11</p> <p>DPR pages 11-13</p> <p>DPR pages 14-15</p> <p>DPR pages 16-17</p> <p>DPR pages 17-18</p>
<p>First Nations policing and corrections policy contributing to the improvement of social order, public security, personal safety and justice in First Nations Communities.</p>	<ul style="list-style-type: none"> • Enhanced governance and accountability in First Nations police services and police governing authorities. • Tripartite policing agreements with 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 agreements and arrangements for Aboriginal control of corrections within Aboriginal communities. 	<p>DPR pages 19-20</p> <p>DPR page 20</p> <p>DPR pages 20-21</p> <p>DPR pages 13-14</p>

CRIMINAL JUSTICE SYSTEM RESULTS THROUGH PARTNERSHIPS



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

(Millions \$)	
Planned Spending	\$10.0
<i>Total Authorities</i>	<i>\$11.3</i>
1999-00 Actual	\$10.6

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 Portfolio 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.

Business Line 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.

Key results commitments associated with Business Line 1:

Innovative strategies and better tools for law enforcement to respond to organized crime and changing crime patterns.

Measures to advance effective corrections in the interests of public safety.

Policy models that support agreements and arrangements for Aboriginal control of corrections within Aboriginal communities.

Counter-terrorism initiatives to strengthen domestic preparedness and to improve cross-border and overseas collaboration against terrorists and other criminals.

Strengthened partnerships across the criminal justice system to enhance the sharing of offender and crime-related information.

Effective engagement of citizens, all levels of government and the voluntary sector in criminal justice policy development.

Key Results Commitment

Innovative strategies and better tools for law enforcement to respond to organized crime and changing crime patterns

Organized crime produces profound impacts on Canadian communities and threatens the integrity of our social, financial and political institutions. The effects of the drug trade, prostitution, telemarketing and credit card frauds, money laundering, and the trafficking in human beings are felt in all parts of Canada, and present significant challenges to law enforcement agencies who must be equipped with the tools and resources to develop effective responses.

The accomplishments for 1999-00 include:

The DNA Identification Act: The *Act* was proclaimed into force on June 30, 2000, establishing a national DNA data bank. The data bank contains profiles obtained from bodily substances found at unsolved crime scenes, as well as DNA samples of convicted offenders. It is maintained by the RCMP and is used to assist law enforcement agencies in solving crimes. In addition, Bill S-10 (*An Act to amend the National Defence Act, the DNA Identification Act and the Criminal Code*) was introduced to include offenders convicted in the military justice system in the national DNA data bank.

Anti-Smuggling Initiative (ASI): Introduced in 1994, the ASI provides resources for the RCMP, Department of Justice, Canada Customs and Revenue Agency, and the Department of the Solicitor General, to target smuggling and distribution networks.

The 1998/99 Performance and Accountability Review found that the ASI made a significant contribution to the capacity of the federal government to combat smuggling. Funding enhanced the border interdiction capacity of Canada Customs and allowed the RCMP to undertake the sophisticated investigations necessary to target large organized smuggling operations. There was a substantial decrease in the contraband tobacco market as a result of the implementation of the ASI, however, evidence suggests that reductions in cigarette taxes made during the same period was the most powerful tool in influencing cigarette smuggling. The review also noted that to most effectively address the smuggling of controlled goods, enforcement must be supplanted or replaced with

alternative policies, in particular taxation policies, that reduce the financial viability and attractiveness of this trade.

In June 1999, an additional \$78 million was provided to support the ASI over the next four years.

The Proceeds of Crime (Money Laundering) Act: The Department coordinated national consultations on the development of anti-money laundering proposals and coordinated drafting a bill, leading to the passage of the new *Act* in June 2000. The Bill establishes specific measures to detect and deter money laundering and to facilitate the investigation and prosecution of money laundering offences. These new measures will assist police to combat organized crime and help protect financial institutions.

Integrated Proceeds of Crime (IPOC): IPOC units integrate resources and expertise of the RCMP municipal and provincial police, customs officers, Crown counsel and forensic accountants. In 1996-1997, the federal government increased the number of units from three to thirteen. In 1998-1999 this partnership broadened to include tax investigators and officials from the Seized Property Management Directorate in Public Works and Government Services Canada.

The Year Three Evaluation (1998-99) found that the creation of the IPOC units had enhanced the investigation and prosecution of proceeds of crime cases through the integration of the necessary personnel, expertise and financial resources. Prior to the creation of the IPOC units, there were insufficient awareness, funding and trained personnel to effectively undertake these lengthy and complex investigations.

Over a two-year period, the large IPOC units produced 64% of the seizures and 72% of the forfeitures. Medium units were responsible for 30% of the seizures and 25% of forfeitures. Investigations in the small units, working in less populated areas, led to 5% of the total seizures and 3% of the forfeitures. For every dollar spent on this initiative, 87 cents was generated in seizures and \$1.07 in forfeitures.

At the present time there is a growing trend toward more international cooperation for foreign forfeitures.

National and international partnerships: Partnerships were enhanced to address the issue of shared responsibility for responding to organized crime through leadership and/or participation in:

- the National Coordinating Committee on Organized Crime which brought together law enforcement and government experts on organized crime to develop innovative strategies to combat this national problem. Discussions have led to cooperative police enforcement against biker gangs and other organized criminals.

- the Deputy Ministers Steering Committee on Organized Crime, co-chaired by the Deputy Solicitor General of Canada and the Deputy Solicitor General of Ontario. They will report to Federal/Provincial/Territorial Ministers in 2000-01 with recommendations on new or improved ways to combat organized (through policing, legislation, crime prevention, public information and coordinated action by jurisdiction).
- the fourth annual meeting of the Canada-U.S. Cross-Border Crime Forum. This meeting led to further collaboration and information sharing between the two countries and to enhanced bilateral efforts in the fight against transborder crime. For example:
 - A Canadian status report on recent actions to combat telemarketing fraud was the basis for a presentation to Ministers at the Forum meeting.
 - The Integrated Border Enforcement Team model (IBET), used in British Columbia and Washington State, was expanded to the east coast. The IBET is a multi-agency law enforcement team with United States and Canadian police, immigration and customs officials working together on a daily basis with local, state and provincial enforcement agencies.
- the G-8's Lyon Group on Transnational Organized Crime. This international body is a key forum for the development of international standards and coordinated law enforcement on various transnational organized crime issues. The Group produced standards for combating the trafficking and smuggling of human beings, firearms trafficking and mutual legal assistance.
- the Inter-American Drug Abuse Control Commission (CICAD) that created a Multilateral Evaluation Mechanism to evaluate national drug strategies. The mechanism is currently being used on a test basis and the results will be reported on at the Summit of Americas in April 2001.

Youth Gangs: The National Forum on Youth Gangs was held in December 1999, co-hosted by the Solicitor General and the Minister of Justice, to develop a coordinated police response for dealing with youth gangs. The Forum brought together more than 100 participants and observers, including former youth gang members. The discussions provided police with examples of effective responses to youth involvement in gangs such as the use of school liaison officers and community outreach programs.

Witness Protection Program Act: The Department supported the Department of Foreign Affairs and International Trade's key work to enhance international criminal justice. As part of a major legislative initiative in this area, amendments to the *Act* have been introduced to allow threatened witnesses from an international court or tribunal to be protected in Canada.

Peacekeeping: The Department worked with the RCMP, the Department of Foreign Affairs and International Trade and the Canadian International Development Agency to deploy RCMP and other Canadian police force members to peace support missions in Kosovo, Bosnia, Guatemala, East Timor and Haiti in cooperation with other federal departments. Through participation in these missions, the RCMP contributed to the safety and security of persons in foreign nations and strengthened Canada's reputation as key partner in international peace efforts.

For more information on policing initiatives please refer to the Departmental Performance Report for the RCMP.

Key Results Commitment

Measures to advance effective corrections in the interests of public safety.

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.

The accomplishments for 1999-00 include:

Criminal Records Act: Amendments to the *Act* came into force August 2000, enhancing the ability of the police to screen pardoned criminal records of sex offenders in order to safeguard children from previously convicted offenders who seek positions of trust. By placing a 'flag' on the records of sex offenders, police can be notified of a sealed record and can apply to the Solicitor General of Canada for examination. These changes to legislation were made in response to a recommendation of a report to F/P/T Ministers by the F/P/T Working Group on High Risk Offenders (titled Information Systems on Sex Offenders against Children and Other Vulnerable Groups).

The Corrections and Conditional Release Act (CCRA): The *Act* was proclaimed in 1992. It stipulated that five years after coming into force, a comprehensive review of the provisions and operations of the *Act* would be undertaken a Parliamentary Committee. The Department, in collaboration with CSC and NPB provided reports on studies and statistical information to the Standing Committee on Justice and Human Rights to support their review. Departmental officials appeared at the committee to provide clarifications on certain matters and answer questions, and also accompanied members of the Subcommittee on the *CCRA* on their visits to penitentiaries and attendance at parole hearings across the country. The Committee issued its report, *A Work in Progress: The Corrections and Conditional Release Act* (May 2000), and the Department, in

collaboration with CSC, NPB and the Office of the Correctional Investigator, is preparing the Government's response to the report. The response must be submitted by October 26, 2000.

Canada/New Brunswick Corrections Initiative: In collaboration with the Province of New Brunswick, CSC and NPB, the Department has continued the initiative, a unique federal/provincial agreement to collaborate in the delivery of correctional services in order to strengthen community corrections and enhance public safety. This initiative has resulted in the transfer of 280 provincial offenders to federal institutions in New Brunswick where they have received special programs to meet their treatment needs related to sexual offending, substance abuse, anger management and cognitive living skills. The federal intake assessment process has been streamlined for these transfer cases resulting in significant efficiencies in the system. The Province has invested the savings from these transfers to enhance programs and services to support the reintegration of offenders following release from institutions and other crime prevention initiatives in the community. Discussions are under way with other jurisdictions to explore possible further agreements to collaborate in delivering correctional services.

Corrections Research: Canada continues to be recognized as a world leader in corrections research. Some examples include:

- A sex offender risk assessment tool was created and validated by the Department in collaboration with Her Majesty's Prison Service in the U.K. which is being used by CSC to distinguish risk levels among federal sex offenders. It is becoming an internationally recognized standard for the field.
- In collaboration with three Provincial jurisdictions, Newfoundland, Saskatchewan and British Columbia, the Department conducted an evaluation of electronic monitoring programs. The results of this evaluation have been used in public debates about the role of electronic monitoring in sentencing and corrections, including the Symposium on Electronic Monitoring held in Toronto in April 2000.
- The Department undertook a comprehensive, quantitative review of the research literature on the relationship between length of time in prison and recidivism. The results of this review indicated that longer sentences are associated with a slight increase in the probability of recidivism, and these results have been used to inform the debate in Canada on sentencing policy.
- The Department, in collaboration with CSC, NPB and the Canadian Centre for Justice Statistics (Statistics Canada), produced the Corrections and Conditional Release Statistical Overview which summarizes key statistical information on criminal justice and corrections. The document is posted on the Department's Web site and is used by a wide audience of practitioners and the public to obtain up-to-date statistics on corrections and conditional release.

For more information on corrections and parole initiatives please refer to the Departmental Performance Reports for Correctional Service Canada and the National Parole Board.

Key Results Commitment

Policy models that support agreements and arrangements for Aboriginal control of corrections within Aboriginal communities.

With the current over-representation of Aboriginal people in the criminal justice system there is an acute need for the development of culturally appropriate community-based alternatives. A key focus is to develop innovative options to offender treatment designed with and for Aboriginal people and operated by Aboriginal communities. This will contribute to the goal of supporting safe and healthy Aboriginal communities as outlined in the Government's "Gathering Strength" Initiative.

The accomplishments for 1999/00 include:

Aboriginal Community Corrections Initiative (ACCI): The Department continued to support offender treatment within Aboriginal healing processes through a number of specific initiatives, including:

- the Biidaaban healing process on the Mnjikaning First Nation (Ontario) that supported offenders, victims and their families through the investigation phase, court process, treatment and healing. In addition, this project brought together representatives from the community, police services, crown officials, provincial officials (Corrections, Victims Services) and federal officials (Solicitor General and Justice) to develop a working partnership and co-ordinate activities.
- a cost-benefit analysis with support from the Aboriginal Healing Foundation of two healing processes (Hollow Water and Mnjikaning First Nations) that compared costs for governments to support community healing processes versus having the offender processed through the Canadian criminal justice system. Preliminary results show that for every dollar spent by the federal government on healing processes, it saves between \$4.65 and \$12.65 per offender. Collateral benefits include less child welfare apprehensions, a decrease in substance abuse and increased schooling for youth.
- the implementation of a strategic approach to community corrections for First Nations in Saskatchewan which has resulted in an enhanced understanding of government mandates, services and programs for Aboriginal people and a greater community involvement in the implementation of sections 81 and 84 of the CCRA.

An evaluation of the ACCI concluded that the initiative continued to be on the cutting edge of Aboriginal community corrections and the initiative was meeting its stated goals. The evaluation stated: “It is a unique and valuable program because of its commitment to allow Aboriginal communities to develop their own responses to corrections and healing.”

Aboriginal Peoples Collection (APC): The Department established a publication series dedicated to Aboriginal issues, known as the Aboriginal Peoples Collection (APC). In 1999-2000 *Paths to Wellness: a Gathering of Communities Addressing Sexual Offending Behaviour* was published and distributed to more than 500 people in Canada and internationally. The publication is also available on the Solicitor General’s Web site. An evaluation of the APC noted that over 80 percent of respondents agreed that the APC was a valuable source of information. The majority of respondents further agreed that these reports assist Aboriginal communities to develop positive responses to corrections-related problems and that the reports address issues identified by Aboriginal communities.

Key Results Commitment

Counter-terrorism initiatives to strengthen domestic preparedness and to improve cross-border and overseas collaboration against terrorists and other criminals.

In recent years, globalization, new and emerging technologies, and the changing nature of terrorism itself have created a complex threat environment that presents major security challenges for both Canada and allied nations.

Canada benefits greatly from intelligence, best practices and new technology that it has access to through counter-terrorism arrangements with the United States and the United Kingdom. However, this access carries with it an obligation to reciprocate in order to ensure a continued exchange in all areas. As a result, there is ongoing requirement for Canada to make credible contribution to the counter-terrorism work carried out by the three countries.

Canada already has a considerable domestic counter-terrorism deterrence and response capability. However, as the Government indicated in its response to the Report of the Special Senate Committee on Security and Intelligence, there is a need for a national strategy to strengthen existing counter-terrorism response capability. This includes the capability to respond to chemical, biological, radiological and nuclear (CBRN) terrorism.

The accomplishments for 1999/00 include:

Special Senate Committee on Security and Intelligence: The Department prepared, in partnership with other key federal departments and agencies, the official government response to the Special Senate Committee on Security and Intelligence. As the

Government indicated in its response, the Senate Report will serve to guide Government action to further strengthen Canada's national security measures in a number of key areas. This will include our borders and developing options for a national strategy to enhance our existing counter-terrorism response capability.

Lawful Access: In cooperation with other government organizations, the Department developed and implemented an action plan that will help the police maintain their lawful access capability. The action plan will facilitate the development and sharing of technical solutions that will enable the police, as part of ongoing investigations, to lawfully intercept evolving communications.

Operational Readiness Program: As part of this ongoing program, the Department, together with the RCMP, CSIS and National Defence conducted a series of information seminars and exercises. These served to promote awareness of national counter-terrorism arrangements, resources and the threat of chemical biological and nuclear terrorism. These sessions were particularly beneficial for first responders such as fire fighters, ambulance and medical personnel and police officers. Exercises were held in conjunction with major international events such as the Francophonie Summit in Moncton and the Organization of American States Foreign Ministers meeting held in Windsor to help practise and improve security arrangements.

National Counter Terrorism Plan (NCTP): Due to the changing nature of terrorist threats and activities world wide the NCTP was revised in consultation with federal departments/agencies, including the RCMP, provinces/territories, and major municipal police forces. The renewed NCTP will be distributed to all stakeholders this year. The NCTP is Canada's primary mechanism for providing an integrated policy and operational response to domestic incidents of terrorism. An important feature of the renewed plan is that it takes into account the threat of chemical, biological and radiological terrorism.

Research and Development: In partnership with the United States, the Department coordinated and co-chaired Canada's participation in bilateral arrangements devoted to research and development projects related to counter-terrorism. This work has resulted in the production of decontamination foam for use by first responders, better bomb suits for police bomb disposal experts that also provide protection against chemical and biological agents, and improvements in other forms of counter-terrorism related technology such as explosives detection.

Key Results Commitment

Strengthened partnerships across the criminal justice system to enhance the sharing of offender and crime-related information

Canadians expect that information collected by criminal justice agencies be shared readily among agencies and jurisdictions to ensure the effective and efficient administration of justice. An effective response to the public safety challenges of organized crime and effective corrections must meet these expectations while taking account of the interdependent and multi-jurisdictional nature of the criminal justice system. The issues are complex and closely linked to other justice, health, social welfare, and economic development priorities.

The Department has established an Integrated Justice Information (IJI) Secretariat responsible for the implementation of a five-year action plan on IJI, including the facilitation, coordination and negotiation of critical federal and provincial support and cooperation in the establishment of a Canada Public Safety Information Network (CPSIN). The IJI Secretariat ensures that an appropriate federal policy framework, technical infrastructure, necessary data and other technical standards, and information-sharing arrangements/partnerships are addressed for information sharing by the broader criminal justice community.

The IJI Secretariat supports the work of the Steering Committee on IJI and the Interdepartmental Working Group (IWG) on IJI, tracking and reporting on the progress of CPSIN implementation and emerging IJI issues.

Accomplishments for 1999-2000 include:

Partnerships: Membership on the Steering Committee on IJI and the IWG on IJI was broadened to include Citizenship and Immigration (C IC) and the Canada Customs and Revenue Agency. The participation of these agencies in the CPSIN initiative raises the federal partnership to nine agencies, and helps to build an important linkage in federal law enforcement information sharing. Similarly, an important partnership has been forged with the agreement of the Association of Canadian Court Administrators to join in the CPSIN initiative and address issues concerning information exchanges with crown, police and corrections.

The Department also implemented an outreach strategy that included a proposal to establish a network of Federal/Provincial/Territorial IJI Champions and interlocutors to facilitate national consultations on IJI issues. Provincial and Territorial officials have agreed to this approach, paving the way for early discussions on key justice information exchange issues, collaborative initiatives and direction.

Strategic Policy Development: The Department initiated the first phase of its development of an IJI policy framework by launching in-house and contracted research into federal systemic, cultural and technical barriers to information-sharing, as well as a scan of IJI initiatives world-wide. This research has provided the basis for future consultations regarding a national strategy for IJI, as well as informed federal decision-makers regarding lessons learned and their impact on IJI public policy development. A proposal for a performance measurement framework for CPSIN was also developed.

Technical Integration of CPSIN: To facilitate the technical integration of CPSIN, the Department worked with its IJI partners to establish a CPSIN Data Standards Secretariat to define and build acceptance for common data standards within the criminal justice system. This is a fundamental step in the technical linkages underpinning CPSIN.

Consultations: The Department along with Portfolio Agencies was involved in consultative meetings with other key Justice stakeholders to introduce the federal IJI Action Plan and gain insights on the necessary elements of a successful national strategy for IJI.

Key Results Commitment

Effective engagement of citizens, all levels of government and the voluntary sector in criminal justice policy development

The Department is committed to collaborative relationships with its partners to advance the Government's public safety priorities. Our partners include the Portfolio agencies, all levels of government, international organizations and the private and voluntary sector.

Accomplishments for 1999-2000 include:

Portfolio Planning and Coordination: Environmental scanning and priorities planning processes are undertaken on a regular basis to support coordinated public policy development across the Portfolio and to provide direction for Portfolio initiatives. A major achievement over the reporting period involved the collaboration of the Department and Portfolio Agencies with other federal partners in the development of a *Public Safety Progress Report* for Cabinet in May 2000 which took stock of federal accomplishments, planned initiatives as well as the continuing public safety-related challenges and pressures.

The Department also worked with the Department of Justice and Statistics Canada to support the collection and sharing of common crime reporting data and provided financial support toward the development of the Canada Policy Research Networks "Public Dialogue", a citizen engagement tool.

Voluntary sector support: The Department actively supports 14 national voluntary organizations (NVOs), who work in partnership with the Portfolio to fulfill objectives through the provision of policy advice, public education activities, and community participation in criminal justice service delivery and reform.

Consultations: The Department along with the Portfolio Agencies is involved in annual consultative meetings with the National Associations Active in Criminal Justice, the Corrections Roundtable with NVOs, and other NVO workshops to discuss ways of strengthening relationships and further engaging the voluntary sector.

Business Line 2: First Nations Policing Program

(Millions \$)	
Planned Spending	\$59.7
<i>Total Authorities</i>	\$59.3
1999-00 Actual	\$58.1

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.

Business Line 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).

Key results commitments associated with Business Line 2:

Enhanced governance and accountability in First Nations police services and police governing authorities.

Tripartite policing agreements with First Nations Communities.

Innovative approaches in First Nations policing strategies in the areas of crime prevention, domestic/family violence and youth crime.

Key Results Commitment

Enhanced governance and accountability in First Nations police services and police governing authorities

With more than 120 policing agreements for First Nations police services which are at various stages of development, there is therefore a need to provide enhanced technical, policy and research support to these police services and their police governing authorities to ensure their continued viability, effectiveness and accountability.

Financial controls and community accountability have been strengthened through the requirement for annual audited financial statements, and the continuing implementation of a five-year audit cycle for major self-administered police services.

The accomplishments for 1999/00 include:

Training and Development: The skills of police governing authorities and First Nations Chiefs of Police were enhanced by various initiatives such as:

- focus groups with five representative First Nations police governance authorities to determine how they measure their effectiveness and that of their police services, as well as to identify their training requirements. The results of the focus groups will be incorporated into a project on enhancing police governance in First Nation communities.
- training for public security committees in Québec on roles and responsibilities, community policing and measuring community effectiveness. Reference materials were developed and community members were selected and trained to teach these concepts in their own communities.
- a national police governing authorities conference in Calgary in November 1999 that brought together police governing authorities from across the country to look at such issues as roles and responsibilities and enhancing financial accountability.
- the development and delivery of pilot courses for First Nations Chiefs of Police at the Institut de police du Québec, which will eventually lead to a course with university accreditation, and the ongoing development of a national three-week program which will be offered in November 2000 at the Canadian Police College. These training programs fill a void because they recognize the special circumstances of chiefs of police who are responsible for delivering policing services to First Nations communities.

Policing Standards: A process to establish standards for First Nations policing was launched with the First Nations Chiefs of Police Association and the Quebec Association of First Nations Chiefs of Police. This process, which is at a very early stage and which will take time to fully develop, builds on the desire of First Nations police to ensure that they deliver the best service possible and will include an assessment of whether community expectations are being met.

Research: A literature review was undertaken on effectiveness measures for police services and police governance authorities, and the challenges and trends in First Nations policing that will have an impact on effectiveness measures and community satisfaction. This will form the basis for a research framework for a nation-wide series of case studies.

Key Results Commitment

Tripartite policing agreements with First Nations Communities.

Demand for new policing agreements, as well as policing infrastructure, is growing across the country. One of the key reasons is that there is growing recognition and acceptance that a well-established police service is crucial to the health and integrity of a community.

The accomplishments for 1999/00 include:

- Three new policing agreements were negotiated with First Nations and provinces bringing the total to 123 signed agreements as of March 31, 2000. In addition, 51 existing agreements were extended or renegotiated.

Key Results Commitment

Innovative approaches in First Nations policing strategies in the areas of crime prevention, domestic/family violence and youth crime .

Demographically, Aboriginal youth are and will remain a significant force. It is projected that, by 2011, the 20-24 age group will be the largest segment of the Aboriginal population, with the 15-19 age group as the second largest. In light of these trends, First Nations police services have an important role in implementing proactive approaches to crime prevention.

The accomplishments for 1999/00 include:

Partnerships: The Department participated in discussions with the Department of Justice on issues such as crime prevention, victimization, youth justice and restorative justice. Such participation ensured that the benefits of First Nations policing were taken into account in broader policy discussions.

Enhanced relationships between police and urban Aboriginal people to reduce conflict and promote mutual understanding were facilitated through contributions to various off-reserve projects, for example, police-youth mentoring activities and the production of a video on youth gang diversion.

A “train the trainers” course was held to support the coordination and delivery of the annual family violence course offered to police officers by the First Nations Chiefs of Police Association with funding from Solicitor General Canada.

Business Line 3: Office of the Inspector General, CSIS

(Millions \$)	
Planned Spending	\$.7
<i>Total Authorities</i>	<i>\$.5</i>
1999-00 Actual	\$.4

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.

Business Line 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 Inspector General assumed office on September 1, 1999. Since that time, the focus has been on developing a professional relationship with CSIS; on personnel recruitment; and on becoming well-informed about CSIS' operational activities.

Because the Inspector General's position was vacant during the period covered by the Director of CSIS's 1998-1999 report to the Solicitor General, a Certificate was not issued. A Certificate will be issued by the Inspector General for the Director's 1999-2000 report.

The certificate by the Inspector General states the extent to which he is satisfied with the Director of CSIS' annual report to the Solicitor General.

Business Line 4: Executive Services and Corporate Support

(Millions \$)	
Planned Spending	\$10.9
<i>Total Authorities</i>	<i>\$14.0</i>
1999-00 Actual	\$13.7

This business line is composed of 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 Portfolio-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.

Business Line Objectives

- To support the Deputy Solicitor General in his/her 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 1999/00 include:

Human Resource Management: The first Human Resources Plan for 1997-2000 was completed with 92.5% of the planned activities completed and the remaining items initiated. The 2000-2003 Human Resources Plan, entitled “People, Policy and Values”, was prepared and distributed to employees in April 2000. The plan was developed in consultation with employees and took into account the results of the 1999 Public Service wide employee survey and an internal departmental survey undertaken in 1998. The plan, in keeping with the Clerk of the Privy Council’s Annual Report, lays out specific initiatives to further improve career management, continuous learning, retention, recruitment, diversity and creating a workplace of choice. These initiatives will build on the earlier plan to further strengthen the Department’s policy and coordination capacity within the Portfolio.

A Workforce Analysis and Employment Systems Review was conducted in 1999. As a result of the review, the following initiatives will be implemented in the Department:

- diversity training will be provided to managers this fiscal year;
- employment equity will be discussed the departmental Human Resources Committee on a regular basis;
- clear management commitments toward increasing diversity and representation have been included in all senior management’s Performance Management Agreements;
- requests for referrals from the Public Service Commission for staffing positions, will focus on target groups; and
- employees involved in interviewing potential candidates will be briefed on awareness and sensitivity to cultural differences.

Implementation of the Universal Classification System continued with the Department meeting all established deadlines for revised position descriptions in accordance with the standards.

Financial Systems: In accordance with the government’s Financial Information Strategy, the Department implemented a new financial system in March 1999. The Department 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. Extensive training for the system was provided to all employees over the past year. As well, detailed management information reports for departmental managers were developed.

Audit and Evaluation: The departmental 1999-2004 Long Range Review Plan was approved by the Management Review Committee. The plan's focus is to respond to the review requirements of the Department, to strengthen management participation in all phases of the review process and to enhance the operation of the Department through timely follow-up to recommendations for improvement.

Public Education: The Department's public Internet site continues to provide a cost-effective way of disseminating information on a wide variety of criminal justice issues. As of June 30, 2000 the Department's site had recorded over 2.6 million "hits" since it was launched in March 1996. Corrections issues continue to attract the most hits.

Executive Services: Continued support was provided to the Deputy Solicitor General in his/her responsibility to advise and support the Solicitor General in the management and control of the Department and Portfolio.

Year 2000 Readiness: The Department established and chaired a Portfolio-wide committee on Year 2000 readiness. The purpose of this committee was to support the Minister in ensuring Year 2000 readiness across the Portfolio. The committee was chaired by the Director General, Corporate Services and served as the coordinating group for responses to central agency requests regarding Year 2000 readiness. Through this committee, the Department and Agencies were able to respond effectively to requests and actions required. The transition went according to plan and as a result the Portfolio did not experience any delays or problems with the rollover.

Section III: Consolidated Reporting

Sustainable Development Strategy (SDS)

The following table identifies highlights the Department's key SD-related accomplishments for the period ending March 31, 2000.

Goals	Objectives	Highlights of Progress to Date
To minimize solid waste from the Department's operations.	Reduce amount of waste to be land filled.	<ul style="list-style-type: none"> • <i>A waste audit completed in March 2000 revealed 84% of waste is being diverted from landfill (compared with our target of 75%).</i>
Maintain high performance of environmental procurement.	Continue to monitor the proportion of green products purchased.	<ul style="list-style-type: none"> • <i>Implementation of a new financial management system prevented the Department from collecting data on green procurement. This will be remedied in the next fiscal year.</i>
Maximize staff and stakeholders awareness in sustainable development.	Promote SD awareness.	<ul style="list-style-type: none"> • <i>The Department established a SD Working Group that meets regularly.</i> • <i>A consultation meeting was held in September 1999 to assess the lessons learned from the Department's first SDS.</i> • <i>Environmental issues are an agenda item at the Building Accommodation Committee meetings.</i>
	Frequent contact and feedback.	<ul style="list-style-type: none"> • <i>The Department's "green" intranet site is available to all departmental personnel.</i>

Goals	Objectives	Highlights of Progress to Date
Secure departmental commitment to sustainable development.	Commit resources to SD.	<ul style="list-style-type: none"> • <i>The Department continues to participate in the Interdepartmental Network on Sustainable Development as well as the Federal Sustainable Development Strategy for the North Working Group.</i>
	Establish policies	<ul style="list-style-type: none"> • <i>The Department's printing policy was updated to include SD concepts.</i>
	Develop an environmental management system to implement the SDS.	<ul style="list-style-type: none"> • <i>A draft SD vision statement for the Department was developed.</i> • <i>A capacity audit was conducted by the CESD and the Department rated high in its capacity to manage its SDS commitments– deficiencies noted during the audit were addressed, including:</i> <ul style="list-style-type: none"> – <i>Improved documentation on the SD Management System and control procedures for SD has been completed.</i> – <i>Inclusion of a review of the SDS has been identified in the Long Range Management Review Plan.</i> – <i>Regular reporting to Senior Management on SDS implementation and development.</i>
Target environmental issues impacted upon by organized crime.	Identify issues.	<ul style="list-style-type: none"> • <i>Discussions on the scope of the issue continue with Environment Canada, the RCMP, Canada Customs and Revenue Agency, Foreign Affairs on the scope of organized crime involvement in environmental crime; issues have been considered in the context of discussions of organized crime activities and priorities for line departments.</i>

Goals	Objectives	Highlights of Progress to Date
	Consult	<ul style="list-style-type: none"> • <i>Environmental crime issues remain under discussion in the G-8 Senior Experts Group on Transnational Crime, from a law enforcement perspective. Decisions on any future projects through this forum to be made by line agencies.</i>
To establish and maintain policing services that are professional, effective and responsive to the particular needs of First Nations and Inuit Communities.	Establish police services via agreements.	<ul style="list-style-type: none"> • <i>123 tripartite agreements covering 317 First Nation communities and 228,000 people, with high demand for additional future agreements.</i>

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 for further information. A more detailed progress report is available upon request.

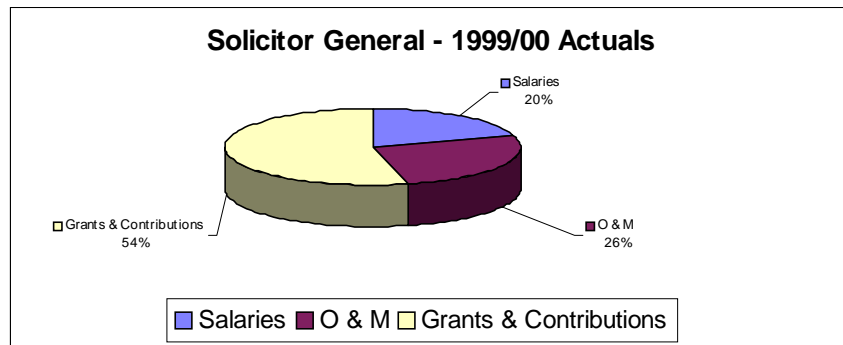
Section IV: Financial Performance

This section provides an overview of the Department's financial performance for the fiscal year 1999/2000.

The Department's financial resources include salaries, operating and maintenance and grants and contributions. As noted on the chart below, 54% of the actual expenditures in 1999/00 were for grants and contributions with the largest share of grants and contributions (93%) relating to the First Nations Policing Program.

When reading these financial tables please note the following:

- 1) The term "Planned Spending" represents the original appropriations as tabled in the 1999/00 Main Estimates.
- 2) The term "Total Authorities" represents Planned Spending plus new authorities such as Supplementary Estimates.
- 3) The Actual Expenditures reflected in the following tables are based on the expenditures reflected in the Public Accounts.
- 4) For accounting purposes, the total Employee Benefits for the Department are included under the Executive Services and Corporate Support Business Line.
- 5) Please note that some columns do not add due to rounding.



Financial Table 1

Summary of Voted Appropriations

Authorities for 1999-00 – Part II of the Estimates				
Financial Requirements by Authority (millions of dollars)				
Vote	Program Name	1999-00		
		Planned Spending	Total Authorities (1)	Actual
1	Operating Expenditures	18.8	36.4	35.3
5	Grants and Contributions	60.0	46.0	44.7
(S)	Solicitor General – Salary and motor car allowance	0.1	0.1	0.1
(S)	Contributions to employee benefits plans	2.4	2.8	2.8
Total Department		81.3	85.2	82.8
Notes:				
1. Total authorities are Main Estimates plus Supplementary Estimates plus other authorities.				

Financial Table 2

Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending (millions of dollars)							
Business Line	FTE's	Operating	Capital	Grants & Contributions	Total Gross Expenditures	Less Responsible Revenues	Total Net Expenditures
Advice to the Solicitor General	86	7.1	0.0	3.0	10.0	-	10.0
<i>(total authorities)</i>	88	8.1	0.2	3.0	11.3	-	11.3
(Actual)	87	7.6	0.2	2.8	10.6	-	10.6
First Nations Policing	29	2.6	0.0	57.0	59.7	-	59.7
<i>(total authorities)</i>	29	16.3	0.0	43.0	59.3	-	59.3
(Actual)	28	16.2	0.0	41.9	58.1	-	58.1
Office of the Inspector General of CSIS	9	.7	0.0	0.0	0.7	-	0.7
<i>(total authorities)</i>	9	.4	0.0	0.0	0.5	-	0.5
(Actual)	6	.4	0.0	0.0	0.4	-	0.4
Executive Services and Corporate Support	93	10.9	0.0	0.0	10.9	-	10.9
<i>(total authorities)</i>	93	13.5	0.5	0.0	14.0	-	14.0
(Actual)	108	13.1	0.5	0.0	13.7	-	13.7
TOTALS (planned)	217	21.3	0.0	60.0	81.3	-	81.3
<i>(total authorities)</i>	219	38.3	0.8	46.0	85.2	-	85.2
(Actual)	229	37.3	0.8	44.7	82.8	-	82.8
Cost of services by other Departments							2.8
							2.8
							2.8
Net cost of the Department							84.1
							88.0
							85.6
Notes:							
1. Operating includes contributions to employee benefit plans and Minister's allowances.							
2. Employee Benefit Plan expenditures of \$2.8 million are reflected in the Executive Services and Corporate Support business line.							

Financial Table 3

Historical Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (millions of dollars)					
Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
Advice to the Solicitor General	10.4	9.0	10.0	11.3	10.6
First Nations Policing	51.4	55.8	59.7	59.3	58.1
Office of the Inspector General of CSIS	0.9	0.6	0.7	0.5	0.4
Executive Services and Corporate Support	8.9	13.0	10.9	14.0	13.7
TOTALS	71.6	78.4	81.3	85.2	82.8
Notes: Resources include contributions to employee benefit plans and Minister's allowances.					

Financial Table 4

Resource Requirements by Organization and Business Line

Comparison of 1999-00 Planned Spending and Total Authorities to Actual Expenditures by Organization and Business Line (\$ millions)						
Business Lines						
Organization		Advice to the Solicitor General	First Nations Policing	Office of the Inspector General, CSIS	Executive Services and Corporate Support	TOTALS
Senior Assistant	(Planned)	0.4				0.4
Deputy Solicitor General	(Authorized)	0.4				0.4
	(Actual)	0.4				0.4
Policing & Security						
Policing & Law Enforcement		2.6				2.6
		3.0				3.0
		2.7				2.7
National Security		1.0				1.0
		1.1				1.1
		1.1				1.1
Assistant Deputy Solicitor General		0.3				0.3
Corrections & Aboriginal Policing		0.3				0.3
		0.3				0.3
Corrections		2.1				2.1
		2.1				2.1
		2.2				2.2
Aboriginal Policing			59.7			59.7
			59.3			59.3
			58.1			58.1
Policy Portfolio & Coordination		3.2				3.2
		3.2				3.2
		2.9				2.9
Integrated Justice		0.4				0.4
		1.2				1.2
		1.0				1.0

(Continued following page)

Financial Table 4 (continued)

Business Lines						
Organization		Advice to the Solicitor General	First Nations Policing	Office of the Inspector General, CSIS	Executive Services and Corporate Support	TOTALS
Office of the Inspector General of CSIS	(Planned) (Authorized) (Actual)			0.7 0.5 0.4		0.7 0.5 0.4
Deputy Solicitor General/ Executive Services					2.8 3.2 3.4	2.8 3.2 3.4
Corporate Services					7.3 10.1 9.7	7.3 10.1 9.7
Communications					0.8 0.7 0.6	0.8 0.7 0.6
TOTALS		10.0 11.3 10.6	59.7 59.3 58.1	0.7 0.5 0.4	10.9 14.0 13.7	81.3 85.2 82.8
% of TOTAL		12.8%	70.2%	0.5%	16.5%	100%

1. Resources include contributions to employee benefit plans and Minister's allowances.
2. EBP of \$2.4 million in Planned amounts and \$2.8 million in Actual and Authorized Spending are included in Corporate Services in the Departmental Performance Report. In the Report on Plans and Priorities, these amounts have been allocated by business line.

Transfer Payments

Transfer Payments by Business Line (millions of dollars)					
Business Lines	Actual 1997-98	Actual 1998-99	1999-00		
			Planned Spending	Total Authorities	Actual
GRANTS					
Advice to the Solicitor General	1.8	1.8	1.8	1.8	1.8
Total Grants	1.8	1.8	1.8	1.8	1.8
CONTRIBUTIONS					
Advice to the Solicitor General	0.8	0.9	1.2	1.2	1.0
First Nations Policing	36.3	39.5	57.0	43.0	41.9
Total Contributions	37.1	40.5	58.2	44.2	42.9
Total Transfer Payments	38.9	42.3	60.0	46.0	44.7

Financial Table 6

Contingent Liabilities

Contingent Liabilities (millions of dollars)			
	Amount of Contingent Liability		
	March 31, 1998	March 31, 1999	Current as of March 31, 2000
Claims and Pending and Threatened Litigation			
Litigation	1.0	1.1	1.1
Total	1.0	1.1	1.1

Section V: Overview

A. Portfolio Overview

Roles, and Responsibilities of the Solicitor General Portfolio

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

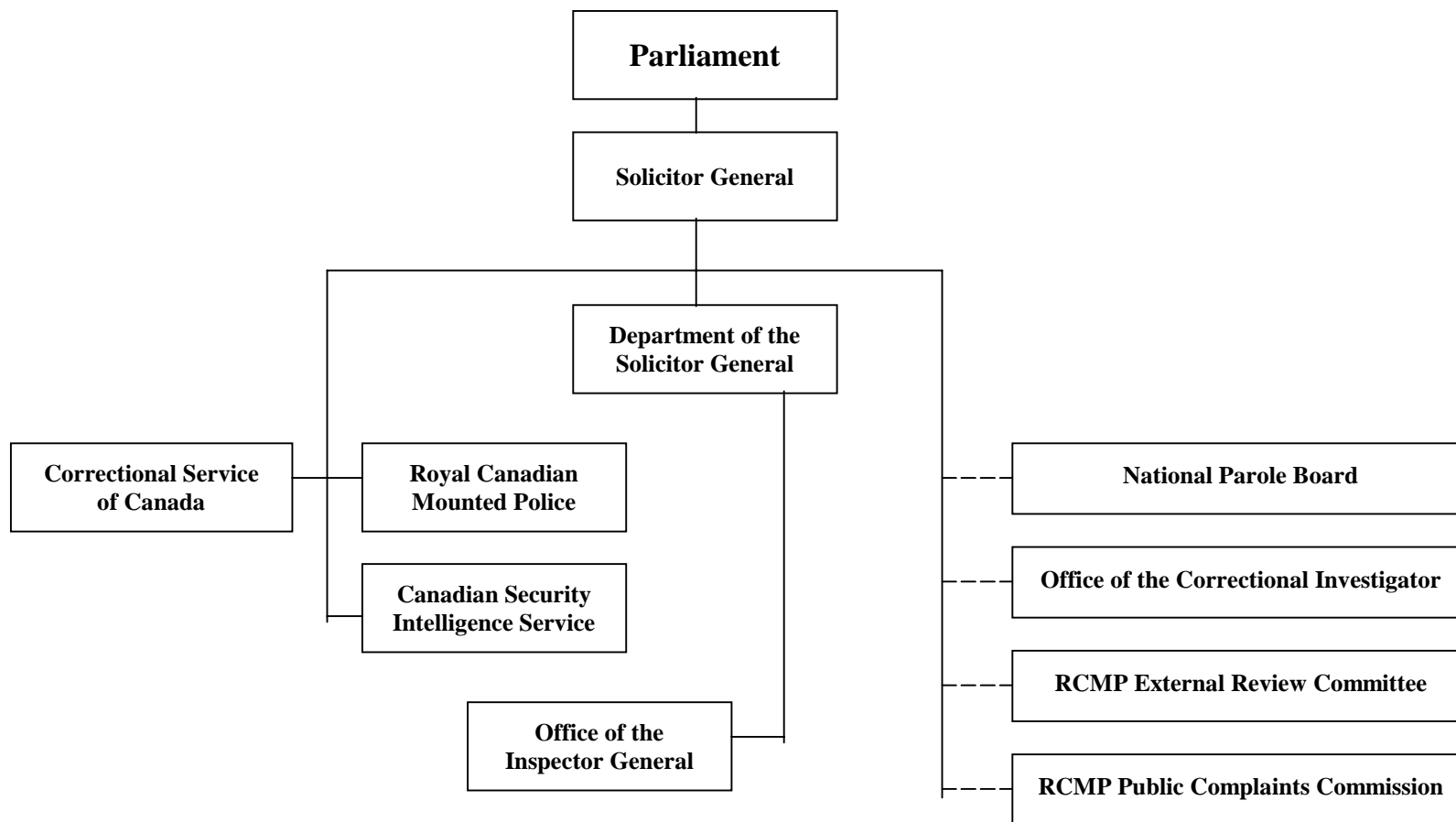
The Portfolio is comprised of the Department and four Agencies: the Royal Canadian Mounted Police (RCMP), the Canadian Security Intelligence Service (CSIS), the Correctional Service of Canada (CSC) and the National Parole Board (NPB). There are also three review bodies: the RCMP External Review Committee, the RCMP Public Complaints Commission and the Office of the Correctional Investigator. Together, these organizations have a combined budget of over \$3.1 billion and over 34,000 employees. Each Portfolio Agency, with the exception of CSIS, prepares an individual Performance Report outlining their individual accomplishments and key results.

The Department, Portfolio 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, prevent crime and maintain 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 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.

SOLICITOR GENERAL PORTFOLIO



B. Departmental Overview

Roles and Responsibilities

The *Government Organization Act* (1966) established the Department of the Solicitor General. *The Department of the Solicitor General Act* provides for the appointment of a Solicitor General with responsibilities for the management of the Department. In addition, the *Act* stipulates that the Solicitor General's powers, duties and functions extend to and include all matters over which Parliament has jurisdiction, and that are not assigned to any other department, relating to: a) reformatories, prisons and penitentiaries; b) parole, remissions, statutory release and long term supervision, within the meaning of the *Corrections and Conditional Release Act*; c) the Royal Canadian Mounted Police; and d) the Canadian Security Intelligence Service.

The primary objective of the Department is to contribute to the public safety of Canadians through the promotion and maintenance of a just, peaceful and safe society.

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

- providing effective direction to the Portfolio 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 Portfolio.

Departmental 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 Portfolio Agencies offer operational expertise, the Department develops portfolio-wide strategic policy advice and provides leadership and facilitation from an overall government perspective.

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 coordination of the Portfolio. The Deputy Solicitor General is the principal policy advisor to the Minister. In 1999/00 the Department had approximately 217 employees and expenditures of \$82.8 million of which \$58.1 million was devoted to Aboriginal policing.

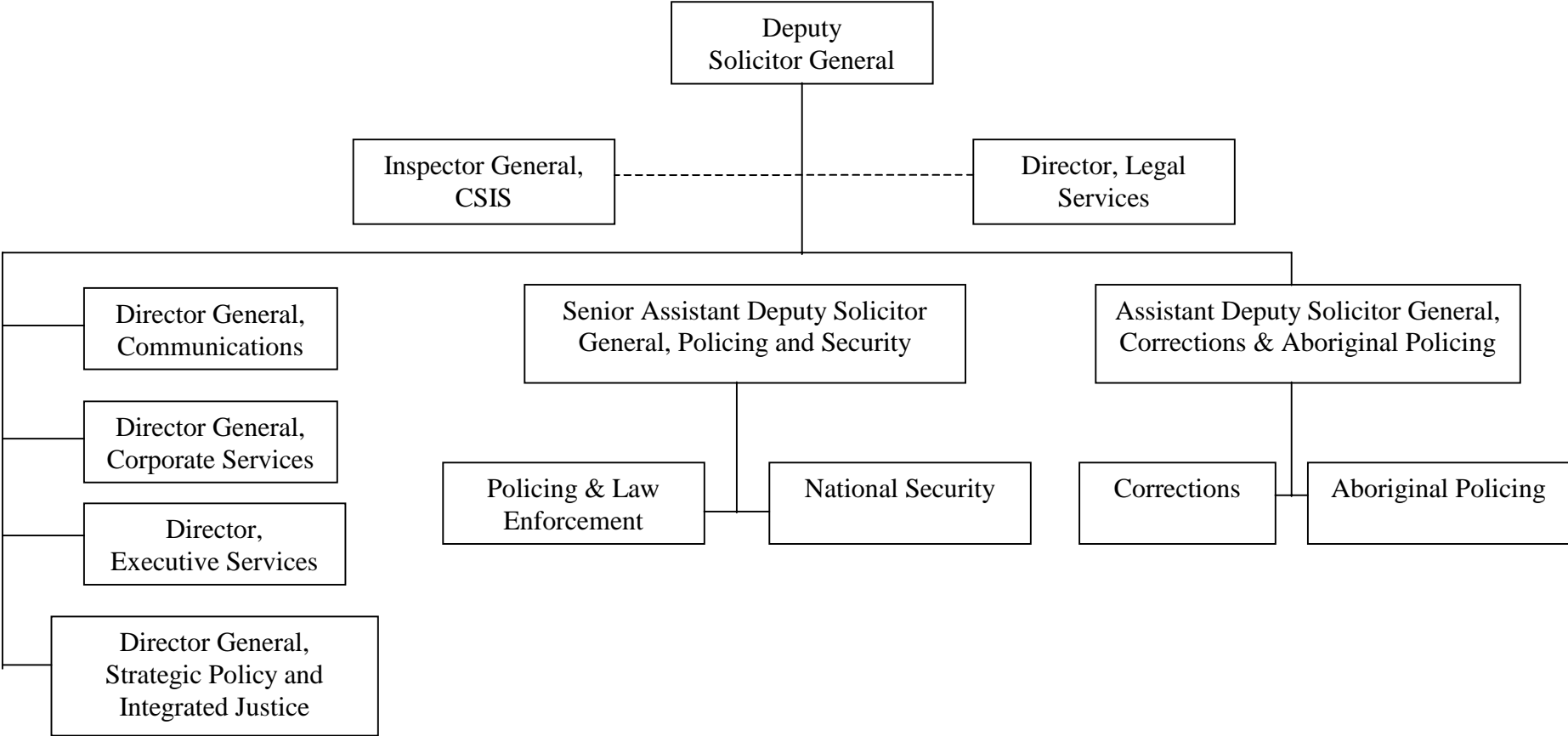
The Department also provides administrative and management support services for the Solicitor General program as well as three Portfolio Review Agencies: the RCMP External Review Committee, the RCMP Public Complaints Commission and the Office of the Correctional Investigator.

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*

ORGANIZATIONAL CHART



Section VI: Other Information

Contacts for Further Information

Name	Title	Tel. No.	Fax No.
Nicole Jauvin	Deputy Solicitor General	(613) 991-2895	(613) 990-8312
Paul Kennedy	Senior Assistant Deputy Solicitor General, Policing and Security	(613) 991-2820	(613) 990-8301
Kristine Burr	Assistant Deputy Solicitor General, Corrections and Aboriginal Policing	(613) 993-4325	(613) 991-4769
Yvette Aloisi	Director General, Policing & Law Enforcement	(613) 990-2703	(613) 993-5252
Michel D'Avignon	Director General, National Security	(613) 993-4136	(613) 991-4669
Richard Zubrycki	Director General, Corrections	(613) 991-2821	(613) 990-8295
Peter Fisher	Director General, Aboriginal Policing	(613) 990-2666	(613)991-0961
Greg Wright	Director General, Strategic Policy & Integrated Justice	(613) 991-4276	(613) 991-3306
Maurice Archdeacon	Inspector General (CSIS)	(613) 990-3270	(613) 990-8303
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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, as amended
<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>DNA Identification Act</i>	S.C., 1998, c. 37, 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, as amended
<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>Canadian Peacekeeping Service Medal Act</i> (ss. 7(2))	S.C. 1997, c. 31
<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, 749, 760)	R.S., c.C-46, as amended
<i>Employment Equity Act</i> (ss. 41(6))	S.C. 1995, c.44
<i>Excise Act</i> (s. 66)	R.S., c. E-14, as amended
<i>Extradition Act</i> (ss. 66,77,78,79)	S.C. 1999, c.18
<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>National Defence Act</i> (ss. 276.3(2) & (3))	R.S., c. N-5, as amended
<i>Public Sector Pension Investment Board Act</i> (ss. 4,10,14,25,36,37,39,44,45,47,48)	S.C. 1999, c.34
<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

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