

**INTEGRATED JUSTICE
INFORMATION
PROGRESS REPORT 2001**

June 2001



**INTEGRATED
JUSTICE
INFORMATION**

**INTÉGRATION
DE L'INFORMATION
DE LA JUSTICE**

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“Building Safer Communities:
...the Government will work with other governments, the private sector and voluntary groups to integrate information systems of all partners in the criminal justice system”
--Speech from the Throne, September 23, 1997



This is the Second in a series of progress reports of the **Steering Committee on Integrated Justice Information** regarding the federal Integrated Justice Information Action Plan (1999-2004). This report outlines commitments made in the Action Plan, accomplishments as of March 2001 and key priorities for the coming year.

The Integrated Justice Information (IJI) initiative was launched to improve information sharing between criminal justice agencies and jurisdictions and thereby enhance Canadians' safety and security. In order to move quickly towards IJI, it was agreed that a Canada Public Safety Information Network (CPSIN) would be implemented and a 5-year plan was established. Significant work has been accomplished in the first two years of the plan. The creation of CPSIN will have a major impact on public safety by ensuring that appropriate and useful information on criminals can be shared between criminal justice agencies. Already, we are beginning to see the fruits of our labour. Strong partnerships have emerged within the broad range of public safety organizations, resulting in improved collaboration and appreciation for the diverse yet necessary roles each group plays in the administration of justice.

Current federal partners include: Solicitor General Canada, Correctional Service of Canada, National Parole Board, Department of Justice, Royal Canadian Mounted Police, Statistics Canada (Canadian Centre for Justice Statistics), Canada Customs and Revenue Agency, Citizenship and Immigration Canada and Treasury Board Secretariat.

There is exciting work to be done over the next year, including continued outreach to new provincial and territorial partners. We look forward to demonstrating the value of the IJI approach through ongoing discussion and increased collaboration. With strong senior-level commitment from IJI's partners, we will continue to achieve results and ultimately accomplish our vision.

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***Progress Report 2001:
Integrated Justice Information***

Steering Committee on Integrated Justice Information

June 2001

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Executive Summary

One of the key activities fulfilling the Government of Canada's commitment to improving public safety and enhancing Canadians' confidence in our criminal justice system is the Integrated Justice Information (IJI) initiative. Through IJI, criminal justice and law enforcement partners are strengthening existing information-sharing linkages and forging new ones to ensure that criminal cases are handled more effectively and efficiently.

In March 1999, a Deputy Minister-level Steering Committee on Integrated Justice Information released a five-year *Integrated Justice Information Action Plan* to create the Canada Public Safety Information Network (CPSIN). This endeavour will link criminal justice agencies and serve as the basis for a sustainable Canada-wide network of information. Specific initiatives are underway to modernize Canada's police, prosecutorial, parole and corrections information systems; to develop standards and common tools; and to provide enhanced access to information on crimes and offenders that, up until current reform efforts, were not possible because of stand alone systems.

The IJI initiative contributes to the objectives of the Government of Canada's public safety agenda which aims to make Canadians feel safe and secure in their communities. It is also strongly supportive of the e-Government initiative, through which the Government of Canada is committed to becoming a model user of information technology with a primary objective of improving the quality of its service to Canadians.

Progress in Year Two (2000-2001)

We are now into the second year of implementation and have made great strides. The IJI initiative has made the transition from conceptual stages to various levels of implementation, collaboration and success. Much remains to be done, but progress is steady and early successes are being identified.

- The **Canadian Police Information Centre (CPIC)** is well on its way to being modernized. Outdated equipment has been replaced. CPIC has improved capability to recover from disaster and resume services. Updated CPIC business requirements have been confirmed and accepted by the user community.



« For criminal justice practitioners, adoption of the Plan signals changes in the way criminal justice information is managed to support program delivery. Collective success must be a priority, measured and managed as a joint venture. »

- A **CPSIN Data Standards Secretariat** has been established to develop standards which will facilitate the seamless exchange of data among criminal justice agencies. Data exchange standards have been developed and common data naming conventions and data classification systems have been accepted. Work is now underway to complete a core data dictionary.
- The National Parole Board successfully implemented the **Pardon Application Decision System (PADS)**, a fully-integrated electronic system to handle the pardon application and decision processes.
- Other information technology projects have been launched by partner organizations and include: the RCMP's Integrated Police Information Reporting System (IPIRS); Corrections Canada's renewed Offender Management System (OMS); the National Parole Board's Conditional Release System (CRS); the RCMP's Real Time Identification (RTID); Justice Canada's Federal Prosecutor Connectivity (FPC) and Citizenship and Immigration Canada's Global Case Management System (GCMS).
- A **Federal/Provincial/Territorial (FPT) Leadership Network** was created to provide a forum for discussing and reviewing progress on Integrated Justice Information issues of common interest, promoting information-sharing on best practices, promoting IJI initiatives and identifying key decision points for Deputies and Ministers responsible for justice matters.

CPSIN Deliverables for 2001-2002

As we move into the third year of our plan, we will build on the successes of the past year and continue our efforts to achieve progress towards the implementation of CPSIN.

I. Key Priorities

The previously launched information technology projects will continue to make progress towards full design and implementation. These projects include: CPIC-Renewal; GCMS; OMS; FPC; CRS and IPIRS. Each project has identified specific milestones to be reached during the upcoming year.

Information Management Policy Framework – Consistent with the work being undertaken by the Public Sector Chief Information Officers Council (PSCIOC), develop principles and guidelines to govern information sharing policies, including a strategy to deal with possible legal issues.

National Criminal Justice Index (NCJI) Plans – Confirm vision and specific plans for achieving the National Criminal Justice Index, including resolving issues of scope, on-going funding and processes for involving partners in its development.

Criminal Justice Data Dictionary – Complete the core federal data dictionary of approximately 1000 data elements in time to be integrated into key systems renewal/development projects such as CPIC-R.

CPSIN Charter – Develop a protocol document(s) which will clarify roles and responsibilities, and which will support productive relationships/partnerships in building CPSIN.

Governance – Identify options/plans for managing CPSIN, including: operational decision-making processes; on-going funding formulae; and the maintenance and updating of common standards.

Information Architecture/Exchange Points – Develop a detailed description of the desired CPSIN information exchanges, enabling legal, policy and business analysis, and systems development.

FPT Outreach – Seek provincial / territorial input for, and collaboration in CPSIN, and report on the potential of developing a national approach to IJI.

IJI Advocacy & Marketing – All participating Departments and Agencies to pursue opportunities to garner support for the integrated justice information initiative and to support cultural change at all levels of their organizations.

II. Other Work

Government on Line Linkages – Explore specific opportunities for working more closely with GOL initiatives, in particular to optimize research and development of emerging technological solutions. There is considerable opportunity afforded by the Deputy Solicitor General's designation as Deputy Minister Champion for a Public Safety Portal – further opportunity for seamless, invisible linkages. The first priority will be to the federal community then reaching out to the broader Canadian community.

CPSIN Performance Measurement Framework – To reach consensus on how CPSIN performance will be measured, and the specific performance indicators to be employed.

Technical Strategy Development – Develop security and network strategies to support the integration and ability of partners to hook-up to NCJI.

Cultural Change Management Strategy – Develop strategies and action plans for addressing cultural challenges to information sharing.

The first two years of CPSIN have been successful in setting the foundation for a number of diverse, yet related, projects to be implemented over the next three years and beyond. As projects have begun to move beyond the conceptual stage, there is a broader understanding of how CPSIN will help Canadian criminal justice agencies work better, smarter and faster.

Although many deliverables remain to be achieved, some early benefits of the IJI approach are now being realized. Solid partnerships have emerged within the broad portfolio of public safety organizations, resulting in improved collaboration and appreciation for the roles each group plays in the administration of justice.

Chapter 1 Background and Context

1.1 The IJI Action Plan

IJI Vision

“Integrated Justice Information contributes to public safety in Canada by ensuring that all required information is available and accessible in an accepted format and on a timely basis, for use by criminal justice agencies in support of improved decision-making and collective effectiveness”

Integrated Justice Information Action Plan, March 1999

The Government of Canada is committed to improving public safety and enhancing Canadians’ confidence in our criminal justice system. One of the most central means to achieving this commitment is through strengthened information-sharing linkages among criminal justice and law enforcement partners.

A modernized information flow will increase public and officer safety; reduce or eliminate delays in the criminal justice system; increase efficiency; make justice more accessible and responsive; and save money by avoiding duplication. With these benefits in mind, the Government of Canada has launched the Integrated Justice Information (IJI) initiative to support faster, safer, smarter and more cost-effective information exchanges.

A broad range of agencies and departments are involved with IJI, which adds to both the complexity and the potential opportunity and benefits of the initiative. Current federal partners include Solicitor General Canada, Correctional Service of Canada, National Parole Board, Department of Justice, Royal Canadian Mounted Police, Statistics Canada (Canadian Centre for Justice Statistics), Canada Customs and Revenue Agency, Citizenship and Immigration Canada and Treasury Board Secretariat. Other interested parties include provincial / territorial and municipal criminal justice agencies.

While criminal justice agencies recognize the importance of sharing critical information accurately and quickly, there are diverse interests which need to be managed within the broader IJI objectives. Independence, interdependence, and reciprocity characterize the needs among the criminal justice agencies. Independence, in that each agency has unique legislated mandates, needs, priorities, and structures. Interdependence in that no single agency has within its own boundary access to all the relevant information needed. Reciprocity, in that each agency depends on the give and take of information exchange in order to maximize effectiveness and efficiency.

In the 1997 Speech from the Throne, the Government of Canada stated that it would “...integrate information systems of all partners in the criminal justice system...”. In March 1999, a Deputy Minister-level Steering Committee on Integrated Justice Information released its 5-year *Integrated Justice Information Action Plan (1999-2004)*. The *IJI Action Plan* responds positively

to public demand for safer communities, effective corrections and a reduction of organized criminal activity. New opportunities afforded by recent innovations in technology enable the linking of justice systems across agencies and jurisdictions without the need to create a “mega-system”. Although the initial thrust of the Plan was linked to activities at the federal level, the *IJI Action Plan* envisions a greater level of collaboration between the Government of Canada and Provincial/Territorial governments.

Some of the key elements of the *IJI Action Plan* include:

- Renewal of the Canadian Police Information Centre (CPIC);
- Creation of a new National Criminal Justice Index (NCJI), which will provide access to enhanced information on crime and offenders;
- Development of standards and common tools to improve information-sharing among criminal justice agencies;
- Introduction of the Integrated Police Information Reporting System (IPIRS), a case-management system for the Royal Canadian Mounted Police (RCMP);
- Renewal of the Offender Management System (OMS), which will allow Correctional Service Canada (CSC) to better manage offenders while they are in custody and successfully re-integrate them into society after their release;
- Creation of a Conditional Release System (CRS) that will provide automated support to the staff and members of the National Parole Board (NPB);
- Creation of a Global Case Management System (GCMS) for Citizenship and Immigration Canada (CIC);
- Connection of federal prosecutors by developing seamless information management systems (FPC); and,
- Enhancing partnerships between criminal justice agencies.

Integrated Justice Information is first and foremost about enhancing public safety through the elimination of obstacles to quick and effective sharing of information across the justice system. It is *not* about physically integrating system platforms or the wholesale reengineering of business processes. IJI aims to support criminal justice agencies working together to satisfy both single agency and collective needs.

1.2 Criminal Justice Business Flow

The criminal justice system responds to a great number of incidents or events. Each of these events becomes a case that must be managed through to completion.

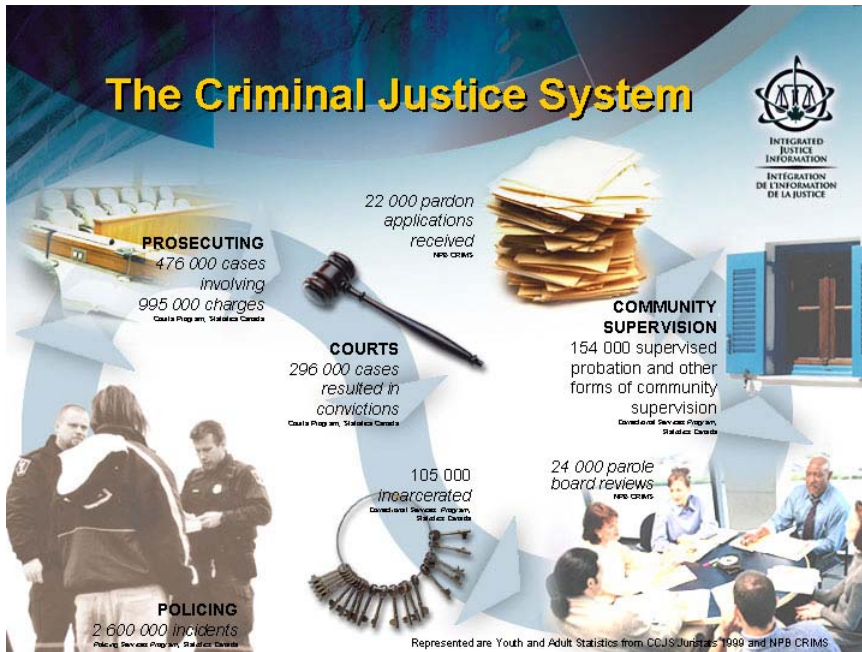


Figure 1 shows this high level of annual workload activity by sector and depicts the usual flow of activity through the criminal justice system, beginning in the lower left-hand corner. Every case is somewhat different, but this simple example is illustrative of the typical flow.

The commission of a criminal offence triggers a series of interconnected criminal justice business processes, including crime investigations and reporting, laying of charges, “show cause” hearings, prosecutorial analyses and preparation for trial, disclosure to defence counsel, trials, sentencing,

Figure 1: Criminal Justice Annual Workload at a Glance

offender management during custody, parole, supervision, and pardons. Each step in the process is linked to previous steps. Information collected at one step is vital later in the cycle. This representation, illustrating the dependencies and linkages in the criminal justice system characterizes the business process. In reality there is no single, repeatable path through the system. In practice, there are virtually hundreds of different paths, which vary according to factors such as seriousness of the offence.

1.3 The Environment

In the past year, the Government of Canada has made great strides in its IJI initiative. Canada’s IJI initiative has made the transition from conceptual stages to various levels of implementation, collaboration and success. However, it is important to recognize that Canada’s IJI initiative does not occur in a vacuum but rather takes place within a complex and multidimensional social context.

Canada’s criminal justice system includes many agencies working within and across a number of jurisdictions, including municipal,

provincial/territorial, federal and international. This multi-jurisdictional environment presents challenges in trying to move information from one part of the system to another, for a number of reasons including: the incompatibility of systems; the lack of resources to develop “middleware” or linking mechanisms; and systemic and cultural obstacles to sharing information.

The Provincial/Territorial Environment

Provincial and territorial governments have been working towards the integration and enhancement of their respective criminal justice information systems. Although the challenges to establishing a national approach to integrating justice information are significant, there is consensus that a complete solution requires collaboration in the development and implementation of measures to strengthen and integrate criminal justice information. To that end, over the past year federal/provincial/territorial collaboration has begun towards a national approach to IJI, as described in Chapter 2 of this report.

Provincial governments have also made impressive strides in their own IJI initiatives. JUSTIN in British Columbia, IJP in Ontario, JOIS in Nova Scotia and the Système Intégré d’Information de Justice (SIJ) in Quebec are all examples of the focus and attention on IJI in various parts of the country.

The Federal Environment

IJI is linked to other federal themes, such as the public safety agenda and Government On-Line.

More than ever before, public safety is viewed as a key element in measuring quality of life, and therefore impacts on virtually all social and economic elements of the government’s overall agenda. The public safety agenda is intended to ensure that Canadians feel safe and secure in their communities. While the actual level of security may be high, perceptions may be different and require continuing efforts to ensure a greater feeling of security. Although the pace of technological change presents challenges to the public safety agenda, such as an increase in criminal activity involving technology (eg. cybercrime), IJI demonstrates that smarter use of technology can also help our criminal justice agencies to work together more effectively and thus contribute to building safer communities.

The Government of Canada is committed to becoming a model user of information technology and the Internet through the Government On-Line (GOL) initiative. By 2004, the goal is to be known around the world as the government most connected to its citizens, with Canadians able to access all government information and services on-line at the time and place of their

choosing. The IJI initiative, through its early and pervasive transformation of information management and information-sharing, is a significant demonstration of the connectedness agenda.

The International Environment

Criminal justice business is rapidly changing and is no longer confined within Canadian borders. All Integrated Justice Information work must take into consideration the impact on international readiness and capacity to collaborate on information sharing. Strengthened international cooperation and data sharing will augment public safety in light of increased criminal threats in a borderless world.

Part of the global community is making progress in pursuing IJI. While Canada has been undertaking efforts to improve public safety through IJI initiatives, so have other countries. As a result of a similar set of factors – global change and technological change, and the imperative for criminal justice systems to be more effective and efficient – the USA, Australia, the United Kingdom and New Zealand have also undertaken significant IJI initiatives.

International initiatives not only place the Canadian IJI initiative in context but also provide a unique learning opportunity for Canada as other countries encounter some of the same challenges and come up with innovative solutions.

For example, the USA utilizes a unique funding strategy to enable all relevant parties to encourage lower levels of government to participate in IJI initiatives and to implement various technologies. New Zealand's information management policies guidebook addresses the creation and collection of data and information, storage and retrieval, and access and security.

Finding ways to stay abreast of what is happening in other countries in the IJI realm will continue to be a useful activity. Also, there may be significant interest in sharing key lessons from the Canadian experience.

CHAPTER 2 Report on Progress and Next Steps

This chapter provides an update to the strategic actions outlined in the *IJI Action Plan Report 1999-2004*. The strategic actions have been arranged into five major groups, as listed below:

- Senior Management Commitment
- Partnership
- Standards and Common Tools
- Technology
- Communications

Each group brings together related projects aimed at a specific business thrust. A summary of the commitments set out in the Plan, the accomplishments achieved in 2000-2001 as well as the planned next steps are provided for each of these projects.

2.1 Senior Management Commitment

Senior Management commitment and leadership remain critical to the success of the IJI initiative. Strategic actions relate to supporting the IJI vision and working through issues in cooperation and collaboration with federal, provincial and territorial (FPT) governments.

At the federal level, the IJI Steering Committee, composed of Deputy Ministers from federal partner departments and agencies, continues to direct the progress of the CPSIN initiative, and ensure that resources are available. The Steering Committee is supported by an Interdepartmental Working Group.

Although the initial focus of IJI activities has been with federal partners, the action plan also contains a commitment to gain and sustain senior level commitment of provincial and territorial partners in pursuit of the IJI initiative.

Accomplishments

- The Steering Committee provided senior-level direction on plans and priorities.
- IWG met on an ongoing basis and ensured common understanding and resolution of key issues.
- IWG identified priorities and workplans for the upcoming year at the annual retreat. Gaps and opportunities that need to be addressed were also identified.

Next Steps

- IJI partners to pursue opportunities to garner support for the CPSIN initiative within their organizations.

2.2 Partnership

Strategic actions in this area relate to fostering effective cooperation, coordination and sharing of information among jurisdictions. Specific components include:

- Facilitation, coordination and support of the overall CPSIN initiative by the IJI Secretariat;
- Outreach to broaden the involvement of federal, provincial and territorial members of the justice community and to enhance stakeholder involvement in decisions relating to criminal justice systems;
- Functional partnering to promote common, horizontal solutions;
- Research to establish baseline data on the current state of information sharing, and CPSIN performance measurement; and
- Addressing cultural barriers to information sharing and proposing solutions that increase commitment and willingness to share essential information.

Accomplishments

- Established a Federal/Provincial/Territorial (FPT) Leadership network and pursued ongoing dialogue on a national approach to IJI.

- Conducted an international comparative analysis of IJI initiatives which outlined organizational structures, funding and lessons learned.
- Completed an IJI risk assessment which identified the potential challenges and opportunities faced by the IJI Secretariat in achieving CPSIN.
- Delivered outreach initiatives to expand interest and involvement in IJI. Over 30 presentations to various criminal justice groups have been delivered.
- Increased involvement of the Association of Canadian Court Administrators (ACCA) in IJI. The ACCA Board of Directors has approved their participation in the initiative and is defining ACCA's role in specific IJI forums.

Next Steps

- Develop a CPSIN Charter to clarify roles and responsibilities, and support productive relationships/partnerships in building CPSIN.
- Assess the potential for a national approach to IJI with the FPT IJI Leadership network.
- Identify options/plans for a future governance and operational management structure for CPSIN.
- Explore specific opportunities for working more closely with GOL initiatives, in particular to optimize research and development of emerging technological solutions.
- Explore the interests and potential for participation of the Canadian judiciary in IJI.

2.2.1 CPSIN Performance Measurement Framework

To evaluate the benefits of implementing CPSIN, the initiative includes the development of a Performance Measurement Framework, including:

- an appropriate model to measure information sharing performance across agencies and jurisdictions;
- performance indicators and data sources, and;

- baseline information on current information sharing performance.

Lead IJI Partner

Solicitor General Canada

Accomplishments

- Developed a preliminary CPSIN Performance Measurement Framework for federal agencies.

Next Steps

- Finalize performance indicators and data sources.
- Design, conduct and analyze public and Canadian justice system surveys to establish baseline data regarding information sharing performance.

2.2.2 Information Management Policy Framework

The IJI initiative seeks to develop an information management policy framework that supports the effective electronic sharing of offender and crime-related information in the justice system, by establishing the business rules within a complex inter-agency and interjurisdictional landscape.

Lead IJI Partners

Solicitor General Canada, IJI Policy Sub-Committee, and IJI Legal Sub-Committee

Accomplishments

- Researched the current federal legislative and policy framework.
- Completed consultations with stakeholders on the challenges and obstacles to information-sharing relating to information management, information culture, and information technology in the criminal justice system.
- Initiated work towards development of policy and legal strategies.

Next Steps

- Draft CPSIN Information Management Policy Framework strategy and standards (consistent with the work of the Public Sector Chief Information Officer Council).
- Coordinate review and revision of information-sharing agreements.
- Continue to develop and implement a legal strategy to support information sharing among CPSIN partners.

2.2.3 CPSIN Operational Management Framework

In order to support the effective operation of CPSIN, a management framework is required. This includes an examination of the following issues: mandate and role; stakeholder voice and membership representation; accountability; responsibilities; cost and funding options, and need for statutory authority.

Lead IJI Partners

Solicitor General Canada and Royal Canadian Mounted Police

Next Steps

- Review existing CPIC operational management requirements and identify future CPSIN requirements.
- Establish Working Group to develop required program delivery model and workplan for implementation once approved.

2.2.4 Cultural Change Management Strategy

This initiative seeks to develop a change management strategy to reinforce and promote positive information sharing attitudes and behaviours in the criminal justice system.

Lead IJI Partner

Solicitor General Canada

Accomplishments

- Cultural barriers discussion paper and consultations completed.

Next Steps

- Develop Cultural Change Management Strategy proposal to be reviewed and adopted by federal and interested provincial/territorial partners.

2.3 Standards and Common Tools

One important factor in achieving integration is the development of common standards and tools. Such standards will ensure quality and consistency of meaning as information is exchanged between agencies. Progress in this area will address one of the key needs identified in the Action Plan by enabling criminal justice agencies to connect, exchange and process information more easily.

2.3.1 Core Data Dictionary

Acceptance and use of common data definitions by the criminal justice partners is absolutely critical for effective information exchanges between agencies.

“The goal to provide seamless access to programs and services requires a commitment from all levels of government to share common standards and practices”¹

The Data Standards Secretariat (DSS) has been created on a short-term basis to produce a federal core data dictionary for use by the partners in the design and modernization of their respective information systems. Once this work is complete, the Secretariat may continue to exist as a permanent body that will direct the development, on-going maintenance/updating and approval of all future data standards on behalf of participating federal and eventually other partners.

Lead IJI Partner

Solicitor General Canada

Accomplishments

Significant progress towards completing a core data dictionary for the criminal justice system has been achieved, as demonstrated by the:

- Establishment of a design and approval process for defining data standards at the federal level and in the criminal justice community. Common data naming conventions and data classification systems have been agreed.

¹ Art Newton and Helene Stewart, “Building the Framework for Information Management” in Lac Carling Government’s Review, February 2001, p. 12.

- Development of an electronic tool for mapping and comparing existing data definitions with the newly developed standard.
- Completion of one third of the federal core dictionary (containing definitions that are shared by two or more participating agencies).

Next Steps

- Review and revise remaining definitions, in concert with partners, to complete the first version of a federal core data dictionary.
- Research the most cost-effective and appropriate method to address copyright protection of certain existing standards.
- Develop mechanisms and options for funding/managing a permanent Data Standards Secretariat.
- Explore the timing and process for enabling provincial or other partners' involvement.

2.3.2 Common Offence Library Pilot Prototype

The need for a single, consistently organized source for information relating to criminal offences arises out of the need to both share data between justice agencies and the need to report on this shared information. Currently there is no standardization of this information.

This project was aimed at determining the structure, content and distribution architecture required to develop a shared Common Offence Library. The scope of this project included the development of a fully functional prototype to demonstrate the viability of this approach.

Lead IJI Partner

Canadian Centre for Justice Statistics (CCJS)

Accomplishments

- Organized a workshop bringing together experts from across the country to develop a definition, requirements for maintenance and a method for distributing a Common Offence Library.
- Organized an initial working group with federal, provincial and municipal representatives.

- Designed a logical data model for the Common Offence Library.
- Identified the key statutes for inclusion in a prototype system.

Next Steps

- Funding needs to be secured in order to proceed.
- If funding is secured:
 - Develop a Common Offence Library prototype through a pilot project, involving 2-3 pieces of legislation (eg. Criminal Code, Controlled Substances Act).
 - Investigate possibility of Data Standards Secretariat leading the development of this work or determine appropriate agency to provide ongoing support and maintenance for the Common Offence Library.
 - Establish working group for pilot project. Membership would be open to any jurisdiction with an interest in the project (federal, provincial, territorial, municipal).

2.3.3 Information Architecture

The Information Architecture describes information exchange points between IJI partners.

Lead IJI Partner

Solicitor General Canada

Accomplishments

- Tier 1 (high level) and Tier 2 (overview of information exchanges between agencies) of the Information Architecture have been defined.

Next Steps

- Develop a detailed description of the desired CPSIN information exchanges, to enable legal, policy and business analysis, as well as systems development. Given that this represents a significant workload, a detailed project plan and proof-of-concept will be undertaken first.

2.3.4 Data Exchange Standards

Data exchange standards describe the latest industry standards and provide a baseline for review and discussion by the IJI community.

Lead IJI Partner

Solicitor General Canada

Accomplishments

- Data exchange standards were updated to reflect current technology improvements and revised industry standards.

Next Steps

- Update the data exchange standards periodically throughout the year.

2.3.5 Security Strategy and Network Strategy

Actions to develop a security strategy and a network strategy for CPSIN were on the list of priorities last year, however they were not resourced.

Lead IJI Partner

Solicitor General Canada

Next Steps

- Subject to resources, develop security and network strategies to support the integration and ability of partners to strategically hook-up to NCJI, and to participate in CPSIN.

2.3.6 Offender Tracking and Common Identifiers

Action to correct inadequate offender identification and tracking due to problems with varied and unique personal identification and record-linkage capabilities. The objective of this initiative is to determine the feasibility of a national offender identifier or set of identifiers for tracking purposes.

Lead IJI Partners

Solicitor General Canada and Canadian Centre for Justice Statistics

Accomplishments

- Canadian Centre for Justice Statistics has completed the overview of the record linking methodologies.

Next Steps

- Funding needs to be secured in order to proceed.
- Project plan to be fully developed.

2.4 Technology

Plans for the development of CPSIN currently include a number of major technology projects designed to close critical gaps and to enhance information sharing between agencies. The *IJI Action Plan* focused on the need for powerful case management tools for policing, prosecution, corrections, parole and pardons and on the urgent need to address the obsolescence or “rusting out” of core systems such as the Canadian Police Information Centre (CPIC).

2.4.1 Canadian Police Information Centre Renewal

CPIC is the national tool used by virtually every law enforcement official in Canada, including police, customs officers, correctional officials, immigration officers and many others. It is the only systematic means of distributing essential crime and offender information within the criminal justice community and is accessed over 114 million times each year. CPIC is a national system, with the RCMP acting as steward on behalf of the many partners who use it extensively in federal, provincial, territorial, municipal and even international jurisdictions.

CPIC Renewal is the critical first step in the commitment to link criminal justice information. The renewal initiative comprises four projects, which will be delivered in phases from 1999-2005. Many elements of the four projects will occur simultaneously.

- Project One – Stabilize existing CPIC functionality, implement improvements to keep front-line service levels high and deliver a modern and secure communications capability.
- Project Two – Deliver stable and modern hardware and software platform and provide access to current information sources through a suite of modern interfaces.
- Project Three – Provide a National Criminal Justice Index (NCJI) linking criminal justice agencies and information sources.
- Project Four - Broaden the data sources.

Lead IJI Partner

Royal Canadian Mounted Police

Accomplishments

- Modernization of CPIC is well underway. Outdated equipment has been replaced, CPIC has improved capability to recover from disaster and resume services and CPIC business requirements have been confirmed and accepted by the user community.
- All of the 13 Project One initiatives to stabilize CPIC have been completed or deferred to a more appropriate implementation schedule.
- A high-level design for Project Two and a high-level scope and impact analysis for Projects Three and Four have been completed.

Next Steps

- Complete a concept paper defining the National Criminal Justice Index to ensure that all federal partners have a common understanding.
- Complete Project One, complete detailed design of Project Two and define functional requirements and high-level technical design of projects Three and Four.

2.4.2 Integrated Police Information Reporting System

The Integrated Police Information Reporting System (IPIRS) solution will combine the Police Integrated Reporting System (PIRS), the Operational Statistical Reporting (OSR) and other separate systems used to record and maintain information on occurrences.

IPIRS will directly support front-line police officers in their response to calls for service, investigation of occurrences, processing of individuals and the preparation of required information for the RCMP, Courts and external agencies by simplifying the process and reducing time spent by officers in administrative functions and paperwork. It will also provide operational information to enhance the decision-making process of management at the federal, provincial and municipal policing business lines.

Lead IJI Partner

Royal Canadian Mounted Police

Accomplishments

- IPIRS project office established and project charter approved.
- National rollout of an interim solution, the Simplified Paperless Universal Reporting System (SPURS) begun.

Next Steps

- Complete national rollout of SPURS.
- Award prime contract for Occurrence/Record Management System (O/RMS).

2.4.3 Offender Management Renewal

This project will enable the Correctional Service of Canada (CSC) to renew its OMS using modern technology to facilitate the exchange of information with criminal justice partners, and thus contribute to increased public safety. The commitment is to replace outdated technology and improve information sharing.

Potential benefits include improved reliability and accessibility of offender management information, elimination of inefficiencies and duplication, increased productivity through elimination of manual tasks, enhanced access to decision-making data and reduction of paper-intensive tasks.

Lead IJI Partner

Correctional Service of Canada and National Parole Board

Accomplishments

- Divided the OMS Renewal Project between CSC and NPB following risk assessment review.
- Completed project charter, business case and resourcing strategy.
- Approved document outlining roles and responsibilities of the business and technical members and the organizational structure of OMS.
- Implemented communication framework.

- Conducted high level consultations in all regions.

Next Steps

- Define, assess and document current OMS shortfalls both on the business and technical side.
- Detailed module by module regional consultations to start in the Fall.
- Define target OMS application and technology architectures.
- Develop baseline security architecture.
- Define disaster recovery and business resumption plan.
- Develop and design criteria for CPIC interface.

2.4.4 Conditional Release System

The overriding purpose of the project is to provide enhanced support to assist National Parole Board members in making quality conditional release decisions in support of public safety. There are two main areas of work:

- Reviewing/developing best practices to support the conditional release review and decision-making process; and
- Enhancement of automated tools to support staff and Board members and to provide a user-friendly system.

The benefits will include timely sharing of quality criminal justice information contributing to enhanced public safety, improved efficiency and effectiveness of operational processes, streamlined and timely reports, increased consistency in processes across regions and enhanced information to demonstrate accountability to Parliament and the public.

Lead IJI Partner

National Parole Board

Accomplishments

- Completed project set-up, charter, plan, library and communication plan.

- Received approval from Project Sponsor and Senior Management Committee to proceed.
- Completed a risk assessment.

Next Steps

- Implement technical conversion.
- Develop statement of requirements and assess implementation options.

2.4.5 Federal Prosecutors Connectivity

The objective of the Federal Prosecutors Connectivity (FPC) initiative is to strengthen the effectiveness of federal prosecutors by providing electronic access to verify information sources necessary for the exercise of prosecutorial functions, and to allow for effective responses to disclosure requirements. This will be enabled through the establishment of standards for the content and organization of an electronic Crown Brief, as well as a secure method of access.

The commitment is to influence the development, management and operation of systems in federal investigative agencies that generate an electronic Crown Brief, and to facilitate a secure access by federal prosecutors to information critical to their functions.

Lead IJI Partner

Department of Justice

Accomplishments

- Received approval from Treasury Board Secretariat for funding the FPC.
- Developed business plan, problem identification, systems overview, project management and cost documentation.

Next Steps

- Establish an IT Secretariat within the Federal Prosecution Service (FPS).
- Build national consensus around information management of prosecutors and develop the integrated tools.

2.4.6 Pardon Application Decision System

The purpose of the Pardon Application Decision System (PADS) project is to build a fully integrated, custom system to handle the pardon application and decision business processes. It supports the business workflow and provides document management for the many documents involved in the pardon application process.

PADS improves turnaround time for pardon applications through automated support to the process. The system permits tracking of applications throughout the life of the application processing. Police search capability will be provided via critical electronic interfaces to CPIC and other relevant databases. Electronic assessment of applications will be supported using a rules-based, pattern recognition module to review the particulars of an application and assist in making a recommendation.

Lead IJI Partner

National Parole Board

Accomplishments

- PADS was successfully implemented in September 2000.

Next Steps

- Continue maintenance and upgrading of PADS and integration with other systems.

2.4.7 Integrated Customs Enforcement System

The Integrated Customs Enforcement System (ICES) was developed to provide a common repository for all customs enforcement data. It contains centralized, consistent, real-time source information and has the ability to disseminate it rapidly to all points of entry along the border. ICES is also directly linked to CPIC and other law enforcement databases. In addition, ICES contains an intelligence management sub-system (IMS) which houses sensitive intelligence that is used to target and identify violators and other border criminality.

Lead IJI Partner

Canada Customs and Revenue Agency

Accomplishments

- ICES is fully functional and operating at approximately 200 sites across Canada.
- CCRA is now fully represented on all IJI committees.

Next Steps

- Determine information sharing requirements for NCJI.
- Develop necessary links to ICES.
- Assess whether other CCRA systems could benefit from links with the IJI initiative.

2.4.8 Global Case Management System

The Global Case Management System (GCMS) is an integrated set of application and infrastructure components that will support all of Citizenship and Immigration Canada's (CIC) client case management operations. GCMS will consolidate 14 case management systems currently in operation with one modern on-line integrated system. Expected benefits include increased program integrity, efficiency, and effectiveness. The new system will improve client service and potentially avoid costs in the future.

Lead IJI Partner

Citizenship and Immigration Canada

Accomplishments

- Approval for funding received from Treasury Board Secretariat.
- Completed planning stage, including program readiness, technical review and bi-directional data flow.

Next Steps

- Issue "Request for Proposal" for application solutions.
- Continue to implement infrastructure upgrade and cost-shared components, including external interfaces, distribution.
- Architecture/replication pilot, name search engine and unique client identifier.

2.4.9 Real Time Identification

Real Time Identification (RTID) will support the seamless, paperless electronic submission of fingerprints and criminal record data to the Canadian Criminal Records Information Services (CCRIS) and the Forensic Identification Service (FIS). RTID will supply the infrastructure to support the rapid identification of an individual in custody followed by the immediate update of the associated criminal record with data provided by the source. It will also support the electronic submission of disposition information from law enforcement agencies and from the courts and will support the identification of crime scene fingerprints.

Lead IJI Partner

Royal Canadian Mounted Police

Accomplishments

- Completed project startup – definition phase in progress.
- Began mapping current business processes.

Next Steps

Subject to availability of funding:

- Complete mapping of business processes and development of RTID requirements.
- Complete technical evaluation, statement of work and business case.

2.5 Communications

A number of communications and marketing activities are required to support the development and implementation of CPSIN. One key objective of the Communications Plan is to develop messages and activities for IJI stakeholders and partners which promote and encourage their participation in the IJI initiative.

Commitments include the maintenance of an IJI web presence to provide a national focus on issues and solutions. IJI educational materials, publications, kits, and documentation are to be prepared and disseminated.

Lead IJI Partner

Solicitor General Canada

Accomplishments

- Published *IJI Progress Report 2000*.
- Prepared and disseminated supporting communications materials, e.g. IJI brochure, DSS brochure.
- Created an IJI stakeholder database.
- Developed common promotional materials, e.g. IJI logo, IJI and DSS Kiosks, IJI lapel pins, kit folders, and powerpoint slides.
- Established an Interdepartmental Sub-Committee of Communications Advisors.

Next Steps

- Update the Communications Plan.
- Publish *IJI Progress Report 2001*.
- Update the Public IJI website.
- Create an IWG Extranet and an FPT Extranet.
- Prepare articles on IJI for various magazines and stakeholder newsletters.
- Develop additional common promotional materials.
- Deliver presentations and undertake outreach initiatives to expand interest and involvement in CPSIN.

CHAPTER 3 MOVING FORWARD

During this second year of the IJI initiative, a great deal has been accomplished, however much remains to be done. It is useful to consider some of the “lessons learned” over the past year that may help to guide our way forward.

- Senior Management commitment remains a critical success factor, particularly as resource commitments are sought to advance projects that will provide common benefits to many or all of the IJI partners;
- A common understanding among IJI partners of roles and accountabilities for CPSIN is necessary. Therefore, a CPSIN Charter will be developed. This will help to minimize communication gaps that can result from turnover of IWG members and the addition of new partners. While the IJI Secretariat (IJIS) supports the work necessary to accomplish CPSIN, it is not funded to do it all. Leadership and commitment by partner agencies who are responsible for their information sharing plans and practices must be strong. An IJI risk assessment confirmed this need.
- As we implement technical solutions and move towards greater compatibility in Information Technology and Information Management systems, the elimination of other obstacles to information sharing such as cultural and legal impediments will become increasingly important.

This progress report is offered as a means for the federal government to continue to move forward. The *Integrated Justice Information Action Plan* is a living document to be used in promoting future internal and external cooperation and collaboration. There is still much work to do to achieve the stated vision of “*Integrated Justice Information*”. Those interested in helping can do so in the following ways:

- Provide feedback on what more could be done to help move the IJI agenda forward – all ideas are welcome;
- Participate in the IJI dialogue – ensure your organization is aware of the *Integrated Justice Information* project initiatives and is ready to participate;
- Champion IJI in your organization;

- Consider system development and upgrades that will facilitate linkages to the Canada Public Safety Information Network.

The first two years of CPSIN have been successful in setting the foundation for a number of diverse yet related projects to be implemented over the next three years and beyond. Although many deliverables remain to be achieved, already we are seeing the benefits of the IJI approach. Strong partnerships have emerged within the broad range of public safety organizations, resulting in improved collaboration and appreciation for the roles each group plays in the administration of justice. With our continued collaborative efforts, we will continue to demonstrate results and ultimately achieve our vision.

Glossary

* **denotes** IT System and/or Network

ACCA	Association of Canadian Court Administrators
CCJS	Canadian Centre for Justice Statistics
* CCRA	Canadian Customs and Revenue Agency
CCRIS	Canadian Criminal Records Information Services
CIC	Citizenship and Immigration Canada
CJS	Criminal Justice System
* CRS	Conditional Release System
* CPIC(-R)	Canadian Police Information Centre (Renewal)
* CPSIN	Canada Public Safety Information Network
CSC	Correctional Service of Canada
DOJ	Department of Justice
DSS	Data Standards Secretariat
FIS	Forensic Identification Service
FPT	Federal Provincial Territorial
* GCMS	Global Case Management System
GOL	Government On-Line
* ICES	Integrated Customs Enforcement System
IJI	Integrated Justice Information
* IJP	Integrated Justice Project (Ontario)
* IPIRS	Integrated Police Information Reporting System
* JUSTIN	Integrated Justice System (British Columbia)
* NCJI	National Criminal Justice Index
NJC	National Joint Committee of Senior Criminal Justice Officials
NPB	National Parole Board
* OMS	Offender Management System
* O/RMS	Occurrence Record Management System
* PADS	Pardon Application Decision System
* PIRS	Police Information Retrieval System
PKI	Public Key Infrastructure
PSCIOC	Public Sector Chief Information Officer Council
RCMP	Royal Canadian Mounted Police
* RTID	Real Time Identification
* SIJ	Système Intégré d'Information de Justice (Quebec)
* SPURS	Simplified Paperless Universal Reporting System

Annex A

Members of the Steering Committee on Integrated Justice Information 2000-2001

Mme Nicole Jauvin (Chair)
Deputy Solicitor General of Canada

Ms. Michelle d'Auray
Chief Information Officer of the Treasury Board Secretariat

Mme. Renée Collette
Interim Chair of the National Parole Board

Ms. Janice Cochrane
Deputy Minister of Citizenship and Immigration Canada

Mr. Ross Hornby
Assistant Secretary of the Government Operations Sector, Treasury Board Secretariat

Mr. Roy Jones
Executive Director of the Canadian Centre for Justice Statistics

Ms. Lucie McClung
Commissioner of the Correctional Service of Canada

Mr. Morris Rosenberg
Deputy Minister of Justice and Deputy Attorney General of Canada

Mr. Rob Wright
Commissioner of the Canada Customs and Revenue Agency

Mr. Giuliano Zaccardelli
Commissioner of the Royal Canadian Mounted Police

Annex B

Members of the Interdepartmental Working Group on Integrated Justice Information 2000-2001

Greg Wright, Solicitor General Canada (Chair)

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Jim Bissett, Citizenship and Immigration Canada

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