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## Report on Plans and Priorities

2004-2005

The Honourable A. Anne McLellan, P.C. M.P.  
Solicitor General of Canada  
(Minister of Public Safety and Emergency Preparedness)



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## Section I: The Minister's Message

December 12, 2003 was a critical day in the history of Canadian public safety and security. On that day, the Prime Minister announced the creation of a new Department of Public Safety and Emergency Preparedness (PSEPC), integrating into one focal point the Government's key public safety and security responsibilities, all under the direction of one lead Cabinet Minister. In February 2004, the Government again reiterated its commitment to public safety in the Speech from the Throne, wherein it clearly stated "there is no more fundamental role for government than the protection of its citizens."

PSEPC integrates the core activities of the former Department of the Solicitor General with those of the Office of Critical Infrastructure Protection and Emergency Preparedness, and the National Crime Prevention Centre. It provides me with portfolio-wide strategic policy advice, and supports me in giving effective direction to the agencies responsible for national security, policing and law enforcement, border services, and corrections and conditional release.

The new department is part of the Portfolio of Public Safety and Emergency Preparedness, which also includes the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, the Correctional Service of Canada, the Canada Firearms Centre, the National Parole Board, the newly created Canada Border Services Agency and three review bodies.

This has been an important year for the public safety community in Canada. With the reorganization announced on December 12, 2003, the Government has made significant progress in enhancing the safety and security of

Canadians. By placing a broad continuum of agencies dedicated to safety and security within the same portfolio, the Government has provided the means for these agencies to work together seamlessly.

Gathering all this expertise under one banner allows for better integration across the public safety spectrum, linking front-end measures such as national security, emergency preparedness, crime prevention, community policing and border management with remedial interventions such as law enforcement, corrections and conditional release.

The new Portfolio will help ensure a balanced approach to criminal justice, national security and public safety that protects Canadians' fundamental rights and freedoms. It is founded on the understanding that to effectively combat crime, we need to invest both in preventative measures to help communities address social problems before they lead to criminal activity, and in law enforcement and community reintegration for offenders.

The Government of Canada recognizes the need to maximize our readiness to respond to disasters rapidly and efficiently. To that end, the scope of the Department's mandate allows us to better coordinate with provincial and territorial partners and respond rapidly and effectively to an incident, be it a terrorist attack, natural disaster or any other nationally significant public safety emergency.

In the past year, the Government has made significant progress on key safety and security initiatives. It has, among other things, tabled Canada's first integrated National Security Policy,

tabled legislation to improve the effectiveness of the correctional system, launched teams of law enforcement experts to detect major capital markets fraud, increased funding for First Nations policing and interoperable information sharing, improved border security with the launch of more Integrated Border Enforcement Teams and supported crime prevention projects reaching communities across Canada.

In our continuing efforts to meet the safety and security challenges of a new environment, I am pleased to have the additional support of a Parliamentary Secretary who will work to support the Government's broadened public safety agenda.

Your comments and suggestions on our Report on Plans and Priorities are welcome. Further information, including departmental contacts and our Internet

address, can be found on page 59. Each of the portfolio agencies, with the exception of the CSIS, prepares its own report to Parliament. You are invited to consult their respective documents for more information.

Public safety and emergency preparedness are priorities for the Government. This new Department has an ambitious agenda, one that Canadians expect us to pursue with their best interests in mind. Building on the initiatives, activities and successes achieved over the past few years, I am confident that the Department will be better able to work towards fulfilling its mandate of ensuring a just and safe society, in which Canadians are protected from threats to personal safety, while maintaining the rights and freedoms on which Canada's open society depends.

A. Anne McLellan, P.C., M.P.  
Solicitor General of Canada  
(Minister of Public Safety and Emergency Preparedness)

## Management Representation Statement

### MANAGEMENT REPRESENTATION

#### *Report on Plans and Priorities 2004-2005*

I submit, for tabling in Parliament, the 2004-2005 Report on Plans and Priorities (RPP) for Solicitor General Canada (Public Safety and Emergency Preparedness Canada).

This document has been based on the reporting principles and disclosure requirements contained in the *Guide to the preparation of the 2004-2005 Report on Plans and Priorities*.

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's budget and by Treasury Board Secretariat.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: \_\_\_\_\_

Title: Deputy Minister of Public Safety and Emergency Preparedness

Date: \_\_\_\_\_

## Section II: Deputy Minister's Message

I am pleased to present the first Report on Plans and Priorities for the new Department of Public Safety and Emergency Preparedness (PSEPC). This report covers key plans, priorities and expected results for the period 2004/2005 – 2006/2007.

PSEPC provides leadership on national security, crisis and emergency management, critical infrastructure protection, crime prevention, policing and law enforcement policy, and corrections and conditional release policy.

Each of these public policy areas is of critical importance to public safety in Canada. Their incorporation into one federal department underscores not only the complexity of challenges we face in maintaining Canada as a safe and secure nation but, more centrally, they underscore a common denominator – the imperative of strengthening public safety and emergency preparedness in Canada through comprehensive and collaborative approaches.

From a departmental perspective, our responsibilities have been clearly set before us. Now is the time to move forward with a dynamic, achievable and responsible plan of action. The 2004-2005 Report on Plans and Priorities (RPP) outlines a clear direction for the new department. It lays the foundation for our work over the next three years and communicates to Parliament and to Canadians the obligation we hold and the commitment we have made to continuously balance our approach to enhancing public safety and security with the benefits of an open society.

The 2004-2005 RPP builds on the existing priorities of the former Department of the Solicitor General and

the Departments of Justice and National Defence, with the latter two related specifically to the National Crime Prevention Centre and the Office of Critical Infrastructure Protection and Emergency Preparedness respectively. That said, these existing priorities have been given a new focus and sharpness owing to their integration into one home. Readers will therefore note that pre-existing priorities have been consolidated to better reflect the new mandate and direction of this department. A crosswalk illustrating this consolidation may be found on page 40.

In rising to many new challenges, our new Department must maintain as its primary role service to Parliament and to Canadians through the Minister and the Parliamentary Secretary. Likewise, we also commit to working closely with our colleagues in other federal departments and agencies, the provinces and territories, and our key stakeholders across the private and non-profit sectors in the cause of public safety.

PSEPC also understands that there is a direct connection between the policies and services we undertake and the demonstration of results achieved. Policy making and service delivery is about choices and this is why a commitment to rigorous financial accountability is at our core. This is also why the activities in which we engage must consistently meet the standards set for expenditure planning, control and oversight, due diligence and value for money. In this context, meaningful accountability is achieved when the choices made are those that focus on results for Canadians and when reporting to Parliament is based on sound information and lessons learned.

*Section II: Deputy Minister's Message*

As the Clerk of the Privy Council recently noted in the Eleventh Annual Report to the Prime Minister, transformation is an integral component of the Public Service. The continual realignment of operations with new priorities, the achievement of results, and then realignment again speaks to the need for responsiveness and

adaptability while ensuring that rigour is applied to all that we do. To meet these expectations, PSEPC will continue to promote a modern Public Service within its ranks, one that is citizen-focussed and actively engaged in continuous learning, innovation, collaboration and responsible choices.

Margaret Bloodworth  
Deputy Minister  
Public Safety and Emergency Preparedness Canada

## Section III: Portfolio and Departmental Overview

### (a) Portfolio Overview

The Portfolio of Public Safety and Emergency Preparedness is responsible within the Government of Canada for crisis and emergency preparedness, national security, policing and law enforcement, oversight, corrections and conditional release, crime prevention, critical infrastructure protection and border protection. These responsibilities were previously held by the former Solicitor General Canada, the Canada Customs and Revenue Agency, the Canadian Food Inspection Agency, as well as the departments of National Defence, Justice, and Citizenship and Immigration Canada.

The Portfolio includes the Department of Public Safety and Emergency Preparedness and six agencies: the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, the Correctional Service of Canada, the National Parole Board, the Canada

Firearms Centre and the newly created Canada Border Services Agency. Being accountable includes providing effective ongoing oversight to key Portfolio functions. Housed within the Portfolio are three review bodies: the RCMP External Review Committee, the Commission for Public Complaints against the RCMP and the Office of the Correctional Investigator.

Together, these organizations have a total annual budget of \$4.9 billion and just over 52,000 employees. Each Portfolio Agency, with the exception of CSIS, prepares an individual RPP. For further information on these reports, addresses for each organization's website are provided below.

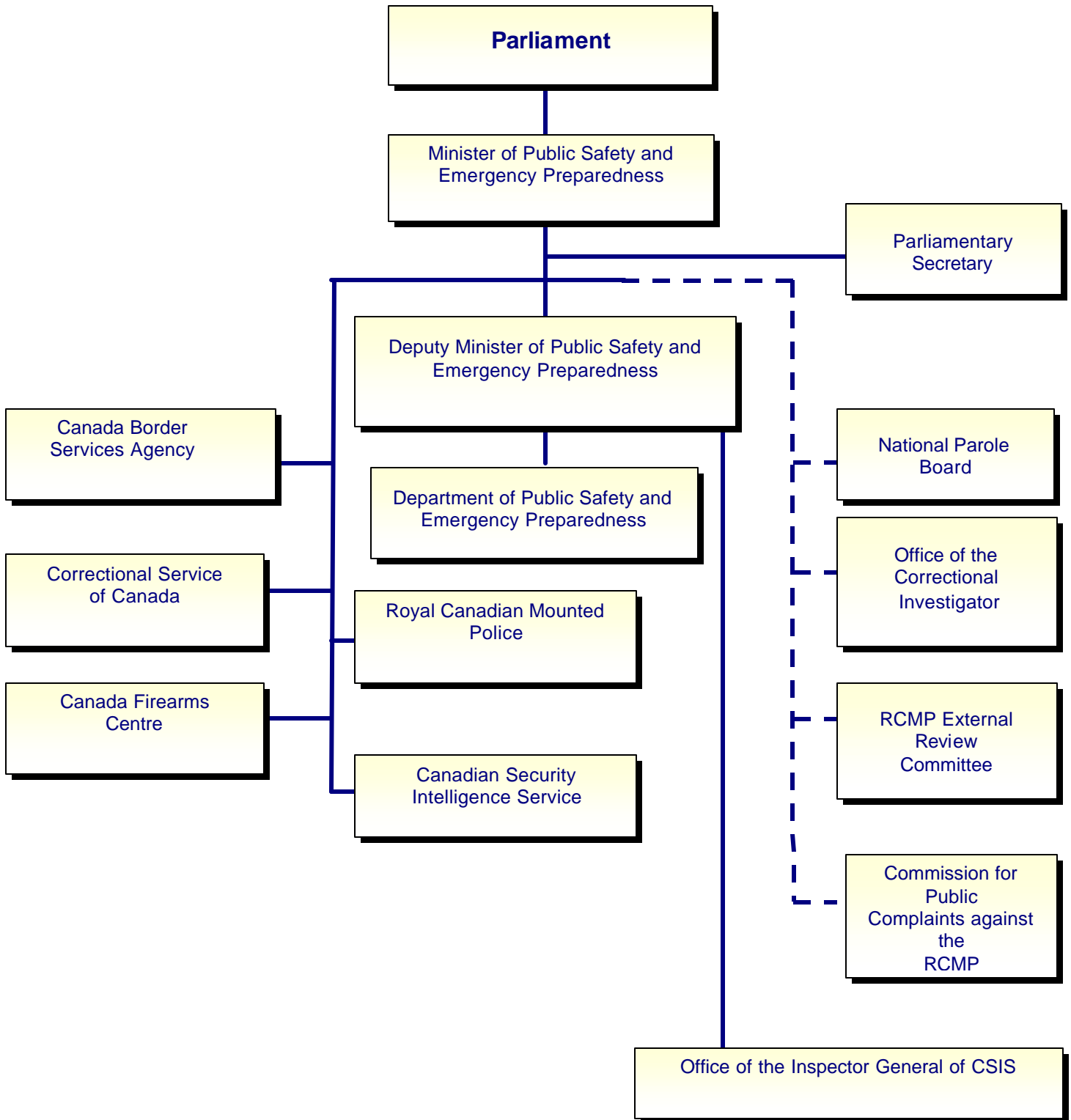
The Department, Portfolio Agencies and Review Bodies contribute individually and collectively to the public safety and emergency preparedness agenda as outlined here.

- The **Department** – known as PSEPC – provides strategic policy advice, delivers a broad range of national emergency preparedness, critical infrastructure protection and community safety programs and services. It supports the Minister in all aspects of her mandate including providing national public safety leadership, direction to the Agencies and ensuring the Agencies' accountability to the Minister and to Parliament. Also situated within the Department is the Office of the Inspector General of the Canadian Security Intelligence Service (CSIS), which provides an internal audit function on the exercise of CSIS's compliance with the law, Ministerial direction and operational policy. [www.psepc.gc.ca](http://www.psepc.gc.ca)
- The **Royal Canadian Mounted Police (RCMP)** enforces Canadian laws, prevents crime and maintains peace, order and security. The RCMP has responsibility to: prevent, detect and investigate offences against federal statutes; maintain law and order and prevent, detect and investigate crime in 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. [www.rcmp.gc.ca](http://www.rcmp.gc.ca)

- The **Canadian Security Intelligence Service (CSIS)** investigates and reports on activities that may reasonably be suspected of constituting threats to the security of Canada. CSIS also provides security assessments, on request, to all federal departments and agencies. [www.csis-scrs.gc.ca](http://www.csis-scrs.gc.ca)
- The **Correctional Service of Canada (CSC)** contributes to the protection of society by actively encouraging offenders to become law-abiding citizens while exercising reasonable, safe, secure and humane control. CSC is responsible for managing offenders in federal correctional institutions and under community supervision, sentenced to two years or more. [www.csc-scc.gc.ca](http://www.csc-scc.gc.ca)
- The **National Parole Board (NPB)** is an independent, quasi-judicial, decision-making body that has exclusive jurisdiction and absolute discretion to grant, deny, cancel, terminate or revoke parole. The Board's mission is to contribute to the protection of society by facilitating the timely reintegration of offenders as law-abiding citizens. The Board also makes conditional release decisions for offenders in provincial institutions for provinces without their own parole board. [www.npb-cnrc.gc.ca](http://www.npb-cnrc.gc.ca)
- The **Canada Firearms Centre (CAFC)** administers the Canada Firearms Program, which licenses and registers all firearms across Canada in support of the Government's crime prevention and broader law enforcement priorities. [www.cfc-ccaf.gc.ca](http://www.cfc-ccaf.gc.ca)
- The **Canada Border Services Agency (CBSA)** manages the nation's borders by administering and enforcing approximately 75 domestic laws that govern trade and travel as well as international agreements and conventions. CBSA brings together all the major players involved in facilitating legitimate cross-border traffic and supporting economic development while stopping people and goods that pose a potential threat to Canada. CBSA processes commercial goods, travellers and conveyances, conducts secondary inspections of food and agricultural products imported by travellers at airports, conducts intelligence, engages in enforcement activities, supports free trade negotiations and conducts compliance audit reviews and dumping and subsidy investigations. [www.cbsa-asfc.gc.ca](http://www.cbsa-asfc.gc.ca)
- The **RCMP External Review Committee (RCMP ERC)** provides independent review of grievances and disciplinary, discharge and demotion appeals referred to it by the RCMP Commissioner. The Committee may institute hearings, summon witnesses, administer oaths and receive and accept such evidence or other information as it sees fit. [www.erc-cee.gc.ca](http://www.erc-cee.gc.ca)

- The **Commission for Public Complaints against the RCMP (CPC)** 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. [www.cpc-cpp.gc.ca](http://www.cpc-cpp.gc.ca)
- The **Office of the Correctional Investigator (OCI)** 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 upon receipt of a complaint by or on behalf of an offender, at the request of the Minister of Public Safety and Emergency Preparedness or on its own initiative. [www.oci-bec.gc.ca](http://www.oci-bec.gc.ca)

**Portfolio of Public Safety and Emergency Preparedness**



**Portfolio Resource Summary  
2004-2005 to 2006-2007**

(Millions of dollars)	Net Planned Spending 2004-2005	Net Planned Spending 2005-2006	Net Planned Spending 2006-2007
Department	434.5	264.5	256.9
RCMP	1,889.1	1,839.2	1,840.6
CSC	1,599.8	1,609.1	1,611.6
CBSA	666.7	--	--
CSIS	272.0	265.2	263.7
CAFC	100.3	35.9	35.9
NPB	38.6	32.3	32.3
CPC	4.7	4.7	4.7
OCI	2.9	2.9	2.9
RCMP ERC	0.9	0.9	0.9
<b>TOTAL</b>	<b>5,009.5</b>	<b>4,054.7</b>	<b>4,049.5</b>

Note: Budgetary levels for the Canada Border Services Agency (CBSA) in fiscal years 2005-06 and 2006-07 were unavailable at time of print pending completion of reorganization negotiations.

## **(b) Departmental Overview**

Public Safety and Emergency Preparedness Canada (PSEPC) builds on existing strengths and creates new synergies. It brings together the former Department of the Solicitor General, the former Office of Critical Infrastructure Protection and Emergency Preparedness and the former National Crime Prevention Centre.

PSEPC provides advice to the Minister of Public Safety and Emergency Preparedness on policy and operational issues across the criminal justice, public safety and emergency management sectors and within the Portfolio. An integrated, cohesive approach solidifies horizontal collaboration across the Portfolio and ensures that timely, responsive advice is provided to the Minister. This approach further ensures that a strategic policy and legislative framework is maintained and that threats to Canadian security are assessed thoroughly and addressed with measured, thoughtful action commensurate with the threat level.

In addition, PSEPC delivers a range of programs designed to promote community safety, improve our collective capacity to handle emergencies, provide disaster assistance relief, better protect our critical infrastructure and increase our science and technology capacity. These programs are building safer, more resilient communities through partnerships.

PSEPC is also the home to the Government Operations Centre, which brings together key players from across the federal government to provide stable, around-the-clock coordination and support in the event of national emergencies.

To each of these ends, the Department advises, supports and assists the Minister in all of her responsibilities as they relate to:

- exercising her function as the lead Cabinet Minister for public safety;
- providing effective direction to the Portfolio Agencies;
- administering the National Crime Prevention Strategy in order to focus on the root causes of crime and enable communities to develop local solutions to crime and victimization;
- implementing the First Nations Policing Policy through the negotiation, administration, maintenance and monitoring of tripartite policing agreements with provincial, territorial and First Nations governments;
- leading the Integrated Justice Information initiative to facilitate the sharing of information across criminal justice agencies in Canada; and
- administering critical infrastructure protection and emergency management programs and services to enhance national capabilities in the event of a public safety emergency.

## Section IV: Delivering on our Mandate

PSEPC headquarters is located in Ottawa, Ontario, while PSEPC regional offices are located across the country. Our regional offices deliver front-line services in crime prevention, emergency preparedness and Aboriginal policing.

PSEPC operations are funded through annual appropriations for operating expenditures as well as grants and contributions. Operating expenditures are targeted in direct support of the Department's policy advisory and operational roles while grants and contributions support the Department's public safety role by leveraging ongoing community participation in the criminal justice system, third party policy input, innovative research and evaluation and community mobilization strategies. The Department's policy advisory role

mirrors the operational areas of the Portfolio Agencies and is therefore comprehensive in its scope of public safety issues and independent in its advice to the Minister. PSEPC's operational role directly supports its administration of the National Crime Prevention Strategy and the administration of emergency management and critical infrastructure protection programs and services, including the recently announced Government Operations Centre.

Grants and contributions administered by PSEPC are currently divided into twelve funding programs. (Note that programs 2-6 below compose the core funding elements of the National Crime Prevention Strategy.)

1. The **First Nations Policing Policy (FNPP)** negotiates, implements, administers and monitors tripartite agreements for First Nations policing services. The First Nations policing services are culturally appropriate and responsive to the particular needs of First Nations and Inuit communities and are cost-shared 52% by Canada and 48% by the province/territory.
2. The **Business Action Program on Crime Prevention (BAPCP)** invites the private sector to become an active partner, leader and resource in crime prevention. BAPCP supports the involvement of businesses and professional associations in corporate/community partnership projects to prevent crime.
3. The **Community Mobilization Program (CMP)** helps communities develop and implement grassroots strategies to prevent crime and victimization by addressing their root causes at the local level. Examples of root causes include substance abuse, inappropriate peer association, poor academic achievement and lack of training or employment.
4. The **Crime Prevention Investment Fund (CPIF)** identifies "what works, what doesn't and why" in crime prevention. CPIF supports selected Canada-wide demonstration projects and encourages the sharing of information about crime prevention initiatives across Canada.

5. The **Crime Prevention Partnership Program (CPPP)** supports the involvement of non-governmental organizations that can contribute to community crime prevention through the development of information, tools and resources. Results are applied across the country and are intended to facilitate community participation in all phases of crime prevention.
6. The **Crime Prevention Strategic Fund (CPSF)** supports projects that demonstrate the movement from independent and sometimes isolated crime prevention projects to more strategic, broad strategies that will contribute to knowledge and action on sustainable crime prevention through social development.
7. The **Joint Emergency Preparedness Program (JEPP)** was established to enhance the national capability to manage all types of emergencies and ensure a reasonably uniform emergency response and recovery capacity across Canada. National capabilities are enhanced through training activities, the purchase of emergency response equipment and joint emergency planning.
8. **Disaster Financial Assistance Arrangements (DFAA)** assist provinces and territories to offset the costs of response and of returning infrastructure and personal property to pre-disaster condition.
9. The **Joint Infrastructure Interdependencies Research Program (JIIRP)** is jointly funded with the Natural Sciences and Engineering Research Council (NSERC). The ultimate outcome of the JIIRP is to produce new science-based knowledge and practices to better assess, manage and mitigate risks to Canadians from critical infrastructure interdependencies by funding innovative research projects with an emphasis on cross-disciplinary research.
10. The Public Safety and Emergency Preparedness Canada **Research Fellowship Program in Honour of Stuart Nesbitt White** seeks to encourage Ph.D. research in two key areas:
  - a) Cyber security relating to critical infrastructure protection, preferably in disciplines such as computer/software/electrical/mechanical engineering, computer science, and/or areas such as systems science, and risk modeling and management.
  - b) Disaster and emergency management, and physical critical infrastructure studies, preferably in disciplines such as urban and regional planning, geography, sociology, economics, engineering, environmental sciences, and/or areas such as risk assessment and modeling.
11. The **Departmental Contributions Program** supports policy development through allocations to public not-for-profit organizations in support of PSEPC priorities under the following categories:
  - a) communication / information exchange projects;
  - b) projects to test innovative approaches for improved and more cost effective program delivery or projects that support cross-sectoral and inter-jurisdictional policy and legislative initiatives;
  - c) research and evaluation projects in support of public policy issues.

12. The **Sustaining Funding Program (SFP) for National Voluntary Organizations (NVOs)** provides grants to fourteen NVOs in order to cover core operating expenses and to maintain a national structure. These organizations work with the department and portfolio agencies through the provision of policy advice, public education activities and community participation in public safety initiatives.

## Section V: The Planning Environment

Canadians enjoy a peaceful and safe society, underpinned by security and freedom – the cornerstones of our open, democratic and diverse society. However, in the post-9/11 world, the complexity of safety and security challenges facing Canada has rarely been greater – be it the integrity of our borders, the emergence of new infectious diseases or the interdependence of the electrical grid and other critical infrastructures. Moreover, terrorism, cyber crime, money laundering and the trafficking of drugs, humans and firearms are daunting in their scope and sophistication.

Canadians rightly expect their Government to have a plan of action for dealing with these challenges and to judiciously allocate resources in order to maximize the outcomes of strategically chosen priorities and efficiently executed activities. Many of these priorities have been laid out for us within the last year. First and foremost, with the creation of PSEPC, the Government of Canada has sent a clear signal that it attaches priority to public safety in Canada.

Since the federal Government reorganized in December 2003, PSEPC has been in transition. And although additional refinements may be

necessary over the course of the next three years, the essential structures to tackle head-on the key challenges in national security, crisis and emergency management, policing and law enforcement, crime prevention, corrections and conditional release are now in place. Therefore, the priorities outlined in the following pages are not strictly “new priorities”, nor are they “business as usual”. Instead, the priorities identified reflect both a continuation of what has worked in public safety in the past and a clear recognition that some changes needed to be made to better integrate approaches and deliver more efficiently on the results intended.

As we move forward, our priorities and planning cycle continues to be informed by and adapted to key developments within the Government and within the broader public sphere, both domestically and internationally. For example, the recent introduction of Canada’s first integrated National Security Policy will focus our priorities and activities in the security sector for the near and long terms on three key areas:

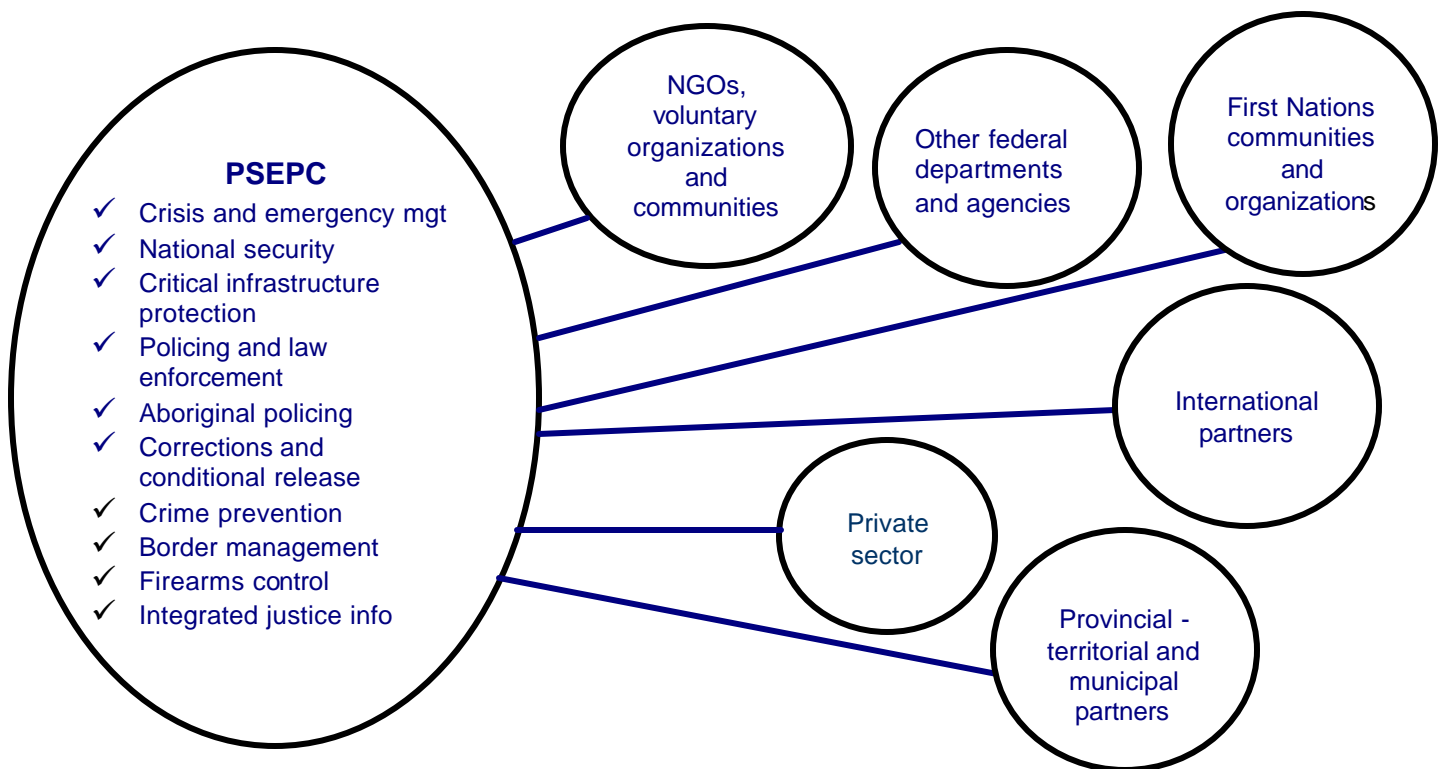
- 1) protecting Canada and Canadians at home and abroad;
- 2) ensuring Canada is not a base for threats to our allies; and
- 3) contributing to international security.

In addition, the March 2004 report of the Auditor General of Canada to Parliament included a chapter on national security that will also assist us in actively adapting our coordination functions and policy leadership priorities. The work of other actors including, for example, Parliamentary committees will also play a key role in contributing to our continual planning and prioritization process. However, as we align and realign public safety and security priorities, utmost attention will be paid to balancing those priorities with the imperatives of maintaining an open, democratic and free society – the cornerstone of Canadian life.

Ensuring safer, more resilient communities and thoughtful, measured responses to crime, emergencies and disaster relief requires partnership and collaboration. Crosscutting issues of public safety are more effectively dealt with when they are approached as shared objectives, and resources are

jointly invested in a common pursuit. Therefore, while partnership comes in many forms (the participation of police services in crime prevention activities, for instance, and the coordination of emergency management measures with private sector organizations) outreach to our stakeholders will be key.

The creation of PSEPC highlighted the requirement to integrate resources and approaches to public safety internal to government. It is now time to re-focus and re-double our efforts on building up the many existing solid external linkages locally, regionally, nationally and internationally over the next three years as we build on our plans and priorities. This is why it is important to clearly state that the expected results outlined in this three-year plan are shared, collective results that cannot be achieved without key partnerships at the federal, provincial/territorial, municipal and international levels as well as with the private and voluntary sectors.



**Section VI: Plans and Priorities**

<b><u>STRATEGIC OUTCOME</u></b>	
<b>ENHANCE THE PUBLIC SAFETY, SECURITY AND EMERGENCY PREPAREDNESS OF CANADIANS IN AN OPEN SOCIETY</b>	
<b><u>STRATEGIC PRIORITIES</u></b>	
<ul style="list-style-type: none"> <li>• <b>SEAMLESS EMERGENCY MANAGEMENT AND NATIONAL SECURITY MEASURES</b></li> <li>• <b>AN INTEGRATED PUBLIC SAFETY TOOLKIT</b></li> <li>• <b>COMMUNITY SAFETY THROUGH PARTNERSHIPS</b></li> <li>• <b>EFFECTIVE AND EFFICIENT PORTFOLIO LEADERSHIP</b></li> </ul>	
<b>OUTPUTS</b>	<b>OUTCOMES</b>
<ul style="list-style-type: none"> <li>• Timely and professional advice</li> <li>• Thoughtful and measured responses</li> <li>• Strategic policy and legislation</li> <li>• Integrated measures of service, risk management and resource control</li> <li>• Partnerships and collaborative approaches</li> <li>• Collection, analysis and application of lessons learned</li> <li>• Public education</li> <li>• First Nations Policing Agreements</li> <li>• Research-based knowledge to support policy and programs for public safety</li> </ul>	<ul style="list-style-type: none"> <li>• Sustained strategic policy, operational and legislative framework</li> <li>• Comprehensive, integrated approach to public safety and emergency management</li> <li>• Sound financial management and quality assurance</li> <li>• Continuum of partnerships, from crime prevention and emergency preparedness to offender reintegration and disaster assistance</li> <li>• Increased sharing of information and knowledge within the Portfolio and among key stakeholders</li> <li>• Contribution toward safe and sustainable First Nations communities</li> <li>• Resilient communities and infrastructures</li> </ul>
<b><u>ULTIMATE OUTCOME</u></b>	
<b>ENHANCED PUBLIC SAFETY AND EMERGENCY MANAGEMENT</b>	

**SEAMLESS EMERGENCY MANAGEMENT AND  
NATIONAL SECURITY MEASURES**

<b>Planned spending (\$000's) 2004-2005</b>	<b>Planned spending 2005-2006</b>	<b>Planned spending 2006-2007</b>
\$193,522.5 FTEs: 277	\$45,399.5 FTEs: 275	\$45,458.5 FTEs: 275

The consolidation of national security and emergency management functions previously exercised by the former Department of the Solicitor General and the Department of National Defence (Office of Critical Infrastructure Protection and Emergency Preparedness) enables us to move forward with a cohesive approach to operational readiness and response, policy and program coordination, critical infrastructure/emergency management programming and preparedness.

The Department's responsibility for implementation of the new National Security Policy, in concert with other key players, particularly the National Security Advisor, and other departments/agencies with public safety functions, provides a critical framework for ensuring the ongoing development and adjustment of seamless national security and emergency management measures.

Major programs and initiatives for which the Department holds key responsibility include:

- **National Emergency Response System (NERS)** – Canada's comprehensive and integrated system for providing a harmonized federal, provincial and territorial response to all types of emergencies.
- **Government Operations Centre (GOC)** – The Government of Canada Operations Centre provides around-the-clock incident monitoring, coordination, management and support across government to key national players in the event of a national emergency.
- **National Counter-Terrorism Plan (NCTP)** – Canada's primary mechanism for providing a coordinated policy and operational response to a domestic terrorist incident.
- **Operational Readiness Program** – training activities such as exercises, seminars and workshops designed to promote awareness of the national counter-terrorism arrangements among first responders, provincial and federal officers.
- **Counter-Terrorism Consequence Management Arrangements** – including possible participation in **Exercise TOPOFF3**, a joint Canada/United States counter-terrorism exercise that honours our commitment to the Smart Border Declaration and the Canada-U.S. Chemical, Biological, Radiological and Nuclear (CBRN) Guidelines.
- **The Lawful Access Initiative** – a comprehensive review of legislation to ensure that national security and law enforcement agencies maintain lawful access methods in the detection, prevention and investigation of terrorism and organized crime in the face of new and emerging technologies.

**SEAMLESS EMERGENCY MANAGEMENT AND NATIONAL SECURITY MEASURES**

(Major programs and initiatives continued)

- **Joint Emergency Preparedness Program** – a cost-shared program to build a more robust, national capacity among Canadian first responders to deal with all hazards.
- **Disaster Financial Assistance Arrangements** – provided to provinces and territories to help respond to and recover from major disasters when the provincial and territorial capacity is overwhelmed.
- **Chemical, Biological, Radiological, Nuclear (CBRN) training** – providing high calibre, standardized training to First Responders across Canada to develop an interoperable and robust capacity to deal with CBRN incidents.
- **National Critical Infrastructure Assurance Program** – builds a partnership with provinces and territories and critical infrastructure protection owners to provide greater resiliency to those services that are critical to the lives of all Canadians.
- **Research and Development Program** – builds knowledge of issues facing Canadians in critical infrastructure protection and emergency management and also provides tools to face the challenges.

**Operational Priorities**

- Coordinated policy and operational response to domestic terrorist incidents.
- Coordinated policy and strategic response to all types of emergencies.
- Review of legislative tools in heightened threat environment.
- Responsive emergency management programming.
- Integrated critical infrastructure and cyber protection security.

Planned Activities	Expected Results and Timelines
<b>National Security</b>	
<ul style="list-style-type: none"> <li>• Maintain and update when required the National Counter-Terrorism Plan through consultation with key stakeholders</li> <li>• Participation in the Integrated Threat Assessment Centre which will draw on the resources of a range of departments and agencies to provide comprehensive analysis of all available information on potential threats to Canada</li> <li>• Development of an enhanced, consolidated terrorist watch list system, in partnership with CBSA's National Risk Assessment Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Updated National Counter-Terrorism Plan to reflect the National Emergency Response System – <i>planned end date March 2005</i></li> <li>• Prevention and disruption of national security threats through timely, integrated, client-focussed and value-added intelligence – <i>ongoing</i></li> <li>• Improved interoperability and quality assurance of information exchange between security agencies relating to terrorist watch lists – <i>ongoing</i></li> </ul>

**SEAMLESS EMERGENCY MANAGEMENT AND  
NATIONAL SECURITY MEASURES**

Planned Activities	Expected Results and Timelines
<b>National Security</b>	
<ul style="list-style-type: none"> <li>• Implementation of the Government Operations Centre, to provide around-the-clock coordination, management and support across government to key national players in the event of a national emergency</li>   <li>• Development of a National Chemical, Biological, Radiological, Nuclear (CBRN) Strategy</li>   <li>• Implementation of the Cross-Cultural Roundtable on Security, composed of members of Canada's diverse and pluralistic communities</li>   <li>• Modernize laws and technical solutions to maintain law enforcement and national security agencies' lawful access capabilities</li>   <li>• Assessment of national security policy issues, with particular focus on future legislative and/or machinery changes</li>   <li>• Key participation in Parliamentary review of the <i>Anti-Terrorism Act</i> (C-36), particularly in the key area of counter-terrorism efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Interconnection of all federal departments and key stakeholders in order to provide strategically coordinated leadership in the event of a national emergency – <i>planned end date for full implementation March 2005</i></li>   <li>• Comprehensive strategy that ensures measures are identified and taken, from national policy development to training and equipping first responders (police, fire, ambulance, etc.) to prevent, mitigate and respond effectively to a CBRN terrorist incident – <i>Winter 2005</i></li>   <li>• Establish ongoing dialogue with key non-governmental stakeholders to improve understanding on how to manage security interests in a diverse society; promotion of mutual respect and understanding – <i>in 2004/05</i></li>   <li>• Increased effectiveness of investigations and intelligence gathering efforts – <i>ongoing</i></li>   <li>• Sustained assessment of national security policy issues and development of strategic legislative and/or machinery of government options commensurate with the threat environment – <i>ongoing</i></li>   <li>• Comprehensive review of the <i>Anti-Terrorism Act</i> in keeping with mandated statutory requirement – <i>beginning by December 2004</i></li> </ul>

**SEAMLESS EMERGENCY MANAGEMENT AND NATIONAL SECURITY MEASURES**

Planned Activities	Expected Results and Timelines
<b>National Security</b>	
<ul style="list-style-type: none"> <li>• Monitor national security and intelligence issues and provide independent advice and support to the Minister, Deputy Minister and senior management</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of independent policy advice to the to the Minister, Deputy Minister and senior management regarding the planning, coordination and implementation of the Government of Canada's national security policies – <i>ongoing</i></li> </ul>
<b>Emergency Management</b>	
<ul style="list-style-type: none"> <li>• Finalize the development and implementation of the National Emergency Response System (NERS) through consultation with key federal and national players</li> <li>• Improved cooperation with other jurisdictions through accelerated co-location of federal and provincial/territorial emergency measures organizations</li> <li>• Modernization of the <i>Emergency Preparedness Act (1988)</i></li> <li>• Establishment of permanent Ministerial and Deputy Minister federal/provincial/territorial forums on emergency management</li> <li>• Development of a Critical Infrastructure Assurance Program for Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonized federal, provincial and territorial response to all types of emergencies – <i>ongoing, planned end date March 2005</i></li> <li>• Integrated “one-stop” emergency and crisis management plans with regionally located resources, cutting down response times and increasing coordination across jurisdictions – <i>ongoing</i></li> <li>• Updated legislative framework with the legal authorities to deal with the full range of public safety emergencies including mitigation programs, critical infrastructure protection and cyber security – <i>in 2005/06</i></li> <li>• Fully integrated, national emergency management system with clarified standards and priorities, drawing on the leadership and expertise of all levels of government – <i>in 2004/05</i></li> <li>• Clarified roles and responsibilities for federal/provincial/territorial governments and private sector bodies, enhancing the viability and resiliency of national critical infrastructure – <i>Position Paper to be released in the Fall of 2004; consultations – Fall/Winter 2004/05; release of Strategy – Spring 2005</i></li> </ul>

**SEAMLESS EMERGENCY MANAGEMENT AND  
NATIONAL SECURITY MEASURES**

Planned Activities	Expected Results and Timelines
<b>Emergency Management</b>	
<ul style="list-style-type: none"> <li>• Establishment of a public-private sector task force for the National Cyber-security Strategy</li>   <li>• Ongoing review of Disaster Financial Assistance Arrangements (DFAA) and consideration of a more comprehensive disaster assistance measure</li>   <li>• In partnership with other federal departments, lead the delivery of comprehensive 4-level CBRN First Responder Training</li>   <li>• Update the National Support Plan, the document that outlines the emergency management structure, processes and procedures used by the federal government in providing support to a province or territory affected by a disaster</li>   <li>• Conduct audits and tests of federal departments' and agencies' business continuity and disaster recovery plans</li> </ul>	<ul style="list-style-type: none"> <li>• Development of partnership forum to increase capacity to predict, assess and prevent cyber attacks – <i>in 2004/05</i></li>   <li>• Streamlined application process for provinces and territories in need of financial assistance for disaster relief; broadened program scope to reflect wider array of disaster recovery challenges – <i>F/P/T consultations – Fall 2004</i></li>   <li>• A national, standardized capacity in major cities in Canada to respond to CBRN incidents – <i>ongoing</i></li>   <li>• Clarified roles and responsibilities of federal departments and agencies in the event of a provincial/territorial disaster, integrated into a coherent and coordinated support plan. Plan to reflect the National Emergency Response System – <i>by 2005</i></li>   <li>• Clarified roles and responsibilities with Central Agencies and new authorities for the evaluation and assurance of the federal government's ability to deliver essential services during emergency situations – <i>in 2004-05 and ongoing</i></li> </ul>

**SEAMLESS EMERGENCY MANAGEMENT AND NATIONAL SECURITY MEASURES**

Planned Activities	Expected Results and Timelines
<b>Emergency Management</b>	
<ul style="list-style-type: none"> <li>• Assessment and evaluation of policy and legislative initiatives for lessons learned in relation to national security and emergency preparedness</li> <li>• Establishment of a Web presence as Cyber Incident Response Canada (CIRC)</li> </ul>	<ul style="list-style-type: none"> <li>• Amended national response structure that captures lessons learned from operations and incorporates them into operational procedures – <i>ongoing</i></li> <li>• Coordinated Canadian ‘one-stop’ cyber security website for reporting of cyber threats and vulnerabilities, best practices and raising awareness – <i>in 2004</i></li> </ul>

**Partners**

National security involves many levels of government and the Department works closely with local, regional, national and international government and non-governmental organizations in order to effectively plan for and respond to emerging threats. With respect to emergency preparedness and counter-terrorism, the Department works with both domestic and international partners.

Domestic

RCMP, CSIS, CBSA, Privy Council Office, National Defence, Health Canada, Agriculture and Agri-Food Canada, Citizenship and Immigration Canada, Foreign Affairs Canada, Environment Canada, Finance Canada, Justice Canada, Transport Canada, provinces/territories, first responders and private sector and non-governmental organizations such as the Red Cross, Canadian Federation of Municipalities, Canadian Waste Water Association, Canadian Electrical Association and Canadian Bankers Association.

International

U.S. Department of Homeland Security, U.S. State Department, U.S. Department of Defense, U.S. Department of Justice, Federal Aviation Administration, United Kingdom Home Office and the Office of the Australian Attorney General. PSEPC is also a strong contributor to NATO Civil Emergency Planning and Critical Infrastructure Protection. In collaboration with the Department of Foreign Affairs, PSEPC is a key player in the development of a Cyber Security Strategy for nations of the Organization of American States (OAS).

## AN INTEGRATED PUBLIC SAFETY TOOLKIT

Planned spending (\$000's) 2004-2005	Planned spending 2005-2006	Planned spending 2006-2007
\$14,991.2 FTEs: 93	\$14,841.2 FTEs: 92	\$14,841.2 FTEs: 92

An integrated public safety toolkit requires not only the provision of the right resources in the right places and at the right time but also the integration of information among all those with a mandate to ensure public safety. This is why the Department's policy capacity on policing and law enforcement issues has been consolidated with its efforts to integrate critical criminal justice information across relevant jurisdictions and among key public safety and security agencies. This also enables the Minister to exercise national leadership on key common issues in policing and law enforcement.

Major programs or initiatives in which the Department holds responsibility include:

- **The Integrated Justice Information (IJI) Initiative** – initiated in 1999 in response to the Government of Canada's commitment to improve public safety and enhance Canadians confidence in the criminal justice system. IJI is advancing the delivery of the **Canada Public Safety Information Network (CPSIN)** to improve information sharing among criminal justice and law enforcement agencies in support of public safety and security. In addition, the Department is now mandated to develop a comprehensive vision and strategic design to address the integration of public safety information and interoperability between departments and agencies in Canada.
- **National Agenda to Combat Organized Crime** – coordinates information and strategies across jurisdictions in Canada, focussing on the key priorities of illicit drugs, outlaw motorcycle gangs, economic crime, high-tech crime, money laundering, trafficking in human beings and migrant smuggling, corruption and street gangs while also addressing the questions of intimidation in the justice system, illegal gaming, auto theft and organized crime activities in Canada's emerging diamond mining industry.
- **The Canada-U.S. Cross Border Crime Forum** – supports Canada-U.S. efforts to secure the border and facilitates several initiatives outlined under the Smart Border Declaration and its 32-Point Action Plan.

### Operational Priorities

- Ongoing integration of critical criminal justice information across Canadian jurisdictions and organizations.
- Provision of research and policy expertise to key policing and law enforcement initiatives.

**AN INTEGRATED PUBLIC SAFETY TOOLKIT**

Planned Activities	Expected Results and Timelines
<b>Integrated Justice Information</b>	
<ul style="list-style-type: none"> <li>• Advancement of the <i>Public Safety and Security Information Sharing and Interoperability Project</i></li>   <li>• Track/monitor Canada Public Safety Information Network (CPSIN) technology projects underway to modernize case and records management systems in support of public safety</li>   <li>• The development of national policy strategies for privacy and the management of information under CPSIN</li>   <li>• The development and application of common data standards and related tools promoting interoperability</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of a strategic vision for achieving an interoperable information sharing environment across government in support of public safety and security – <i>in 2004-05</i></li>   <li>• Inventory of current Government of Canada information sharing initiatives related to public safety and security, including a mitigation strategy to resolve known gaps – <i>in 2004-05</i></li>   <li>• Technical integration of CPSIN component systems in support of interoperability and electronic information sharing – <i>by 2005</i></li>   <li>• Information management policies and standards aimed at national policy coherence to ensure the protection of personal information, data integrity and security of information shared under CPSIN – <i>by 2005</i></li>   <li>• Endorsement and adoption of data standards by CPSIN participating agencies and other key stakeholders in the development or redesign of criminal justice information systems to enable structured electronic information sharing – <i>ongoing</i></li> </ul>

## AN INTEGRATED PUBLIC SAFETY TOOLKIT

Planned Activities	Expected Results and Timelines
<b>Integrated Justice Information</b>	
<ul style="list-style-type: none"> <li>• Development of a formal commitment to advance CPSIN and interoperability activities among federal participants and other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of a governance and accountability framework to provide an approval and consultative mechanism in support of Integrated Justice Information and interoperability activities – <i>in 2004</i></li> <li>• Signing of a Joint Statement by federal/provincial/territorial Ministers Responsible for the Administration of Justice on a National Approach to Sharing Information – <i>in 2004-05</i></li> </ul>
<b>Policing and Law Enforcement</b>	
<ul style="list-style-type: none"> <li>• Implementation of the <i>National Strategy to Protect Children from Sexual Exploitation on the Internet</i></li> <li>• Provide policy development and coordination support for the Integrated Market Enforcement Teams (IMETs) mandated to detect, deter and prevent capital market fraud</li> <li>• Policy support for the Canada Border Services Agency including ongoing implementation of the Smart Border Action Plan</li> <li>• Policy support for the Canada Firearms Program</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive approach to the protection of children against sexual exploitation on the Internet, including increased tools for investigation, coordination across jurisdictions, public education and reporting in addition to the fulfillment of international obligations – <i>start date 2004-05, ongoing</i></li> <li>• Maintain investor confidence in Canada's publicly-traded companies and capital markets through effective oversight and enhanced coordination among partners in the IMETs initiative – <i>start date 2003-04, ongoing</i></li> <li>• Effective policy coordination on issues of border management – <i>start date December 2003, ongoing</i></li> <li>• Sustained support and strategic advice to the Minister and Deputy Minister in the discharge of responsibility for the Canada Firearms Program – <i>ongoing</i></li> </ul>

**AN INTEGRATED PUBLIC SAFETY TOOLKIT**

Planned Activities	Expected Results and Timelines
<b>Policing and Law Enforcement</b>	
<ul style="list-style-type: none"> <li>• Coordinate the work of, and provide policy and research support to, the National Coordinating Committee (NCC) on Organized Crime, including its subgroups and regional committees; serve as Chair of the NCC</li>   <li>• Support the First Nations Organized Crime Initiative</li>   <li>• Coordinate strategic planning and evaluation activities for the Integrated Proceeds of Crime (IPOC) Initiative</li>   <li>• Serve as Chair of CICAD (Inter-American Drug Abuse Control Commission) of the Organization of American States</li>   <li>• Commence preparations with the RCMP in the review of the police services agreements for eight provinces, three territories and over 200 municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced coordination, policy development and information sharing among key government, police and prosecutorial stakeholders involved in the domestic fight against organized crime – <i>bi-annual meetings of the NCC</i></li>   <li>• Increased intelligence development and information sharing through enhanced partnership between First Nations police, RCMP and other Canadian and American law enforcement agencies in fully integrated multi-agency organized crime task forces, such as Integrated Border Enforcement Teams (IBETs) – <i>start date 2001-02, ongoing</i></li>   <li>• Enhanced capacity to determine and support optimum targeting of resources and funding options – <i>in 2004</i></li>   <li>• Enhance Canada’s leadership role in the Americas in the area of drug control; promote Canadian public safety interests and encourage a balanced approach to reduce the supply and demand of illicit drugs – <i>Chair CICAD until November 2004 and continue active participation beyond 2004</i></li>   <li>• Coordinated, timely approach to the review of the current policing agreements in March 2012</li> </ul>

## AN INTEGRATED PUBLIC SAFETY TOOLKIT

Planned Activities	Expected Results and Timelines
<b>Policing and Law Enforcement</b>	
<ul style="list-style-type: none"> <li>Coordinate policy development, strategic planning and support for the National DNA Data Bank and drug strategy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated, strategic approach to policy development for key government initiatives – <i>ongoing</i>; <i>Parliamentary review of the National DNA Data Bank legislation in 2005</i></li> </ul>

### Partners

The integration of public safety tools and resources requires collaboration among many levels of government and across a broad range of key stakeholders. Canadians rightly expect their governments to work together on issues of public safety, to reach swift consensus on plans of action and to take the appropriate steps in laying out clear responsibilities and priorities. The Department works with key federal, provincial, territorial and municipal governments as well as non-governmental organizations on issues of policing, law enforcement and integrated justice information including:

#### Domestic

RCMP, CSIS, CBSA, CSC, NPB, CAFC, Foreign Affairs Canada, Justice Canada, Transport Canada, Health Canada, Citizenship and Immigration Canada, FINTRAC, Public Works and Government Services Canada, Canadian Centre for Justice Statistics, Canadian Association of Chiefs of Police, Canadian Professional Police Association and the Canadian Association of Police Boards.

#### International

The Department participates in and provides policy and research support to forums that advance partnership and coordination. For example: the G8 Lyon-Roma/Anti-Crime and Terrorism Group and its sub-groups on the issue of organized crime through the Canada-U.S. Cross-Border Crime Forum, the National Coordinating Committee on Organized Crime, and on money laundering through the Financial Action Task Force. The Department also chairs a number of these fora.

Other international partners include: U.S. Department of Homeland Security, U.S. Department of Justice, U.S. State Department, U.S. Office of National Drug Control Policy, Organization of American States, the G8, United Nations and the European Union.

<b>COMMUNITY SAFETY THROUGH PARTNERSHIPS</b>
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Planned spending (\$000's) 2004-2005	Planned spending 2005-2006	Planned spending 2006-2007
\$167,552.6 FTEs: 182	\$134,679.8 FTEs: 77	\$135,050.4 FTEs: 79

Canada has made significant progress over the past ten years in its response to crime. The rate of incarceration has continued to decline over the years and the majority of conditional releases (day parole, full parole and statutory release) are successfully completed. Despite strong evidence that our corrections release system works well, improvements are planned to strengthen its effectiveness in contributing to the safety of Canadians and their communities.

To ensure a balanced and comprehensive approach to community safety, the Department has allied its policy and research capacity in corrections and criminal justice with its operation of the First Nations Policing Program and the National Crime Prevention Strategy. This approach maximizes the contributions of front-line community policing to reducing social disorder and fear of crime with the positive attributes of locally derived solutions to crime and victimization through social development. In this way, community safety is achieved through sustainable partnerships where systems of evaluation and knowledge dissemination are put in place to support continued advancement and collective well-being.

Major initiatives and programs in support of community safety through partnerships include:

- **National Crime Prevention Strategy** – aims to reduce crime and victimization through a "crime prevention through social development" approach, emphasizing the need to focus on those factors that put individuals at risk including family violence, drug abuse and school problems.
- **First Nations Policing Policy** – facilitates the negotiation and implementation of cost-shared funding arrangements through tripartite agreements between the federal and provincial/territorial governments and First Nations.
- **Effective Corrections** – aims to improve public safety by enhancing strategies to support the safe reintegration of offenders in the community including strategies focussed on Aboriginal offenders and their communities as well as innovative restorative justice approaches.

**Operational Priorities**

- Ongoing provision of evidence-based, research-supported correctional policies.
- Strong partnerships with Aboriginal peoples through enhanced governance capacity.
- Providing communities with the tools, knowledge and support they need to address the root causes of crime at the local level.

**COMMUNITY SAFETY THROUGH PARTNERSHIPS**

Planned Activities	Expected Results and Timelines
<b>Corrections and Criminal Justice</b>	
<ul style="list-style-type: none"> <li>• Address the over-representation of Aboriginal Canadians in the criminal justice system through the development of holistic healing models of justice and corrections in Aboriginal communities</li>   <li>• Support initiatives that strengthen effective corrections, including research on community supervision of sex offenders, the impact of pre-sentence reports, and case management practices in probation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community capacity to work with victims, offenders and families through training and gatherings on relevant topics – <i>ongoing</i></li>   <li>• Dissemination of knowledge gained through pilot projects to Aboriginal communities and organizations, other levels of government and universities – <i>ongoing</i></li>   <li>• Coordinated federal support and the demonstration of community-based holistic healing models, through the Assistant Deputy Minister Steering Committee on Community Stability and Wellness and other venues – <i>ongoing</i></li>   <li>• Publication of research reports on the Dynamic Supervision of Sex Offenders Project, the Pre-sentence Report Project and the Effective Case Management in Probation Study – <i>in 2004</i></li>   <li>• Enhanced public education on correctional issues – <i>ongoing</i></li>   <li>• More successful integration of offenders through improved reintegration programs and limiting over-reliance on incarceration – <i>ongoing</i></li>   <li>• Analyses and reports that monitor the changing face of corrections populations, including aging offenders and those serving long or indeterminate sentences – <i>ongoing</i></li> </ul>

<b>COMMUNITY SAFETY THROUGH PARTNERSHIPS</b>	
<b>Planned Activities</b>	<b>Expected Results and Timelines</b>
<b>Corrections and Criminal Justice</b>	
<ul style="list-style-type: none"> <li>• Support implementation of the national sex offender registration system</li>   <li>• Develop amendments to the <i>Corrections and Conditional Release Act</i></li>   <li>• Consultations with victims' organizations on strategies to improve the response to victims including mechanisms to meet their information needs.</li>   <li>• Re-introduction of legislative proposals to further support victims within the criminal justice system</li>   <li>• Implementation and evaluation of pilot projects to demonstrate the application of restorative processes in criminal justice</li>   <li>• Consultation with other departments and stakeholders to provide an evaluation of current restorative justice policies and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Continued assistance to our F/P/T partners with the implementation of a new initiative that assists police in their investigation of crime by providing them with important information about sex offenders, including helping to locate known sex offenders – <i>proclamation of Bill C-16 by Fall 2004</i></li>   <li>• A robust and sound legislative framework for corrections that is sensitive to the needs of victims – <i>2004/05</i></li>   <li>• Improved policies and practices vis-à-vis victims' involvement in the corrections and conditional release stage – <i>ongoing</i></li>   <li>• Improvements to the criminal justice system with emphasis on responding to the needs of victims – <i>2004/05</i></li>   <li>• Publication of the results of the evaluation of the Collaborative Justice Project, a restorative justice demonstration project that focuses on serious crime – <i>in 2004</i></li>   <li>• Implementation of demonstration projects that test innovative models and approaches to restorative justice – <i>ongoing</i></li> </ul>
<b>Crime Prevention</b>	
<ul style="list-style-type: none"> <li>• Support initiatives that strengthen and increase the capacity of communities to respond to crime and victimization</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community involvement in crime prevention initiatives and the development of local solutions to crime and victimization – <i>ongoing</i></li> </ul>

## COMMUNITY SAFETY THROUGH PARTNERSHIPS

Planned Activities	Expected Results and Timelines
<b>Crime Prevention</b>	
<ul style="list-style-type: none"> <li>• Encourage and support the participation of other levels of government, non-governmental organizations and private sector partners in crime prevention</li> <li>• Support research and demonstration projects that identify key lessons and best practices to provide essential direction for crime prevention initiatives</li> <li>• Develop products and mechanisms to support the promotion of the National Crime Prevention Strategy (NCPS) and dissemination of NCPS products, information and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increased coordination and integration of initiatives and policies in response to crime and victimization – <i>ongoing</i></li> <li>• Effective and sustainable crime prevention strategies that meet the needs of communities across Canada – <i>ongoing</i></li> <li>• Increased understanding of “what works” in crime prevention among key partners and community stakeholders, as well as increased public awareness of effective strategies to respond to crime and victimization – <i>ongoing</i></li> </ul>
<b>Aboriginal Policing</b>	
<ul style="list-style-type: none"> <li>• Negotiate and renew effective, accountable and culturally appropriate First Nations policing agreements</li> <li>• Promote a higher standard of governance and accountability through leadership and training initiatives; accountability and monitoring activities and improved information sharing</li> <li>• Promote the consideration of policing and public safety in broader First Nations initiatives across government</li> </ul>	<ul style="list-style-type: none"> <li>• Access by First Nations communities to effective, professional and culturally appropriate First Nations policing services within available resources – <i>ongoing</i></li> <li>• Increased awareness of responsibilities and obligations of the police governing authorities – <i>ongoing</i></li> <li>• Enhanced performance measurement and evaluation through the implementation of a Results-based Management and Accountability Framework – <i>2004-05</i></li> <li>• Improved federal integration of knowledge and experience in the development of appropriate tools, resources and partnerships to ensure public safety in Aboriginal communities – <i>ongoing</i></li> </ul>

<b>COMMUNITY SAFETY THROUGH PARTNERSHIPS</b>
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Planned Activities	Expected Results and Timelines
<b>Aboriginal Policing</b>	
<ul style="list-style-type: none"> <li>• Enhance policing for Aboriginal people off-reserve through partnership activities that sensitize police services to Aboriginal culture and issues</li> </ul>	<ul style="list-style-type: none"> <li>• Improved relations between urban Aboriginal people and police services – <i>ongoing</i></li> </ul>

**Partners**

The achievement of community safety requires the engagement of a broad range of partners across many levels of government and particularly across many communities and cultures.

Domestic

CSC, NPB, RCMP, Office of the Correctional Investigator, Health Canada, Justice Canada, Indian and Northern Affairs Canada, Fisheries and Oceans Canada, provincial/territorial and municipal governments, First Nations police services, First Nations Chiefs of Police Association, Band/Tribal Councils, Elders, community leaders, Assembly of First Nations, Associations des services de réhabilitation sociale du Québec, Block Parent Program of Canada, Canadian Association of Chiefs of Police, Canadian Association of Elizabeth Fry Societies, Canadian Criminal Justice Association, Canadian Council on Social Development, Canadian Council for Ministers of Education, Canadian Public Health Association, Canadian Training Institute, Church Council on Justice and Corrections, Concerned Children’s Advertisers, Congress of Aboriginal Peoples, Inuit Tapirisat of Canada, Federation of Canadian Municipalities, John Howard Society of Canada, International Crime Prevention Centre, National Associations Active in Criminal Justice, National Joint Committee of Senior Criminal Justice Officials, Conflict Resolution Network Canada, Pauktuutit Inuit Women’s Association, Prison Arts Foundation, St. Leonard’s Society of Canada, Salvation Army Correctional and Justice Services, Seventh Step Society of Canada, Metis National Council, Native Women’s Association of Canada and National Association of Friendship Centres.

**EFFECTIVE AND EFFICIENT PORTFOLIO LEADERSHIP**

<b>Planned spending (\$000's) 2004-2005</b>	<b>Planned spending 2005-2006</b>	<b>Planned spending 2006-2007</b>
\$37,949.7 FTEs: 220	\$37,918.7 FTEs: 220	\$37,922.7 FTEs: 220

Setting a new strategic direction in any organization is never an easy task. However, the creation of PSEPC presents a unique opportunity to align the strengths of several organizations into one cohesive whole. A unified federal Department of Public Safety and Emergency Preparedness requires strong strategic direction and a cohesive, service-oriented approach to corporate management. Both of these aims bring together into one common element the need for a strong structure that adds strategic value to the work of other departmental branches and coordinates in an appropriate and balanced way the policy linkages between the Department and the Portfolio Agencies. Effective and efficient portfolio leadership is a critical function within a large and diverse range of public policy spheres. From corrections and criminal justice to policing and law enforcement, national security and emergency preparedness to border control and crime prevention, a portfolio of this size and scope needs cohesion brought to bear in its aims, its voice and its activities.

**Operational Priorities**

- The setting of a unified strategic direction for PSEPC.
- Timely and responsive support to the Minister, Deputy Minister and senior management.
- The ongoing implementation of the Management Accountability Framework, bringing together the frameworks of modern comptrollership, human resource modernization and Government On-Line.

<b>Planned Activities</b>	<b>Expected Results and Timelines</b>
<b>Strategic Direction</b>	
<ul style="list-style-type: none"> <li>• Implementation of structures and processes for horizontal collaboration across policy branches, both at the senior management and middle management/officer levels</li> <li>• Implementation of a strategic planning process that integrates environmental scanning, research, policy and evaluation components</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate and balanced coordination of departmental and portfolio policy initiatives – <i>ongoing</i></li> <li>• Sustained, integrated framework for effective priority setting and decision-making – <i>ongoing</i></li> </ul>

**EFFECTIVE AND EFFICIENT PORTFOLIO LEADERSHIP**

Planned Activities	Expected Results and Timelines
<b>Strategic Direction</b>	
<ul style="list-style-type: none"> <li>• Development of an integrated 5-year strategic plan for PSEPC, providing a reference point for shared public understanding of the Department's roles, responsibilities and services</li>   <li>• Development of structures and processes for coordinated Portfolio collaboration on matters of public safety policy</li>   <li>• Provision of strategic policy advice on cross-cutting issues of public safety, including the impact of international treaties, conventions and other obligations of the PSEPC Portfolio</li>   <li>• Exercise leadership in the coordination and strategic analysis of intergovernmental affairs for PSEPC</li>   <li>• Dissemination of public safety information through strategic communications</li>   <li>• Development of enabling legislation to establish the new Department of Public Safety and Emergency Preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Improved public awareness and understanding of PSEPC, both domestically and internationally, leading to increased credibility, effectiveness and sound priority development – <i>by 2006</i></li>   <li>• Enhanced integration of policy efforts, providing a cohesive approach to priority-setting, the identification of common issues, ways of working together and the provision of consistent support to the Minister – <i>ongoing</i></li>   <li>• Maintenance of horizontal linkages across the public safety sector, assurance that PSEPC meets its domestic and international obligations, and the provision of coherent policy advice to the Minister, Deputy Minister and senior management – <i>ongoing</i></li>   <li>• Efficient coordination of intergovernmental operations; provision of concise and coherent policy advice for the Minister, Deputy Minister and senior management when engaged with federal/provincial/territorial and international counterparts – <i>ongoing</i></li>   <li>• Responsive and informative public communications tailored to the information needs of particular audiences (e.g. national, regional, local) – <i>ongoing</i></li>   <li>• Enabling statute for Public Safety and Emergency Preparedness Canada – <i>passage by Winter 2005</i></li> </ul>

## EFFECTIVE AND EFFICIENT PORTFOLIO LEADERSHIP

Planned Activities	Expected Results and Timelines
<b>Strategic Direction</b>	
<ul style="list-style-type: none"> <li>Supporting the Minister and Deputy Minister in the discharge of their responsibilities for the Portfolio in Parliament and Cabinet, including the preparation of the Minister for Question Period and appearances before Parliamentary and Cabinet Committees</li> </ul>	<ul style="list-style-type: none"> <li>Sustained support and strategic advice to the Minister and Deputy Minister in the discharge of their Parliamentary and Cabinet responsibilities – <i>ongoing</i></li> </ul>
<b>Corporate Management</b>	
<ul style="list-style-type: none"> <li>Modernization of human resource management; implementation of a direct service delivery model for departmental branches and the development of a three-year modernization plan that emphasizes continuous learning, diversity, official languages, values and ethics</li> <li>Implementation of the Action Plan on Modern Comptrollership, including a risk management framework, based on the results of the Capacity Assessment</li> <li>Development of Results-based Management Accountability and Audit Frameworks for policy initiatives</li> <li>Government On-Line – continue the development of the Public Safety Portal through the integration of provincial, municipal and NGO information; organization of information by client group (e.g. parents, children) and geographic area; and creation of a multi-jurisdictional safety network</li> </ul>	<ul style="list-style-type: none"> <li>Human resource strategy that allows the Department to continue to attract, develop and retain highly qualified individuals into the Public Service, representative of Canadian society with the skills, attitudes, creativity and values needed to fulfill the PSEPC mandate – <i>ongoing</i></li> <li>Enhanced integration of financial and non-financial performance information, the application of sound risk management strategies, appropriate levels of control and values and ethics into everyday management decisions – <i>ongoing</i></li> <li>Strengthened management commitment for measuring, reporting and evaluating initiatives – <i>ongoing</i></li> <li>Increased access for Canadians and their communities through a single window to a broad range of public safety information without the need to understand the complex jurisdictional breakdown of responsibilities for public safety in Canada – <i>in progress</i></li> </ul>

**EFFECTIVE AND EFFICIENT PORTFOLIO LEADERSHIP**

**Partners**

To achieve an effective and efficient Portfolio management relationship, the Department will work closely with the Portfolio Agencies and Central Agencies (Privy Council Office, Finance Canada, Treasury Board Secretariat) in an effort to balance the necessities of policy coordination and operational independence. The Department will also work closely with Central Agencies in order to implement a Management Accountability Framework that effectively incorporates the principal elements of modern comptrollership, human resource modernization and Government On-Line.

## Section VII: Organization

### PSEPC Strategic Priorities Cross-Walk

The chart below provides a cross-walk between the pre-December 12, 2003 strategic priorities for Solicitor General Canada and the Departments of National Defence and Justice as they related to the Office of Critical Infrastructure Protection and the National Crime Prevention Centre, respectively, and the post-December 12, 2003 strategic priorities of PSEPC. Readers will note that the financial data presented in the following sections is categorized according to pre-December 12, 2003 strategic outcomes and departmental business lines in order to provide consistency with the information tabled in the Department's Main Estimates for 2004-05.

	<b>PSEPC Strategic Priorities (2004-2005 -- 2006-2007)</b>			
2003-2004 Strategic Priorities: Solicitor General Canada, Justice Canada and Department of National Defence	Seamless Emergency Management and National Security Measures	An Integrated Public Safety Toolkit	Community Safety Through Partnerships	Effective and Efficient Portfolio Leadership
Initiatives to further strengthen and enhance domestic security measures and strategies to further strengthen cross-border and overseas collaboration against terrorists to ensure the protection of Canadians from emerging threats  (Solicitor General Canada)	✓			
Innovative strategies and better tools for law enforcement to respond to organized crime and other criminal activities in both the domestic and international contexts  (Solicitor General Canada)		✓		
Measures to advance effective corrections in the interests of public safety  (Solicitor General Canada)			✓	

<b>PSEPC Strategic Priorities (2004-05 – 2006-07)</b>				
2003-2004 Strategic Priorities: Solicitor General Canada, Justice Canada and Department of National Defence	Seamless Emergency Management and National Security Measures	An Integrated Public Safety Toolkit	Community Safety Through Partnerships	Effective and Efficient Portfolio Leadership
Establishment and maintenance of policing services that are professional, effective and responsive to the needs of First Nations and Inuit communities  (Solicitor General Canada)			✓	
Effective delivery of criminal justice programs through faster and better criminal justice information sharing  (Solicitor General Canada)		✓		
Engagement of citizens, all levels of government and the voluntary sector in criminal justice policy development  (Solicitor General Canada)			✓	✓
Effective and efficient corporate infrastructure to support departmental objectives  (Solicitor General Canada)				✓
Enhanced security for Canadians – communities more involved in crime prevention  (Justice Canada – National Crime Prevention Strategy)			✓	
Corporate policy and strategy – provide national leadership on critical infrastructure protection and effective emergency management  (Department of National Defence – Office of Critical Infrastructure Protection and Emergency Preparedness)	✓			

## Strategic Outcomes and Business Lines

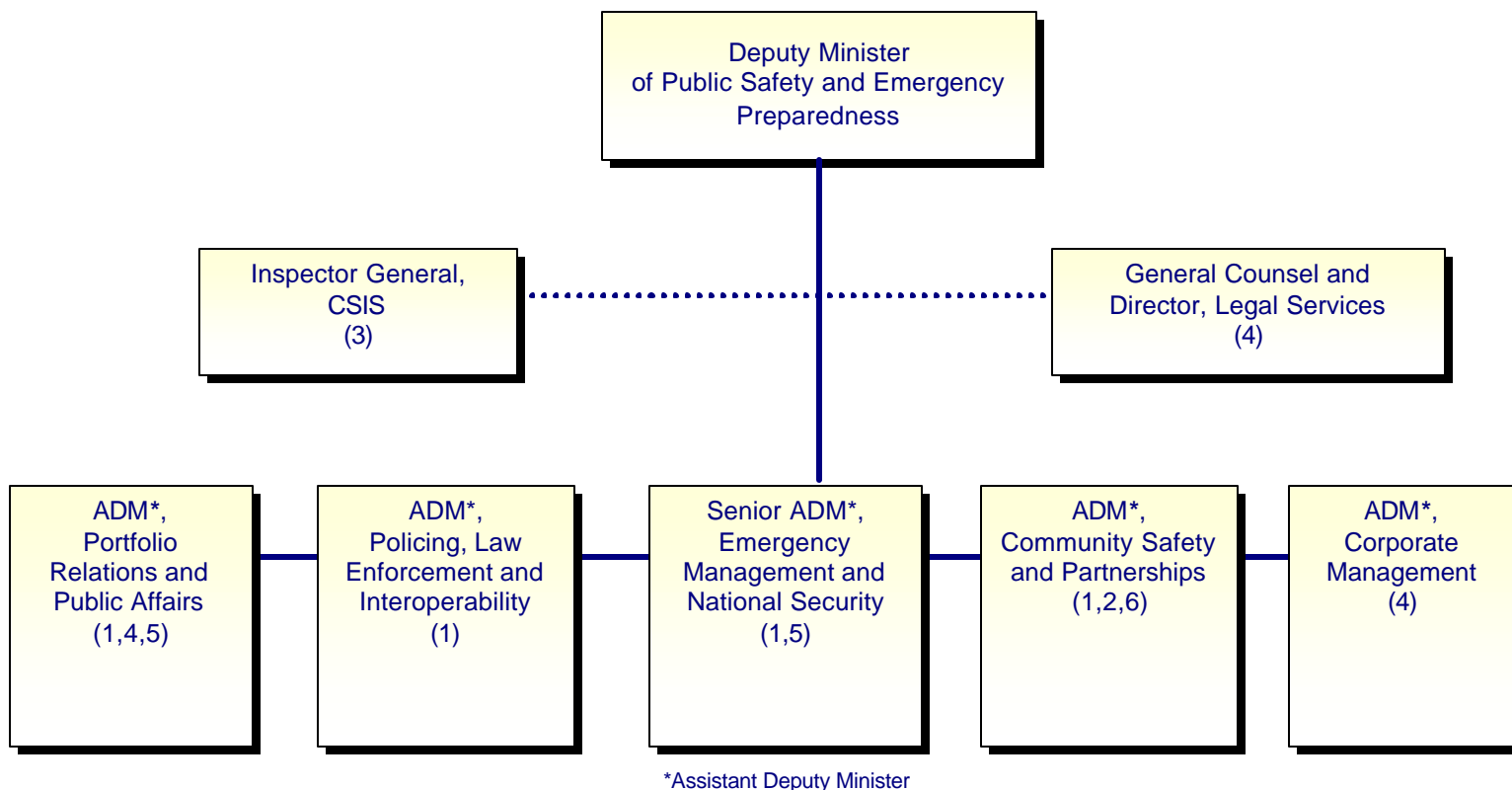
Strategic Outcomes (\$000's)	Business lines						Total
	Advice to the Solicitor General	First Nations Policing Program	Office of the Inspector General CSIS	Executive Services & Corporate Support	Office of Critical Infrastructure Protection & Emergency Preparedness	National Crime Prevention Centre	
-1 Initiatives to further strengthen and enhance domestic security measures and strategies and to further strengthen cross-border and overseas collaboration against terrorists.  Sr. AD SG National Security National Security Directorate IG- CSS	466.0 4,245.8		1,147.0				466.0 4,245.8 1,147.0
-2 Innovative strategies and better tools for law enforcement to respond to organized crime and other criminal activities in both the domestic and international contexts.  Policing and Law Enforcement:	6,569.0						6,569.0
-3 Measures to advance effective corrections in the interests of public safety. ADSG – Strategic Policy and Programs  Corrections and Criminal Justice	422.6 3,787.8						422.6 3,787.8
-4 Establishment and maintenance of policing services that are professional, effective and responsive to the needs of First Nations and Inuit communities.  Aboriginal Policing Policing and Law Enforcement		93,868.0 2,501.0					93,868.0 2,501.0
-5 Effective delivery of criminal justice programs through faster and better criminal justice information sharing  Integrated Justice Information	4,983.7						4,983.7
-6 Engagement of citizens, all levels of government and the voluntary sector in criminal justice policy development.  Strategic Operations	5,019.1						5,019.1

Section VII: Organization

Strategic Outcomes (\$000's)	Business Lines						
	Advice to the Solicitor General	First Nations Policing Program	Office of the Inspector General CSIS	Executive Services & Corporate Support	Office of Critical Infrastructure Protection & Emergency Preparedness	National Crime Prevention Centre	Total
-7 Office of Critical Infrastructure Protection and Emergency Preparedness					191,500.0*		191,500.0
-8 National Crime Prevention Centre						72,387.3	72,387.3
-9 Effective and efficient corporate infrastructure to support departmental objectives. Corporate and Executive Support				7,579.0	9,941.0	1,370.3	18,890.3
Communications				2,638.0	2,370.0	1,050.4	6,058.4
Coordination and Liaison				2,170.0			2,170.0
	25,494.0	96,369.0	1,147.0	12,387.0	203,811.0	74,808.0	414,016.0

\* This figure includes \$145M allocated to the Disaster Financial Assistance Arrangements (DFAA) program

## Department Organizational Chart



Note: The numbers identified in the boxes above correspond to the numbered business lines below.

<b>Business Line Titles (BL)</b>	<b>\$ (millions)</b>	<b>FTEs</b>
1. Advice to the Solicitor General regarding Ministerial Direction to the Agencies, Portfolio Management and National Policy Leadership	25.5	163
2. First Nations Policing Program	96.4	51
3. Office of the Inspector General CSIS	1.1	9
4. Executive Services and Corporate Support	12.4	114
5. Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP)	203.8	306
6. National Crime Prevention Centre (NCPC)	74.8	129
<b>TOTAL</b>	<b>414.0</b>	<b>772</b>

### Departmental Planned Spending

(\$ 000's)	Forecast Spending 2003-04	<b>Planned Spending 2004-05</b>	Planned Spending 2005-06	Planned Spending 2006-07
Budgetary Main Estimates (gross)	110,054.9	<b>414,016.0</b>	232,839.2	233,272.8
Non-Budgetary Main Estimates (gross)				
Less: Respendable revenue				
<b>Total Main Estimates</b>	110,054.9	<b>414,016.0</b>	232,839.2	233,272.8
Adjustments	8,382.2	<b>20,525.0</b>	31,707.0	23,662.0
<b>Net Planned Spending</b>	118,437.1	<b>434,541.0</b>	264,546.2	256,934.8
Less: Non-respendable revenue				
Plus: Cost of services received without charge	5,849.5	<b>7,507.4</b>	7,000.4	7,064.9
<b>Net Cost of Program</b>	124,286.6	<b>442,048.4</b>	271,546.6	263,999.7
 <b>Full Time Equivalents</b>	 315	 <b>772</b>	 665	 666

Note: 2003-04 forecast spending excludes OCIPEP and NCPC.

## Section VIII: Annexes

### Summary of Transfer Payments

(\$000's)	Forecast spending 2003-04	<b>Planned spending 2004-05</b>	Planned spending 2005-06	Planned spending 2006-07
<b>Grants</b>				
Advice to the Solicitor General				
▪ National Voluntary Organizations active in the criminal justice sector	1,796	<b>1,796</b>	1,796	1,796
Office of Critical Infrastructure Protection and Emergency Preparedness				
▪ Joint Infrastructure Interdependencies Research Program		<b>500</b>	500	500
▪ Fellowships Program in Honour of Stuart Nesbitt White	41	<b>54</b>	54	54
National Crime Prevention Centre				
▪ Grants in support of the Safer Communities Initiative	31,397	<b>46,168</b>	19,460	19,460
<b>Total Grants</b>	33,234	<b>48,518</b>	21,810	21,810
<b>Contributions</b>				
Advice to the Solicitor General				
▪ Payments to the provinces, territories, public and private bodies in support of activities complementary to those of the Solicitor General	1,342	<b>1,902</b>	1,152	1,152
First Nations Policing Program *	53,896	<b>87,388</b>	93,723	99,123
▪ Payments to the provinces, territories, municipalities, Indian band councils and recognized authorities representing Indians on-reserve, Indian communities on Crown land and Inuit communities for the First Nations Policing Program				
Office of Critical Infrastructure Protection and Emergency Preparedness				
▪ Contribution to Provinces and Municipalities Pursuant to Emergency Preparedness Act (JEPP)	9,204	<b>8,452</b>	8,512	8,571
▪ Contribution to Provinces and Municipalities for Assistance Related to Natural Disasters (DFAA)	116,672	<b>145,000</b>	--	--

### Summary of Transfer Payments

	Forecast spending 2003-04	<b>Planned spending 2004-05</b>	Planned spending 2005-06	Planned spending 2006-07
National Crime Prevention Centre				
▪ Contributions in support of the Safer Communities Initiative	10,929	<b>10,533</b>	10,365	6,765
<b>Total Contributions</b>	192,043	<b>253,275</b>	113,752	115,611
<b>Total Grants and Contributions</b>	<u>225,277</u>	<u><b>301,793</b></u>	135,562	137,421

\* Note that forecast spending includes NCPC and OCIPEP.

### Details on Transfer Payment Programs

#### **Transfer Payments for the National Crime Prevention Strategy (NCPS)**

The Safer Communities Initiative, which is the programming component of the NCPS, is made up of four grant and contribution programs. These programs work together to develop tools and resources, expand Canadians' knowledge about crime prevention, and encourage community and private sector participation in crime prevention. Funding is provided to national not-for-profit organizations, community groups and academics for approved proposals on crime prevention initiatives.

#### **Objective**

The NCPS has four key objectives:

- to promote partnerships between governments, businesses, community groups, and individuals to reduce crime and victimization;
- to assist communities in developing and implementing community-based solutions to local problems that contribute to crime and victimization;
- to increase public awareness of, and support for, crime prevention; and
- to conduct research on crime prevention and establish best practices.

#### **Planned Results**

- Focussed funding through the NCPS based on knowledge and evidence of gaps in specific focus areas.
- Report on findings of both internal and external information and research.
- Formation of local coalitions and partnerships to coordinate and stimulate local solutions.

## **Milestones**

The NCPS has engaged in a number of evaluation exercises and the results have been very encouraging. For example, a Partnership Study (2002) indicated that the NCPS is having considerable success in attracting partnerships with organizations that did not traditionally consider crime prevention as part of their mandate and the majority (94%) would pursue partnerships of this nature in the future.

During 2003-04, NCPS supported over 200 projects, representing an investment of \$7 million. Police from all levels were a key partner and funding was complimented by contributions from other sources including different levels of government, private foundations and private sector companies. For every dollar that NCPS invests in a project, between \$1.50 - \$9.00 is leveraged by project partners.

In addition to the focus on increasing partnerships and collaboration, there has been on-going effort to monitor progress and disseminate results on crime prevention. The GCIMS database has been developed to track project reporting for Grant and Contribution information management and the "Results-Based Management Accountability Framework" is being updated.

In terms of disseminating results on crime prevention, reports have been prepared that articulate the lessons learned about what works and what does not work in crime prevention, "fact sheet" templates along with other communications instruments are being prepared for dissemination to communities and other partners and stakeholders.

## **Transfer Payments for the Disaster Financial Assistance Arrangements (DFAA) Program**

### **Objective**

To provide financial assistance to provincial and territorial governments in cases where the basic costs of resource and recovery would be greater than they could reasonably be expected to bear.

### **Planned Results**

To help restore provincial/territorial works to their pre-disaster condition and to facilitate the restoration of basic, essential, personal property of private citizens, farmsteads and small businesses.

### **Milestones**

Audited expenses are reimbursed as expeditiously as possible in accordance with established guidelines for the administration of Disaster Financial Assistance Arrangements.

### **Transfer Payments for the Joint Emergency Preparedness Program (JEPP)**

#### **Objective**

Support cooperation among the federal and provincial/territorial governments in working toward an enhanced national capacity to meet emergencies of all types.

#### **Planned Results**

Approve projects in all provinces and territories to ensure a reasonably uniform emergency response capability across the country.

#### **Milestones**

Projects for the new fiscal year are considered and evaluated as expeditiously as possible, with provinces and territories advised of all decisions rendered by the beginning of each fiscal year (April 1).

### **Transfer Payments for the First Nations Policing Program**

Payments to the provinces, territories, municipalities, Indian band councils and recognized authorities representing Indians on-reserve, Indian communities on Crown land and Inuit communities for the First Nations Policing Program

#### **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.

#### **Planned Results**

- 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.

#### **Milestones**

The Department continues to develop appropriate systems to monitor the First Nations Policing Program. These include working with First Nations communities and Police Services to develop and improve governance and accountability through leadership and training initiatives; undertaking various research initiatives to support an evaluation of FNPP (e.g., community satisfaction surveys); developing a comprehensive set of performance indicators that can be used to measure First Nations police effectiveness over the longer term; and implementing data collection in accordance with the recently developed FNPP "Results-based Management Accountability Framework".

The Department will also continue to utilize the departmental audit and evaluation functions to monitor the program on an on-going basis.

**Net Cost of Program for the Estimates Year**

(\$ 000's)	<b>Total</b>
Net Planned Spending	<b>434,541.0</b>
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)*	<b>2,816.4</b>
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	<b>4,171.0</b>
Workman's compensation coverage provided by Human Resources Canada	--
Salary and associated expenditures of legal services provided by Justice Canada	<b>520.0</b>
	<b>7,507.4</b>
<i>Less: Non-respendable revenue</i>	--
<b>2003-2004 Net cost of Program</b>	<b>442,048.4</b>

\* Note that this figure excludes NCPC and OCIEP.

### Horizontal Initiatives

Horizontal Initiative		Page Reference
Chemical, Biological, Radiological, Nuclear (CBRN) Training	Health Canada, Canadian Nuclear Safety Commission, National Defence and RCMP	24-25
Combating Organized Crime	RCMP, Correctional Service of Canada, Justice Canada, Canada Border Services Agency, CSIS, Citizenship and Immigration Canada, Environment Canada, Foreign Affairs Canada, First Nations communities, provinces, territories, municipalities and law enforcement	26-30
National Drug Strategy	RCMP, Correctional Service of Canada, Health Canada, Canada Border Services Agency, Justice Canada	26-30
Lawful Access	RCMP, CSIS, National Defence, Justice Canada, police associations and private sector	20-25
Integrated Justice Information	Canadian Centre for Justice Statistics, Citizenship and Immigration Canada, Correctional Service of Canada, Justice Canada, National Parole Board, RCMP, Treasury Board Secretariat and provinces/territories	26-30
National Counter-Terrorism Response Capability	National Defence, Health Canada, Agriculture and Agri-Food Canada, Transport Canada, Canada Border Services Agency, Citizenship and Immigration Canada, Justice Canada, Foreign Affairs Canada, Environment Canada, CSIS, RCMP, Department of Finance, Privy Council Office, provinces/territories, first responders, U.S. Department of Homeland Security, United Kingdom Home Office, Australian Attorney General	20-25
Integrated Market Enforcement Teams	RCMP, Justice Canada, Finance Canada	28-30
Integrated Proceeds of Crime	RCMP, Justice Canada, Public Works and Government Services Canada and Canada Border Services Agency	29-30

## Horizontal Initiatives

Horizontal Initiative		Page Reference
Effective Corrections Initiative	Correctional Service of Canada, National Parole Board, Department of Justice, Indian Affairs and Northern Development, Aboriginal Healing Foundation, National Voluntary Organizations and Aboriginal communities	31-35
Government On-Line	Agriculture and Agri-Food Canada, Canada Revenue Agency, Canada Border Services Agency, Canada Firearms Centre, Canadian Coast Guard, Canadian Food Inspection Agency, CSIS, Citizenship and Immigration Canada, Correctional Service of Canada, Foreign Affairs Canada, Justice Canada, Environment Canada, Financial Consumer Agency of Canada, Fisheries and Oceans Canada, Health Canada, Human Resources and Skills Development Canada, Industry Canada, National Defence, National Parole Board, Natural Resources Canada, National Search and Rescue Secretariat (National Defence), Parks Canada (Canadian Heritage), Privy Council Office, RCMP, Social Development Canada, Statistics Canada, Transport Canada, Transportation Safety Board of Canada Secretariat, Treasury Board Secretariat, Manitoba, Ontario, New Brunswick (various departments), City of Winnipeg, non-governmental organizations, Cybertip.ca, SafeKids Canada	38-39

## Sustainable Development Strategy

The Department tabled the sustainable development strategy for the period 2003-2006 in February 2004. The following chart provides a summary of the targets for the planning period.

<b>GOAL</b>	
<b>1.0 Explore the Department's understanding of and contribution to the social dimension of sustainable development particularly at the community level</b>	
<b>OBJECTIVE</b>	
<b>1.1 Assessment of the long-term impact of community policing in First Nations communities</b>	
<b>ACTIVITY</b>	<b>TARGETS</b>
Complete community studies	Community satisfaction survey of 25 communities in Quebec completed by March 31, 2005  Community Case Studies on the Effectiveness and Sustainability of First Nations Policing Services underway by March 31, 2005
Broaden FNPP research agenda to develop cross-Canada perspectives of First Nations policing	Research agenda updated by March 31, 2005 to address research gaps
FNPP program evaluation	Establish Evaluation Working Group by June 2004  Evaluation framework finalized by Evaluation Working Group, including the identification of specific agreements for in-depth analysis  Tender consulting contract by March 31, 2005
Assess impact of public safety and policing on community planning	Study on the correlation between economic development and First Nations policing completed by March 2005
<b>OBJECTIVE</b>	
<b>1.2 Coordination and collaboration between federal departments on common policy objectives and performance indicators</b>	
<b>ACTIVITY</b>	<b>TARGETS</b>
Lead the Steering Committee on Aboriginal Stability and Wellness	Develop Terms of Reference in accordance with the Committee's mandate in order to guide its scope of activities by December 2004  Develop an evaluation framework to assess the inter- and intra-departmental workings in support of the Committee by March 2005

## Sustainable Development Strategy

<b>OBJECTIVE</b>	
<b>1.2 Coordination and collaboration between federal departments on common policy objectives and performance indicators</b>	
<b>ACTIVITY</b>	<b>TARGETS</b>
Participation in interdepartmental work on comprehensive community planning	Develop a Community Engagement Strategy, including overarching principles for engagement at the project level, by March 2005
Develop partnerships and joint initiatives with other government departments on issues of common concern	Five pilot projects initiated and underway that develop a multifaceted, proactive response to high-risk situations, by March 2005
<b>GOAL</b>	
<b>2.0 Refine the Department's approach to addressing the environmental impacts of its operations</b>	
<b>OBJECTIVE</b>	
<b>2.1 Enhanced training and awareness of sustainable development issues that reduce operations-related environmental impacts, building on SDS 2000 training and awareness efforts</b>	
<b>ACTIVITY</b>	<b>TARGETS</b>
Identify subject areas amenable to poster campaigns and determine key messages	Establish awareness campaign to promote employee actions to achieve SD throughout 2003-2006 period for the Department of Public Safety and Emergency Preparedness
Design and print materials	
Launch and manage campaign	
Redesign Green Intranet Website in 2004 fiscal year	Update communications plan for Department of Public Safety and Emergency Preparedness by March 31, 2005
Communicate update on SDS annually to employees	
	Green procurement criteria utilized in all departmental purchasing decisions by 2006/2007
<b>OBJECTIVE</b>	
<b>2.2 Maintenance of waste-reduction levels</b>	
<b>ACTIVITY</b>	<b>TARGETS</b>
Complete waste audit annually and identify progress towards targets	By March 31, 2005, establish a waste diversion target for the Department of Public Safety and Emergency Preparedness
Confirm waste diversion target annually	

## Section IX: Other Information

### Legislation Administered by the Department and Portfolio Agencies

It is important to note that with the reorganization of the Government on December 12, 2003, several of the duties, functions and responsibilities of the Minister and the legislation administered by the new Department and its Agencies are the subject of Orders in Council issued under the *Public Service Rearrangement and Transfer of Duties Act*.

It is also important to note that with the reorganization of the Government, the Solicitor General, by virtue of an Order in Council, may now be referred to as

the “Deputy Prime Minister and Minister of Public Safety and Emergency Preparedness” for administrative purposes. However, when dealing with anything that has legal force such as the signing of a legal document or the exercise of a statutory function or responsibility, the Minister must still be referred to as the “Solicitor General of Canada”. To avoid confusion, when exercising a *legal* function, the Minister may do so as the “Solicitor General of Canada (Deputy Prime Minister and Minister of Public Safety and Emergency Preparedness)”.

**The Solicitor General (Deputy Prime Minister and Minister of Public Safety and Emergency Preparedness) has sole responsibility to Parliament for the following Acts:**

- *Canadian Security Intelligence Service Act*
- *Corrections and Conditional Release Act*
- *Criminal Records Act*
- *Customs Act*
- *Department of the Solicitor General Act*
- *DNA Identification Act*
- *Firearms Act*
- *Prisons and Reformatories Act*
- *Royal Canadian Mounted Police Act*
- *Royal Canadian Mounted Police Pension Continuation Act*
- *Transfer of Offenders Act*
- *Witness Protection Program Act*

**PSEPC or its Agencies administer the following Acts in whole or in part. Some contain specific functions of the Minister that the Minister exercises solely or in conjunction with other Ministers:**

#### **PSEP Department\***

- *Department of the Solicitor General Act*
- *Emergency Preparedness Act*

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\* OCIEP is now part of the Emergency Management and National Security Branch of PSEPC.

The First Nations Policing Program and National Crime Prevention Centre do not administer specific legislation.

## **Royal Canadian Mounted Police**

- *Canadian Peacekeeping Service Medal Act*
- *Controlled Drugs and Substances Act*
- *Criminal Code*
- *Criminal Records Act*
- *DNA Identification Act*
- *Employment Equity Act*
- *Excise Act*
- *Export and Import Permits Act*
- *Firearms Act*
- *Foreign Missions and International Organizations Act*
- *National Defence Act*
- *Royal Canadian Mounted Police Act*
- *Royal Canadian Mounted Police Pension Continuation Act*
- *Royal Canadian Mounted Police Superannuation Act*
- *Security Offences Act*
- *Witness Protection Program Act*

## **Canadian Security Intelligence Service**

- *Canadian Security Intelligence Service Act*
- *Charities Registration (Security Information) Act*
- *Citizenship Act*
- *Employment Equity Act*
- *Immigration and Refugee Protection Act*
- *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*

## **Correctional Services of Canada**

- *Corrections and Conditional Release Act*
- *Criminal Code*
- *Extradition Act*
- *Old Age Security Act*
- *Prisons and Reformatories Act*
- *Transfer of Offenders Act*

## **National Parole Board**

- *Corrections and Conditional Release Act*
- *Criminal Code*
- *Criminal Records Act*

## **Canada Firearms Centre**

- *Firearms Act*

## **Canadian Border Services Agency**

- *Access to Information Act*
- *Aeronautics Act*
- *Anti-Personnel Mines Convention Implementation Act (through EIPA)*
- *Blue Water Bridge Authority Act*
- *Bretton Woods and Related Agreements Act*
- *Canada Agricultural Products Act*
- *Canada Customs and Revenue Agency Act*
- *Canada Grain Act*
- *Canada Post Corporation Act*
- *Canada Shipping Act*
- *Canada-Chili Free Trade Agreement Implementation Act*

**Canada Border Services Agency  
(continued)**

- *Canada-Costa Rica Free Trade Agreement Implementation Act*
- *Canada-Israel Free Trade Agreement Implementation Act*
- *Canada-United States Free Trade Agreement Implementation Act*
- *Canadian Dairy Commission Act*
- *Canadian Environmental Protection Act, 1999*
- *Canadian Food Inspection Agency Act*
- *Canadian International Trade Tribunal Act*
- *Canadian Wheat Board Act*
- *Carriage by Air Act*
- *Chemical Weapons Convention Implementation Act (though EIPA)*
- *Civil International Space Station Agreement Implementation Act*
- *Coastal Fisheries Protection Act*
- *Coasting Trade Act*
- *Consumer Packaging and Labelling Act*
- *Controlled Drug and Substances Act*
- *Convention on International Trade in Endangered Species of Wild Fauna and Flora*
- *Copyright Act*
- *Criminal Code*
- *Cultural Property Export and Import Act*
- *Customs Act*
- *Customs and Excise Offshore Application Act*
- *Customs Tariff*
- *Defence Production Act*
- *Department of Health Act*
- *Department of Industry Act*
- *Energy Administration Act*
- *Energy Efficiency Act*
- *Excise Act*
- *Excise Act, 2001*
- *Excise Tax Act*
- *Explosives Act*
- *Export Act*
- *Export and Import of Rough Diamonds Act*
- *Export and Import Permits Act*
- *Federal-Provincial Fiscal Arrangements Act*
- *Feeds Act*
- *Fertilizers Act*
- *Financial Administration Act*
- *Firearms Act*
- *Fish Inspection Act*
- *Fisheries Act*
- *Foods and Drugs Act*
- *Foreign Missions and International Organizations Act*
- *Freshwater Fish Marketing Act*
- *Hazardous Products Act*
- *Health of Animals Act*
- *Immigration and Refugee Protection Act*
- *Importation of Intoxicating Liquors Act*
- *Integrated Circuit Topography Act*
- *International Boundary Commission Act*
- *Manganese-based Fuel Additives Act*
- *Meat Inspection Act*
- *Motor Vehicle Fuel Consumption Standards Act (not in force)*
- *Motor Vehicle Safety Act*
- *National Energy Board Act*
- *Navigable Waters Protection Act*
- *North American Free Trade Agreement Implementation Act*
- *Nuclear Energy Act*
- *Nuclear Safety and Control Act*
- *Pest Control Products Act*
- *Pilotage Act*
- *Plant Breeders' Rights Act*
- *Plant Protection Act*
- *Precious Metals Marking Act*
- *Preclearance Act*
- *Privacy Act*
- *Privileges and Immunities (North Atlantic Organization) Act*

**Canada Border Services Agency  
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- *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*
- *Quarantine Act*
- *Quebec Harbour, Port Warden Act*
- *Radiation Emitting Devices Act*
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- *Seeds Act*
- *Special Economic Measures Act*
- *Special Import Measures Act*
- *Statistics Act*
- *Telecommunications Act*
- *Textile Labelling Act*
- *Trade-Marks Act*
- *Transportation of Dangerous Goods Act, 1992*
- *United Nations Act*
- *United States Wreckers Act*
- *Visiting Forces Act*
- *Wild Animals and Plant Protection and Regulation of International and Interprovincial Trade Act*

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