

**Public Safety and  
Emergency Preparedness  
Canada**

**Report on Plans and Priorities**

**2006-2007**

The Honourable Stockwell Day , P.C., M.P  
Minister of Public Safety



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## **SECTION I – OVERVIEW**

## **The Minister's Message**

I am pleased to have this opportunity to provide Parliament with my first Report on Plans and Priorities as Minister of Public Safety.

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

Working collectively in an integrated fashion, the Department and the Portfolio Agencies are dedicated to protecting Canadian families and their communities, to securing our borders and to increasing our preparedness to address public emergencies.

To help meet these safety and security needs, in Budget 2006, the new Government provided \$1.4 billion over two years. This funding is being provided to the Portfolio for such initiatives as increasing the number of police officers; preventing youth crime with a focus on guns, gangs and drugs; arming border officers and eliminating "work-alone" posts; and, enhancing our capacity to deal with catastrophes and other emergencies.

An additional focus will be on Canada's relationship with the United States. A safe, reliable and secure border is critical to Canada's continued economic and social prosperity. To this end, I will continue to work closely with my colleagues from the United States and Mexico to implement the Security and Prosperity Partnership of North America.

I am confident that the Public Safety Portfolio will continue to fulfill its mandate of protecting Canadians from threats to their safety, while maintaining the rights and freedoms on which our open society depends.

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The Honourable Stockwell Day, P.C., M.P.  
Minister of Public Safety

## **Management Representation Statement**

I submit for tabling in Parliament, the 2006-2007 Report on Plans and Priorities (RPP) for Public Safety and Emergency Preparedness Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*.

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the department's approved Program Activity Architecture structure as reflected in the MRRS;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

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Suzanne Hurtubise  
Deputy Minister of Public Safety

## Portfolio Overview

The Public Safety portfolio is responsible within the Government of Canada for public safety - policing and law enforcement, corrections and conditional release of federal offenders, emergency management, national security, crime prevention and the protection of Canada's borders.

The Portfolio consists of the Department of Public Safety and Emergency Preparedness Canada and five agencies: the Canada Border Services Agency, the Canadian Security Intelligence Service, the Correctional Service of Canada, the National Parole Board, and the Royal Canadian Mounted Police.

The Portfolio also includes three review bodies: the Commission for Public Complaints Against the RCMP, the Office of the Correctional Investigator and the RCMP External Review Committee.

The Portfolio's organizations have just over 52,000 employees and a total annual budget of over \$6.0 billion. Each Portfolio agency, with the exception of CSIS, prepares an individual Report on Plans and Priorities. Owing to national security concerns CSIS does not publicly report on its plans and priorities, although information on the reports of the other Portfolio Agencies can be found on each organization's website.

The Department, Portfolio agencies and review bodies contribute individually and collectively to the public safety agenda outlined in the 2006-2007 RPP.

- The **Department** provides strategic policy advice in such areas as border security, policing, and national law enforcement. It also delivers a broad range of national emergency preparedness, critical infrastructure protection and community safety programs. Additionally, the Department supports the Minister in all aspects of his mandate, providing national public safety leadership and strategic direction to the agencies while promoting the agencies' accountability to the Minister. Also situated within the Department is the Office of the Inspector General of CSIS, which does internal audits of CSIS's compliance with the law, Ministerial direction and operational policy. [www.psepc.gc.ca](http://www.psepc.gc.ca)
- The **Canada Border Services Agency (CBSA)** manages the nation's borders by administering and enforcing 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, travelers and conveyances, conducts secondary inspections of food and agricultural products imported by travelers at airports and marine facilities, 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 **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 **Royal Canadian Mounted Police (RCMP)** enforces Canadian federal laws, prevents crime and maintains peace, order and security. This includes the following responsibilities: to prevent, detect and investigate offences against federal statutes; to maintain law and order and prevent, detect and investigate crime in provinces, territories and municipalities where the Force has a policing contract; to provide investigative and protective services to other federal departments and agencies; and to provide Canadian and international law enforcement agencies with specialized police training and research, forensic laboratory services, identification services and informatics technology. [www.rcmp-grc.gc.ca](http://www.rcmp-grc.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 into society 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-cnlc.gc.ca](http://www.npb-cnlc.gc.ca)
- The **Commission for Public Complaints Against the RCMP (CPC)** receives and reviews public complaints regarding the conduct of members of the RCMP in an open, independent and objective manner. The Commission informs the public of its mandate and services, reviews and investigates complaints about 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 **RCMP External Review Committee (RCMP ERC)** is an independent and impartial agency that aims to promote fair and equitable labour relations within the RCMP, in accordance with applicable principles of law. To this end the Committee conducts an independent review of appeals in disciplinary and discharge and demotion matters, as well as certain categories of grievances, in accordance with the *RCMP Act*. [www.erc-cee.gc.ca](http://www.erc-cee.gc.ca)
- The **Office of the Correctional Investigator (OCI)** is mandated by legislation to act as the Ombudsman for federal corrections. Its main function is to conduct independent, thorough and timely investigations, regarding decisions, recommendations, acts or omissions of the Correctional Service of Canada (CSC), that affect offenders either individually or as a group. It 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, or on its own initiative. [www.oci-bec.gc.ca](http://www.oci-bec.gc.ca)

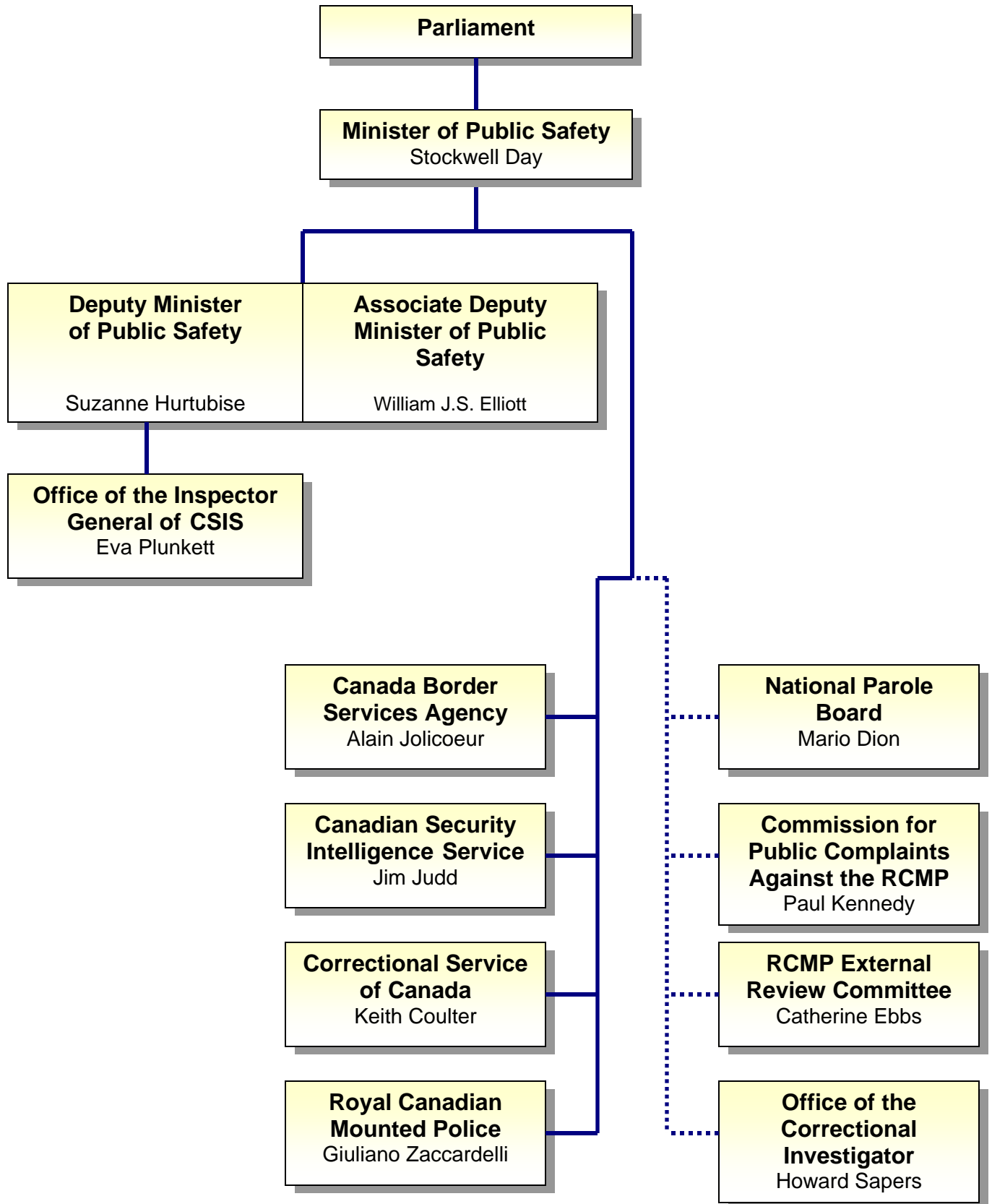


**Portfolio Resource Summary  
2006-2007 to 2008-2009**

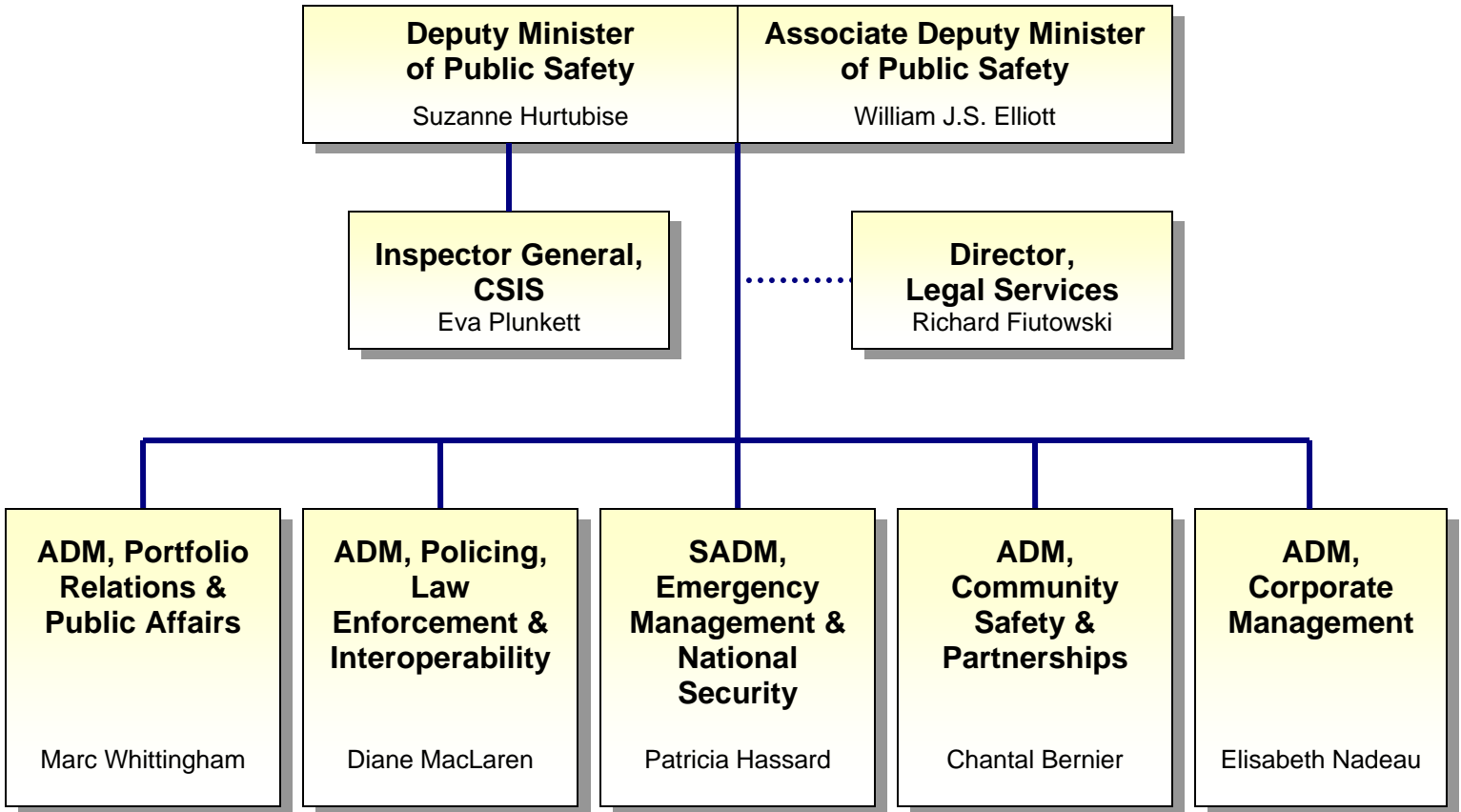
	(Millions of dollars)		
	Net Planned Spending 2006-2007	Net Planned Spending 2007-2008	Net Planned Spending 2008-2009
<b>Public Safety &amp; Emergency Preparedness Canada</b>	\$ 498.1	\$ 323.8	\$ 286.2
<b>Royal Canadian Mounted Police</b>	\$ 2,328.0	\$ 2,387.7	\$ 2,446.8
<b>Correctional Services Canada</b>	\$ 1,715.6	\$ 1,716.3	\$ 1,768.4
<b>Canadian Border Services Agency</b>	\$ 1,467.0	\$ 1,461.0	\$ 1,513.4
<b>Canadian Security and Intelligence Service</b>	\$ 346.1	\$ 345.3	\$ 352.0
<b>National Parole Board</b>	\$ 43.1	\$ 43.1	\$ 43.1
<b>Commission for Public Complaints against the RCMP</b>	\$ 6.3	\$ 5.2	\$ 5.1
<b>Office of Correctional Investigator</b>	\$ 3.1	\$ 3.1	\$ 3.1
<b>RCMP External Review Committee</b>	\$ 0.9	\$ 0.9	\$ 0.9
<b>TOTAL</b>	<b>\$ 6,408.2</b>	<b>\$ 6,286.4</b>	<b>\$ 6,419.0</b>

**Note: CSIS does not use planned spending numbers for its financial resources. These numbers were taken from Main Estimates.**

# Portfolio of Public Safety



## PSEPC Departmental Organizational Structure



## Summary Information

The Department of Public Safety and Emergency Preparedness Canada provides policy advice and support to the Minister of Public Safety on issues related to public safety, including national security, and emergency management, policing and law enforcement, interoperability and information sharing, corrections and conditional release, Aboriginal policing and crime prevention. The Department also plays a key role in encouraging cohesion, integration and information-sharing across the Portfolio to help ensure that the Minister is provided with timely and comprehensive advice, that the Portfolio's strategic policy and legislative framework remains current and effective, and that public safety threats are thoroughly assessed and addressed in a way that reflects Canadian values and maintains the integrity of the criminal justice and national security systems. This leadership role is integral to the provision of sound policy advice supporting decision-making.

The Department advises, supports and assists the Minister in his responsibilities as they relate to:

- exercising his function as the lead cabinet minister for public safety;
- co-ordinating the activities and providing effective direction to the Portfolio agencies;
- developing policies, programs and procedures to protect Canada's national security and capacity to prevent, prepare for, respond to and recover from natural and human-induced disasters;
- providing advice in relation to emerging developments in national security matters and their impact on Canada's diverse and pluralistic society through the Cross-Cultural Roundtable on Security
- exercising his national leadership role in policing, law enforcement, and strategies to combat priority aspects of criminal activity, such as organized crime and drugs;
- leading the integration and interoperability of public safety and security agencies to facilitate information sharing across Canadian jurisdictions and organizations.
- implementing the First Nations Policing Policy through the negotiation, administration, maintenance and monitoring of tripartite policing agreements with provincial, territorial and First Nations governments; and,
- 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.

## Strategic Outcome

**Enhancing public safety, security and emergency preparedness of Canadians in an open society**

Consistent with the government's priority of protecting Canadian families and communities by strengthening the criminal justice system, the Department's Strategic Outcome is reflected in our key role of providing effective leadership across both the Department and Portfolio agencies.

**Principles** that will guide the Department in achieving this strategic outcome include:

- Departmental activities will be focused on achieving and sustaining our long-term outcome. Success will be dependent on effective long-term planning and priority-setting. For the coming year, the Department will be pursuing strategic priorities that are critical to addressing immediate concerns in our ability to protect Canadian families and their communities.
- Portfolio-wide cohesion and integrated information-sharing are essential to the safety and security of Canada and Canadians and are critical if the Portfolio is to be successful in achieving its priorities. The Department will continue to strengthen its governance and collective planning mechanisms.
- Management priorities will focus on enhancing the Department's planning and reporting framework, establishing an integrated risk management framework and integrated human resource planning.

**Strategic Priorities** for the coming year will focus on:

- Protecting the security of Canada and Canadians
- Fighting serious and organized crime
- Enhancing community safety and security

### **Resource Summary**

#### **Public Safety and Emergency Preparedness Canada**

##### **Financial Resources (\$000's):**

2006-2007	2007-2008	2008-2009
\$ 498,113	\$ 323,844	\$ 286,164

##### **Human Resources:**

2006-2007	2007-2008	2008-2009
999 FTE	968 FTE	872 FTE

**The reason for the significant drop in year-to-year funding is a consequence of the way that funds are allocated to the Department for the Disaster Financial Assistance Arrangements contribution program. Financial resources for this program are allocated to the Department on an annual basis only; consequently, there is the appearance of a 'drop' in overall funding when financial resources to the Department are provided for several fiscal periods at a time.**

## Departmental Priorities to Support Strategic Outcome

Enhance the Public Safety, Security and Emergency Preparedness of Canadians in an Open Society					
Strategic Priority	Strategic Priority Type	Program Activity	Planned Spending (\$000's)		
			2006-2007	2007-2008	2008-2009
Protecting the security of Canada and Canadians	New	Emergency Management and National Security	267,013	94,434*	94,894
Fighting serious and organized crime	New	Policing and Law Enforcement	38,717	31,636	21,909
Enhancing community safety and security	New	Community Safety and Partnerships	192,375	197,774	169,361

\* See footnote under "Resource Summary" table on page 11.

## Operating Environment

The operating environment of the Portfolio and Department is a complex one, as the issues impacting public safety and security are varied and ever changing.

As one of the primary roles of government is to protect its citizens, the Government of Canada is pursuing an ever-more integrated approach to national security and emergency preparedness. Circumstances demand a comprehensive approach to identifying and assessing potential threats, and to instituting a comprehensive approach to responding to incidents.

At the local level, violence committed by street gangs in our urban centres, particularly with respect to the use of illegal firearms, is of significant concern. The continued increase in indoor marijuana growing operations and clandestine crystal methamphetamine labs, particularly within residential neighbourhoods challenges law enforcement in many Canadian communities.

The reach and sophistication of organized gangs and criminal networks has expanded to take advantage of the globalization of legitimate trade, and some of these networks have become increasingly advanced in their ability to use technology to commit crimes and launder the proceeds of their crimes.

The implementation of the Security and Prosperity Partnership (SPP) between Canada, the United States and Mexico, is a key component of our approach to border security. Canada's continued economic and social prosperity is impacted by the national security measures we adopt, both individually and collectively. Furthermore, these measures must respect new obligations and duties towards the safety and security of international partners. It is essential that immediate border security priorities in the areas of emergency preparedness, law enforcement cooperation and border security be achieved.

The past several years have seen an increase in emergencies caused by terrorism, the environment or humans. Events, such as the June 2006 arrests of seventeen individuals in the Greater Toronto Area on terrorism-related offences, the 2004 SARS outbreak in Toronto, and the continuing global spread of Avian influenza, all remind us that there are persistent and credible threats to the safety and health of Canadians. These threats reinforce the importance of working with all jurisdictions to enhance national response capabilities. Public safety is a shared responsibility that must involve all members of civil society, both domestically and internationally. This includes the private citizen, the voluntary and private sectors, and all levels of government. Reaching out and engaging these stakeholders presents challenges of capacity, education, and communication.

The Portfolio operates within an environment that includes close public scrutiny. It is committed to ensuring that in protecting Canadians and Canadian assets from harm through policies, national security measures and preparedness programs, its agencies respect the rule of law and act in a manner that reflects the values contained in the *Canadian Charter of Rights and Freedoms*. Accountability measures are evolving to ensure continuing public trust and confidence in the manner in which the Portfolio responds to the public safety needs of Canadians. Parliamentary committees and review bodies also play an important role in guiding the Portfolio's activities.

## Report on Plans and Priorities

The Department's strategic priorities are consistent and coherent with the priorities established for the Portfolio of Public Safety and Government priorities. These strategic priorities contribute toward the achievement of the Department's strategic outcome - ***to enhance the public safety, security and emergency preparedness of Canadians in an open society.***

For the planning period, the achievement of this strategic outcome is supported by three strategic priorities:

- Protecting the Security of Canada and Canadians
- Fighting Serious and Organized Crime
- Enhancing community safety and security

Collectively, the plans and initiatives articulated in this report provide a foundation to help ensure safe and secure communities. Key, for the Department, are the policy development and Portfolio leadership activities required to advance these priorities internally in the Department and across the Portfolio.

### Strategic Priorities

<b>Protecting the Security of Canada and Canadians</b>
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There is no role more fundamental to government than the protection of its citizens. Public safety is essential to socio-economic stability; to our macro-economic interests; and to meeting our global responsibilities. It is imperative that governments plan and take action to protect citizens and their communities.

The current threat environment facing the country is complex. Extreme natural disasters, such as the Pakistan earthquake and South Asian Tsunami, and hurricanes like Katrina, can have catastrophic consequences, destroying communities and countless lives. Terrorist attacks continue on western targets, as evidenced in London, Bali and Madrid. Health experts from around the world warn that influenza pandemic continues to be a grave possibility.

Government has a responsibility to assess and work to manage these risks, and to remain vigilant, prepared and ready to respond to hazards. The Department will continue to move forward with the following initiatives:

Strategic Priority	Expected Result	Key Initiatives	Page
Protecting the Security of Canada and Canadians	Policies and programs that ensure appropriate and measured responses to protect the security of Canada and Canadians.	<ul style="list-style-type: none"> <li>• Updated Emergency Management legislation.</li> </ul>	23
		<ul style="list-style-type: none"> <li>• Development of the National Emergency Response System.</li> </ul>	24
		<ul style="list-style-type: none"> <li>• Ensuring a strong national security framework.</li> </ul>	25

**Portfolio Partners: RCMP, CBSA, CSIS**



## Fighting Serious and Organized Crime

The environment within which federal policing and public safety organizations operate has changed significantly in recent years. Organized criminal activity is increasingly complex, sophisticated and global in nature. Most federal investigations of serious and organized crime activities cross international borders, creating significant jurisdictional, cost and information-sharing burdens. The Internet is facilitating new forms of criminal activity (cyber-crime), such as identity theft and fraud, child pornography and sexual luring of minors.

Addressing these issues, the Department plans to undertake policy development and coordination activities to pursue the following initiatives:

Strategic Priority	Expected Result	Initiatives	Page
Fighting Serious and Organized Crime	Policies and programs developed and implemented across the portfolio contributing to safe communities both urban and rural.	• National Agenda to combat organized crime.	28
		• Strategy to combat gun violence.	30
		• Increasing RCMP Policing Capacity.	30
		• Developing correctional policy to better address challenges of reintegrating offenders.	33

**Portfolio Partners: RCMP, CBSA, CSC**

## Enhancing community safety and security

The work of public safety and security agencies rests on the support and confidence of all Canadians and is intimately tied to issues of accountability, transparency and public trust. That trust cannot be assumed or taken for granted, especially when dealing with newcomers to Canada in the context of increasing pluralism and diversity of Canadian society. A more coordinated, strategic and focused citizen engagement and public awareness strategy to ensure and sustain public confidence is required.

Addressing these issues, the Department plans to undertake policy and co-ordination activities to pursue the following initiatives:

Strategic Priority	Expected Result	Initiatives	Page
Enhancing safety and security	Public confidence that the Government of Canada's public safety and security regime is responsive, robust and decisive in a national crisis and accommodating in a time of peace	• Address over-representation of Aboriginal Canadians in the criminal justice system.	33
		• Disseminating knowledge on crime prevention and corrections.	33
		• Supporting provincial and municipal efforts to address gang-related problems.	35
		• Directing a portion of crime prevention funds to children and youth at high risk of coming into conflict with the law, in areas of high youth crime.	35

**Portfolio Partners: RCMP, CBSA, CSIS, CSC, NPB**

## Management Priorities

The Department places a high priority on management excellence and continuously strives to implement and improve its management practices. Much has been accomplished to provide leadership across the Department and Portfolio to manage policy development and implementation in a challenging and complex horizontal environment. In 2006-2007, the Department will focus its attention on the following areas of management practice in the coming year:

- Effective and efficient Portfolio leadership through the provision of strategic direction and policy advice and strategic communications.
- Improved accountability and stewardship through:
  - Integration of human resource planning with departmental business planning;
  - Development of a strategic planning and performance measurement capacity; and,
  - Development of an integrated risk management framework.

These areas of management practice are challenging and cannot be brought about in isolation. A measured approach to development and implementation in achieving an effective balance among the risks and resources available is necessary to ensure a solid foundation of accountability in the future. Below, is a description of the management priority and the plans and expected results of the actions to be taken.

### Effective and Efficient Portfolio Leadership

Integral to its mandate, the Department plays a vital role in effective policy co-ordination and communication across the Portfolio. This is key to developing well-founded advice and making evidence-based information available to decision-makers. Over the coming year, two specific areas have been targeted: 1) provision of a unified strategic direction and policy advice; and, 2) strategic communications.

#### Strategic Direction and Policy Advice

The Department will expand the development of horizontal policy advice on public safety issues. The Department will bring together issues of emergency management, national security, community safety, policing, law enforcement, corrections, criminal justice and the protection of human rights, to develop policy advice with a horizontal perspective. In seeking to do this, the Department will increase its engagement with civil society, academia and non-governmental organizations. The Cross-Cultural Roundtable on Security will also enhance its current dialogue with the Government and senior officials by playing a key role in fostering communication between the Government and our diverse communities on security-related issues.

#### Expected result

Increased scope and depth in the policy development process, linking public safety strategies more closely to broad federal direction and to key strategic partners, leading to better-informed decision-making.

## Plan

Over the planning period for this report the Department will:

- Increase capacity for thorough policy consideration and development;
- Develop a research capacity for public safety issues;
- Create a network of public, pan-governmental representatives, academics and NGOs on public safety issues: and,
- Engage Canadians in greater dialogue around issues of public safety and security, in particular through the Cross-Cultural Roundtable on Security.

### **Improving Accountability and Stewardship Through Integrated Human Resource Planning**

The Department is committed to developing an integrated Human Resource (HR) and Business Planning Process that is aligned with the Department's strategic outcomes. This integrated Human Resources Strategy will combine resourcing needs as identified in the business plans with a departmental workforce analysis, to identify present and future needs. To address these needs, effective recruitment and retention strategies, succession planning strategies, and learning and diversity plans will all be applied to promote a genuinely strategic approach to integrated HR and Business Planning in the organization.

## Expected Result

Effective alignment of the Department's human resources with business planning to ensure that informed decisions are made and resources are appropriately targeted and optimized to achieve agreed outcomes.

## Plan

Over the course of the upcoming planning cycle, the Human Resources Directorate will focus on five specific activities to accomplish its goals:

- Conduct a complete workforce analysis of the Department;
- Implement the new Treasury Board Learning, Training and Development Policy throughout the Department;
- Implement and deliver the training on sub-delegation for managers under the new Public Service Employment Act;
- Develop and implement a departmental employment equity plan; and,
- Develop of departmental policies to further support the Public Service Modernization Act implementation.

### **Improving Accountability and Stewardship Through Strategic Planning and Performance Measurement**

Effective strategic planning and performance measurement is key to demonstrating the sound stewardship and accountability for the resources provided to the Department to

fulfill its mandate. The Department will develop and implement an approach to planning and performance measurement that takes into consideration the risks and challenges of a complex environment and the governance arrangements necessary to ensure accountability for its actions. In the coming year, efforts will focus on ensuring the strategic priorities for the Department are effectively communicated, monitored and reported on. It should be noted that the Portfolio agencies are responsible and accountable for reporting against their own established priorities. The Department will not duplicate these efforts, but rather work with the Portfolio agencies to provide a strategic overview and alignment across the Department and Portfolio.

### **Expected Result**

More effective planning and reporting tools to support increased transparency and accountability with regard to the use of resources allocated to the Department's key activities.

### **Plan**

A Strategic Planning and Performance Measurement Framework will be developed in consultation with Portfolio agencies to establish a consistent and comprehensive approach to the establishment, monitoring and reporting of performance against strategic priorities.

Efforts to establish this framework will include:

- Establishing and communicating common priorities and performance measures;
- Meeting the requirements of the Treasury Board's *Management Resources and Results Structure Policy*; and,
- Assessing the Program Activity Architecture (*see note below*) against which the Department receives its funding to ensure planned resource allocations are linked to the key activities and outcomes expected.

*Note: The Program Activity Architecture serves as a basis for the funding allocations of Parliament and improving accountability for the results and the resources required to achieve them by linking resource decisions to the key activities undertaken by the Department.*

<p style="text-align: center;"><b>Improving Accountability and Stewardship Through An Information Management / Information Technology Strategic Plan</b></p>
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While the business activities of most federal departments require direct involvement with the public – both individuals and organizations - in order to pursue their mandate, PSEPC is an *information brokering* Department. The department not only delivers programs but fulfils a *policy advice and monitoring role*. It relies heavily on reliable, credible, timely, accessible and secure information. To do this effectively, it is essential that optimal IM/IT procedures and processes be established. To meet this requirement, the Department will develop and implement an IM/IT Strategic Plan that is consistent with TBS policy requirements.

**Expected Result:**

Effective management and resourcing of IM/IT-enabled projects through a governance structure that includes program and regional representation and sets priorities for IM/IT investments. The department will develop and implement key Government of Canada policies, such as the Management of Government Information (MGI) and Management of IT Security (MITS).

**Plan:**

An IM/IT Advisory Committee (DG-level) has been established that will provide the governance framework for IM/IT strategic decision-making within PSEPC. The Committee will address the following priorities within the upcoming planning cycle:

- Streamline IT procurement and lifecycle management within PSEPC;
- Update the IS Security Policy and work towards compliance with the MITS standard; and,
- Implement the revised TBS Management of Government Information (MGI) policy.

<b>Improving Accountability and Stewardship Through Integrated Risk Management</b>
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Risk management is an essential ingredient of public sector operations and corporate governance. As such, it should be integrated into all strategic and business planning, policy development, program management and decision-making, and monitoring and reporting activities. While risks cannot be prevented or avoided completely, they can be mitigated through the implementation of a well-developed integrated risk management strategy.

**Expected Result**

Risks are identified, analyzed, prioritized and communicated to ensure that informed decisions are made and resources are appropriately targeted and optimized to manage risks and achieve desired outcomes.

**Plan**

Over the three-year planning period, an Integrated Risk Management Framework will be developed setting out a consistent and comprehensive approach to risk management that is integrated with departmental planning, decision-making, monitoring and reporting activities. It will:

- Establish, department-wide, a common risk language;
- Ensure that all significant decisions are supported by systematic, integrated and continuous risk assessments which are annually documented in a Corporate Risk Profile that is communicated throughout the Department to foster an open dialogue on risks; and
- Promote an environment in which employees can be innovative while applying due diligence in protecting the public interest and maintaining the public trust.

The Integrated Risk Management Framework will support accountability to stakeholders by demonstrating that the levels of risk are understood and that resources to mitigate risks are allocated to areas where risks are greatest.

### **Contributing to Canada's Performance**

The Public Safety Portfolio contributes to government-wide priorities, as expressed in the Government of Canada's annual *Canada's Performance* report. The Department's strategic focus on *protecting Canadian families and communities* is directly linked to the government-wide outcome of *promoting safe and secure communities*, an essential element in supporting Canada's social foundations. As well, the Department also contributes to the *Canada's Place in the World* chapter through security-related commitments made in the Department's strategic outcome of *protecting Canada and Canadians*.

**SECTION II**  
**ANALYSIS OF PROGRAM ACTIVITIES**

## EMERGENCY MANAGEMENT AND NATIONAL SECURITY

The Emergency Management and National Security Branch conducts activities that contribute to **Protecting the security of Canada and Canadians**.

There are four strategic areas of focus related to Emergency Management and National Security in the coming fiscal year:

- building a stronger emergency management foundation;
- establishing effective emergency management machinery;
- assuring a strong national security framework; and,
- cyber security.

The resources associated with Emergency Management and National Security are:

### Financial Resources (\$000's):

2006-2007	2007-2008	2008-2009
\$ 267,013	\$ 94,434	\$ 94,894

### Human Resources:

2006-2007	2007-2008	2008-2009
575 FTE	547 FTE	547 FTE

This section provides additional information concerning these activities as well as major activities in the ongoing operation of EMNS.

From natural disasters such as earthquakes and floods, to human-caused emergencies such as industrial accidents or terrorist attacks, Canadians live in an increasingly dangerous and complex threat environment. As recently witnessed in the aftermath of Hurricane Katrina in the US, disasters have enormous social and economic costs. Most emergencies in Canada are managed at the local level. However, factors such as increased urbanization, critical infrastructure interdependencies, international terrorist groups, severe weather events, and the steady flow of people and trade across borders increase the potential for catastrophes in Canada that transcend geographic and jurisdictional boundaries. All levels of government have an obligation to their citizens to analyze risks, prevent or mitigate where possible, and continuously improve their ability to work together to prepare for, respond to, and recover from the consequences of disasters.

The Department is developing an integrated all-hazards national emergency management system to address the challenges of the current risk environment. The goal of these activities is to save lives, preserve the environment and protect property and the economy. The national emergency management system is comprised of four interdependent, risk-based functions, or "pillars": prevention/mitigation, preparedness, response and recovery. The Department is focusing on strategic investments, policies



and programs, and legislative/regulatory initiatives to encourage a balanced approach across these four pillars. Recently-approved increases in developing our core capacity will contribute to stronger, more resilient Canadian communities.

Canada needs a comprehensive emergency management and national security foundation that ensures readiness and a coordinated response to safeguard its social and economic framework and that contributes to risk reduction activities through mitigation and recovery. Key initiatives towards this objective include:

- The development of a solid foundation for progress on emergency management, including a comprehensive, robust legal, regulatory and policy framework;
- The establishment of effective emergency management machinery that facilitates a coordinated federal response to national emergencies as well as integration with local, provincial/territorial and international jurisdictions; and
- The assurance of a national security framework that leverages interagency cooperation and improves overall effectiveness in addressing the terrorist and other threats facing Canada and our allies.

**A Solid Foundation** – To safeguard its social and economic framework, Canada needs a comprehensive emergency management foundation through legal and policy measures that ensure coordinated readiness and response.

- Updated Emergency Management Legislation – Progress in Canada’s system of emergency management, government machinery changes and lessons learned over the last 20 years highlight the importance of updating Canada’s emergency management legislation, particularly the Emergency Preparedness Act (1988). A new *Emergency Management Act* was tabled as Bill C-12 on May 8, 2006. If adopted by Parliament, this Bill will repeal and replace the *Emergency Preparedness Act*. This new legislation has been drafted to provide the necessary authorities for the Government of Canada to address not only the challenges of its own preparedness and a coordinated federal response, but also the requirement for collaboration with other jurisdictions and key stakeholders and the protection of sensitive critical infrastructure and emergency management information. The passage of new emergency management legislation is a priority.
- National Disaster Mitigation Measures – The prevention and mitigation of disasters such as floods, wildfires, earthquakes and tsunamis could potentially save lives, prevent suffering and protect billions in economic losses. Public Safety is developing a national approach to disaster mitigation that could consist of Government of Canada hazard risk assessment processes; grants and contributions; knowledge and capacity building; and a cost-shared program with the provinces and territories to leverage investments toward strategic and urgent structural and non-structural disaster risk reduction priorities at the local level.
- Pandemic Influenza Preparedness – To ensure coordination across the federal system to address gaps in pandemic influenza preparedness, a Deputy Minister committee and interdepartmental working groups are working to elaborate a multifaceted approach to pandemic influenza planning. Public Safety is working in full partnership with the Public Health Agency of Canada and the Canadian Food Inspection Agency to coordinate this initiative, which involves the whole spectrum of

federal departments and agencies, provinces and territories, the private sector and non-governmental organizations.

Emergency Management Activity	Expected Results
Updating of Canada's emergency management legislation, particularly the <i>Emergency Preparedness Act (1988)</i> .	Improved preparedness and response of federal government in times of emergency.
Development of national disaster mitigation measures.	Increased capability to protect lives and prevent economic losses in the event of a disaster.
Development of a cross-sectoral, multi-jurisdictional approach to pandemic influenza planning.	Coordinated national pandemic influenza preparedness strategy.

**Effective Emergency Management** – It is a public safety priority to establish and maintain effective emergency management machinery to provide the base for coordination of a federal response in an emergency. PSEPC is advancing the following three initiatives that guide the development, implementation and measurement of this commitment.

- National Emergency Response System – PSEPC is leading the development of a new national emergency response framework, the National Emergency Response System (NERS). NERS is designed to ensure a more strategic, responsive and harmonized federal and national response to all types of emergencies. Work continues to develop NERS in partnership with other federal government departments and agencies with public safety roles, key international allies like the US, the provinces and territories, the voluntary sector, and the private sector, especially critical infrastructure owners and operators.
- Government Operations Centre – The National Security Policy recognized the need to connect effectively with provincial and territorial emergency preparedness networks. It also committed the Government of Canada to address the highest priority gaps in the Government's capacity to manage emergencies in the area of overall strategic coordination. Public Safety was mandated to build a centralized Government Operations Centre (GOC) to provide stable, round-the-clock coordination and to provide support and leadership in emergencies of national importance. In strengthening our connectivity with key partners, enhancing our data and information management systems, and through participating in national and international-level exercises, we will continue to ensure the Government Operations Centre has the systems and capacity in place to address all hazards, thereby allowing for a more integrated Government of Canada response to all kinds of events. Furthermore, the Government of Canada will continue to work with provinces, territories, the private and voluntary sectors, and key international allies toward accomplishing its goal of seamless emergency coordination.
- Canadian Cyber Incident Response Centre – As part of the Government Operations Centre, the Canadian Cyber Incident Response Centre (CCIRC) focuses on reducing risks to national critical infrastructure from cyber security threats. The CCIRC monitors the cyber threat environment on a 24/7 basis and

is responsible for coordinating the national response to cyber security incidents. CCIRC will continue to deliver timely warnings of cyber security vulnerabilities and regular analyses of cyber threats to its current partners, forge new relationships with organizations in Canada and abroad, and continue to develop and expand its monitoring and analysis capabilities. CCIRC is also the international point of contact for cyber incidents. CCIRC will continue to build and strengthen federal, provincial and territorial, private sector and international partnerships to enable real-time exchange of information on threats and vulnerabilities.

Emergency Management Activity	Expected Results
Provide around the clock coordination, support and leadership during emergencies of national importance.	Improved preparedness and well coordinated response of federal government in times of emergency.
Monitoring of cyber threat environment, and issuing warnings and information on potential, imminent or actual threats, vulnerabilities or incidents affecting Canada's critical infrastructure.	National critical infrastructure less vulnerable to cyber attacks.

**Strong National Security Framework** - The terrorist attacks in London, Bali and Madrid are evidence that the threat of terrorist attacks on Western targets persists, and in June of 2006, in the Greater Toronto Area, seventeen individuals were arrested and charged with terrorism-related offences under the Criminal Code.

The Government of Canada has a duty to its citizens to be aware of the risk environment, to take appropriate measures to prevent attacks wherever possible, and to be prepared to respond to the consequences, if needed. Canada's approach to national security must be strategic and proactive, while embracing the values of democracy, human rights, respect for the rule of law and pluralism. Work is ongoing to ensure that the existing framework is adequate to safeguard against threats to national security, and to propose changes where required.

- Listed Entities – The Department will continue to review the *Criminal Code* list of entities associated with terrorism. The listing of an entity is a public means of identifying a group or individual as being associated with terrorism. The definition of an entity includes a person, group, trust, partnership or fund, or an unincorporated association or organization. It is an offence to knowingly participate in or contribute to, directly or indirectly, any activity of a terrorist group.
- Modernization of Investigative Techniques Initiative – The modernization of legislation is required to ensure that law enforcement and national security agencies maintain their ability to lawfully detect, prevent and investigate terrorism and organized crime in the face of new and emerging technologies.

National Security Activity	Expected Results
Review of the <i>Criminal Code</i> list of terrorist entities.	Limit participation in, and funding of, terrorist groups by residents of Canada.

National Security Activity	Expected Results
Modernization of the legislative framework to maintain law enforcement and national security agencies' ability to lawfully investigate criminal and terrorist acts perpetrated through the illicit use of new technologies.	The ongoing effectiveness of investigations and intelligence gathering efforts of law enforcement and national security agencies.
Coordination and collaboration with agencies and departments on issues concerning national security and the intelligence community.	Ensure the legal foundation for counter-terrorism and national security efforts continues to be appropriate and effective.
Support the Parliamentary review of the Anti-Terrorism Act.	Ensure the existing framework for coordinated action is adequate to safeguard against threats to national security, and propose changes where required.
Participate in governmental inquiries and commissions (i.e. Air India, O'Connor) concerning national security matters.	Represent departmental position on issues involving statutory responsibilities of the Minister and PSEPC agencies in order to effectively contribute to the mandate of these reviews.

**Cyber security** – The development and implementation of a comprehensive approach to protecting Canada's critical infrastructure, or CI is a priority. CI sectors include everything from banking and financial services, the generation and distribution of energy, communications and information technology infrastructure, transportation, government and services, to infrastructure that maintains the safety of our food and water.

These critical sectors are heavily dependent on automated systems and interconnected networks. Moreover, the interconnectedness of, and our dependence on, information and communications technology infrastructure is of critical importance to emergency management programs and activities. As Canada's communications and information technology networks are vulnerable to deliberate cyber attacks and unintentional disruptions, cyber security must be an integral component of maintaining the integrity of Canada's critical infrastructure.

The Department will establish a Cyber Security Task Force (CSTF) to make recommendations on a cyber security strategy for Canada. The action plan that is expected as part of this strategy, will result in activities that contribute to Protecting the Security of Canada and Canadians. The Secretariat to support the Task Force was established in the Spring of 2006.

For 2006-2007 fiscal year, the priorities of the CSTF will be oriented toward laying the governance and knowledge groundwork for achieving its long-term outcomes.

CSTF Activity	Expected Results
Selection of Task Force including the Chair and establishment of a Secretariat to support the Task Force.	A Task Force with cross-sectoral reach and representation, composed of members of both the private and public sectors.

<b>CSTF Activity</b>	<b>Expected Results</b>
Initiation and completion of two major studies to determine key information regarding Canadian critical infrastructure, as it pertains to cyber security.	Increase in knowledge throughout the CI sectors of the cyber security risks they face.
Combined, these studies will provide insight into the management and control of cyber security risks, identify CI interdependencies across sectors, and recommend mitigative measures and identify their costs.	Increase in awareness throughout the CI sector of the mitigation strategies that can be adopted to address cyber security risks.

## POLICING, LAW ENFORCEMENT AND INTEROPERABILITY

An integrated and enhanced approach to public safety requires not only the timely provision of appropriate policy advice, but also the sharing of information among all those with a mandate to ensure safe communities. Accordingly, the Department has combined its policy capacity on law enforcement and border strategy issues with its efforts to integrate critical public safety information across relevant jurisdictions and among key public agencies. This approach enables the Minister to exercise national leadership on key issues in law enforcement and facilitates information sharing to promote public safety objectives.

The Policing, Law Enforcement and Interoperability Branch (PLEIB) supports activities that contribute to all three of the Strategic Priorities identified in section 1.

The following section organizes the details of these activities by:

- Law Enforcement and Border Strategies;
- Policing Policy; and,
- Public Safety Interoperability.

This section provides additional information concerning these activities as well as major activities in the ongoing operation of PLEIB.

The resources associated with Policing, Law Enforcement and Interoperability are:

### Financial Resources (\$000's):

2006-2007	2007-2008	2008-2009
\$ 38,717	\$ 31,636	\$ 21,909

### Human Resources:

2006-2007	2007-2008	2008-2009
148 FTE	145 FTE	134 FTE

**Law Enforcement and Border Strategies** – The Law Enforcement and Border Strategies Directorate is responsible for providing leadership and strategic policy advice with respect to border security and national law enforcement issues/initiatives.

Major initiatives include:

- National Agenda to Combat Organized Crime – The *National Agenda* (an Federal/Provincial/Territorial initiative) recognizes that the fight against organized crime is a national priority that requires governments, the law enforcement community and other partners to work together. The *National Agenda* identifies four main components to be addressed: national and regional coordination; legislative and regulatory tools; research and evaluation; and, communications and public education. The National Coordinating Committee is

the governance body that supports the *National Agenda* and assists with the development and implementation of anti-organized crime policies, legislation, and initiatives.

- Cross-Border Crime Forum (CBCF) – This forum addresses the law enforcement and national security elements of the Security and Prosperity Partnership (SPP). The CBCF brings together senior officials from Canada and the United States to develop joint solutions to common cross-border crime issues, such as: human smuggling, organized crime, mass-marketing fraud, cyber crime and terrorism.
- DNA Initiatives – The Department coordinates policy development and advice on a range of very active issues respecting the use of DNA in the criminal justice system – including the National DNA Data Bank, cost-sharing agreements with the provinces/ territories, and Federal-Provincial-Territorial efforts to examine the establishment of a national DNA-based Missing Persons Index.

<b>Law Enforcement &amp; Border Strategies Activity</b>	<b>Expected Results</b>
Portfolio policy development and coordination on border policy issues including the SPP, marine security, customs, immigration and trade.	Coordinated, strategic approach for key government initiatives to promote and ensure border security.  Effective policy and program analysis in partnership with the Portfolio and other partners to enhance border enforcement operations at and between ports of entry.
Coordination of policy development, planning and governance support for the National DNA Data Bank and broader DNA policy issues.	Strategic approach to policy development on the National DNA Data Bank; demonstrated leadership for FPT efforts examining the establishment of a Missing Persons Index.  Implementation and governance for FPT Biology Casework Analysis Agreements, and review of the Agreements to support their renegotiation.
Policy development/ coordination and information sharing with key government, police and prosecutorial stakeholders involved in the fight against serious and organized crime.	Enhancement and/or creation of key strategies to combat serious and organized crime – including coordination of, and policy support for, the National Coordinating Committee to Combat Organized Crime.

**Law Enforcement and Border Strategies Directorate contributes to the following Strategic Priorities:**

- Fighting serious and organized crime; and,
- Enhancing community safety and security.

**Policing Policy** – The Policing Policy Directorate is responsible for providing strategic independent advice on a variety of policy and management issues of relevance to the RCMP and supporting the Minister in his responsibility and accountability for the RCMP.

Major initiatives include:

- Strategy to Combat Gun Violence – The Department is coordinating a comprehensive, national strategy to combat gun violence. This strategy entails enhancing the intelligence and investigative capacity of Canada’s law enforcement agencies and working with all partners, domestic and international, to share firearm intelligence and to evaluate and research the effectiveness of enforcement and prevention measures aimed at combating firearm crime.
- RCMP Capacity – The Department is working closely with the RCMP to enhance federal policing capacity to adequately carry out increasingly complex and more costly policing functions and fulfill national policing obligations. International Police Peacekeeping capacity is another initiative to ensure the RCMP has the capacity to support Canadian foreign policies in failed and fragile states. To complement the capacity building, the Department is reviewing proposals to refurbish and expand the capacity of the RCMP Training Academy (“Depot”).

Policing Policy Activity	Expected Results
Support for the Investments to Combat the Criminal Use of Firearms (ICCUF) Initiative, which focuses on improving the national collection, analysis and sharing of firearms-related intelligence.	Enhanced criminal intelligence capacity of the RCMP and CBSA for improved criminal investigations, and strategic national assessments of the illegal movement of firearms.
Restoring the effectiveness of RCMP Federal Policing by addressing resource shortfalls and expanding and refurbishing the RCMP Training Academy, to meet increasing demands for RCMP officers.	Resolve current resource and capacity gaps, enable the RCMP to keep pace with federal statute requirements and allow better targeting of emerging priorities, such as technologically sophisticated crimes and new crime organizations.
Implementation of effective Canadian Police Arrangement (CPA) Management Framework, in collaboration with Foreign Affairs and CIDA, to guide and support RCMP involvement in international police peacekeeping missions.	Effective management of Canada’s police peacekeeping efforts.

**Policing Policy contributes to the following Strategic Priorities:**

- Fighting serious and organized crime; and
- Enhancing community safety and security.

**Public Safety Interoperability** – Interoperability is an environment where people, procedures, policies and systems work in a collaborative fashion to share information that is both required and appropriate. This ensures that government organizations can and do share critical information with the right people at the right time, strengthening the ability of these organizations to address threats to the safety and security of Canadians. The absence of interoperability was clearly evident in the wake of events such as the



Toronto SARS outbreak.

The Department is developing a framework for interoperability, including a long-term vision and strategic design to enable a fully coordinated approach to public safety and security that ensures effective information sharing while respecting the privacy of Canadians and the principle of accountability. This work builds on the accomplishments of the Integrated Justice Information initiative, which advanced the delivery of the Canada Public Safety Information Network to improve information sharing among criminal justice and law enforcement agencies in support of public safety and security.

Interoperability Activity	Expected Results
<p>Developing a strategic framework for public safety interoperability, including:</p> <ul style="list-style-type: none"> <li>▪ Development of a national strategy for interoperable radio communications (amongst first responders) in Canada and with the U.S.</li> <li>▪ Development of an electronic communications system capable of transmitting classified information amongst public safety and security federal partners.</li> </ul>	<p>An interoperable information sharing environment across government addressing issues in the following domains:</p> <ul style="list-style-type: none"> <li>▪ Criminal Justice and Law Enforcement;</li> <li>▪ Border;</li> <li>▪ National Security and Intelligence; and,</li> <li>▪ Public Health and First Responders</li> </ul> <p>This environment will yield an increased ability to fight crime and threats to national security and public health and safety.</p>
<p>Creating a centre of excellence for biometrics across the public safety sector.</p>	<p>Coordination on biometrics standards, best practices, and domestic/international policy integration.</p>
<p>Completing a feasibility study on the implementation of an automated air passenger assessment system.</p>	<p>Provision of recommendations for the implementation of an efficient and effective air passenger assessment system to assess threats to aviation transportation and national security.</p>

**Interoperability contributes to the following Strategic Priorities:**

- Fighting serious and organized crime; and,
- Protecting the security of Canada and Canadians.

## COMMUNITY SAFETY AND PARTNERSHIPS

Historically, the Department sought to integrate various areas of community safety: crime prevention, based on community projects to address local factors of crime and victimization; corrections research and policy to ensure safe reintegration of offenders in the community; and, Aboriginal policing in First Nations communities. This approach has endeavoured to support sustainable partnerships between government and communities for greater public safety, tailored to the reality and needs of each community. Improvements are planned to further enhance public safety in Canadian communities.

The Community Safety and Partnerships Branch (CSPB) supports activities contributing to the “Fighting serious and organized crime,” and “Enhancing community safety and security,” strategic priorities. Improvements are planned to further enhance public safety in Canadian communities.

The following section organizes the details of these activities by:

- Effective Corrections;
- First Nations Policing Policy; and,
- The National Crime Prevention Centre.

This section provides additional information concerning these priorities as well as major activities in the ongoing operation of CSPB.

The resources associated with Community Safety and Partnership are:

### Financial Resources (\$000's):

2006-2007	2007-2008	2008-2009
\$ 192,375	\$ 197,774	\$ 169,361

### Human Resources:

2006-2007	2007-2008	2008-2009
276 FTE	276 FTE	191 FTE

### Operational Priorities:

- Ongoing provision of evidence-based, research-supported correctional policies
- Strong partnerships with provinces and First Nations for police services in First Nations communities
- Provision of tools, knowledge and support to communities to address the root causes of crime at the local level

**Effective Corrections** – Aims to improve public safety by enhancing strategies to support the safe custody and reintegration of offenders who are eligible for return to the community.

<b>Corrections Activity</b>	<b>Expected Results</b>
Support research, evaluation and policy development that strengthen effective corrections and promote successful reintegration of offenders who are eligible for return to the community.	<p>More successful reintegration of offenders and protection of society against chronic offenders.</p> <p>Canadians gain confidence in a more effective corrections and justice system that is responsive to the needs of victims and the general public.</p>
Develop, implement, review and evaluate measures targeting high-risk offenders.	<p>Focused and firm responses to serious and violent offences.</p> <p>Better control and treatment of sex offenders will lead to improvements in community safety.</p>
Address over-representation of Aboriginal Canadians in the criminal justice system through the development of culturally relevant healing models of justice and corrections in Aboriginal communities.	<p>Increased community capacity to work with victims, offenders and families through dissemination of knowledge gained through pilot projects in Aboriginal communities.</p> <p>Coordinated federal support for community healing through the Assistant Deputy Minister Steering Committee on Community Stability and Wellness and other venues.</p> <p>Publication of research and technical reports on issues relating to Aboriginal people and corrections and criminal justice.</p>

**Effective corrections contributes to the following Strategic Priorities:**

- Fighting serious and organized crime; and,
- Enhancing community safety and security.

**First Nations Policing Policy** – Facilitates the negotiation and implementation of tripartite agreements with provinces and First Nations 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.

<b>First Nations Policing Policy Activity</b>	<b>Expected Results</b>
Enhance public stability in First Nations communities by negotiating culturally appropriate First Nations policing agreements.	Increased access to culturally appropriate police services for First Nations communities.
Review and consideration of specific policing options for the territories with partners.	Develop models for policing and public safety in the Territories.
Develop with partners, a vision to achieve sustainability for First Nations Policing Policy.	Modernized First Nations Policing Policy that responds to current demographic, environmental, and political realities with respect to First Nations policing, and community needs.
Conduct research and policy reviews of Aboriginal public safety options and service delivery alternatives.	Development of policy decisions and public safety interventions based on community needs, improved accountability, and balanced funding arrangements.
Incorporate indicators of community stability and well-being into overall performance measurement strategy.	Improved performance indicators reflecting broader community context, resulting in informed policy decisions and resource allocations driven by risk and need.
Strengthen professional capacity of Aboriginal policing service providers.	Improved management capacity and enhanced service delivery of professional, effective and culturally appropriate policing.

**First Nations Policing Policy contributes to the following Strategic Priority:**

- Enhancing community safety and security.

The **National Crime Prevention Strategy (NCPS)** – Develops, funds and evaluates strategies and programs targeted to enhance community safety by focusing on crime reduction strategies designed to achieve measurable results.

The National Crime Prevention Centre (NCPC) is responsible for implementing the National Crime Prevention Strategy.

As part of Public Safety and Emergency Preparedness Canada, the NCPC works to increase community action to prevent crime, develop and share knowledge of effective crime reduction strategies and coordinate multi-level support for crime reduction.

<b>NCPS Activity</b>	<b>Expected Results</b>
Carefully evaluating the success of projects in reducing crime in particular communities.	Improved evaluation of current practices. Evidence-based policy and program development.

<b>NCPS Activity</b>	<b>Expected Results</b>
Supporting provincial and municipal efforts to address gang-related problems.	<p>Increase in protective factors against gang activity.</p> <p>Development and implementation of integrated anti-gang measures and strategies.</p> <p>Better understanding of the youth-gang phenomenon and strategies to respond to it.</p>
Directing a portion of crime prevention funds to children and youth at high risk of coming into conflict with the law, in areas of high youth crime.	<p>Targeted funding and tailored programming to the specific needs of children and youth at risk.</p> <p>Situations created where children and youth are provided supportive and accessible alternatives to crime.</p> <p>Potential reduction in local crime rates in the medium to longer term.</p>
Directing a portion of crime prevention funds to fighting the problem of drug-related crime.	<p>Assistance to communities most affected by drug-related crime.</p> <p>Strengthened measures to assist individuals afflicted by drug addiction.</p>
Facilitating the engagement of all players in the development of comprehensive and integrated approaches to crime reduction, with a particular emphasis on communities with high crime rates.	<p>More comprehensive and thorough assessment of local crime problems leading to more effective interventions.</p> <p>Sustainable crime reduction initiatives.</p>
Supporting initiatives that strengthen and increase the capacity of communities to fight and reduce local crime and victimization.	<p>Greater community ownership of public safety issues.</p> <p>Enhanced community capacity to combat crime.</p> <p>Reductions in local crime rates in the medium to long term.</p>

**Effective crime prevention contributes to the following Strategic Priorities:**

- Enhancing community safety and security.

**SECTION III  
SUPPLEMENTARY INFORMATION**

**Table 1 : Departmental Planned Spending and Full Time Equivalents**

(\$ millions)	Forecast Spending 2005-2006	<b>Planned Spending 2006-07</b>	Planned Spending 2007-08	Planned Spending 2008-09
Emergency Management and National Security	258.2	<b>235.0</b>	65.4	65.3
Policing and Law Enforcement	25.7	<b>38.3</b>	31.2	21.2
Community Safety and Partnerships	180.2	<b>184.8</b>	189.1	160.7
Budgetary Main Estimates (Gross)	430.8	<b>458.1</b>	285.6	247.1
Non Budgetary Main Estimates (Gross)				
<b>Total Main Estimates</b>	430.8	<b>458.1</b>	285.6	247.1
Adjustments:				
Governor General Special Warrant request :				
2nd request	20.0			
3rd request	24.0			
National Security Policy - Government Operations Centre		<b>7.4</b>	2.6	2.6
2010 Olympic Vancouver Security		<b>0.2</b>	0.2	0.3
Procurement Savings	(0.3)	<b>(0.4)</b>		
Compensation for Collective Agreements RM/CM Salaries		<b>1.2</b>	1.4	1.4
Action Plan to enhance Passenger, Rail, Mass Transit and Ferry Security		<b>1.2</b>	1.9	2.5
Cyber Security Task Force		<b>0.5</b>		
Reduce cost of the new Ministry - smaller Cabinet		<b>(0.6)</b>	(0.6)	(0.6)
Reduced cost of the new Ministry - Regional Responsibilities		<b>(0.2)</b>	(0.2)	(0.2)
Advertising Campaign: Public Safety and Security		<b>(2.0)</b>		
Arming of Canada Border Services Agency Officer at the Border and Addressing Work-Along Situations - Armed Border Presence		<b>0.2</b>	0.2	0.2
Critical Infrastructure Vulnerability Assessments		<b>1.0</b>	1.0	1.0
National Training and Exercises		<b>5.0</b>	5.0	5.0
National Counterfeit Enforcement Strategy		<b>0.1</b>	0.2	0.1
Youth Crime Prevention		<b>7.5</b>	7.5	7.5
Core Emergency Response		<b>19.0</b>	19.0	19.0
Strengthening enforcement Budget 2003				0.2
Total adjustments	43.7	<b>40.0</b>	38.2	39.0
<b>Total Planned Spending</b>	474.5	<b>498.1</b>	323.8	286.2
Plus: Cost of Services received without charges	12.9	<b>13.0</b>	12.8	12.3
<b>Net Cost of the Program</b>	487.4	<b>511.1</b>	336.6	298.5
<b>Full Time Equivalents</b>	727	<b>999</b>	968	872

**Table 2: Program by Activities**

<b>2006-2007</b>									
(\$ 000's)	Budgetary						Total Main Estimates	Adjustments (planned spending not in Main Estimates)	<b>Total Planned Spending</b>
Program Activity	Operating	Grants	Contributions	Gross	Revenue	Net			
Emergency Management and National Security	64,979	654	169,348	234,981	-	234,981	234,981	32,032	<b>267,013</b>
Policing and Law Enforcement	37,314	-	975	38,289	-	38,289	38,289	428	<b>38,717</b>
Community Safety and Partnerships	57,126	21,256	106,440	184,822	-	184,822	184,822	7,553	<b>192,375</b>
<b>Total</b>	<b>159,419</b>	<b>21,910</b>	<b>276,763</b>	<b>458,092</b>	<b>-</b>	<b>458,092</b>	<b>458,092</b>	<b>40,013</b>	<b>498,105</b>



**Table 3: Voted and Statutory Items listed in Main Estimates**

<b>2006-2007</b>			
Vote or Statutory Item	Public Safety and Emergency Preparedness	(\$ 000's)	
		<b>Current Main Estimates</b>	Previous Main Estimates
1	Operating expenditures	<b>147,890</b>	85,968
5	Grants and contributions	<b>298,673</b>	335,437
(S)	Minister of PSEPC salary and motor car allowance	<b>73</b>	70
(S)	Contributions to employee benefit plans	<b>11,456</b>	9,343
	<b>Total Department</b>	<b>458,092</b>	430,818

**Table 4 : Services Received Without Charge**

(\$ 000's)	2006-2007
Accommodation provided by Public Works and Government Services Canada (PWGSC)	7,105.7
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving fun). Employer's contribution to employee's insured benefits plans and expenditures paid by TBS.	4,521.7
Workman's compensation coverage provided by Social Development Canada	17.4
Salary and associated expenditures of legal services provided by the Department of Justice Canada.	1,310.6
<b>2006-2007 Services received without charge</b>	<b>12,955.4</b>

**Table 5: Resource Requirement by Branch**

<b>2006-2007</b>				
(\$ millions)	Emergency Management and National Security	Policing, Law Enforcement and Interoperability	Community Safety and Partnerships	<b>Total Planned Spending</b>
Emergency Management and National Security	245.3	-	-	<b>245.3</b>
IG CSIS	1.0	-	-	<b>1.0</b>
Policing, Law Enforcement and Interoperability	-	31.5	-	<b>31.5</b>
Community Safety and Partnerships			177.2	<b>177.2</b>
Corporate Management	9.8	3.6	7.3	<b>20.7</b>
Portfolio Relations and Public Affairs	9.0	3.1	6.6	<b>18.6</b>
Executive Branch	1.9	0.6	1.3	<b>3.7</b>
<b>TOTAL</b>	<b>267.0</b>	<b>38.7</b>	<b>192.4</b>	<b>498.1</b>

**Table 6: Details of Transfer Payments Programs**

(\$ 000's)	2005-2006	2006-2007	2007-2008	2008-2009
<b>Grants</b>				
Emergency Management and National Security				
Joint Infrastructure Interdependencies Research Program	500	<b>500</b>	500	500
Fellowships Program in Honour of Stuart Nesbitt White (OCIPEP)	54	<b>154</b>	154	154
	554	<b>654</b>	654	654
Community Safety and Partnerships				
National Voluntary Organizations active in the criminal justice sector	1,796	<b>1,796</b>	1,796	1,796
Grants in support of the Safer Communities Initiative	19,460	<b>19,460</b>	19,460	19,460
	21,256	<b>21,256</b>	21,256	21,256
<b>Total Grants</b>	21,810	<b>21,910</b>	21,910	21,910
<b>Contributions</b>				
Emergency Management and National Security				
Payments to the provinces, territories, public and private bodies in support of activities complementary to those of the Minister	877	<b>877</b>	887	887
Contribution to Provinces and Municipalities Pursuant to Emergency Preparedness Act (JEPP)	<b>8,512</b>	8,471	<b>8,471</b>	8,471
Contribution to Provinces for Assistance Related to Natural Disasters (DFAA)	<b>200,000</b>	160,000		
	209,389	<b>169,348</b>	9,358	9,358
Policing and Law Enforcement				
Payments to the provinces, territories, public and private bodies in support of activities complementary to those of the Minister	975	<b>975</b>	975	975
Community Safety and Partnerships				
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.	<b>92,223</b>	<b>78,457</b>	<b>84,057</b>	84,057
Contributions in support of the Safer Communities Initiative	11,040	<b>27,983</b>	27,983	7,440
	103,263	<b>106,440</b>	112,040	91,497
<b>Total Contributions</b>	313,627	<b>276,763</b>	122,373	101,830
<b>Total Grants and contributions</b>	335,437	<b>298,673</b>	<b>144,283</b>	<b>123,740</b>

**SECTION IV  
OTHER ITEMS OF INTEREST**

## Grant and Contribution Programs Administered by PSEPC

1. Under the **First Nations Policing Policy (FNPP)**, PSEPC 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 **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.
3. The **Crime Prevention Action Fund (CPAF)** supports crime prevention initiatives in communities large and small. It aims to build partnerships between sectors (such as policing, community health, voluntary and private sectors) to enhance community capacity to prevent crime through social development. It is a federal program that is delivered regionally in partnerships with the provincial and territorial governments, and nationally for those projects involving more than one jurisdiction.
4. The **Policing, Corrections and Communities Fund (PCCF)** supports projects where community partners work together to prevent crime, primarily through social development. It is intended for law enforcement agencies, community corrections groups/organizations, Aboriginal communities, community-based organizations and the municipalities in which they work.
5. The **Research and Knowledge Development Fund (RKDF)** supports a range of research activities, demonstration projects, knowledge transfer initiatives and evaluations that: identify and analyze gaps in the current body of knowledge relating to crime prevention in Canada; create new knowledge in areas where gaps have been identified; synthesize the results of existing research; and contribute to a growing awareness and recognition of promising practices and models for community-based crime prevention.
6. **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.
7. 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.
8. 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:

- 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; and,
  - 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.
9. The **Departmental Contributions Program** supports policy development through allocations to public not-for-profit organizations in support of PSEPC priorities under the following categories:
- communication / information exchange projects;
  - 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; and,
  - research and evaluation projects in support of public policy issues.
10. The **Sustaining Funding Program (SFP) for National Voluntary Organizations (NVOs)** provides grants to thirteen NVOs in order to cover core operating expenses and to maintain a national structure. These organizations provide policy advice to the Department and Portfolio agencies, and also provide public education activities and participate in community public safety initiatives.

## **Sustainable Development Strategy**

In February of 2004, the Department tabled its last Sustainable Development Strategy, covering the years 2003-2006. This report was tabled under the Department's previous organization as the Solicitor General; shortly after the tabling, the Department underwent a significant organizational change, to become the Department of Public Safety and Emergency Preparedness. The 2003-2006 strategy was comprised of corporate greening initiatives (e.g. waste reductions) and some policy initiatives intended to promote sustainable Aboriginal policing.

In 2006, the Department will be developing a Sustainable Development Strategy to cover the fiscal years from 2007-2010. The Sustainable Development Strategy for the Department will be based on a foundation that Canada's quality of life and well-being is determined by several interdependent factors – such as income, health, education, the quality of the environment, and the safety of communities.

The Department is committed to developing an integrated approach to planning and decision-making, in order to ensure that the three main dimensions of a sound sustainable development strategy – namely, the social, economic, and environmental – are recognized and considered in policy development and implementation.

For the upcoming fiscal year, the Department will:

- Conduct an assessment of the 2003-2006 sustainable development strategy;
- Develop a Sustainable Development Strategy for 2007-2010;
- Enhance the Department's capacity to take sustainable development into account in its programs and activities;
- Incorporate "lessons learned" from the 2003-2006 strategy;
- Align the departmental business planning process with the SDS; and,
- Identify measurable targets corresponding to broader government objects related to sustainable development.

SD principles and values will be addressed through the DG policy committee, which will oversee the creation and implementation of the SDS at the policy, operational, and corporate levels.

Previous SDS targets were focused on two areas – waste reduction and Aboriginal policing. With respect to waste reduction, measuring for the new fiscal year will prove to be a challenge because the Department will be moving into a new building from several separate locations around the city. Thus, basing future targets in this area on past models will not be feasible, although such alternatives as benchmarking against organizations of a similar size may prove to be feasible. We will be building on past accomplishments in such areas as First Nations Policing, and continue to build on the social dimension of sustainable development particularly at the community level.



## Legislation Administered by the Department and Portfolio Agencies

The 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 Public Safety and Emergency Preparedness Act*
- *DNA Identification Act*
- *Emergency Preparedness Act*
- *Firearms Act*
- *Prisons and Reformatories Act*
- *Royal Canadian Mounted Police Act*
- *Royal Canadian Mounted Police Pension Continuation Act*
- *Royal Canadian Mounted Police Superannuation Act*
- *Sex Offender Information Registration Act*
- *International Transfer of Offenders Act*
- *Witness Protection Program Act*

PSEP 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 Public Safety and Emergency Preparedness Act*
- *Emergency Preparedness Act*

### National Parole Board

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

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\* 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*
- *Excise Act*
- *Export and Import Permits Act*
- *Firearms Act*
- *Foreign Missions and International Organizations Act*
- *International Transfer of Offenders 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*
- *Sex Offender Information Registration Act*
- *Witness Protection Program Act*

### **Canada Border Services Agency**

- *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 Border Services Agency 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-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*
- *Federal-Provincial Fiscal Arrangements Act*
- *Feeds Act*
- *Fertilizers 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*

- *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*
- *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*
- *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*
- *Quarantine Act*
- *Quebec Harbour, Port Warden Act*
- *Radiation Emitting Devices Act*
- *Radiocommunication Act*
- *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*
- *Provincial Trade Act*

## **Other**

- *Canadian Centre on Substance Abuse Act*

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