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Public Safety Canada
Volume 1: Policy Agenda

JULY 2013

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Strategic Overview

INTRODUCTION

The Public Safety Canada Portfolio was established in 2003 by consolidating a range of responsibilities in the safety and security realm under one Minister to better address the new realities of a post 9/11 world. At the time, it was recognized that public safety, national security and emergency management were critical to Canada's prosperity and to the integrity of its social fabric, and that more unity of effort was required to ensure the protection of Canadians.

Five agencies – the Canada Border Services Agency (CBSA), the Canadian Security Intelligence Service (CSIS), the Correctional Service of Canada (CSC), the Parole Board of Canada (PBC), and the Royal Canadian Mounted Police (RCMP) and three review bodies (the RCMP External Review Committee, the Commission for Public Complaints Against the RCMP, and the Office of the Correctional Investigator) were united into a single Portfolio – and the Department of Public Safety and Emergency Preparedness (hereafter, the Department or Public Safety) was created to work with them, to provide policy leadership, integration and coordination in what was already recognized as being a very complex area.

The resulting organization is the biggest, non-military Portfolio in the Government of Canada. In 2013-14, the Portfolio's budget is more than \$10 billion and it has more than 68,400 full time equivalents working in every part of the country, and internationally. Each agency contributes to Canada's public safety agenda through its unique mandate and responsibilities with respect to a particular aspect or function of public safety. (These mandates are described in further detail in Annex 1.)

The Portfolio's scope of activity is vast. The RCMP, for instance, delivers services to over 190 municipalities, 184 aboriginal communities and three airports, and the Correctional Service of Canada operates 56 correctional institutions, 16 Community Correctional Centres, and 92 parole offices across Canada. Operations are not only integral to the safety and security of Canadians, but also key to their economic well-being. Consider, for instance, that on average, 350,000 people cross the Canada-U.S. border every day and that nearly one million dollars in goods and services cross it every minute.



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Since its creation, the Portfolio has had to contend with increasingly complex issues, due in part to the evolving impact of such drivers as globalization and technological change. By way of example:

- **Canadians have fully embraced digital technology on a personal and professional level. While our economy and quality of life are the better for it, this also makes us vulnerable to attacks on the digital and critical infrastructure that we rely on, undermining our national safety and security and economic prosperity. There is no doubt that the frequency and severity of cyber threats are increasing.**
- **Terrorism and violent radicalization, once considered primarily an issue associated with conflicts abroad, is affecting Canadian youth. In the past six months, we have seen, domestically, the arrest of individuals plotting attacks on a VIA train and the B.C. legislature and, internationally, the role of Canadians in an attack on an Algerian gas plant.**
- **On the emergency management front, the number, severity, and costs of natural disasters worldwide is increasing – with unprecedented events, like the recent flooding in Alberta, also occurring more often in Canada – with potentially catastrophic implications the livelihood and well-being of Canadians and commercial activity.**
- **In the area of crime and safety, overall crime rates are decreasing, but issues such as transnational organized crime, human trafficking, and emerging crime issues (e.g., cyber-bullying) present new challenges for law enforcement. In addition, a significant proportion of crime is committed by a small proportion of offenders, and these crimes contribute to increasing costs of policing and delays in our court systems. The criminal justice system is also increasingly faced with challenges related to the mental health of offenders, especially in the context of federal correctional institutions.**

It is now the case that virtually every policy priority in the Portfolio – be it related to national security, public safety or emergency management – has a degree of horizontality to it, requiring leadership and coordination amongst agencies in the Portfolio, as well as with other federal departments and provincial, territorial and municipal governments who also have responsibility in these areas. It is more important than ever that the Department play its intended leadership role – to ensure that Portfolio policies are strategic, aligned and informed and that, as a result, the agencies are fundamentally equipped to address the complex challenges and emerging threats in today's security environment.



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THE DEPARTMENT OF PUBLIC SAFETY AND EMERGENCY PREPAREDNESS

The Department of Public Safety and Emergency Preparedness encompasses a wide range of policies and programs in the following areas:

- national security, including cyber security;
- policing, law enforcement and border strategies;
- community partnerships, crime prevention, corrections policy and criminal justice; and
- emergency management.

It is divided into six branches: Community Safety and Partnerships, Emergency Management and Regional Operations, Law Enforcement and Policing, National and Cyber Security, Strategic Policy, and Corporate Management. These branches are supported by Internal Audit and Evaluation, Communications, and Legal Services directorates. More information on each of the Department's branches, its policies and programs can be found in the briefing material that follows.

Most of the Department's work pertains to **shared policy in national security, community safety or law enforcement**, including issues relating to cyber, counter-terrorism, corrections and criminal justice, organized crime, policing border policy and emergency management. It also delivers several **Grants and Contributions Programs**, such as the First Nations Policing Program, which has an annual budget of approximately \$120 million and provides funding for policing services in First Nation communities, and the National Crime Prevention Strategy, which has a budget of \$43.1 million and supports the development and implementation of community-based crime prevention programs.

The Department is also uniquely responsible for supporting you at the federal level in **exercising national leadership in emergency management**, including a broad range of policy and program development activities related to prevention and mitigation, preparedness, response and recovery. A key asset in exercising this leadership is the **Government Operations Centre**, an interdepartmental response-focussed asset that monitors and coordinates the federal response to an emergency. At the bilateral level, the Department works with U.S. authorities to develop joint emergency management plans to coordinate Canada's response to an emergency in the United States and to provide assistance in response to those emergencies.

The Department's budget for 2013-14, as provided through Main Estimates and Supplementary Estimates (to date), is \$670.9 million. Of that amount, \$124.3 million (or 19%) is allocated to Vote 1 (Operating Expenditures) and \$530.6 million (or 79%) is allocated to Vote 5 (Grants and



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Contributions). The remaining amount of \$15.9 million (or 2%) is allocated to Statutory Votes. The largest portion of Vote 5 spending in 2013-14 is for the Disaster Financial Assistance Arrangements (DFAA) program, which provides assistance to provinces and territories in recovery from disasters.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

In fiscal year 2012-13, the Department's Vote 1 lapse was \$5.7 million (or 4.1%), which was below the maximum Carry-Forward of \$6.2 million. The lapse for Vote 5 totaled \$44.5 million (9.3%), the majority of which was due to a surplus of \$40 million for financial support to provincial and territorial governments for 2011 flood mitigation investments.

Pursuant to the Budget 2012 deficit reduction measures (known as "DRAP", the deficit reduction action plan), the Department is targeting a budget reduction of \$24.7 million over a three-year period beginning in 2012-13, representing 8.4% of the review base of \$296.1 million established by the Treasury Board Secretariat. This includes \$14.5 million in Vote 1 and \$10.2 million in Vote 5 expenditures.

Thus far, the Department has been very successful in achieving these savings. In 2012-13, there were expenditure reductions of \$7,490,411, representing 256% of its first-year target of \$2,923,447, and 30% of its cumulative three-year target of \$24,732,832. The rapid rate at which the Department was able to transition affected positions has yielded accelerated savings that have been estimated at \$3,289,568 in 2012-13 and \$2,985,609 in 2013-14. These accelerated savings have been reallocated either to initiatives that would generate ongoing savings through the creation of additional efficiencies or to projects that would address a significant policy gap or identified deficiencies in management practices.

With respect to its **Management Accountability Framework (MAF)**, the Department has improved its ratings year-over-year, which is noteworthy given that criteria for most Areas of Management (AoM) evolve and build upon requirements of previous assessments. For 2012-13, it was evaluated on the six core AoMs and received one strong rating, four acceptable ratings, and one opportunity for improvement. Improvements were noted in many areas and, for the first time, the Department received an overall strong rating on Risk Management.

As of January 2013, the Department's workforce comprised 1,113 employees. It is relatively young, with the average age for Departmental employees being 42.1 years, in comparison to the average in the core public service, which is 44.1 years. The vast majority of the Department's employees work in the National Capital Region, but there are also regional offices located in five regions: Ontario, Quebec, the Atlantic, the Prairies and British Columbia (which also represents



the North). These offices help deliver key programs in areas such as policing in First Nation and Inuit communities, crime prevention, and emergency management. They also support policy development, working in partnership with the branches in the National Capital Region as well as with local, regional and provincial/territorial partners, stakeholders and Portfolio Agencies.

From a human resources perspective, the DRAP process represented a net reduction of 97 positions. A total of 89 positions were affected in the National Capital Region, three in the Northwest Territories and one each in British Columbia, Manitoba, Nova Scotia, Quebec, and outside of Canada. As a result of the Department's planning efforts and strong controls on staffing-related activities, most of the affected positions were successfully transitioned or left unencumbered (88) and those in the remaining affected positions (12) were provided a Guaranteed Reasonable Job Offer (GRJO).

The Department worked closely with bargaining agents throughout the process to mitigate potential impacts on employees by managing the transition in a smooth, equitable and compassionate manner.

THE ROLE OF THE DEPARTMENT AND THE DEPUTY MINISTER

Strategic Policy Advice

The Department's principal role is to bring **strategic focus and direction to the overall safety and security agenda** in the Portfolio, which is consistently charged with a variety of policy and funding demands. The Deputy Minister of Public Safety is, in essence, your **principal policy advisor**. As set out by the Prime Minister in *Accountable Government*:

The deputy minister, as the Minister's principal source of public service support and policy advice, is expected to advise the Minister on all matters under the Minister's responsibility and authority. While the Deputy Minister does not have direct authority over non-departmental bodies in the Portfolio, he or she plays a key role in promoting appropriate policy coordination, and building coherence in the activities and report of the Portfolio bodies.

In support of this responsibility to you, the Department facilitates a common understanding of the policy environment, and complements agencies' operational expertise with a strategic perspective on issues. Its general role is to bring coherence to the policies and actions of the Portfolio as a whole and to develop an integrated perspective on public safety and security as a basis for providing you advice.



Policy Prioritization / Relationship with Agency Heads

An aspect of this responsibility is providing you with **advice on strategic policy prioritization, including with respect to the agencies**. Although you will have direct relations with each of the Agency Heads, you may seek the Deputy Minister's advice with respect to your general responsibility for their direction or accountability to Parliament.

Under the *Department of Public Safety and Emergency Preparedness Act*, you are "responsible" for the Portfolio agencies (RCMP, CSIS, CBSA, CSC and PBC) operating in the areas of national security, policing and law enforcement, border management and corrections, and conditional release; in essence, this means that you are accountable for them to Parliament. You also have the authority to provide "direction" to the deputy heads of the Portfolio agencies (who are, in turn, responsible for the "control and management" of their agency). This responsibility includes coordinating their activities and establishing their strategic priorities in relation to public safety and emergency preparedness. As a result of these authorities, subject to certain principles, you can issue directions or establish priorities, as the case may be, that clarify or set standards for reporting requirements, in order to support ministerial accountability to Parliament, and are entitled to request information regarding an agency's administration of a specific program, or how it dealt with an issue or made a decision of interest, and to establish accountability mechanisms.

In a more granular sense, **your responsibilities with respect to the agencies are very complex**, involving over 100 pieces of legislation, many of which involve a shared responsibility with other federal Ministers and departments. Often, the issues you are called upon to deal with are highly sensitive, touching on safety and security, including those with an impact on international relations.

It is important that you keep some principles in mind in exercising these responsibilities. For instance, with respect to law enforcement activities, while you can be informed generally of a particular criminal investigation and have the right to be informed of any operational matter if it raises an important question of public policy, you may not inquire about the specifics of a particular investigation or attempt to influence in any way the investigation or inappropriately direct police operations. Also, while directions may relate to general policies, including operational policies, they cannot infringe on a specific law enforcement function (e.g. a criminal investigation, an arrest, the laying of charges or a prosecution – often referred to as "core policing decisions"). Any ministerial direction that does touch on core policing decisions must be general in nature and not be specific to a particular investigation. As you can see, "police independence" plays an important role in your relationship with the RCMP Commissioner.



At CSC and CBSA, directions again may relate to general policies, including operational policies, but may not interfere in the management of a specific case. Similarly, you may not provide specific direction in a CSC or CBSA officer's decision, where the agency statute requires that the officer make the decision themselves. General directions, however, may be carried out in specific cases.

In contrast, your relationship with the CSIS Director is not affected by this principle as CSIS is not a law enforcement agency. CSIS does not investigate crimes and make arrests. As a result, you have a greater degree of control and involvement in CSIS decision-making contexts than would be appropriate with respect to the RCMP. The CSIS Act specifically contemplates Ministerial involvement in a number of areas such as information sharing, cooperative agreements with foreign agencies, and warrant applications. The CSIS Act also specifically requires consultations with the Deputy Minister of Public Safety on certain matters including warrants and general operational policies of the Service.

In summary, most directions should provide high-level direction and in turn require the deputy head to determine the ways and means of accomplishing your objective. While you bear responsibility for the Department and the Agencies, it is the deputy heads who have management of the routine business and operations of their agency. Broad direction rather than transactional engagement should be the norm.

Finally, it is important to note that the Parole Board of Canada is an independent administrative tribunal that has exclusive authority and absolute discretion to make decisions regarding different types of conditional release (e.g. parole) and to grant record suspensions. You do not have the authority to give direction to the Chairperson or other members of the Board in the exercise of their decision-making powers to ensure the Board's impartiality and integrity.

You are able to turn to the review bodies to help support your accountability for the RCMP and CSC: you may request that the Commission for Public Complaints against the RCMP and the Correctional Investigator inquire into matters of concern to you.

Cabinet and Legislative Affairs

The Department also provides you with advice and support with respect to Portfolio Cabinet submissions and legislative proposals.

While most of the development of Memoranda to Cabinet (MC) is led by the responsible program or policy area in the Department or Portfolio, the Department's **Cabinet Affairs**



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division provides support to those developing submissions, coordinates the decision-making machinery with the various PCO secretariats involved, and administers the approval and signature process for all MCs.

In light of the Department's responsibility to make sure that you are provided with advice that is both comprehensive and all-inclusive, each piece of Portfolio Cabinet business, irrespective of its origin, is approved by the Deputy Minister before submission to you for signature. The Deputy Minister is also your primary contact on all of your briefings on MCs, although it is common practice that you be accompanied to a Cabinet committee by the Deputy Head from which any given MC originates.

The Public Safety Portfolio advances, on average, [redacted] items per Parliamentary session. Most of this Cabinet business is considered by one of the following Cabinet committees: Social Affairs (SAC), and Foreign Affairs and Security (FAS), formally Foreign Affairs and Defence (FAD). Over the course of the past ten months, the Minister of Public Safety [redacted]

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

Likewise, in collaboration with your office, the Department's **Parliamentary Affairs division** provides a strategic planning and coordinating function for the Portfolio throughout the legislative process, and offers advice on parliamentary procedure from the moment a bill is ready for introduction through to Royal Assent.

The Public Safety legislative programme has been amongst the largest in Government in recent years. During the spring sitting, the Minister of Public Safety [redacted]

s.69(1)(g) re (a)

[redacted] Public Safety legislation often generates media and public attention. Your Parliamentary Secretary will play a critical role in ensuring the successful passage of legislation in the House of Commons, particularly at committee.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

In June, your predecessor responded to the Government House Leader's [redacted]

s.69(1)(g) re (e)

[redacted] You will also lead the government position on Private Members' Bills relating to public safety, three of which are currently before Parliament and are further described below.



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Federal / Provincial / Territorial (FPT) and International Relations

Another aspect of the Department's responsibility for providing you with strategic policy advice is its role in supporting your relations with key provincial, territorial and international partners.

Criminal justice, public safety and emergency management are areas of shared federal / provincial and territorial responsibility and therefore require sustained intergovernmental collaboration and consultation.

While the Constitution assigns primary responsibility for policing to the provinces, this functional responsibility has been delegated to municipalities, with the RCMP providing much of the policing under contract across Canada, maintaining responsibility for enforcing federal statutes.

In addition to providing you with **advice on relations with your provincial and territorial counterparts**, the Department is responsible for supporting your participation in two federal/provincial/territorial fora for which meetings have been scheduled: a meeting of Ministers Responsible for Justice and Public Safety (next meeting tentatively scheduled for October 16 and 17, 2013, in Whitehorse), and a meeting of Ministers Responsible for Emergency Management (next meeting tentatively scheduled for September 11, 2013, in Ottawa).

The increasingly significant global dimension of security and prosperity, your **relationships with key international counterparts** are also very important. Given its proximity, global prominence and our shared border, the U.S. is Canada's most significant public safety partner. In particular, Public Safety and the Department of Homeland Security are currently engaged in the implementation of the Canada-U.S. "Beyond the Border Action Plan" (BTB), which is based on a shared vision for border security and economic prosperity.

To address elements of the BTB, as well as transnational crime issues and other emerging cross border threats, you will meet annually at the Ministerial Cross Border Crime Forum (CBCF) with the Minister of Justice and your counterparts at the U.S. Department of Justice and the U.S. Department of Homeland Security. The next meeting of the CBCF is expected to take place in Washington, D.C. in late fall 2013.

Canada is also part of the "Five Eyes", a long-standing security alliance with Australia, New Zealand, the United Kingdom and the United States. These partners share information on matters related to national security, intelligence, counter-terrorism, critical infrastructure, and cyber security. The first-ever Five Country Ministerial meeting will take place in Monterey,



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California on July 21-22, 2013. You will also have your first bilateral meeting with Secretary Napolitano on July 20-21, 2013 on the margins of this meeting.

THE POLICY AGENDA

The Public Safety Portfolio policy agenda is one of the heaviest in the Government and includes many issues that implicate multiple agencies within the Portfolio and/or with other government departments, such as those operating in key areas like justice and criminal law, citizenship and immigration, social development, foreign policy and Aboriginal affairs.

As the Government transitions to the second half of its mandate, the Department is working with the Portfolio agencies to develop advice for you on the shape of a renewed public safety policy agenda. The Department will work closely with you in shaping the items that could fit well within the Government's overall themes and be brought forward over the fall and winter of 2013-14. The following is a brief overview of current policy priorities in the Portfolio.

Border Policy

Going into the fall, a key priority for the Portfolio will be the further implementation of "BTB", a shared vision with the United States for perimeter safety and economic competitiveness which recognizes, in particular, our economic integration and allows the two countries to work together to address threats at the earliest possible point. Underlying this vision is the belief that by aligning resources effectively at and away from our borders, we can jointly improve our security while also expediting legitimate trade and travel, ultimately leading to economic growth and jobs.

There are 32 initiatives under the BTB Action Plan (29 of which are either led or supported by the Public Safety Portfolio), including the negotiation of a comprehensive approach to preclearance, the development of an entry-exit system, enhancing information sharing, advancing cross-border law enforcement initiatives, and the expansion of programs for trusted s.69(1)(g) re (a) travellers and traders.

s.21(1)(a)

[Redacted text block]

s.69(1)(g) re (e)

negotiations with the U.S.

such as preclearance. For this reason, a sustained relationship with U.S. Secretary of Homeland Security Janet Napolitano is vital to maintaining momentum on the BTB file.



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Emergency Management

s.14(b)
s.21(1)(a)
s.21(1)(c)

Given the recent severe flooding in the Province of Alberta ([redacted])

[redacted] there will be significant focus on emergency management and possibly increased expectations for assistance with recovery costs from provinces and territories.

The federal government has begun work to shift the emergency management focus from cost and recovery to prevention and mitigation measures. With this in mind, the Department has begun to engage provinces and territories in discussions to develop a new **National Disaster Mitigation Program** that reinforces the shift through proactive investments in mitigation. While they are supportive of developing such a program, [redacted]

s.14(a)
s.21(1)(b)

[redacted]

s.14(b)
s.21(1)(a)
s.21(1)(c)

s.69(1)(g) re (a)
s.69(1)(g) re (e)

The Department is also spearheading a proposal for the development of a Canada-wide Public Safety Broadband Network in the **700 megahertz (MHz)**. The proposed network would enable wireless broadband communications between first responders and other emergency management personnel, providing them with the capability of exchanging multimedia data such as pictures, videos and maps during an incident. In partnership with the provinces and territories, work is underway to explore the feasibility of the future network. Discussions with the U.S. on the use of the 700 MHz for public safety purposes is also taking place within the context of the BTB Action Plan.



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National and Cyber Security

s.69(1)(g) re (a) (

s.69(1)(g) re (c)

s.69(1)(g) re (e)

Cyber security and critical infrastructure resilience is a key Government priority. The Department is leading on the implementation of *Canada's Cyber Security Strategy*, which sets out the Government's plan to address cyber threats to federal networks, vital systems outside the federal government, and individual citizens.

One of your important statutory responsibilities is to provide recommendations for **listing of terrorist entities** pursuant to the *Criminal Code*. The listing of entities is a key component in the Government's efforts to counter terrorism financing. The Department also supports you in your **role under the *Investment Canada Act*** to review foreign investments for national security concerns and advise the Minister of Industry when such concerns exist. If after reviewing an investment it is determined that it would be injurious to Canada's national security, the Governor in Council may decide to block the investment or impose conditions to mitigate any threats.



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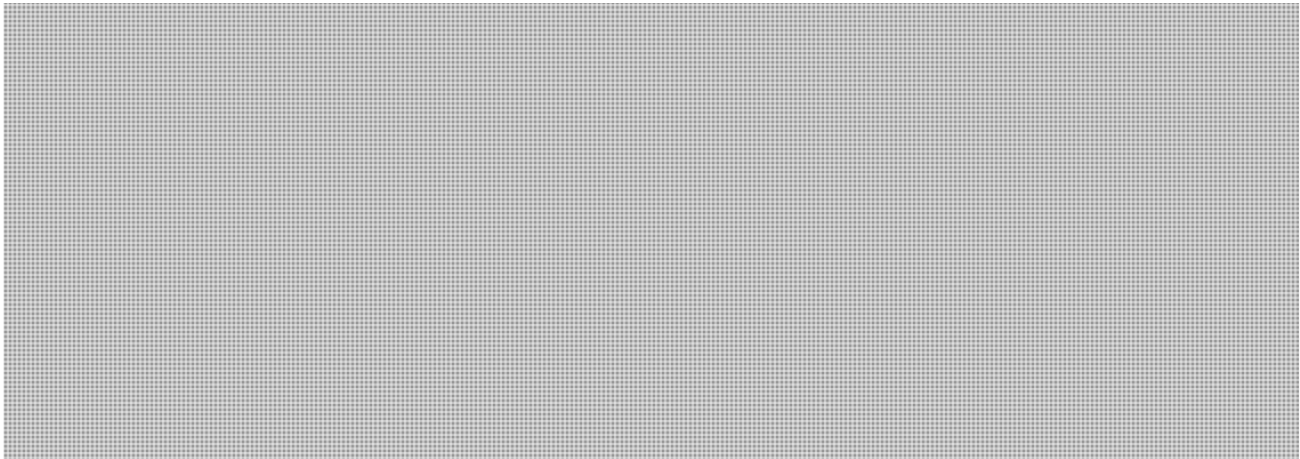
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The Department engages as well with domestic and international partners in support of national security operations, including the management of **migrant smuggling** vessels, the kidnappings of Canadians abroad and the countering of foreign espionage in the Arctic.

s.15(1) - Int'l

s.21(1)(a)

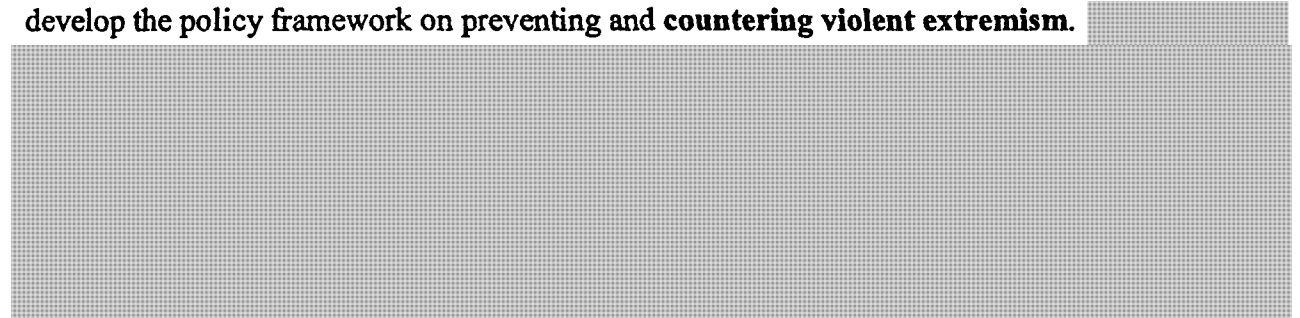
s.21(1)(b)



Released in February 2012, *Building Resilience Against Terrorism: Canada's Counter-terrorism Strategy*, created a framework to guide the Government's work to better prioritize and organize its efforts to counter the terrorist threat both at home and against Canadian interests abroad under four elements: prevent, detect, deny and respond. In June 2013, your predecessor released the *2013 Public Report on the Terrorist Threat to Canada*, which provides the Government of Canada's perspective on the most critical developments regarding the terrorist threat in 2012 and how this impacts Canadians. This Report will be used to engage with the public, academia, provinces and territories as well as international partners about the terrorist threat from a whole-of-government perspective, complementing engagement already underway focused on building community-level resilience. The Strategy notes that the Government has mechanisms for monitoring its efforts and for reporting to Canadians on the Strategy's progress, including an annual report to Canadians on the evolving threat environment. The Government has also committed to doing a public threat report for 2014.

s.69(1)(g) re (a)

Under Canada's Counter-terrorism Strategy, the Department also leads Canadian efforts to develop the policy framework on preventing and **countering violent extremism**.





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s.69(1)(g) re (a)

[Redacted]

In line with this strategy, Public Safety also oversees the expenditure of \$10 million over five years in research on countering violent extremism through the **Kanishka Project**. Under the Project, the Department works closely with other federal organisations and external partners to build knowledge and fund policy-relevant research that will help better understand terrorism in Canadian context. This fall will see the launch of the fifth call for proposals as well as a special event for families of victims of the Air India bombing.

s.15(1) - Int'l

s.21(1)(a)

Our initiatives in the national security area will be of interest to your counterparts at the Five-Country Ministerial meeting this month. In particular, you will be leading the session on violent extremism as well as [Redacted] cyber security.

Crime and Safety

The Department and its agencies have been at the center of the crime and safety agenda, since it was introduced by this Government in 2006. Sustained efforts have been made to hold serious offenders accountable and a number of legislative changes have strengthened the criminal justice system's response to serious crimes. Building on this agenda, a number of proposals were endorsed at the January 2013 Priorities and Planning Retreat to continue advancing the Government's efforts in the area of crime and safety. These proposals are focussed on continuing to hold serious offenders accountable, championing the rights of victims of crime, and increasing the effectiveness and efficiency of the criminal justice system through innovative cost effective approaches.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (f)

[Redacted]

As well, positions were prepared for two private members bills (PMBs) on offender accountability (C-350) and parole and detention reviews (C-479), which are both currently before Parliament.

[Redacted]



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s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (f)



In response to provincial/territorial concerns about the **long-term costs of policing**, the Department organized a symposium with major policing and PT partners on the issue, and is developing a shared forward agenda which will be presented at the upcoming meeting of Ministers responsible for Justice and Public Safety in October 2013. We are also implementing the recently negotiated 20-year **RCMP police services agreements** with all contracting jurisdictions and working with the RCMP to implement the *Enhancing Royal Canadian Mounted Police Accountability Act and Safer Witnesses Act*, which recently received Royal Assent. Following recent funding renewal, we are working as well with provincial and territorial partners and First Nation and Inuit communities to negotiate four-year policing agreements under the **First Nations Policing Program**.

Other key policy files in the area of crime and safety include: continuing to identify crime prevention approaches that are successful, innovative and cost-effective, implementing community safety plans as part of the Government's **Missing and Murdered Aboriginal Women's initiatives**, pursuing the work with provinces and territories to improve ways in which we manage offenders and accused with **mental health** problems, and building our efforts to improve employability and skills development opportunities for federal offenders. In the fall, you may also wish to continue with **firearms reform** initiatives that are intended to streamline the licensing regime by removing unnecessary administrative burdens, while maintaining the strength of the current system.



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Annex 1: Public Safety Portfolio Agencies: Mandate Highlights

The **Canada Border Services Agency (CBSA)** manages the nation's borders by enforcing Canadian laws governing trade and travel, as well as international agreements and conventions. CBSA facilitates legitimate cross-border traffic and supports economic development while stopping people and goods that pose a potential threat to Canada.

The **Canadian Security Intelligence Service (CSIS)** investigates and reports on activities that may pose a threat to the security of Canada. CSIS also provides security assessments, on request, to all federal departments and agencies.

The **Correctional Service of Canada (CSC)** helps protect society by encouraging offenders to become law-abiding citizens while exercising reasonable, safe, secure and humane control. CSC is responsible for managing offenders sentenced to two years or more in federal correctional institutions and under community supervision.

The **Royal Canadian Mounted Police (RCMP)** enforces Canadian laws, prevents crime and maintains peace, order and security. This includes preventing, detecting and investigating offences against federal statutes; maintaining law and order and preventing, detecting and investigating crime in provinces, territories and municipalities where the RCMP has a policing contract; providing investigative and protective services to other federal departments and agencies; and providing Canadian and international law enforcement agencies with specialized police training and research, forensic laboratory services, identification services and informatics technology.

The **Parole Board of Canada (PBC)** is an independent, decision-making body that grants, denies or revokes parole for inmates in federal prisons. The PBC helps protect society by facilitating the timely reintegration of offenders into society as law-abiding citizens. The PBC makes conditional release (parole) decisions for provincial inmates in provinces without their own parole board. The PBC is also responsible for making decisions to order, refuse to order or revoke record suspensions under the *Criminal Records Act* and *Criminal Code*, and recommendations for clemency through the royal prerogative of mercy.

The **Commission for Public Complaints Against the RCMP (CPC)** receives complaints from the public about the conduct of members of the RCMP. Bill C-42 "Enhancing the Royal Canadian Mounted Police Accountability Act", which received Royal Assent in June 2013, creates a new Civilian Review and Complaints Commissioner (CRCC), providing it with enhanced powers to access information, summon witnesses, initiate reviews, and appoint an independent observer to RCMP or police investigations of serious incidents involving the RCMP.



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The **Office of the Correctional Investigator (OCI)** conducts independent, thorough and timely investigations about issues related to Correctional Service Canada that affect offenders either individually or as a group. The OCI may initiate an investigation based on a complaint from (or on behalf of) an offender, at the request of the Minister of Public Safety, or on its own initiative.

The **RCMP External Review Committee** is an independent agency that promotes fair and equitable labour relations within the RCMP. The Committee conducts an independent review of appeals in disciplinary, discharge and demotion matters, as well as certain kinds of grievance.



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BUILDING A SAFE AND RESILIENT CANADA



Public Safety Canada Overview

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Public Safety Canada: Overview

BUILDING A SAFE AND RESILIENT CANADA

- The Public Safety Portfolio is the largest, non-military portfolio in the Government:
 - Combined budget of over \$10 billion; more than 68,400 FTEs in every part of the country and abroad.
 - Established post 9/11 by consolidating a range of safety and security responsibilities under one Minister. Portfolio made up of:
 - Royal Canadian Mounted Police (RCMP)
 - Canadian Security Intelligence Service (CSIS)
 - Correctional Services Canada (CSC)
 - Canada Border Services Agency (CBSA)
 - Parole Board of Canada (PBC)
 - Public Safety Canada (PS)
- + three review bodies (Commission for Public Complaints Against the RCMP, the Office of the Correctional Investigator, and the RCMP External Review Committee)



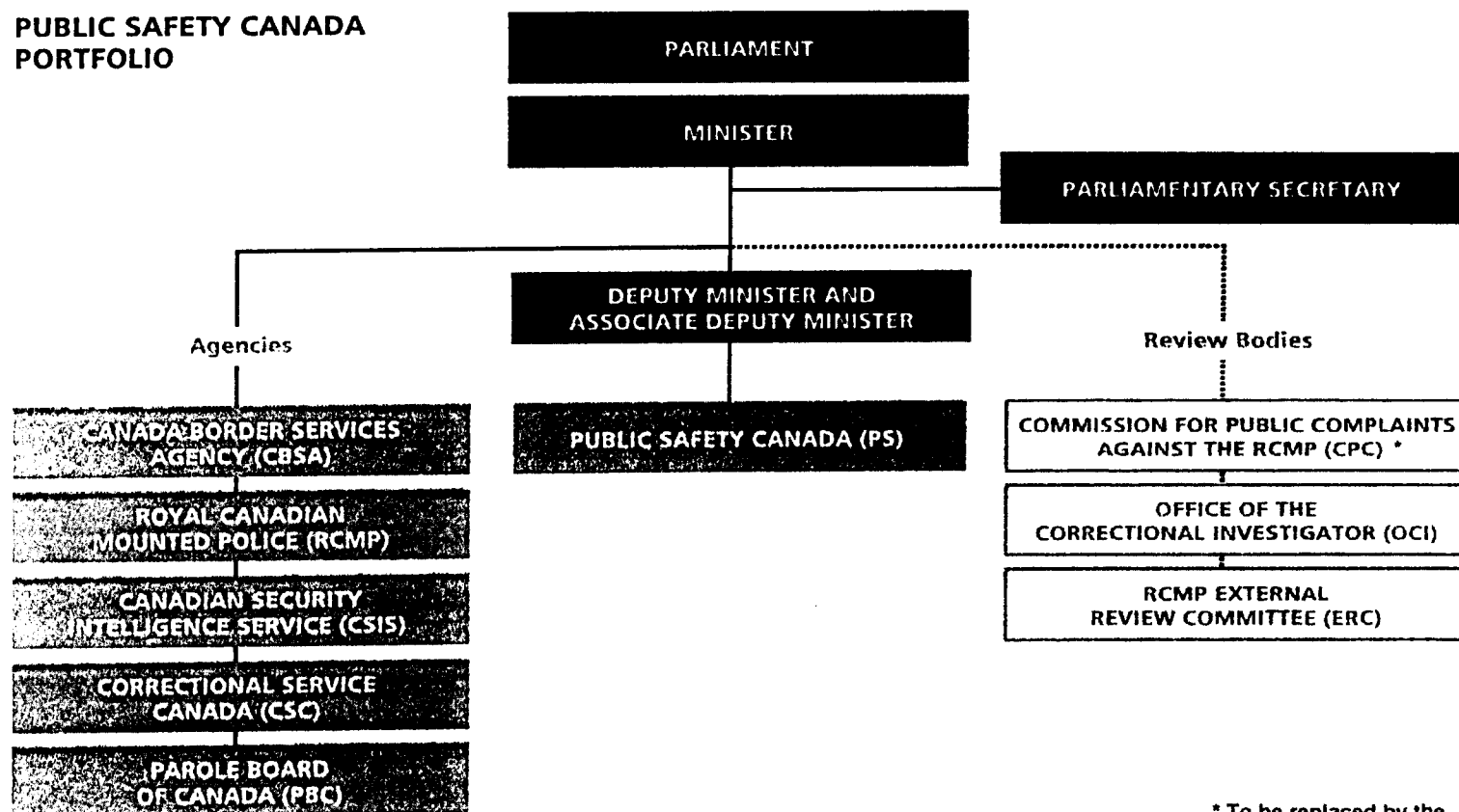
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Public Safety Canada Portfolio

BUILDING A SAFE AND RESILIENT CANADA

PUBLIC SAFETY CANADA PORTFOLIO



* To be replaced by the
Civilian Review and
Complaints Commission



Roles and Responsibilities

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BUILDING A SAFE AND RESILIENT CANADA

- Public Safety Canada was created to provide strategic policy leadership, integration and coordination within PS Portfolio, in support of your role.
- Each Portfolio agency has its own operational mandate – e.g. policing, intelligence services, border control, parole and correctional services
 - Vast scope/complexity of operations and linkages/overlaps between agencies require horizontal approaches/coordination on many specific issues, and overall policy agenda
- Complex Ministerial responsibilities:
 - You are responsible (accountable to Parliament) for all organizations within the PS Portfolio.
 - As a Portfolio Minister, you are responsible for providing direction to the Department and Agencies, such as establishing strategic objectives, priorities and goals.
 - You may provide directions to and request information of Agency Deputy Heads (e.g., request information on administration of programs or how a specific issue was dealt with; clarify standards for reporting requirements in sensitive areas).
 - You must also respect the independence of core policing functions as well as those functions vested by Parliament in another decision-maker (eg. parole decisions).



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The Department : Metrics

BUILDING A SAFE AND RESILIENT CANADA

- 1,113 employees as of March 31, 2013
 - Regional offices in Ontario, Quebec, the Atlantic; the Prairies and British Columbia (which also represents the North)
- 2013-14 budget (to date): \$670.9M
 - Vote 1/ Operating: \$124.3M
 - Vote 5/ Grants & Contributions: \$530.6M
- Large grants and contributions programs (approx. 80% of budget)
 - Disaster Financial Assistance Arrangements of \$330M s.69(1)(g) re (a)
 - First Nations Policing Program: [REDACTED]
 - National Crime Prevention Strategy: annual budget of \$43.1M
- Successful implementation of Budget 2012 deficit reduction measures:
 - Reductions of \$7,490,411 in first year, which represents 256% of first year target
 - Affected positions either transitioned/unencumbered or provided a reasonable job offer.



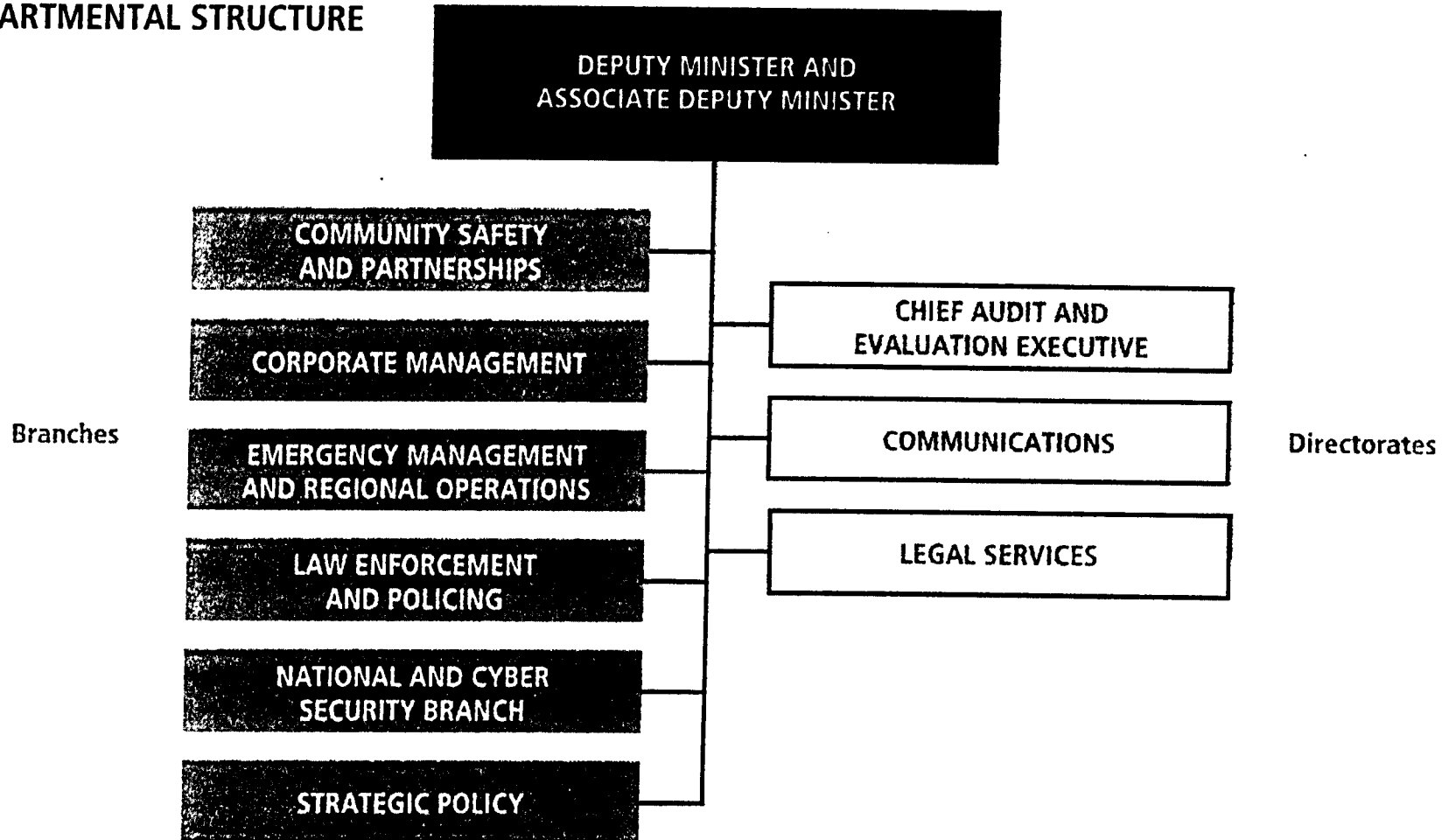
The Department: Organization

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BUILDING A SAFE AND RESILIENT CANADA

DEPARTMENTAL STRUCTURE



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The Department: Program and Policies

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- Provides policy advice in shared areas such as national and cyber security, border strategies, countering crime, and law enforcement.
 - Engagement with, and policy oversight of, agencies operating in these areas.
- Chiefly responsible for providing comprehensive advice on strategic policy, priorities, and legislative planning in the Portfolio.
 - Deputy Minister as “principal policy advisor”
 - Department supports Cabinet, Parliamentary and regulatory affairs, as well as relations with provinces, territories and international partners
- Unique role in providing leadership at the federal level in emergency management, including:
 - Policy and programming on prevention/mitigation, preparedness, response and recovery
 - Disaster Financial Assistance Arrangements (DFAA) program and,
 - the Government Operations Centre.



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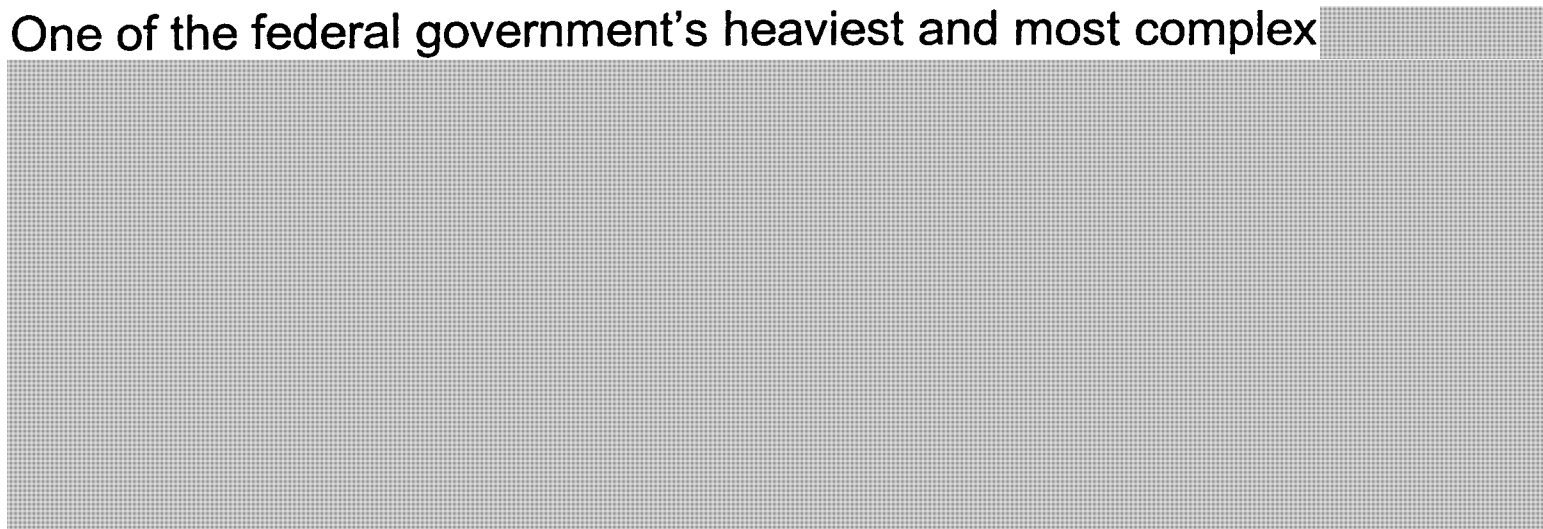
The Department: Operating Environment



BUILDING A SAFE AND RESILIENT CANADA

- Complex policy / operating environment, little room for error:
 - Diverse, unpredictable range of threats (terrorism, natural disasters, cyber-threats, crime, etc.), with potentially devastating consequences
 - Shared responsibilities between agencies/departments, jurisdictions, countries
 - Working in partnership – e.g., key relationships with private sector, trading partners, provincial/territorial governments, municipalities

- One of the federal government's heaviest and most complex

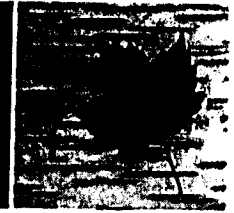


s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (e)



Priority Issues / Meetings

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BUILDING A SAFE AND RESILIENT CANADA

s.14(b)
s.21(1)(a)
s.21(1)(c)

Emergency Management

[Redacted]

- Meeting of F/P/T Ministers responsible for Emergency Management (tentatively scheduled for September 11, 2013)

- [Redacted]

s.69(1)(g) re (d)

- Alberta flooding situation adds complexity to managing these files

- [Redacted]

s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (e)

Briefings: Emergency Management, Managing Disaster Risks and Financial Obligations More Effectively (DFAA and Alberta floods), 700 MHz, Government Operations Centre



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Priority Issues / Meetings

BUILDING A SAFE AND RESILIENT CANADA

• National and Cyber Security

- Meeting with Secretary Napolitano July 20-21, 2013 (on margins of Five Country meeting) s.69(1)(g) re (a)
- Five Country Ministerial meeting – with the U.S., U.K., Australia and New Zealand (Monterey, California, July 21-22, 2013) s.69(1)(g) re (c)
s.69(1)(g) re (e)

[Redacted]

Briefings:

[Redacted]

• “Beyond the Border” Action Plan

- Ongoing negotiations with the U.S. s.69(1)(g) re (a)
- Agreement on preclearance [Redacted] s.15(1) - Int'l
s.21(1)(a)
- Cross-Border Crime Forum, late Fall 2013 s.21(1)(c)

Briefings: Beyond the Border Action Plan, Preclearance



Priority Issues

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BUILDING A SAFE AND RESILIENT CANADA

- **“Crime and Safety” agenda**

- Renewed Ministerial focus on crime prevention, economics of policing

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)



- Meeting of FPT Ministers responsible for Justice and Public Safety (Whitehorse, October 2013); economics of policing to be discussed.

Briefings: Aboriginal Policing (First Nations Policing Program – FNPP), Economics of Policing, Crime Prevention, Corrections and Conditional Release Act



Next Steps

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BUILDING A SAFE AND RESILIENT CANADA

- Briefings with other Deputy Heads are scheduled.
- Following this, each of the departmental Assistant Deputy Ministers will provide an overview of their branch and brief on hot issues.
- A briefing on sensitive matters will be provided by the Senior Assistant Deputy Minister for National and Cyber Security.
 - Briefings will occur on an “as needed” basis throughout your term.
 - Only a select number of staff with appropriate clearances will be provided such briefings.





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First 100 Days

International meetings and conferences

- **Bilateral Meeting with the Secretary of Homeland Security (DHS): July 20-21, 2013**
This will be your first meeting with the Secretary of Homeland Security, Janet Napolitano. This bilateral meeting will take place on the margins of the Five Country Ministerial Meeting in California (see next bullet).
- **Five Country Ministerial Meeting in Monterey California: July 21-22, 2013**
Five Country Ministerial will discuss a broad range of public safety-related issues, including cyber security, countering violent extremism and information sharing. This meeting is an opportunity to highlight cooperative activities currently underway among the "Five Eyes" (i.e. Canada, United States, Australia, United Kingdom, New Zealand), [REDACTED]
- **Cross Border Crime Forum Ministerial Meeting in Washington, DC: late fall 2013**
You co-chair the annual Canada-U.S. Cross-Border Crime Forum (CBCF) with the Minister of Justice, the U.S. Attorney General Eric Holder as well as the Secretary of Homeland Security, Janet Napolitano. This Forum, focused on law enforcement and justice issues, brings together senior officials from Canada and the U.S. to advance cross-border public safety initiatives.

Domestic meetings and conferences

- **Canadian Association of Police Boards (CAPB): August 15-17, 2013**
24th annual conference in Saskatoon, Saskatchewan – "Bridging the Gap: Policing and Mental Health"
- **Canadian Association of Chiefs of Police (CACP): August 18-21, 2013**
108th annual conference in Winnipeg, Manitoba – "Communication: at the Centre of It All"
- **Annual Federal/Provincial/Territorial (FPT) Ministers on Emergency Management in Ottawa, Ontario: September 11, 2013 (tentative)**
You will have an opportunity to engage your counterparts on key issues related to emergency management in Canada.



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- **Economics of Policing – Police Education and Learning Summit: Charlottetown, PEI, September 17-18, 2013**
You will be asked to deliver the opening remarks at this Summit.
- **Annual Federal/Provincial/Territorial (FPT) Ministers responsible for Justice and Public Safety in Whitehorse, Yukon: October 16-17, 2013**
The economics of policing will be a key topic of discussion at this meeting.

Public events and announcements

- **Disaster Financial Assistance Arrangements (DFAA) for 2011 Manitoba floods: July, 2013 (exact date TBC)**
Announcement of the next DFAA payment to Manitoba for the 2011 floods.
- **Terrorism, Security and Society Summer Academy: July 24, 2013**
You will be invited to deliver a speech at the Summer Academy. The Summer Academy is designed to foster a comprehensive understanding of radicalization, terrorism, security and how they interest with the rapidly changing nature of Canadian society.
- **DFAA for 2011 Saskatchewan floods: July 25 or 26, 2013**
Announcement for the 2011 flood mitigation payment.
- **2013 National Peacekeeper's Day: August 11, 2013**
You are expected to attend the National Peacekeeper's Day celebration at the National Peacekeeping Monument in Ottawa, Ontario.
- **DFAA for 2013 Alberta floods: August, 2013 (exact date TBC)**
Announcement of an advance payment to Alberta for the 2013 floods.
- **Canadian Police and Peace Officers' 36th Annual Memorial Service: September 29, 2013**
This is an annual event on Parliament Hill which commemorates police and peace officers who have died in the line of duty. You will be asked to provide the address and host the reception.

s.21(1)(a)
s.21(1)(b)



- **Creation of the Civilian Review and Complaints Commission for the RCMP: September, 2013 (exact date TBC)**
Media event to announce the creation of the Civilian Review and Complaints Commission for the RCMP (CRCC) to replace the existing Commission for Public Complaints (CPC) Against the RCMP.
- **Beyond the Border (BtB) events: Summer/Fall 2013 (exact dates TBC)**
There may be opportunities for public announcements on various BtB initiatives such as the New Marine Container Examination Facilitates in Vancouver, the Integrated Cargo Security (ICS) pilot in Montréal, and the NEXUS program expansion in various locations across the country.
- **Portfolio agency site visits: (exact dates TBD)**
You may wish to schedule select visits to operational facilities of the Public Safety Portfolio to better acquaint yourself with their day-to-day operations and overall lines of business (e.g. border crossings and airport facilities, correctional facilities, RCMP and CSIS regional offices).

Key action items

- The Delegation of **Financial Signing Authority (DFSA)** instrument must be submitted to you within ninety days of appointment, as per Treasury Board policy (in your office for signature).
- The Minister's staff will require a **security briefing** by Public Safety's Departmental Security Officer (DSO); the Privy Council Office will provide you with a security briefing.
- **2012-2013 Annual Report of the Commission for Public Complaints (CPC) Against the RCMP: July 15, 2013.** You will be asked to approve the Report.
- **Ministerial Authority to deploy two police officers to the United Nations to address Transnational Organized Crime Issues: July 25, 2013.** Ministerial authority will be sought to deploy two police officers.



- Approval of the **Annual Progress Report on the National Action Plan to Combat Human Trafficking: July 2013**. You will be asked to approve the Report, including the Summary Consultation Report resulting from the roundtable discussions. A decision will also be sought on the possible announcement for the release of the Annual Progress Report on the National Action Plan to Combat Human Trafficking, which could also include the National Association of Friendship Centres (NAFC) campaign.

- The **Canadian Firearms Advisory Committee** provides advice to the Minister on the reform of Canada's firearms laws and regulations. The current terms of appointment of its twelve members are due to expire on July 31, 2013. A Ministerial decision is required [REDACTED] Committee (in your office for consideration).

- **Economics of Policing - Index of Policing Initiatives Announcement: August 2013**

The Department is finalizing the creation of an information-sharing mechanism on innovative policing initiatives. This information has been compiled into an Index (approximately 150 initiatives), to be made accessible to all police services and other stakeholders through Public Safety Canada's website.

s.69(1)(g) re (a)

- [REDACTED]

- **Contribution Agreement for the Akwesasne Partnership Initiative (API): August/September**

You will be asked to sign the Contribution Agreement for the Akwesasne Partnership Initiative (API) for fiscal year 2013-2014.

s.69(1)(g) re (a)

- [REDACTED]

s.21(1)(a)



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s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)



s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)





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Community Safety and Partnerships Branch Overview



Shawn Tupper, Assistant Deputy Minister

Shawn joined Public Safety Canada in his current position in October 2009. Since June 2013, he is also Assistant Deputy Minister of Emergency Management and Regional Operations Branch on an interim basis. Previously, he was the Director General, Social Policy, at Human Resources and Skills Development Canada. Since joining the federal government in 1984, Mr. Tupper has held positions in Natural Resources Canada, Indian and Northern Affairs Canada, Privy Council Office and at Indian Residential Schools Resolutions Canada. Shawn was born and raised in Calgary.

Background

Reducing offending and victimization and their associated costs through efficient measures significantly contribute to ensuring safe and resilient communities, a key component of Public Safety's mission and vision. In support of this goal, the Community Safety and Partnerships Branch (CSPB) provides leadership in activities that cut across the criminal justice system, from stopping crime before it happens, to funding effective policing strategies for First Nation and Inuit communities, to supporting those who become offenders in successfully reintegrating into their communities to prevent the cycle from starting again.

The Branch achieves its mandate through four key activities: the management of Grants and Contributions programs in line with the Government's priorities; legislative and regulatory reform; the development of standards and knowledge to inform policy development and program delivery; and, effective partnerships with Portfolio agencies, provinces and territories, other federal government departments, Aboriginal leaders, and community stakeholders.

The Branch is composed of three main policy and program units: the National Crime Prevention Centre, the Aboriginal Policing Directorate and the Corrections and Criminal Justice Directorate.

CSPB is a medium-sized organisation comprised of approximately 120 employees which represents 11% of Public Safety's workforce. Our workforce is fairly representative and we have a strong performance with respect to employment equity. The Branch's salary budget is \$9,959,148 and has an operational budget of \$3,567,902. As with all sectors in the Department, CSPB has experienced significant reductions in salary and operating resources since 2010 but continues to deliver its mandate.



The Branch is responsible for the Department's largest Grants and Contributions envelope, which totals \$165,178,469. The First Nations Policing Program accounts for the majority of this amount, with an annual budget of approximately \$120M. The National Crime Prevention Strategy accounts for approximately \$40M while the balance is devoted to funding various community corrections initiatives (e.g. Aboriginal community safety plans).

Key Files and Policy Agenda

Management of the National Crime Prevention Strategy

- Over 40 projects were approved in 2012-13;
- Creates opportunities for ministerial announcements in communities across Canada (Minister Toews made 13 public announcements of crime prevention projects in 2012-13);
- In 2013-14, officials will explore ways for the Strategy to better address the issue of sustainability of effective interventions (i.e. how to promote ongoing investments beyond NCPS funding); and
- Officials will also work closely with the provinces and territories towards the implementation of the National Action Plan that will be proposed to Ministers for their approval in fall 2013.

Administering the First Nations Policing Program (FNPP) and implementing the 5-year renewal of the Program

- With agreements in place for 2013-2014, efforts are now focused on advancing; discussions with provinces, territories and communities to conclude and implement new multi-year agreements [REDACTED];
- Stakeholders have voiced concern about moving forward with current funding levels (i.e. \$612.4 million over 5 years), particularly with respect to policing infrastructure, an issue that has been raised in correspondence, federal, provincial and territorial discussions, and Parliamentary discussions; and

- [REDACTED]

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.14(a)

s.21(1)(a)



Corrections and Conditional Release:

- CSPB has successfully delivered on the Government of Canada's agenda related to offender accountability and promoting the rights of victims;
- [REDACTED]
- Active litigation management: CSPB managing 8 active cases of judicial review related to international transfer of offenders, including 7 in Federal Court of Canada and 1 in the Supreme Court of Canada. 17 active cases related to repeal of Accelerated Parole Review.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

Key Partners

• **Portfolio Agencies**

Over the last few years, Ministers and Deputy Ministers have requested that CSPB play a stronger advisory, unifying and coordinating role within the Portfolio, particularly with respect to the Correctional Service of Canada (CSC) and Parole Board of Canada (PBC). While CSPB provides some direct policy support to Portfolio Agencies in achieving their mandates (e.g. Ashley Smith Inquiry, Electronic Monitoring, CSC accommodation plan, Pardons Reform, etc.), it has no jurisdiction in the day-to day operations of the Agencies or the implementation of legislative reforms. However, CSPB is called upon to provide a challenge function and independent source of advice to the Minister on the Agencies' operations and priorities.

s.21(1)(b)

[REDACTED]

Our partnership with the Royal Canadian Mounted Police (RCMP) is also critically important in the administration of the First Nations Policing Program and with respect to our coordination role in self-government negotiations and implementation. We have also developed a strong partnership with the RCMP in the areas of victim protection, child sexual exploitation and crime prevention.

• **Other Government Departments and Agencies**

The Department has developed a close working relationship with the Department of Justice (DoJ) collaborating on key policy and legislative initiatives including co-leading former Bill C-10 and the current development of the Victims Bill of Rights. The relationship between the Department and Department of Justice is particularly key in supporting victims of crime. The National Office for Victims is co-located with Department of Justice Policy Centre for Victims Issues.



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The Branch also works in collaboration with several other federal government departments or agencies including, Human Resources and Skills Development Canada, Health Canada, Status of Women Canada, and Aboriginal Affairs and Northern Development Canada.

- **Provincial and Territorial Governments**
- **Other national and community-based stakeholders** (e.g. John Howard Society, policing associations, Aboriginal representative organizations, etc.)



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BUILDING A SAFE AND RESILIENT CANADA



Community Safety and Partnerships Branch Overview

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Branch Mandate

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BUILDING A SAFE AND RESILIENT CANADA

The Community Safety and Partnerships Branch (CSPB) contributes to building safe and resilient communities by providing leadership in activities that cut across the criminal justice system:

- Implementing efficient measures aimed at reducing offending and victimization and their associated costs
- Funding effective policing strategies to enhance the safety of First Nation and Inuit communities
- Supporting initiatives that support the effective management and community reintegration of offenders



CSPB at a Glance

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BUILDING A SAFE AND RESILIENT CANADA

- Shawn Tupper, Assistant Deputy Minister
(also ADM of Emergency Management and
Regional Operations Branch on an interim basis)



- Branch comprised of approximately 120 employees and three
main policy and program units.
- Branch Budget:
 - Salaries: \$9,959,148
 - Operational: \$3,567,902
 - Grants and Contributions: \$165,178,469



Collaborative Relations are Key

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BUILDING A SAFE AND RESILIENT CANADA

Fostering and nurturing strong relations are a central feature of our work

- Portfolio relations management
 - Direct support to Portfolio Agencies (e.g. Ashley Smith Inquiry, Electronic Monitoring, Parole Board of Canada renewal, Pardons Reform, legislative support to Correctional Service of Canada, etc.)
 - Advisory and coordinating role within the Portfolio (e.g. self-government negotiations, offender reintegration, etc.)
 - Challenge function and independent source of advice to the Minister
- Relationship with the Department of Justice also critical (e.g. co-leading former Bill C-10, current development of the Victims Bill of Rights)
- Significant involvement in Federal/Provincial/Territorial collaborative initiatives
- Long-standing close relationships with national and community-based stakeholders (e.g. First Nations and Inuit representative organisations) and development of new ones (e.g. Habitat for Humanity)

s.21(1)(b)



Key priorities for 2013-14

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BUILDING A SAFE AND RESILIENT CANADA

- Examine ways to address the issue of sustainability of effective crime prevention interventions (i.e. how to promote ongoing investments beyond government funding)
- Implement the 5-year renewal of the First Nations Policing Program
- [REDACTED]
- Ongoing management of criminal justice litigation (e.g. International Transfer of Offenders)
- Move forward high-profile policy issues (e.g., offender management and reintegration initiatives, mental health, missing and murdered Aboriginal women, etc.)

s.69(1)(g) re (a)

s.69(1)(g) re (c)





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BUILDING A SAFE AND RESILIENT CANADA



Corrections and Conditional Release

DRAGON #10411

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Who We Are

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BUILDING A **SAFE AND RESILIENT CANADA**

The Corrections and Criminal Justice Directorate (CCJD) provides advice and support to the Minister of Public Safety in his/her national public policy leadership role:

- In corrections and criminal justice;
- In the direction of the Correctional Service of Canada (CSC); and
- In accountability to Parliament for the Parole Board of Canada (PBC).

Activities cover a broad range of policy, legislative, program and research initiatives aimed at a more effective, efficient and accountable criminal justice system, in cooperation with key partners:

- Correctional Service of Canada, the Parole Board of Canada, Office of the Correctional Investigator; Justice Canada, Federal Ombudsman for Victims of Crime; Provincial/Territorial corrections;
- National and local voluntary organizations active in criminal justice (e.g., John Howard Society; Elizabeth Fry Society; Salvation Army);
- Aboriginal communities and Elders; International partners; and
- Academia



Agenda

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BUILDING A SAFE AND RESILIENT CANADA

s.69(1)(g) re (a)

s.69(1)(g) re (c)

- [REDACTED]
- **Robust portfolio management responsibilities:**
 - Assisting Correctional Service of Canada and the Parole Board of Canada to achieve their mandates through support and challenge function (e.g., Ashley Smith Inquest);
 - Correctional Service of Canada Accommodations Plan; Omar Khadr; Parole Board of Canada Renewal; and
 - Pardons reform.
- **Active litigation management:**
 - Since 2009, Corrections and Criminal Justice Directorate has managed 42 cases of judicial review related to international transfer of offenders. 8 active cases, including 7 in Federal Court of Canada and 1 in the Supreme Court of Canada; and
 - 17 active cases related to repeal of Accelerated Parole Review.
- **High-profile, cross-cutting policy issues:**
 - Recognition that effective management of corrections and criminal justice issues increasingly requires close collaboration with other social policy partners; and
 - System response must address diverse needs, including mental health, education, employment and skills training, histories of violence including generational and cultural trauma. Government cannot do it alone.



Page 50

**is withheld pursuant to sections
est retenue en vertu des articles**

69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g) re (e)

**of the Access to Information
de la Loi sur l'accès à l'information**

Agenda (Robust portfolio management responsibilities)

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BUILDING A SAFE AND RESILIENT CANADA

- Corrections and Criminal Justice Directorate integrates advice and recommendations to the Minister on policy, programs and research that is informed by the operational perspectives of the Agencies (Correctional Service of Canada and Parole Board of Canada);
 - e.g., co-chair Steering Committee with Correctional Service of Canada to oversee pilot of Electronic Monitoring (EM) technology for high-risk offenders

s.21(1)(b)

- Corrections and Criminal Justice Directorate acts as [REDACTED] providing an advice and challenge function, particularly where implications reach beyond their specific mandates;
 - e.g., Ashley Smith Inquest and litigation; international transfer of Omar Khadr; reform of Canada's pardons system; offender employment and skills training; Parole Board of Canada organizational renewal; addressing the needs of offenders with mental health issues.

s.14(a)

s.21(1)(a)

- Coordination of Federal/Provincial/Territorial matters for the Minister;

[REDACTED]



Agenda (Active Litigation Management)

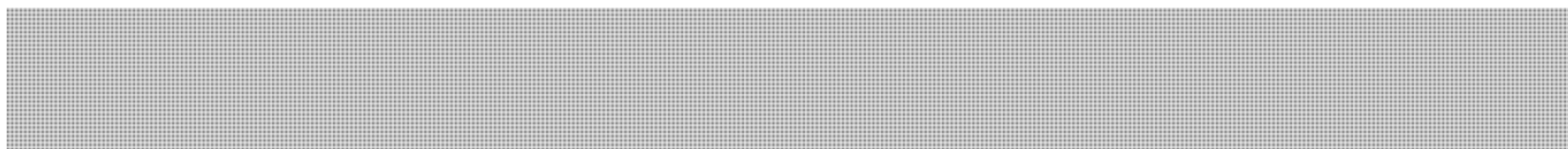
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BUILDING A SAFE AND RESILIENT CANADA

Resources have shifted to cover new pressures in the management of criminal justice litigation, primarily related to the International Transfer of Offenders Act (ITOA) and the repeal of Accelerated Parole Review (APR), a form of expedited parole review for first-time, non-violent offenders

- In 2012-2013, Public Safety expended nearly \$100K on International Transfer of Offenders Act - related litigation and approximately \$265K defending the repeal of Accelerated Parole Review.
- **International Transfer of Offenders Act** : Since 2009, 42 cases of judicial review have been filed in Federal Court, of which 7 reached Federal Court of Appeal and 1 reached the Supreme Court of Canada;
 - Courts are generally deferential, but 15 ministerial decisions found unreasonable and ordered re-determined;
 - *LeBon* case (2012) a turning point – Federal Court found a reasonable apprehension of bias on the part of the Minister; and



s.23

- **Accelerated Parole Review**: 17 active cases challenge the retrospective application of repeal (i.e., applies to those already incarcerated).



Agenda (High-profile, cross-cutting policy issues)

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BUILDING A SAFE AND RESILIENT CANADA

Managing offenders with mental health issues

- A high proportion of male (13%) and female (29%) offenders are identified with mental health problems upon admission to the federal correctional system. While providing for adequate mental health services for inmates falls within Correctional Services of Canada's legislated mandate, the Service is not equipped to provide adequate treatment for offenders with complex mental health needs;

s.14(a)
s.21(1)(b)



Offender employment and skills training

- Offender employment is a cornerstone to safe and effective community reintegration;
- Correctional Services of Canada/CORCAN is in the process of rolling out its multi-year National Vocational Training Strategy. The Department is working with Correctional Services of Canada and CORCAN to ensure that training and penitentiary employment opportunities are aligned with potential employment prospects in the Canadian labour market; and
- The Department has also been working with Correctional Services of Canada to build on recent successes in entering into innovative employment partnerships with the private sector and Non-governmental organizations.



Agenda (High-profile, cross-cutting policy issues)

SECRET
ADVICE TO THE MINISTER



BUILDING A SAFE AND RESILIENT CANADA

Supporting victims of crime

- Victims is a shared responsibility within the federal government (Justice Canada; Public Safety Canada, Correctional Service of Canada, Parole Board of Canada, others) and between the federal government (15% of all criminal law actions) and the provinces and territories (85% of all criminal law actions);
- Significant investments have been made by the Government since 2006, and positive legislative reforms have been achieved, but more can be done to achieve meaningful participation of victims in the criminal justice system; and
- A Canadian Victims' Bill of Rights, announced by Minister of Justice, [REDACTED]

s.69(1)(g) re (a)
s.69(1)(g) re (c)

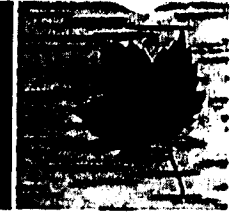
Missing and murdered Aboriginal women

- Canada has been criticized by a number of international bodies (Organization of American States; United Nations) on this issue, and the related issue of violence against Aboriginal women and girls;
- Repeated calls for a national inquiry from national and international organizations, as well as provinces and territories;
- A federal/provincial/territorial process is underway to find areas of collaboration on the issue of violence against Aboriginal women and girls; and
- Creation of a special House committee on Violence Against Indigenous Women and Girls; now hearing witnesses, including Public Safety and Royal Canadian Mounted Police officials.



Agenda (High-profile, cross-cutting policy issues)

SECRET
ADVICE TO THE MINISTER



BUILDING A SAFE AND RESILIENT CANADA

Effective strategies in community supervision

- Public Safety Canada researchers developed the Strategic Training Initiative in Community Supervision (STICS) program, an evidence-based intervention for medium-to-high risk offenders, designed to improve probation/parole officer interaction with offenders;
- The original Strategic Training Initiative in Community Supervision experiment found a significant reduction in recidivism; and
- The Province of British Columbia is rolling out Strategic Training Initiative in Community Supervision across their probation service and additional studies of Strategic Training Initiative in Community Supervision are underway in Alberta and Ontario, and being examined by Correctional Services of Canada Women Offender Sector, as well as some international jurisdictions (e.g., Sweden).

Social innovation in criminal justice

- New fiscal realities have pushed Government to find policy innovation and new service delivery approaches with partners across Government, in the non-governmental sector, and in the private sector. Criminal justice is a fertile ground for such approaches;
- Social enterprise models utilize market-based strategies to achieve a social purpose (e.g., employment for offenders);
- Burgeoning partnerships include a national initiative with Habitat For Humanity Canada (H4HC) to have offenders on parole or work release at each Habitat For Humanity Canada build site and in each Habitat For Humanity Canada Re-Store; and
- Other social enterprise models being explored with John Howard Society Canada and Mennonite Central Committee.





Corrections and Conditional Release

Background

The Corrections and Criminal Justice Directorate (CCJD) provides advice and support to the Minister of Public Safety (PS) in his/her national public policy leadership role in: corrections and criminal justice; the direction of the Correctional Service of Canada (CSC); and accountability to Parliament for the Parole Board of Canada (PBC).

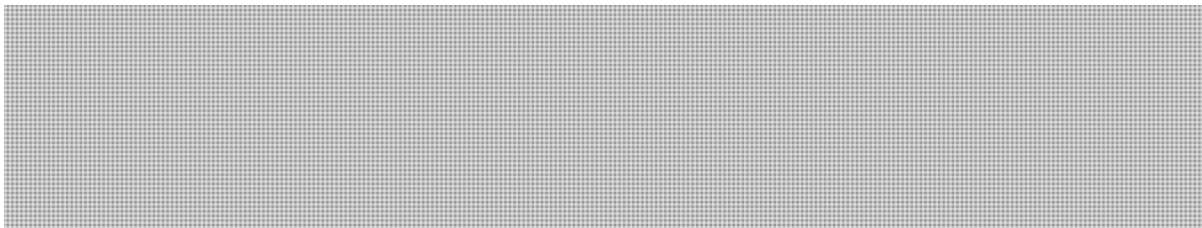
The activities of CCJD cover a broad range of policy, legislative, program and research initiatives aimed at a more effective, efficient and accountable criminal justice system, in cooperation with key partners including: Portfolio (CSC, PBC, and the Office of the Correctional Investigator, OCI); other Government Departments and Agencies (Justice Canada, Federal Ombudsman for Victims of Crime); Provincial/Territorial corrections; national and local voluntary organizations (e.g., John Howard Society; Elizabeth Fry Society; Salvation Army); Aboriginal communities and Elders; International partners; and Academia.

s.69(1)(g) re (a)

Key Priority Activities

s.69(1)(g) re (c)

1)



- 2) **Portfolio management.** Provides an advice and challenge function to assist CSC and PBC in achieving their mandates (e.g., Ashley Smith Inquest; Correctional Service of Canada Accommodations Plan; Omar Khadr; PBC Renewal; and Pardons reform). CCJD integrates advice and recommendations to the Minister on policy, programs and research that is informed by the operational perspectives of the Agencies.
- 3) **Litigation management.** Since 2009, CCJD has managed 42 cases of judicial review related to international transfer of offenders. 8 active cases, including 7 in Federal Court of Canada and 1 in the Supreme Court of Canada; and 17 active cases related to repeal of Accelerated Parole Review (a form of expedited parole review for first-time, non-violent offenders).
- 4) **Strategic research supporting effective corrections.** Gathering and disseminating key findings regarding core elements of effective correctional practice including effective supervision practice (e.g., Strategic Training in Community Supervision (STICS), and publishing the annual Corrections and Conditional Release Statistical Overview).
- 5) **High-profile, cross-cutting policy issues.** Effective management of corrections and criminal justice issues in close collaboration with other social policy partners. Fostering an increased focus on an integrated criminal justice system response that respects diverse offender needs, including mental health, education, employment and skills training, histories of violence including generational and cultural trauma.



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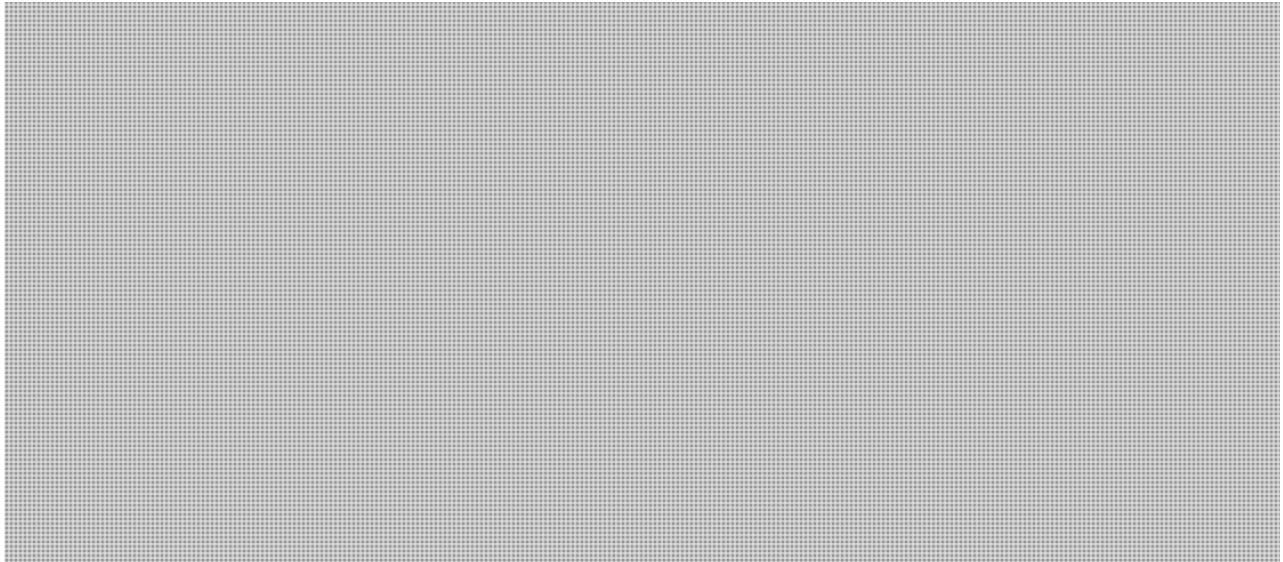
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s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

Current Status



Public Policy Priorities:

- *Coordination of Federal/Provincial/Territorial matters*

s.14(a)

s.21(1)(a)

- *Managing offenders with mental health issues* by encouraging CSC to expand or improve partnerships with Provincial mental health care services both in penitentiary and in the community, and to support the Minister's leadership at the F/P/T Justice and PS table.
- *Enhancing offender employment and skills development* by working with CSC and CORCAN to ensure that training and penitentiary employment opportunities are aligned with potential employment prospects in the Canadian labour market and pursuing innovative partnerships with the private sector and NGOs.
- *Supporting effective strategies in community supervision* by supporting the use of STICS, an evidence-based intervention for medium-to-high risk offenders, found to decrease recidivism by improving probation/parole officer interaction with offenders domestically (CSC, British Columbia, Alberta, Ontario) and internationally (Sweden).
- *Other priority items.* Separate notes have been provided regarding the current status of social innovation in criminal justice, supporting victims of crime, and missing and murdered Aboriginal women.

Next Steps

Public Safety Canada will continue to support the Minister with respect to criminal justice legislative reforms, cross-cutting policy issues, and litigation management.



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ADVICE TO THE MINISTER

BUILDING A SAFE AND RESILIENT CANADA



Aboriginal Policing

DRAGON # 10417

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Who We Are

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BUILDING A SAFE AND RESILIENT CANADA

The Aboriginal Policing Directorate (APD) supports the Minister of Public Safety in exercising his/her leadership role and maintaining federal interests with respect to First Nation and Inuit policing, and Aboriginal justice issues.

The Aboriginal Policing Directorate works closely with key partners and stakeholders, including:

- The Royal Canadian Mounted Police, Aboriginal Affairs and Northern Development Canada, Health Canada, and Justice Canada;
- Provinces, territories (P/Ts), and First Nation and Inuit communities;
- Police Associations (e.g., First Nations Chiefs of Police Association); and
- Aboriginal representative organizations (e.g., Assembly of First Nations).



Agenda

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BUILDING A **SAFE AND RESILIENT CANADA**

Continuing to build on the First Nations Policing Program's (FNPP) demonstrated success in reducing on-reserve incidents of crime by administering the First Nations Policing Program and implementing the federal government's five-year renewal of the Program.

Providing broad policy advice on Aboriginal policing and justice issues.

Coordinating Portfolio input to self-government and land claim negotiations and implementation processes, with a focus on public safety and law enforcement issues.



Implementing the renewal of the First Nations Policing Program

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THE MINISTER

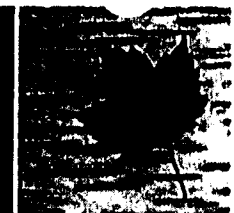


BUILDING A SAFE AND RESILIENT CANADA

- On March 4, 2013, the Government of Canada announced the five-year renewal of the FNPP, with \$612.4 million in associated funding.
- Immediately following the announcement, confirmed in Budget 2013, federal officials worked with First Nation and Inuit communities and provinces/territories to extend expiring agreements for 2013-2014.
- Federal officials currently meeting with provinces/territories and communities to advance discussions toward four-year agreements, to begin in 2014-2015.
- Stakeholders have voiced concern about moving forward within these funding levels, particularly with respect to policing infrastructure needs.

Implementing the renewal of the First Nations Policing Program's (Cont'd)

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BUILDING A SAFE AND RESILIENT CANADA

Next steps include:

s.14(a)

s.21(1)(a)

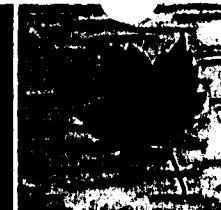
- [Redacted]
- [Redacted] which provides federal funding to First Nations to employ band constables to enforce band by-laws and address issues of local concern;
- Entering into four-year First Nations Policing Program's agreements, while encouraging stakeholders to pursue innovative approaches to maximize investments at current funding levels;
- Developing/implementing a way forward on policing infrastructure needs, beginning with a mechanism for assessing current needs;
- [Redacted]
- Advancing the Economics of Policing forward agenda with respect to First Nation and Inuit policing.

s.69(1)(g) re (a)
s.69(1)(g) re (c)

s.69(1)(g) re (a)
s.69(1)(g) re (c)

Providing policy advice on Aboriginal policing and justice issues

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BUILDING A SAFE AND RESILIENT CANADA

The Aboriginal Policing Directorate provides policy advice and analysis on public safety and justice issues in Aboriginal communities, through:

- Coordinating with Portfolio agencies and other federal departments to examine horizontal policy issues and best practices; and
- Participating in or providing support to federal, provincial and territorial *fora*.

With Program renewal in place, Aboriginal Policing Directorate has an opportunity to broaden its efforts through the implementation of a robust policy research agenda, with a focus on building our knowledge base with respect to Aboriginal policing and public safety issues, and exploring opportunities for innovation.



Coordinating Portfolio input to Self-Government and Land Claim Negotiations

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BUILDING A SAFE AND RESILIENT CANADA

Public Safety Canada has an interest in justice-related provisions within Self-Government Agreements (SGAs) and Comprehensive Land Claim Agreements (CLCAs).

The Aboriginal Policing Directorate coordinates Portfolio input to self-government negotiations and implementation by:

- Developing policy to support/reflect Public Safety interests;
- Participating in the Yukon Administration of Justice Advisory Committee; and
- Supporting the Assistant Deputy Minister, Community Safety and Partnership Branch, in his role on the Federal Steering Committee (FSC), the mechanism for reviewing and approving Self-Government Agreements and Comprehensive Land Claim Agreements.



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First Nations Policing Program

Background

The Aboriginal Policing Directorate (APD) supports the Minister of Public Safety in exercising a leadership role, and maintaining federal interests, with respect to First Nation and Inuit policing, and Aboriginal justice issues.

In doing so, APD works closely with provincial and territorial partners, other government departments, First Nation and Inuit communities, and Aboriginal representative organizations to administer the First Nations Policing Program (FNPP).

Since 1991 the federal government has provided funding to support dedicated, professional and responsive policing services in First Nation and Inuit communities. This funding is provided through tripartite contribution agreements between the Government of Canada, the province or territory and the First Nation or Inuit community. The federal and provincial or territorial governments provide parallel financial contributions for these agreements. Pursuant to these agreements, approximately 1,250 professionally-trained and dedicated police officers work in close to 400 First Nation and Inuit communities, serving a total population of over 338,000.

In addition, APD coordinates federal input to self-government and land claim negotiations and implementation processes, with a focus on public safety and law enforcement issues.

In recent years, the federal government has decided to maintain its current role and associated spending in Aboriginal policing despite recent government expenditure review exercises including the Deficit Reduction Action Plan.

Current Status

The Government announced on March 4, 2013, five-year funding totalling \$612.4 million for the FNPP. Immediately following the announcement, which was confirmed in Budget 2013, federal officials worked extensively with partners to ensure continuity of policing services by extending agreements for 2013-2014.

Federal officials are now working with provinces and territories and communities to advance discussions toward four-year agreements, to begin in 2014-2015.



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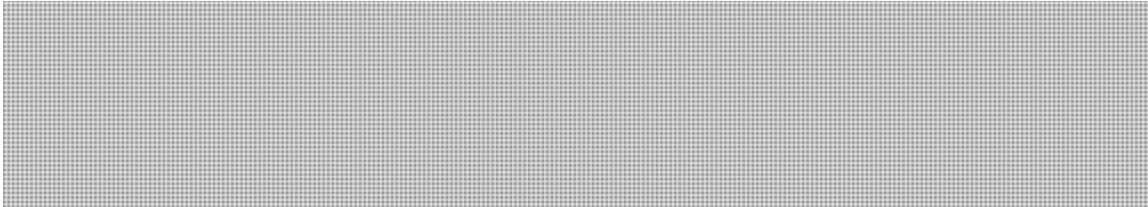
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Considerations

Since the March 4 announcement, stakeholders have highlighted the challenges associated with moving forward within the announced funding levels given the rising costs of policing. In order to mitigate these concerns, Public Safety Canada officials will be encouraging stakeholders to pursue innovative approaches to maximize investments within current funding levels.

In addition, public attention has focused on the poor state of on-reserve police facilities. While the funding levels announced for the FNPP will not position the government to address these challenges, departmental officials are committed to working with provincial and territorial counterparts to explore options for policing infrastructure.

s.69(1)(g) re (d)



The BCP operates primarily in Manitoba, with a smaller presence in Alberta and New Brunswick.

s.14(a)

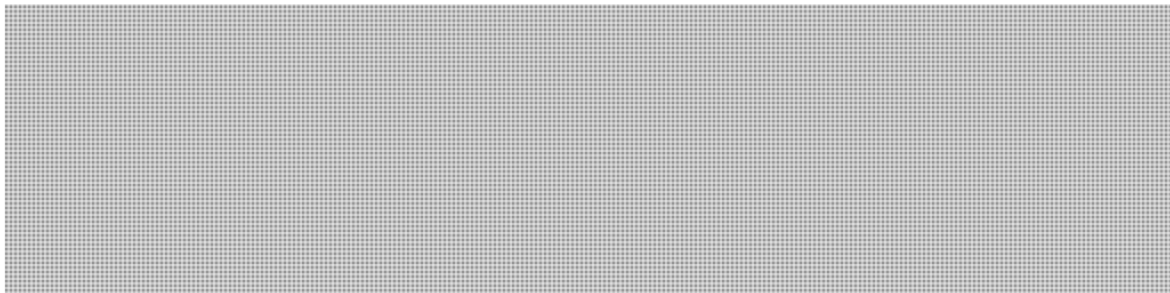
s.21(1)(a)



s.69(1)(g) re (a)

Next Steps

s.69(1)(g) re (c)



s.21(1)(a)



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BUILDING A SAFE AND RESILIENT CANADA



Canada's National Crime Prevention Strategy

DRAGON # 10474

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Who we are

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BUILDING A SAFE AND RESILIENT CANADA

- The National Crime Prevention Centre is the federal centre of expertise and provides national leadership for the development and dissemination of practical knowledge of effective and cost-efficient crime prevention programs
- This is achieved through:
 - Development and support of community-based projects that focus on at-risk groups and priority crime issues;
 - Being responsive to the need to address emerging crime issues (e.g., cyberbullying, hate crime);
 - Working with other federal departments, provinces and territories, and key stakeholders to better integrate and sustain effective crime prevention; and
 - Being positioned as a recognized world leader in area of crime prevention expertise and knowledge.



Agenda

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BUILDING A SAFE AND RESILIENT CANADA

- **Effective management of the National Crime Prevention Strategy**
 - Grant & Contributions funding envelope of \$41.9M in 2013/14 and \$40.9M ongoing;
 - Focus on youth at risk (age 6-24), aboriginal peoples and vulnerable communities; and
 - Development of Canadian evidence-based crime-prevention initiative.
- Providing policy and program capacity to address priority and emerging crime issues such as youth gangs, drugs related crimes, family violence, bullying and the North.
- Advance the integration, and address the issues of sustainability of evidence-based crime prevention with the provinces and territories.



Program Management

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BUILDING A SAFE AND RESILIENT CANADA

- Currently 80 active projects, representing an investment of \$26.5M in 2013-2014.
- Thirteen youth gang projects in various stages of approval and implementation.
- Approximately 20 security infrastructure project proposals in development for approval by the end of the summer.
- Thirty project proposals focusing on school-based bullying, youth violence, and urban Aboriginal youth are currently in development – expected to be ready for approval in early Fall 2013.



Federal-Provincial-Territorial Agenda

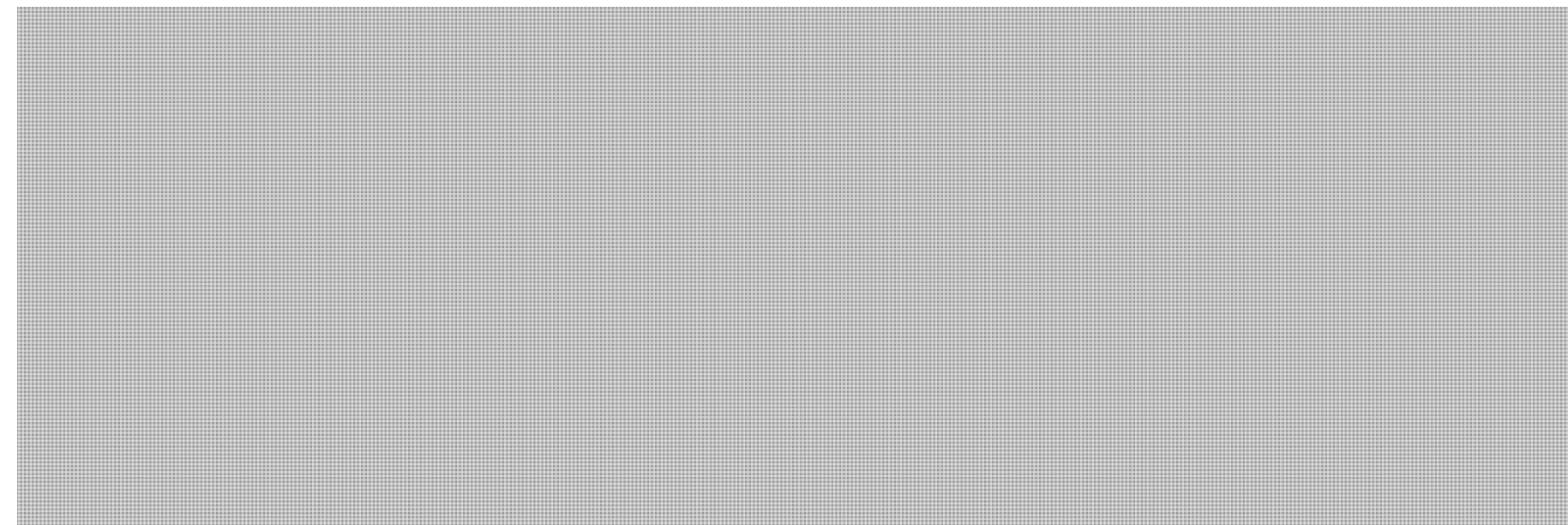
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BUILDING A SAFE AND RESILIENT CANADA

- In January 2012, Ministers of Justice and Public Safety agreed to make crime prevention and rehabilitation a shared priority:
 - To address growing pressures on the criminal justice system; and
 - Reduce costs associated with traditional crime control measures.

s.14(a)
s.21(1)(a)



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National Crime Prevention Strategy

Background

Public Safety Canada's National Crime Prevention Centre (NCPC) provides national leadership in crime prevention by developing and disseminating knowledge on effective and cost-efficient practices that address known crime-related risk factors in high risk populations and places.

This is achieved in particular through administering the National Crime Prevention Strategy (NCPS). Created in 1998, the NCPS is Canada's main policy framework for the implementation of crime prevention interventions. Through the NCPS funding of \$41.9M in 2013/14 and \$40.9M ongoing, NCPC provides time-limited grants and contributions to organizations across Canada to assist them in developing, implementing and evaluating targeted, evidence-based crime prevention initiatives.

The NCPS aims to identify successful interventions that reduce the likelihood of offending among at risk children, youth, and young adults, who present risk factors related to offending behavior; Aboriginal people and Northern communities; and high-risk offenders who are no longer under correctional supervision. The NCPS addresses priority and emerging crimes issues such as youth gangs, drug-related crimes, hate crimes and bullying and cyberbullying.

The NCPC works in collaboration with the provinces and territories in implementing the NCPS. Federal, provincial and territorial (FPT) collaboration is enabled through: the FPT Working Group on Crime Prevention; the FPT Assistant Deputy Minister Committee on Crime Prevention (FPT ADM CP); and the regional presence of Public Safety Canada which facilitates strong working relationships with provincial and territorial counterparts on the development and implementation of community-based crime prevention projects.

Other key partners to the NCPC are: Public Safety portfolio agencies such as the Royal Canadian Mounted Police's National Crime Prevention Services; other federal government departments; the Canadian Association of Chiefs of Police (Crime Prevention Committee); the Federation of Canadian Municipalities; and specific national organizations such as Big Brothers Big Sisters and YMCAs.

Current Status

At their January 2012 meeting, FPT Ministers of Justice and Public Safety agreed to make crime prevention and rehabilitation a shared priority as one of the ways to address growing pressures on the criminal justice system and reduce the costs associated with traditional crime control measures.

s.14(a)
s.21(1)(a)

s.14(a)
s.21(1)(a)



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Considerations

The Strategy is an important component of the Government's agenda to tackle crime and create safer neighbourhoods and communities. As such, Public Safety Canada, through the recognized expertise of the NCPC, plays a leadership role in crime prevention.

Continued collaboration with the provinces and territories in the implementation of the NCPS is key to its success. The fact that Ministers of Justice and Public Safety agreed to make crime prevention and rehabilitation a shared priority presents opportunities to significantly advance this agenda nationally.

Working in partnership with provinces and territories, other federal institutions and key stakeholders the NCPC is also contributing to specific initiative and issues, including leading the Government of Canada's response on cyberbullying.

Next Steps

Ongoing management of the NCPS, with current and new projects, as part of the development of effective evidence based crime prevention practices for Canada.

Address priority and emerging crime issues such as youth gangs, drugs related crimes, family violence, bullying and the North.

Advance the integration, and address the issues of sustainability of evidence-based crime prevention with the provinces and territories.

Support FPT Ministers and with approval of the proposed national action plan, play a key role in its implementation.



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Coroner's Inquest into the Death of Ashley Smith in Federal Custody

Background

Ashley Smith was admitted to Correctional Service of Canada (CSC) custody on October 31, 2006, at age 19. She was serving an aggregate sentence of 6 years, 1 month and 17 days. Ms. Smith had previously spent five years in provincial custody in New Brunswick as a young offender. Her first offence was for throwing crabapples at a postal delivery person and she accumulated further charges/convictions while in provincial custody, primarily due to behavioural issues.

Ms. Smith was in federal custody for 11.5 months, from October 31, 2006 until her death on October 19, 2007 at Grand Valley Institution. She was initially placed in Nova Institution (Truro, Nova Scotia) and was transferred approximately 17 times among various institutions, including the Regional Psychiatric Centre (Saskatoon, Saskatchewan), L'Institut Philippe-Pinel (Montréal, Québec), St. Thomas Hospital (St. Thomas, Ontario), Joliette Institution (Joliette, Quebec), Nova Institution and Grand Valley Institution (Kitchener, Ontario).

Ms. Smith was placed in administrative segregation for the majority of her 11.5 months in federal custody as a result of a pattern of disruptive and assaultive incidents and self-injurious behaviour. She had a history of using ligatures and staff responded on many occasions to save her life.

No definitive mental health diagnosis was completed for Ms. Smith and no treatment provided due to difficulties in obtaining her cooperation and consent on a consistent basis. Interventions included in-cell observation with a camera, psychological counselling, use of force including by an Institutional Emergency Response Team, additional security rounds, additional staff and the introduction of a multi-disciplinary team.

On October 19, 2007, Ms. Smith was on suicide watch at Grand Valley Institution. That morning, staff members had been observing her for several minutes before entering her cell to remove a ligature around her neck. She was found to be non-responsive and was transported to an outside hospital where she was pronounced dead a short time later.

Various investigations and legal proceedings were undertaken following Ms. Smith's death, including a wrongful death civil lawsuit by the Smith family. The Department, with CSC, negotiated an out of court settlement in 2011.

Following various postponements with the initial Coroner's Inquest into Ms. Smith's death during 2010-2011, the current inquest began on January 14, 2013, with Dr. John



Carlisle presiding and a five-member jury. Several parties have standing at the inquest, including the family of Ashley Smith, Correctional Service of Canada, Union of Canadian Correctional Officers, former and current staff members from Grand Valley Institution, St. Thomas Hospital, Canadian Association of Elizabeth Fry Societies, Canadian Civil Liberties Association, out-of-province doctors and New Brunswick's Ombudsman and Child and Youth Advocate.

The scope of the inquest includes issues such as the use of prolonged and continuous segregation, repeated and frequent transfers, the role of mental health care in the correctional management of Ashley Smith and the management and treatment of Ms. Smith's condition and actions on the day of her death. The inquest will not focus on legal responsibility for Ms. Smith's death. The overriding objective is to help prevent a death of this nature from happening again.

Current Status

Approximately 60 witnesses have appeared at the inquest over the period from January to June 2013, and various video and audio recordings have been played, including those from the day of Ms. Smith's death. The Coroner, the jury and Legal Counsels for parties with standing have also toured Grand Valley Institution, including the Segregation Unit, and St. Thomas Hospital.

The Department has established a Communications Plan to respond to inquiries with respect to Ms. Smith and the inquest.

Considerations

To date, Correctional Service of Canada's legal and administrative costs in support of the inquest are approximately \$5 million. Correctional Service of Canada has advised that they have little capacity to absorb extensive costs associated with the inquest.

Next Steps

The inquest will resume in September 2013 following the summer recess in July and August. It is estimated that another 40 witnesses will appear at the inquest and it may require an additional 6-12 months to complete. Regular briefings for senior management and the Minister's office will resume in September.

Justice Canada Litigators will continue to work through Public Safety Canada Legal Services and CSC Legal Services to seek instructions, as required, from the Department and CSC. Legal instructions are co-led by the Department's Assistant Deputy Minister, Community Safety and Partnerships Branch, and the Correctional Service of Canada Assistant Commissioner for Policy.

**Pages 78 to / à 81
are withheld pursuant to sections
sont retenues en vertu des articles**

69(1)(g) re (a), 69(1)(g) re (e), 69(1)(g) re (f)

**of the Access to Information
de la Loi sur l'accès à l'information**



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ADVICE TO THE MINISTER

Restitution for Victims of Crime

Background

Restitution orders are ordered under the *Criminal Code* (*Code*) on a number of grounds including the loss, destruction or damage to property or for pecuniary damages resulting from bodily harm from the commission of an offence. The Crown may include restitution in its sentencing submissions. The court may include restitution as part of the sentence even where the Crown has not included restitution in its sentencing submissions. Restitution may be ordered as an additional sentence under section 738 of the *Code*, as a condition of probation or of a conditional sentence. The *Code* (section 741) allows a restitution order to be filed in civil court so that it may be enforced as a civil judgment.

Recently, the Government amended the restitution provision of the *Code* (s. 738) to enhance the ability of victims of identity theft and fraud to obtain restitution. Former Bill S-4, *an Act to amend the Criminal code (identity theft and related misconduct)*, proclaimed in 2010, provides that expenses resulting from an identity fraud offence incurred by a victim - such as re-establishing their identity - can now be included in a restitution order. Former Bill C-21, the *Standing up for Victims of White Collar Crime Act*, proclaimed in 2011, provides that, for fraud offences, the sentencing judge is required to consider the imposition of a restitution order, to inquire of the prosecutor whether victims of fraud have been provided with an opportunity to request restitution and to give reasons for not imposing a restitution order requested by the victim.

The *Safe Streets and Communities Act* which came into force in 2012 includes amendments to the *Corrections and Conditional Release Act* (CCRA) that underscore the importance of the correctional plan in managing an offender's sentence. The plan is to set out the objective that the offender complies with their court-ordered obligations, including restitution to victims. Bill C-350 proposes amendments to the *Corrections and Conditional Release Act* that would impose a scheme requiring monetary awards made to federal offenders pursuant to legal action against the Crown be used to address registered financial obligations, including spousal and child support, restitution orders, victim surcharge orders and any beneficiaries of a civil judgment against the offender. The Bill is currently under consideration by the Standing Senate Committee on Legal and Constitutional Affairs.

Current Status

There is evidence to suggest that the current restitution regime is not meeting the needs of victims. For example, research has shown that a number of victims have experienced frustration in collecting the amounts set out in restitution orders. The Federal Ombudsman for Victims of Crime (FOVC) special report of February 2012 entitled



Shifting the Conversation – A look at refocusing Canada’s justice system to better meet the needs of victims of crime, the 2011-2012 Annual Report of the Federal Ombudsman for Victims of Crime and the Federal Ombudsman for Victims of Crime’s June 2013 report entitled *Meeting the needs of victims of crime in Canada, Submission to the Department of Justice Canada for the Development of a Victims Bill of Rights* recommend that deductions be made from an offender’s earnings to comply with a restitution order.

On February 4th, 2013, the Minister of Justice announced the Government’s intention to introduce a Canadian Victims Bill of Rights (CVBR), a component of which includes the enhancement of victims’ ability to obtain restitution. Consultations on the Canadian Victims Bill of Rights were held with victim stakeholders and with provincial and territorial representatives on April 23 and 24, 2013, respectively. During the April 23 consultations, victim stakeholders said that the restitution regime is not well used and that there should be assistance available to victims for completing the form required for the restitution process. Stakeholders suggested that the restitution provisions could be strengthened. They added that restitution should be mandatory and that there should be ways to enforce compliance with the restitution order, such as measures used in obtaining the payment of compensation in cases involving motor vehicle accidents (e.g., suspension of driver’s license until the offender pays the victim compensation to the government). During the consultations with provincial and territorial representatives, Minister Toews commented that it may be necessary to examine past changes made to the restitution regime more closely in order to determine how best to facilitate the process for victims. Manitoba echoed this and added that some restitution orders cannot be collected because the offender has no ability to pay. Justice Canada sought additional provincial and territorial feedback on the development of the Canadian Victims Bill of Rights at the federal, provincial and territorial Deputy Ministers Responsible for Justice and Public Safety meeting held on June 19 and 20, 2013.

Considerations

s.21(1)(a)
s.21(1)(b)
s.21(1)(c)

[Redacted]

Public Safety (PS) continues to work with Justice Canada and the Portfolio Agencies on the development of the Canadian Victims Bill of Rights.

s.14(a)
s.21(1)(a)
s.21(1)(b)
s.21(1)(c)

[Redacted] Canadian Victims Bill of Rights.



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Next Steps

s.21(1)(a)

Public Safety will continue to work with Justice Canada and participate in consultative processes and the development of the Canadian Victims Bill of Rights, [REDACTED]

s.21(1)(c)

[REDACTED]



Social Innovation Agenda

Background

Improving the lives of society's most vulnerable population, such as youth at risk, safety of aboriginal communities, and successful offender reintegration, is core to the policy development and the delivery of our proactive programs in the Community Safety and Partnerships Branch (CSPB). The current era of fiscal restraint and the global economic environment has encouraged public, private and community sectors to work together and explore new approaches to tackling intractable social issues, new partnerships to leverage new ideas and sources of capital for positive social outcomes and, new financial models to encourage practical improvements for social outcomes

Governments around the world are exploring innovative tools, such as Public-Private Partnerships (P3s), Pay for Performance, social impact bonds and other social finance instruments. While picking the right tool will always be context dependant, these approaches hold significant potential to change the way governments work in order to deliver better results, and to put government resources to work with greater efficiency and productivity to address complex, persistent policy challenges. The United Kingdom has been the pioneer in this field launching several social impact bond pilots in the Criminal Justice System. The Peterborough Prison pilot was launched by the United Kingdom government in 2010 with the objective of reducing recidivism among male prisoners leaving HM Prison Peterborough having served a sentence of less than 12 months. If recidivism drops by more than 7.5% within six years, the bonds will pay out a return of up to 13 percent.

The federal government signalled support for social finance in Budgets 2011, 2012 and 2013, committing in Budget 2013 to "tap the potential of the social finance marketplace to promote economic growth and prosperity". Public Safety has played a pivotal leadership role in exploring the potential of social finance and social innovation approaches in the Canadian context. Community Safety and Partnerships Branch has led the Departmental social innovation agenda and has built a notable network of interested philanthropists, investors, not-for-profit organizations, and, public partners in the federal and provincial governments. Our work was instrumental at establishing a federal dialogue in this area which is guided under the leadership of Human Resources and Skills Development Canada (HRSDC).

The Minister of Human Resources and Skills Development Canada and the former Minister of Public Safety agreed to coordinate in building the much needed networks within Canada and on the international stage.



Current Status

Canada has chosen to carefully evaluate the progress of like-minded countries such as the United Kingdom, Australia, and the United States of America in their efforts to launch their respective social finance pilots in the Criminal Justice System. What we have learned from their experiences in social innovation are that:

- Strong political leadership is key to launching pilots;
- Capacity and interest of public and private foundations can greatly facilitate these approaches;
- Criminal justice field “ideal” because of clear outcomes, available data, high number of offenders, clear jurisdictions and mandatory intervention in some cases;
- Proven (“tried and tested”) interventions are being implemented;
- Measurement/evaluation expensive but crucial component;
- Some “pockets” of private investors have double bottom-line interests: investing in positive social outcomes coupled with return on investment;
- Service delivery agencies are starting to embrace need to focus on outcomes and to seek new sources of funding;
- Some concerns on the part of not-for-profits about the relationship with the private sector and change in long-standing relationship with existing government partners;
- No administrative or legal barriers to putting in place pilots; and
- Contracts are appropriate funding instruments but need to use competitive procurement approach.

Distribution of the Canadian offender population between federal and provincial jurisdictions limits the number of potential participants. The correctional context in Canada differs significantly from countries that have implemented pilots. This has proven to be a challenge in the design of a scalable project for testing these concepts.

Community Safety and Partnerships Branch’s 2013 Social Innovation Agenda is focused on key areas:

- Promoting new partnerships through social enterprises;
- Exploring the applicability of pay-for-performance schemes to our grants and contributions programs;
- Assessing possible options for promoting the sustainability of crime prevention projects;
- Examining ways to foster innovation in offender skills developments and employment; and
- Engaging with Aboriginal and First Nations community representatives on social innovation and social finance concepts and exploring potential projects.



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s.15(1) - Int'l

s.21(1)(b)



The Clerk of the Privy Council (PCO) has demonstrated a keen interest in policy and program innovation. A new Privy Council-led Deputy Minister level committee has also been created to explore opportunities and barriers to policy innovation within the federal government.

Next Steps

The Social Innovation agenda is a key priority for the Department's Report on Plans and Priorities. Community Safety and Partnerships Branch will be leading this agenda by leveraging a recently created network in the development of new projects to further test the readiness of the market.



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Victims' Bill of Rights

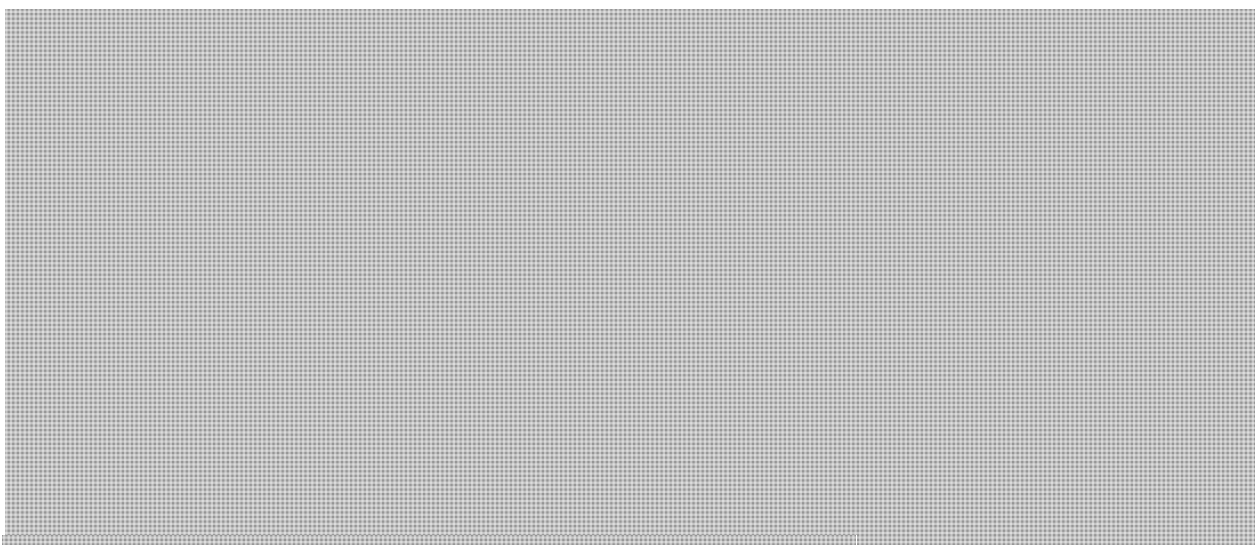
s.69(1)(g) re (c)

s.69(1)(g) re (e)

s.69(1)(g) re (f)

Background

On January 30, 2013 the Prime Minister outlined that one of the four priorities for the current session of Parliament was safe streets and communities. This priority was echoed in an announcement by the Minister of Justice on February 4, 2013, when the Minister outlined that the Government would be introducing a Victims Bill of Rights, enhancing a victim's ability to obtain restitution when they incur losses.



Consultations were held on April 23, 2013, with victim stakeholders and consultations with provincial and territorial (PT) representatives were held on April 24, 2013. Many provincial and territorial representatives were in attendance at the victim stakeholder consultation as observers.

Victim stakeholders stressed the importance of collaboration between levels of government and the need for uniform services and equal treatment in all jurisdictions. Victims expressed their need for accurate and complete information at all stages of the process and clarity on who should provide the information. Victims also expressed a desire for funded legal representation in order to clearly understand all the stages of the criminal justice process; the need for greater opportunity to participate in all processes; and concerns about how current victims' provisions (e.g., testimonial aids, victim impact statements) are applied. They expressed a preference for curative remedies (i.e., an apology) over punitive ones, where breaches of rights occur. Finally, victims suggested that each provinces and territory should have a victims' ombudsman, or in existing provincial and territorial ombudsman offices, a dedicated victim official, and that the Federal Ombudsman for Victims of Crime should be granted investigative powers.



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s.14(a)
s.21(1)(a)

All jurisdictions, [redacted] attended the consultation session on April 24, 2013.

[redacted]

On May 1, 2013, the Department of Justice (DOJ) launched an online consultation session on its website.

Current Status

s.21(1)(a)
s.21(1)(b)
s.21(1)(c)

Officials from Public Safety and the Portfolio Agencies are continuing to work with the Department of Justice in order to develop proposals for the Bill, [redacted]

Victims Bill of Rights [redacted] This work will continue over the course of the summer, [redacted] s.69(1)(g) re (a)

Considerations

s.14(a)
s.21(1)(a)
s.21(1)(b)

[redacted]

Next Steps

Public Safety Canada will continue to work with the Department of Justice on the development of proposals for the Bill.



Violence Against Aboriginal Women and Girls

Background

At the July 20, 2011 meeting of Premiers and Leaders of the National Aboriginal Organizations, Premiers directed Justice Ministers in all provincial/territorial (PT) jurisdictions to “consider the root causes of violence against Aboriginal women and girls and report back to Premiers by December 2011.”

At the January 2012 meeting, Federal/Provincial/Territorial (FPT) Ministers Responsible for Justice and Public Safety acknowledged the seriousness of these issues, and welcomed the opportunity for greater partnership. It was agreed that Deputy Ministers (DMs) would examine the issue further, identify key deliverables, and report back to the Table on next steps.

At the June 2012 meeting of Federal/Provincial/Territorial Deputy Ministers Responsible for Justice and Public Safety, DMs referred the issue of violence against Aboriginal women and girls to the Federal/Provincial/Territorial Aboriginal Justice Working Group (AJWG) for consideration. At the October 2012 meeting of Federal/Provincial/Territorial Ministers Responsible for Justice and Public Safety, Ministers directed officials to develop a Justice Framework to coordinate federal/provincial/territorial actions across the law enforcement and justice spectrum to address violence against Aboriginal women and girls.

This issue has also been raised in several international fora including, but not limited to United Nations committees. This subject matter has also led a number of international and national organizations to call for a national inquiry into the issue of missing and murdered Aboriginal women.

The federal position to date has been to support taking action and practical steps rather than pursuing a national inquiry, citing the significant measures flowing from \$25 million over five years announced in Budgets 2010 and 2012 for community-based safety and prevention activities and a strengthened police toolkit, e.g., the National Centre for Missing Persons and Unidentified Remains operated by the Royal Canadian Mounted Police.

In February 2013, the Government supported the creation of a Special Committee on Violence Against Indigenous Women (IWFA). The mandate of this Committee is to review the question of missing and murdered Aboriginal women in Canada and to suggest solutions.



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Current Status

Public Safety Canada co-chairs the Federal/Provincial/Territorial Aboriginal Justice Working Group Deputy Minister Steering Committee and is also represented on the Federal/Provincial/Territorial subcommittee working on violence against Aboriginal women and girls. Departmental officials support collaborative and coordinated efforts with provinces and territories on the issue of violence against Aboriginal women and girls.

Jurisdictions will be undertaking informal consultations with Aboriginal organizations as appropriate to inform the continued development and implementation of the Justice Framework

Considerations

Murdered and missing women have sparked major investigations and trials in Ontario, Saskatchewan, Alberta, and British Columbia. Many of these processes have had a focus on Aboriginal women.

The third National Aboriginal Women's Summit took place in Winnipeg in November 2012. PTs agreed to raise the issue of a national inquiry at the next meeting of the Aboriginal Affairs Working Group.

The final report of the British Columbia Missing Women Commission of Inquiry was released in December 2012. The report focused primarily on the shortcomings of investigations by the Vancouver Police Department and the Royal Canadian Mounted Police. However, the context of the report and its 63 recommendations point to the need for broad societal change in order to address the environment that led to the disappearance of 67 women from the Downtown Eastside of Vancouver.

The above issues have contributed to the repeated calls for a national inquiry into missing and murdered aboriginal women.

Next Steps

Public Safety and Justice Canada will be engaging in informal consultations with national Aboriginal Organizations with a view to informing the continued development of the Justice Framework.

Representatives from the United Nations organizations will be visiting Canada in the late Summer to obtain additional information about Canada's treatment of missing and murdered Aboriginal women. Public Safety will be meeting with these representatives.



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Emergency Management and Regional Operations Branch - Overview



Shawn Tupper, Assistant Deputy Minister

Mr. Tupper took on responsibility for the Emergency Management and Regional Operations Branch in June, 2013 (in addition to his duties as Assistant Deputy Minister, Community Safety and Partnerships Branch). Before joining Public Safety Canada in October 2009, Shawn was Director General, Social Policy, at Human Resources and Skills Development Canada. He has also held positions in Natural Resources Canada, Indian and Northern Affairs Canada, the Privy Council Office and at Indian Residential Schools Resolutions Canada, since joining the Public Service in 1984. Shawn is a native of Calgary, Alberta.

Background

In support of the national leadership role of the Minister of Public Safety under the *Emergency Management Act*, the Branch contributes to the safety and security of Canadians by working closely with other federal departments and agencies, provincial and territorial governments, and other stakeholders through the development of policies and delivering programs on the four components of emergency management – prevention and mitigation (reduce or eliminate risks or impacts), preparedness (prepare and exercise plans, training), response (deploying assets, coordination, monitoring and communications), and recovery (restoration to pre-disaster states).

As the regional program delivery arm of the Department, the Branch's regional offices have a presence in all provinces and the North. The regional offices are organized within five regions – Atlantic, Québec, Ontario, Prairies and British Columbia-North. Their core work is the delivery of Aboriginal policing, crime prevention and emergency management programs. The regions also support other Departmental priorities, including providing regional perspectives on the development and implementation of policies and programs, coordinating federal regional responses to emergency events and supporting the Government Operations Centre.

The Branch Vote 1 (Operating) budget for 2013-14 is \$29.2M as per the Initial Budget Distribution. There are 285 employees in the Branch, with more than 100 working in regional offices outside the National Capital Region. The Vote 5 (Grants and Contributions) budget is \$138.5M as per the Initial Budget Distribution, which includes: \$100M for disaster financial assistance to provinces and territories; \$38.0M for one-time flood mitigation support to the provinces and territories; and \$0.5M for the International Association of Fire Fighters, Canada. The Vote 5 budget has been increased by \$230.0M in additional authorities provided through the



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Supplementary Estimates (A) for disaster financial assistance, and by \$45.0K for projects approved under the Policy Development Contribution Program, for a total Vote 5 budget of \$368.5M.

Key Files and Policy Agenda

Canada has adopted an all-hazards approach to emergency management that addresses natural, human-induced and technological hazards and disasters. Public Safety Canada leads initiatives aimed at advancing an integrated approach federally and in collaboration with the provinces and territories and a range of stakeholders. The Department has begun work with provinces and territories to shift the focus in emergency management from costly response and recovery to prevention/mitigation. Building on the four components approach to emergency management, work is underway to develop a “whole-of-society approach” to manage to disasters.

The development of a National Disaster Mitigation Program will respond to the increase in frequency, severity, and costs of disasters, and reinforce this shift through pro-active investments in mitigation. Budget 2012 reiterated the Government’s commitment to discussing the development of a National Disaster Mitigation Program with provinces/territories. The Branch will consult with provinces/territories

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.14(a)

s.21(1)(a)

s.21(1)(b)

s.21(1)(c)

[Redacted text block]

Provinces/territories are

supportive of developing a National Disaster Mitigation Program;

[Redacted text block]

The Department will

also be reviewing federal government programming in emergency management with the goal of greater overall program alignment.

A governance structure, funding arrangements and technical requirements are being developed to utilize part of the 700 MHz broadband for emergency management and other public safety communications purposes, working with federal, provincial and territorial partners.



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A National Public Alerting System is being developed by the Department in collaboration with a range of partners, which will provide emergency management organizations throughout Canada with a standard capability to warn Canadians of actual or imminent hazards.

s.69(1)(g) re (a)

Through the work of the Government Operations Centre, the Branch has an ongoing role in supporting the coordination of federal responses to emergencies or other events affecting the national interest. This includes support to the Minister in coordinating the federal response to provincial or territorial requests for assistance to address local or regional emergencies.

The Branch is responsible for implementing emergency management aspects of the *Beyond the Border Action Plan*, and participates in international fora dealing with emergency management issues of interest to Canada (e.g., North Atlantic Treaty Organization, and the United Nations).

Key Partners

The Branch works with a wide range of federal institutions involved in emergency management to coordinate efforts across departments' various emergency management mandates. Part of the Branch's work is the oversight and monitoring of departments' emergency management plans.

Provincial and territorial emergency management organizations are key partners, with senior level engagement focussed through Ministerial, Deputy and Assistant Deputy-level committees led or supported by the Branch.

Partnerships with organizations representing first responders (e.g., fire fighters, paramedics) and community organizations (e.g., Red Cross) support a whole-of-society approach to emergency management in Canada. As well, partnerships with Aboriginal communities and organizations, organizations supporting crime prevention, and provincial and territorial departments responsible for public safety, criminal justice and emergency management, are a key feature of the Branch's regional delivery of programs.

The Branch leverages cooperation with key bilateral and international partners on emergency management and resiliency issues. In particular, the Branch works with the Department of Homeland Security and the Federal Emergency Management Agency in the United States to address cross-border emergency management issues.



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BUILDING A SAFE AND RESILIENT CANADA



Emergency Management and Regional Operations Overview

DRAGON # 14331

Canada

Branch Mandate

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BUILDING A SAFE AND RESILIENT CANADA

- Deliver the Emergency Management Program in support of the Minister of Public Safety's national leadership role under the *Emergency Management Act*.
- Work with other federal departments and agencies, provinces and territories, and other stakeholders, on the four components of emergency management:
 - Prevention and mitigation of emergencies and their impacts;
 - Preparedness (e.g., training and planning);
 - Response to incidents; and
 - Recovery (to restore affected areas to pre-emergency conditions).
- Provide the Department's Regional Presence by delivering or supporting the delivery of Aboriginal policing, crime prevention, emergency management and other departmental programs and priorities, including the coordination of federal regional responses to emergencies and supporting the Government Operations Centre.
- Work in the regions is accomplished through sixteen offices in five regions (Atlantic, Québec, Ontario, Prairies, British Columbia-North), each headed by a Regional Director.



Resources

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BUILDING A SAFE AND RESILIENT CANADA

Budget – 2013-14

- Vote 1 (Operating) - \$29.2M
- Vote 5 (Grants and Contributions) - \$368.5M
 - *Initial Budget Distribution:* \$100M for disaster financial assistance to provinces and territories; \$38.0M for one-time flood mitigation support to provinces and territories; and, \$0.5M for the International Association of Fire Fighters, Canada; and
 - *Additional Authorities:* \$230.0M for disaster financial assistance through the Supplementary Estimates (A); and, \$45K for projects approved under the Policy Development Contribution Fund.

People

- 285 employees with more than one hundred working in offices outside the National Capital Region.



Context

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BUILDING A **SAFE AND RESILIENT CANADA**

- Adopts an all-hazards, whole-of-society approach to emergency management that addresses natural, human-induced and technological hazards and disasters.
- Leads initiatives aimed at advancing a federally integrated approach to emergency management, and building on and leveraging collaboration with the provinces and territories and with a range of stakeholders.
- Builds on the four components of emergency management by to shift the focus in emergency management from costly response and recovery to prevention/mitigation.
- Works with a range of stakeholders including provinces and territories, first responders, non-governmental organizations, the private sector, academia, and international partners.



Key Policy Files

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BUILDING A **SAFE AND RESILIENT** CANADA

National Disaster Mitigation Program

- s.14(a) • Develop a new National Disaster Mitigation Program
- s.14(b)
- s.21(1)(a)
- s.21(1)(c)

Disaster Financial Assistance Arrangements

- Disaster Financial Assistance Arrangements

Strategic Long-term Recovery Mechanisms

- s.69(1)(g) re (a)
 s.69(1)(g) re (c)
 s.69(1)(g) re (e)



Key Policy Files (continued)

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BUILDING A SAFE AND RESILIENT CANADA

700 MHz for Emergency Management Communications

- Develop proposals to utilize part of the 700 MHz broadband for emergency management and other public safety communications purposes - working with federal, provincial and territorial partners.

National Public Alerting System

- Work in collaboration with a range of partners to provide emergency management organizations throughout Canada with a standard capability to warn Canadians of actual or imminent hazards.

On-Reserve Emergency Management Framework

- Support Aboriginal Affairs and Northern Development Canada.

Emergency Response

- Support the coordination of federal responses to events affecting the national interest through the Government Operations Centre.

International Engagement

- Implement emergency management aspects of the *Beyond the Border Action Plan*.
- Work internationally on emergency management issues of interest to Canada (e.g., in the North Atlantic Treaty Organization and in the United Nations).

Partners

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BUILDING A **SAFE AND RESILIENT CANADA**

- **Federal institutions** involved in emergency management - including oversight and monitoring departments' emergency management plans.
- **Provincial and territorial emergency management organizations** - senior level engagement is focussed through Ministerial, Deputy and Assistant Deputy-level committees led or supported by the Branch.
- Organizations representing **first responders** (e.g., fire fighters, paramedics) and **community organizations** (e.g., Red Cross)
- **Aboriginal communities and organizations, organizations supporting crime prevention, and provincial and territorial departments responsible for public safety, criminal justice and emergency management** – collaboration a key feature of the Branch's regional delivery of programs.
- **Department of Homeland Security and the Federal Emergency Management Agency in the United States** to address cross-border emergency management issues – also leverage partnerships with other governments through international fora.





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BUILDING A SAFE AND RESILIENT CANADA



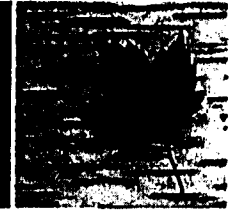
Emergency Management in Canada

DRAGON # 10786

Canada

Context

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BUILDING A **SAFE AND RESILIENT CANADA**

- Canada is impacted by a range of increasingly complex and evolving risks and threats to national security and public safety, which are escalating in scope, severity, and costs.
- Before 1990, only three disasters in Canadian history had exceeded \$500M in damages. During the mid 1990's, three large-scale natural disasters, costing \$500M or more [1996 Saguenay River Flood (estimated \$8.9B), the 1997 Red River Flood in Manitoba (\$12.B), and 1998 Ice Storm, affected eastern Canada (exceeded \$5B), began to shift the risk profile of Canada.
- In the last decade there have been nine disasters which have exceeded \$500M in damages, combining to cost Canada ~\$1.1B per year.
- Canadians expect their governments to reduce the impacts of disasters.
- This changing threat environment requires an adaptable emergency management system.



Canada's Emergency Management System

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BUILDING A SAFE AND RESILIENT CANADA

- Catastrophic events (e.g., H1N1 and the response to the Haiti earthquake) demonstrate the need for an integrated approach to emergency management, both within the federal government and in collaboration with all levels of government and other partners.
- Within Canada's constitutional framework, federal and provincial/territorial (P/T) governments have complementary roles in emergency management, with each jurisdiction having legislation articulating its emergency management responsibilities.
- Canada's approach to emergency management is based on:
 - An All-Hazards approach that addresses natural and human-induced hazards and disasters; and
 - The four pillars emergency management approach: mitigation/prevention; preparedness; response and recovery. Building on the four pillars, work is being done to move to a "whole-of-society approach" to build national resilience.
- The *Emergency Management Act* (EMA) of 2007 is the federal legislative foundation for a comprehensive approach to emergency management in Canada. The *Emergency Management Act* sets out the leadership role of the Minister of Public Safety and outlines the roles and responsibilities of all federal ministers.

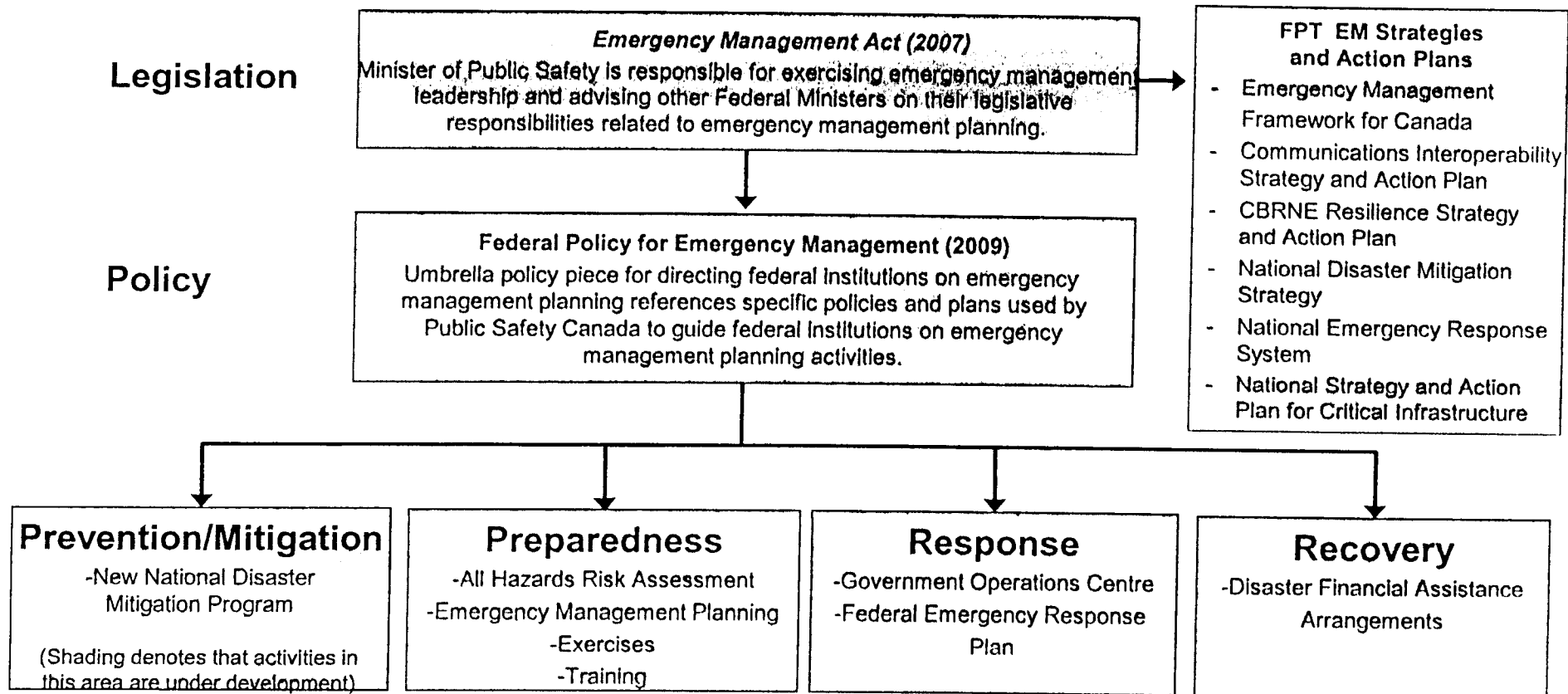


Emergency Management Policy Framework

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The Emergency Management Act supports a robust policy, programming and operational framework, including a suite of strategies with provinces and territories.



Emergency Management Act **Responsibilities of Minister**

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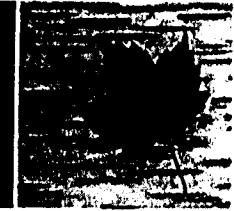
BUILDING A SAFE AND RESILIENT CANADA

- Under the *Emergency Management Act*, the Minister of Public Safety exercises national leadership in emergency management activities by:
 - Establishing policies and programs on the design, testing and implementation of emergency management plans for all federal departments and providing oversight to federal departments on these plans;
 - Conducting exercises and providing training to emergency management officers;
 - Establishing and maintaining arrangements for the continuity of the constitutional government in the event of an emergency, and oversight of all federal business continuity plans;
 - Working with the United States to develop joint emergency management plans and participating in international emergency management activities; and
 - Monitoring potential and actual emergencies and, as required, coordinating the Government of Canada's response (including assistance to provinces and territories, upon request).



Federal/Provincial/Territorial Roles

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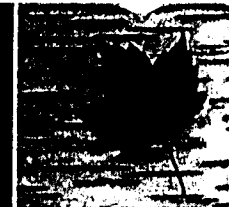
BUILDING A SAFE AND RESILIENT CANADA

- Emergency Management in Canada is a shared responsibility, which relies on ongoing cooperation and communication between all levels of government, the private and not-for-profit sectors and individuals, as well as a strong legislative and policy foundation.
- Provincial/Territorial governments and local authorities provide the first response to the majority of emergencies, which usually do not require direct federal involvement. If an emergency threatens to overwhelm the resources of any individual province/territory, the federal government may provide assistance at the specific request for the provinces and territories. Financial assistance could also be provided to provinces and territories through the Disaster Financial Assistance Arrangements.
- The federal government also intervenes when an emergency touches on its exclusive jurisdiction, such as national security incident.



The Government Operations Centre

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BUILDING A SAFE AND RESILIENT CANADA

- The Government Operations Centre (GOC), on behalf of the Government of Canada, supports response coordination of events affecting the national interest.
- The Government Operations Centre is the principal means by which the Minister of Public Safety exercises leadership at the federal level by establishing an integrated federal approach to emergency response.
- The Government Operations Centre is an interdepartmental response-focused asset of the Government of Canada, working in support of deputy heads, departments and agencies at the national (strategic) whole-of-government level.
- It brings all partners into a common environment to harmonized collective actions and abilities into efficient analysis and action.
- Provides 24/7 monitoring and reporting of events of national significance, and national-level situational awareness and integrated risk assessments.

s.16(2)(q)
s.21(1)(a) The current Government Operations Centre

binder)

(see separate deck included in

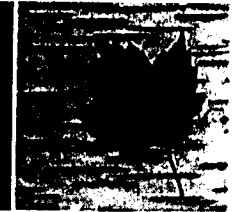


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Federal Financial Assistance

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BUILDING A SAFE AND RESILIENT CANADA

- The Disaster Financial Assistance Arrangements (DFAA) were established in 1970 to assist provinces and territories in the recovery from disasters, and is based on two key policy principles to:
 - Assist provinces with the costs of dealing with a disaster where those costs would otherwise place a significant burden on the provincial economy; and
 - Provide an increasing federal share as the size of the provincial/territorial response and recovery expenditures increases.
- Since creation in 1970, the Disaster Financial Assistance Arrangements has:
 - Provided \$2.3B for disaster costs; and
 - [REDACTED]
- Recent increase in large-scale disasters has led to higher provincial and territorial response and recovery costs [REDACTED]

s.14(a)
s.21(1)(a)
s.21(1)(b)

Key Policy Initiatives

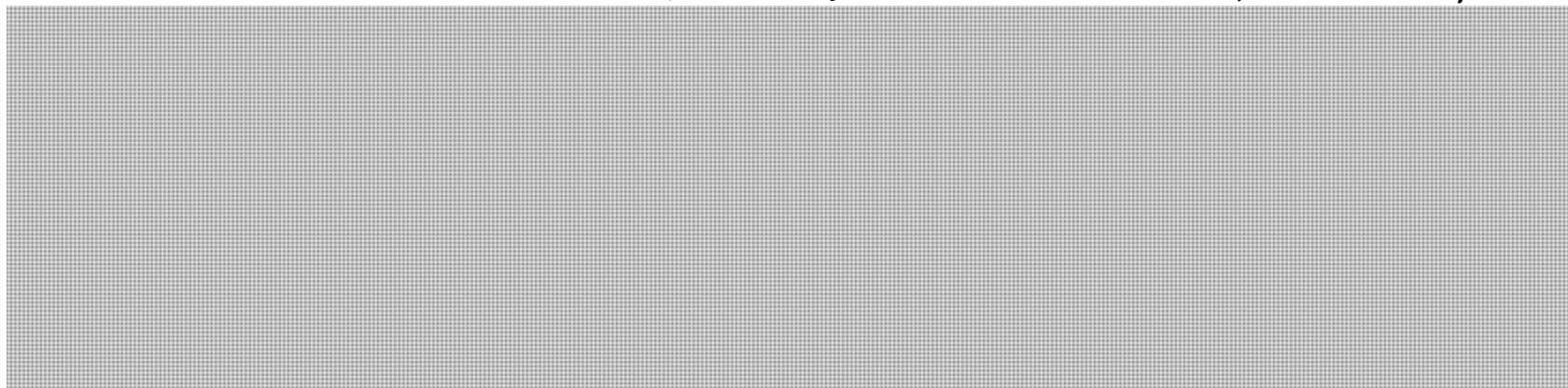
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BUILDING A SAFE AND RESILIENT CANADA

Managing Disaster Risks More Effectively

- To address the increasing frequency, severity and cost of disasters, in fall 2013, PS



s.14(b)
s.21(1)(a)
s.21(1)(c)

- Provinces and Territories are supportive of developing an National Disaster Mitigation Program

s.14(a)
s.21(1)(b)



- Western Premiers, who met on June 17, 2013,



s.13(1)(c)
s.14(a)



Key Policy Initiatives (cont'd)

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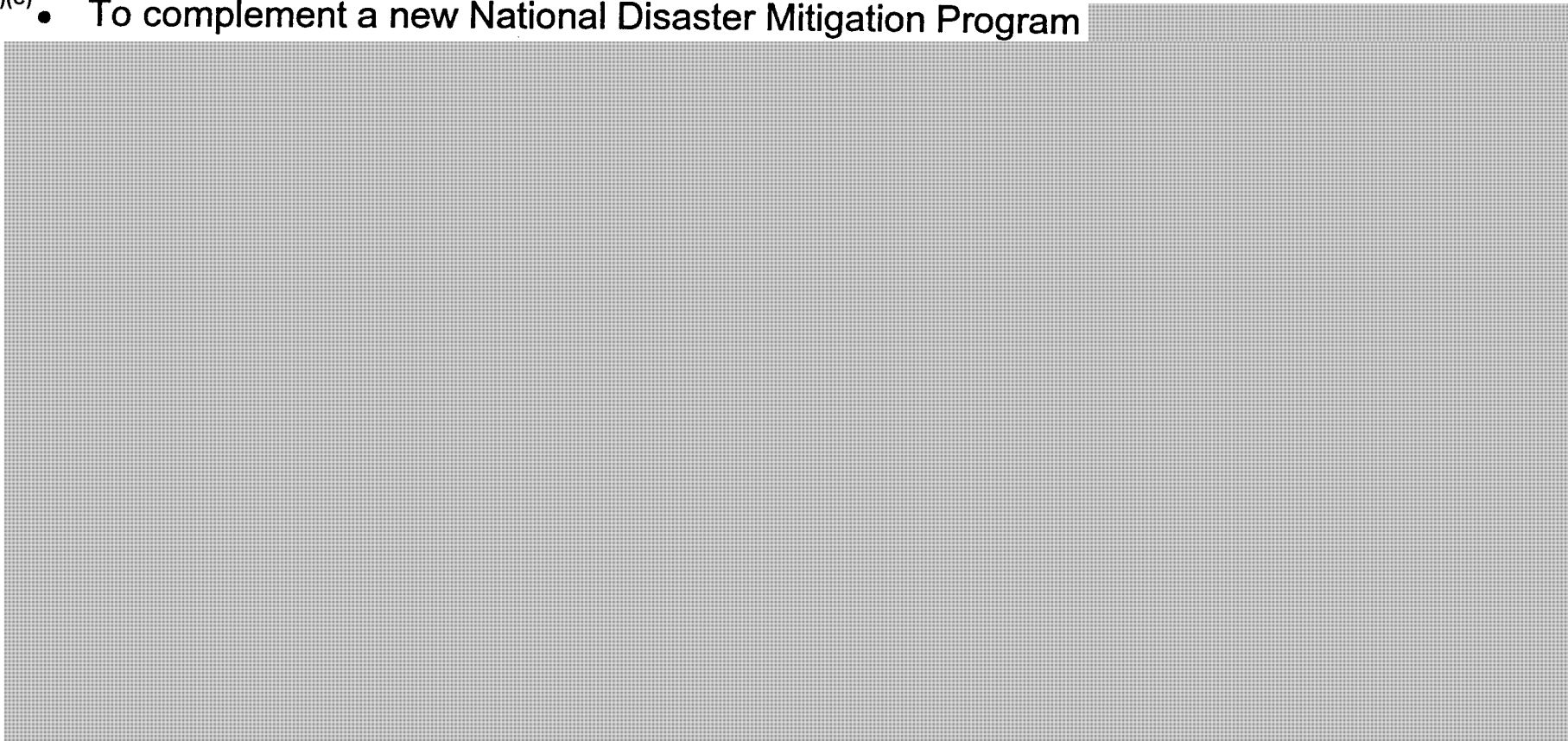
BUILDING A SAFE AND RESILIENT CANADA

s.14(b) Managing Disaster Risks More Effectively cont'd

s.21(1)(a)

s.21(1)(c)

- To complement a new National Disaster Mitigation Program



s.69(1)(g) re (a)



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Key Policy Initiatives (cont'd)

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BUILDING A SAFE AND RESILIENT CANADA

Aligning Federal Emergency Management Programming

- Public Safety to work with implicated departments to better align federal disaster emergency management programming to reduce duplication and identify gaps.

700 MHz Broadband Project

- In August 2011, Canada made the switch from analog to digital television thus freeing up the 700 MHz broadband for commercial, private and public sectors. A portion of the broadband has already been secured for public safety use across the country and that provides the foundation for a national, mobile broadband communications network. Work is underway with partners to determine the governance, funding and technical requirements to support the project.



Key Policy Initiatives (cont'd)

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BUILDING A SAFE AND RESILIENT CANADA

National Public Alerting

- The Department has worked with stakeholders to develop a National Public Alerting System which is a multi-channel Federal/Provincial/Territorial system that provides emergency management organizations throughout Canada with a standard alerting capability to warn the Canadians of imminent or unfolding hazards to life through such means as radio, cable television, satellite television, email and SMS text services.
- Pelmorex Communications Inc., was designated as Canada's aggregator and disseminator of emergency public alert messages and on June 9, 2010, Pelmorex launched the National Alert Aggregation and Dissemination (NAAD) System.
- All provinces and territories as well as Environment Canada have completed user agreements to receive or disseminate emergency alerts.





Emergency Management in Canada

Background

s.14(a)
s.21(1)(b)

Over the years, there has been an increase in frequency, severity and duration of extreme weather events. This shift in disaster trends means that emergency management is becoming increasingly more complex and costly. Recent increases in large-scale disasters over the last 15 years have substantially increased costs to the Government of Canada. An example of the magnitude of costs is the recent floods in Southern Alberta.

[REDACTED]

Canada's approach to emergency management is an all-hazards approach, based on four pillars: prevention/mitigation; preparedness; response; and recovery. It addresses both natural and human-induced hazards and disasters. To strengthen this approach, the *Emergency Management Act* came into force in 2007 setting-out the responsibilities of the Minister of Public Safety and outlining the emergency management roles and responsibilities of all federal Ministers.

Current Status

One of the Government of Canada's fundamental responsibilities is to ensure the safety and security of Canadians. Pursuing this requires ongoing federal leadership and effective collaboration between all levels of government, the private and not-for-profit sectors and individuals, as well as a strong legislative and policy foundation.

Emergency management in Canada is a shared responsibility, which relies on ongoing cooperation and communication between all levels of government. Within Canada's constitutional framework, the provincial and territorial governments and local authorities provide the first response to the vast majority of emergencies. The federal government intervenes when an emergency touches on its exclusive jurisdiction, such as a national security incident, or an event threatens to overwhelm the resources of any individual province or territory, at the specific request of the province/territory.

To implement the Act and exercise the leadership role of the Minister, Public Safety Canada established policies and programs to guide and assist other federal Ministers in making timely decisions, enabling effective communications and coordination of activities at a strategic and operational level.

The Government Operations Centre, on behalf of the Government of Canada, supports response coordination of events affecting the national interest and serves as the principal means by which the Minister of Public Safety exercises response leadership.



The Disaster Financial Assistance Arrangements, established in 1970, is a program established to assist provinces and territories in the recovery from disasters by: assisting them with the costs of dealing with natural disasters where those costs would otherwise place a significant burden on the provincial/territorial economy. Since the creation of the Program, \$2.3B in federal assistance has been provided to provinces and territories;

Recent increase in large-scale disasters has led to higher provincial and territorial response and recovery costs

s.14(a)
s.21(1)(a)
s.21(1)(b)

Next Steps

Moving forward, Public Safety Canada is developing a number of key policy initiatives to further strengthen emergency management in Canada and begin to address the trend of increasing costs related to natural disasters. These priorities include:

- **Managing disaster risks more effectively** by creating a National Disaster Mitigation Program

s.14(a)
s.21(1)(a)
s.21(1)(c)

[Redacted text block]

s.69(1)(g) re (a)
s.69(1)(g) re (e)

- **Aligning federal emergency management programming** with implicated departments, such as Infrastructure Canada, to better align federal disaster emergency management programming.

- **700 MHz Broadband Project** that is exploring options for allocation of a portion of broadband for public safety use to provide the foundation for a national, mobile broadband communications network.

- **National Public Alerting System** being developed with stakeholders to operationalize a standard alerting capability to warn Canadians of imminent hazards.

s.16(2)(c)
s.21(1)(a)

- [Redacted text] **the Government Operation Centre** [Redacted text]



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BUILDING A SAFE AND RESILIENT CANADA



Managing Disaster Risks and Financial Obligations More Effectively

DRAGON # 10735

Canada

Context

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BUILDING A SAFE AND RESILIENT CANADA

- In Canada, the scope and severity of disasters has increased, resulting in significant increases in response and recovery costs for all levels of government. Recent flooding in Alberta is a clear example.
- Provinces and Territories (P/Ts) are responsible for emergency management within their jurisdictions. If their capacity to cope with a disaster is exceeded, P/Ts may request financial assistance from the Government of Canada for disaster response and recovery costs through federal disaster assistance programs, primarily the Disaster Financial Assistance Arrangements (DFAA).
- Provinces and Territories may also request funds for on-reserve First Nations disaster costs under the Disaster Financial Assistance Arrangements (under certain circumstances) or Aboriginal Affairs and Northern Development Canada (AANDC).
- Since 1970, the Government has paid out \$2.3 billion to provinces and territories through the Disaster Financial Assistance Arrangements; 91% of the \$2.3 billion has been paid since 1996.



Background - Disaster Financial Assistance Arrangements

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BUILDING A SAFE AND RESILIENT CANADA

- The Disaster Financial Assistance Arrangements

s.14(a)

s.21(1)(a)

s.21(1)(b)

Current DFAA Funding Formula

Eligible P/T Expenditures	P / T Share	Government of Canada Share
First \$1 per Capita	100%	Nil
Next \$2 per Capita	50%	50%
Next \$2 per Capita	25%	75%
Remainder	10%	90%

- Given the recent increase in disasters, Disaster Financial Assistance Arrangements payments and financial obligations have risen dramatically

s.14(a)

s.21(1)(b)



Background - Mitigation

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BUILDING A SAFE AND RESILIENT CANADA

- Disaster mitigation can lessen the impact of natural disasters and reduce the costs associated with these events. To that end, Budget 2012 committed to “discussing with P/Ts the development of a National Disaster Mitigation Program (NDMP).”
- Public Safety Canada (PS) officials engaged provinces and territories on a conceptual program structure for the National Disaster Mitigation Program, which was endorsed by Federal/Provincial/Territorial (F/P/T) Ministers in May 2012.

s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (e)



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est retenue en vertu des articles**

69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g) re (e)

**of the Access to Information
de la Loi sur l'accès à l'information**

Page 121

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est retenue en vertu des articles**

14(a), 14(b), 21(1)(a), 21(1)(b), 21(1)(c)

**of the Access to Information
de la Loi sur l'accès à l'information**

Considerations - Disaster Financial Assistance Arrangements

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BUILDING A SAFE AND RESILIENT CANADA

s.21(1)(a)

s.21(1)(c)

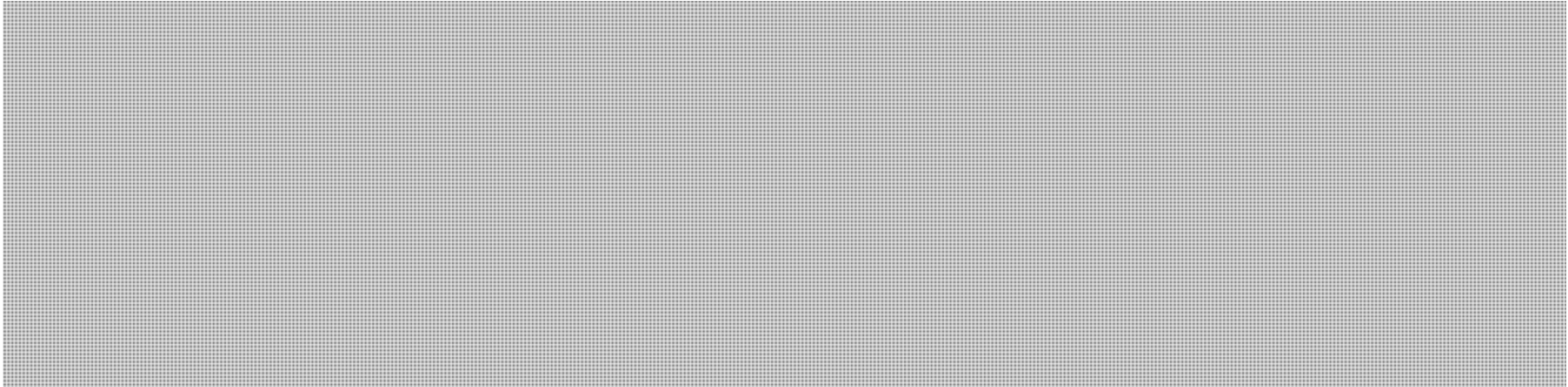
Linkages with other federal partners

- Public Safety will work with other federal partners



s.69(1)(g) re (a)

-



s.69(1)(g) re (a)



Considerations – National Disaster Management Program

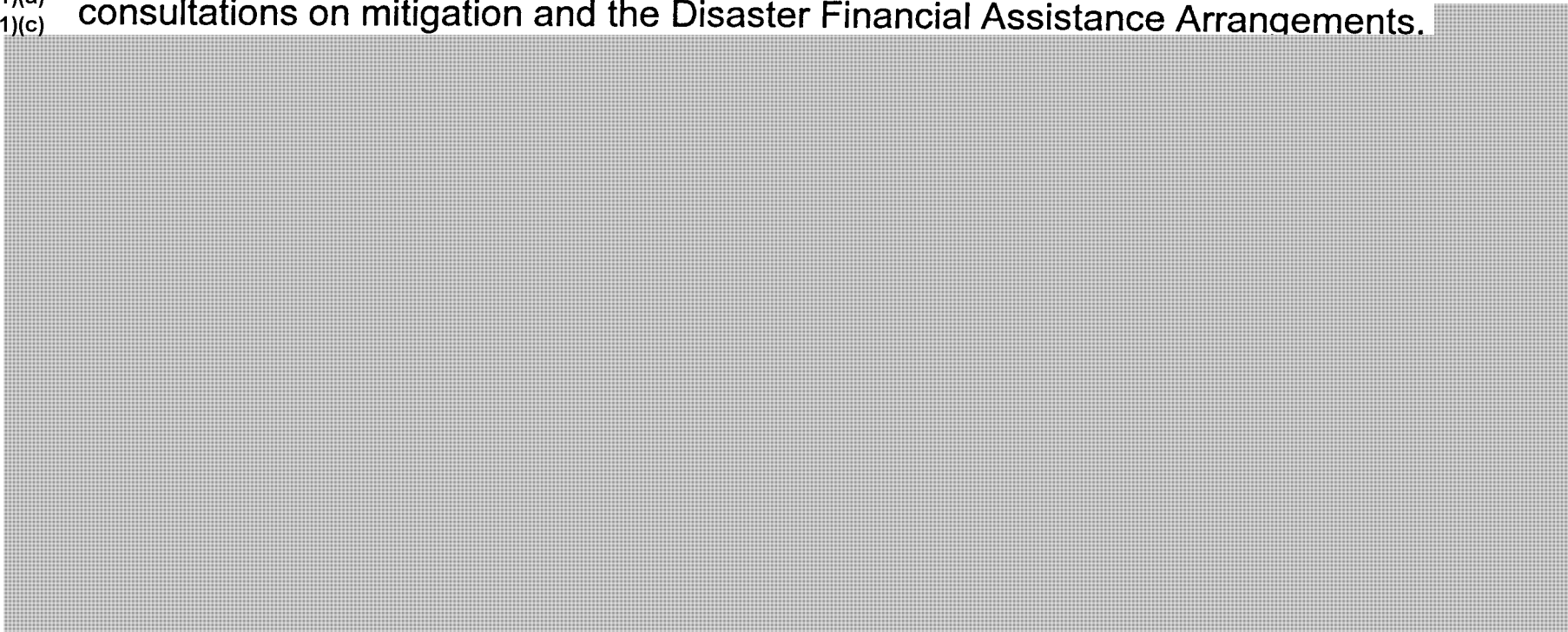
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ADVICE TO THE MINISTER



BUILDING A SAFE AND RESILIENT CANADA

Provincial and Territorial Consultations

- s.14(a) ● The Government of Canada has informed provinces and territories of the upcoming
- s.21(1)(a) consultations on mitigation and the Disaster Financial Assistance Arrangements.
- s.21(1)(c)



Conclusion

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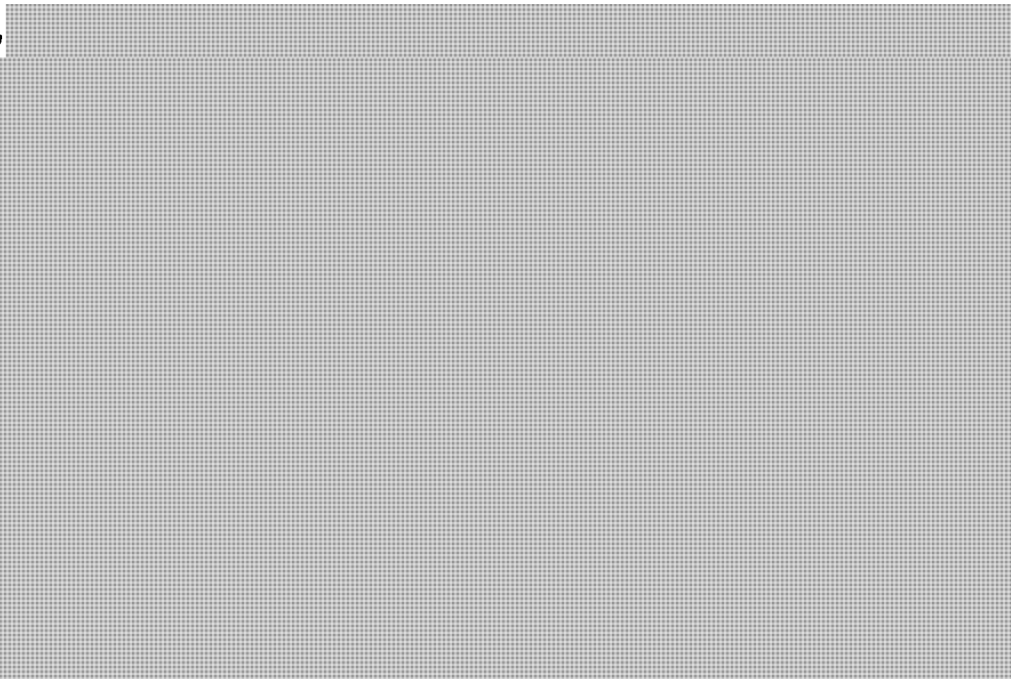


BUILDING A SAFE AND RESILIENT CANADA

- Proactive investments in mitigation can eliminate or reduce the risks of disasters before they occur in order to protect lives, property, the environment, and to reduce economic and social disruptions.

s.14(a)
s.21(1)(a) •
s.21(1)(b)
s.21(1)(c)

By investing in mitigation measures,





Managing Disaster Risks and Financial Obligations More Effectively

Background

Provinces and territories are responsible for emergency management within their jurisdictions. If requested, the federal government (Government) provides cost-shared financial assistance for disaster response and recovery costs that exceed what jurisdictions might reasonably be expected to bear on their own, under the Disaster Financial Assistance Arrangements.

Financial assistance under the Disaster Financial Assistance Arrangements is triggered if costs exceed a \$1 per capita threshold. As costs rise, so does the Government's share (up to a maximum of 90%).

s.14(a)

s.21(1)(a)

s.21(1)(b)



s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

Current Status

s.14(a)

s.21(1)(a)

s.21(1)(c)



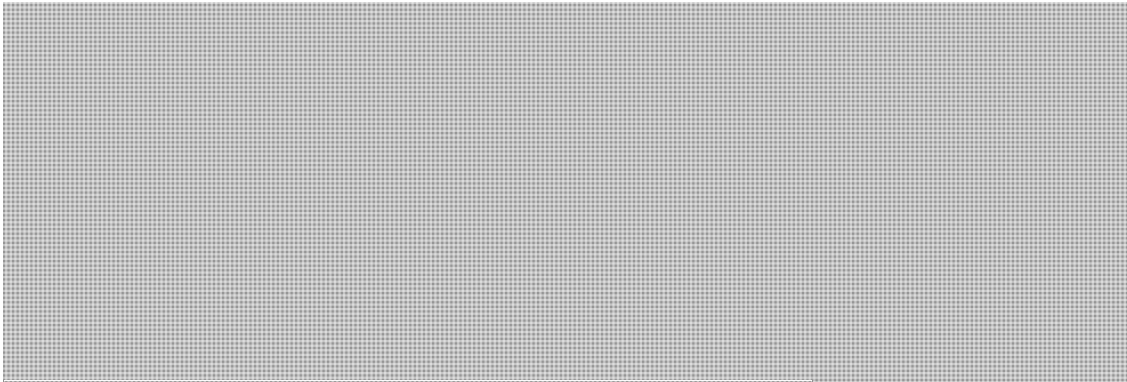


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s.14(a)
s.21(1)(a)
s.21(1)(c)



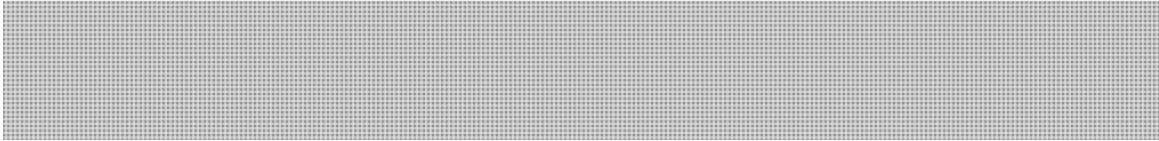
s.14(a)
s.21(1)(b)

Public Safety Canada

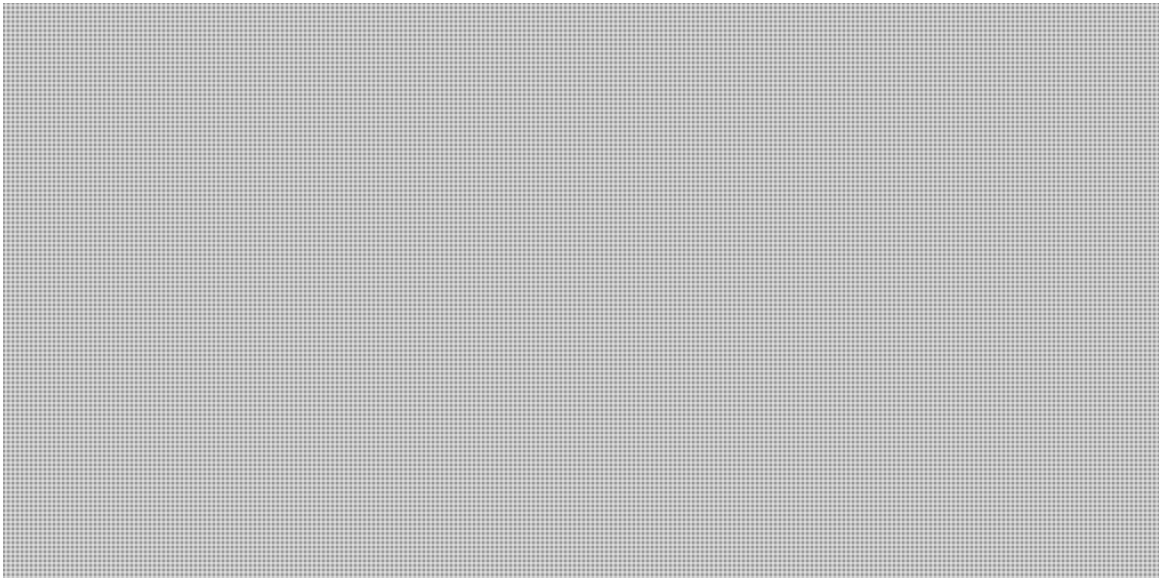
will emphasize the need to reduce disaster costs and promote investments in mitigation under the National Disaster Mitigation Program.

Considerations

There is no single window for provinces and territories to request reimbursement for on-reserve First Nations response and recovery costs, as they may be recouped via the Disaster Financial Assistance Arrangements (under certain conditions), or directly from Aboriginal Affairs and Northern Development Canada. s.69(1)(g) re (a)



s.14(a)
s.21(1)(a)
s.21(1)(b)
s.21(1)(c)





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s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

Next Steps





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BUILDING A SAFE AND RESILIENT CANADA



Government Operations Centre – New Facility Project

DRAGON # 10439

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The Government Operations Centre (GOC)

- The Government Operations Centre fulfills a unique role in government as an interdepartmental response-focused asset of the Government of Canada working in support of ministers, deputy heads, departments and agencies at the national (strategic) whole-of-government level.
- It supports the Minister of Public Safety in fulfilling his/her mandate under Section 3 of the *Emergency Management Act*.

s.16(2)(c)
s.21(1)(a)

- The Government Operations Centre [REDACTED]



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Government Operations Centre Engagement

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BUILDING A SAFE AND RESILIENT CANADA

- The Government Operations Centre manages a broad scope of events on land, in the air, or off any of our coasts, such as:
 - Domestic, North American, international events (when Canadians or Canadian interests are affected);
 - Natural, human-induced;
 - Emergencies, national security and cyber events, criminal, critical infrastructure and others.
- 3,500 events are assessed yearly by the Government Operations Centre that potentially affect our collective national interests.
- In 2012, the Government Operations Centre coordinated the Government of Canada's preparation and response to over 150 events (an average of one event for every 60 hours of operations).



Why is the Current Government Operations Centre location an Issue?

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BUILDING A SAFE AND RESILIENT CANADA

s.16(2)

- The Government Operations Centre is housed in a facility [REDACTED] that [REDACTED] will be removed from government inventory in 2016/17.

- Moreover, the current facility has [REDACTED] the Government Operations Centre's [REDACTED] and deliver the response Canadians and Government [REDACTED]

s.16(2)(c)

s.21(1)(a)

s.21(1)(b)

- Government Operations Centre Facility Requirements:
 - Space: [REDACTED] GOC staff plus representatives of departments and agencies, Provinces/Territories, Non-Governmental Organizations, Critical Infrastructure partners and international representatives.
 - Security: facility is [REDACTED]. The threats to the GOC, as assessed by the RCMP, [REDACTED] as well as a requirement to [REDACTED]
 - Survivability: the GOC must be the last operations centre standing. It must be capable of running when normal support systems fail and to deliver its mandate in ice storms, earthquakes etc.



Risks and Impacts

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BUILDING A SAFE AND RESILIENT CANADA

- The [REDACTED] have been repeatedly identified by the Office of the Auditor General, lessons learned processes, and the Royal Canadian Mounted Police.
- Public Safety has assessed the Government Operations Centre facility [REDACTED]
 - That the GOC infrastructure [REDACTED] to large-scale or multiple significant events affecting the national interest.

s.16(2)(c)
s.21(1)(a)
s.21(1)(b)

[REDACTED]



Options

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BUILDING A SAFE AND RESILIENT CANADA

s.21(1)(a)
s.21(1)(b)

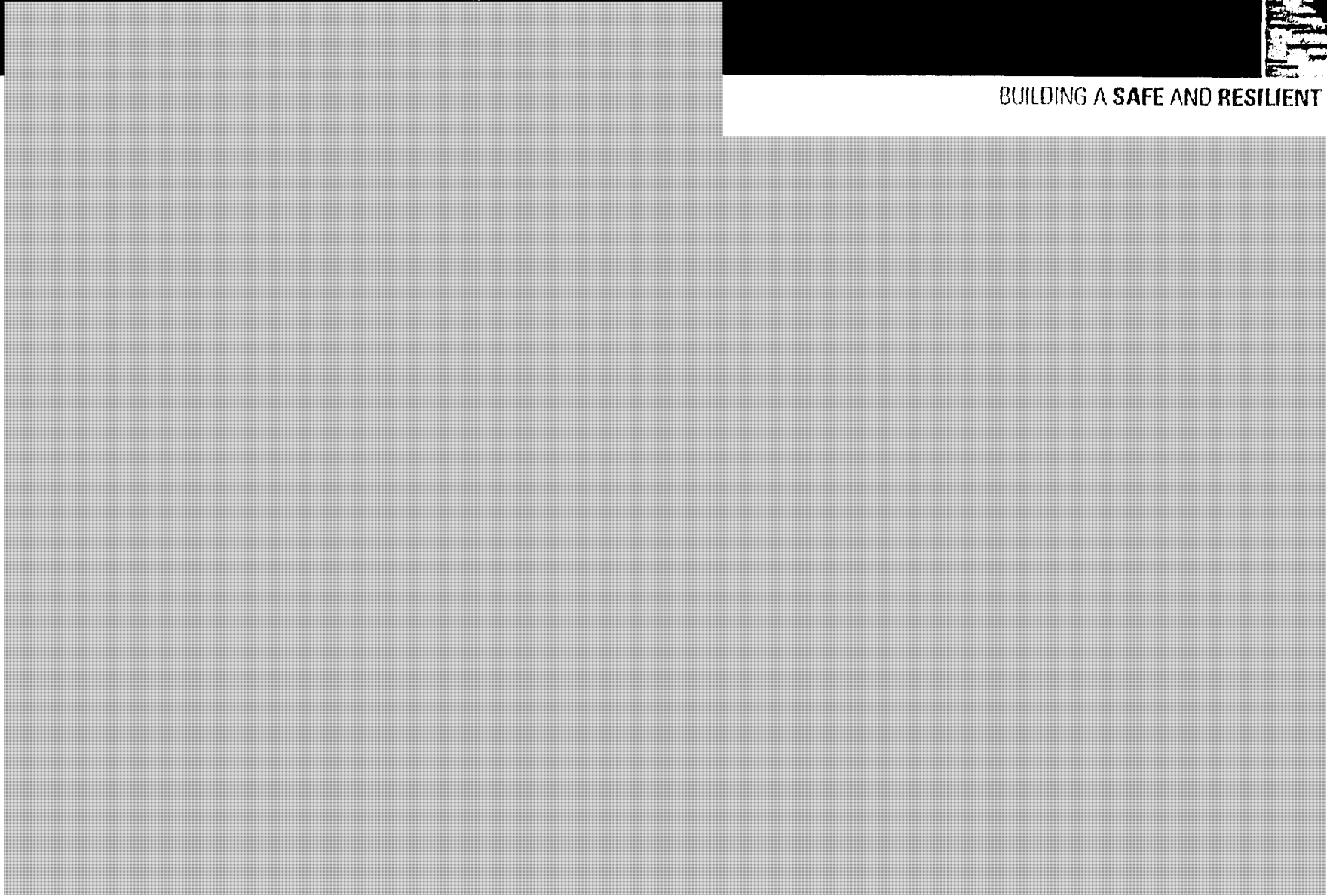


Recommended Option:

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s.16(2)

s.21(1)(a)

s.21(1)(b)



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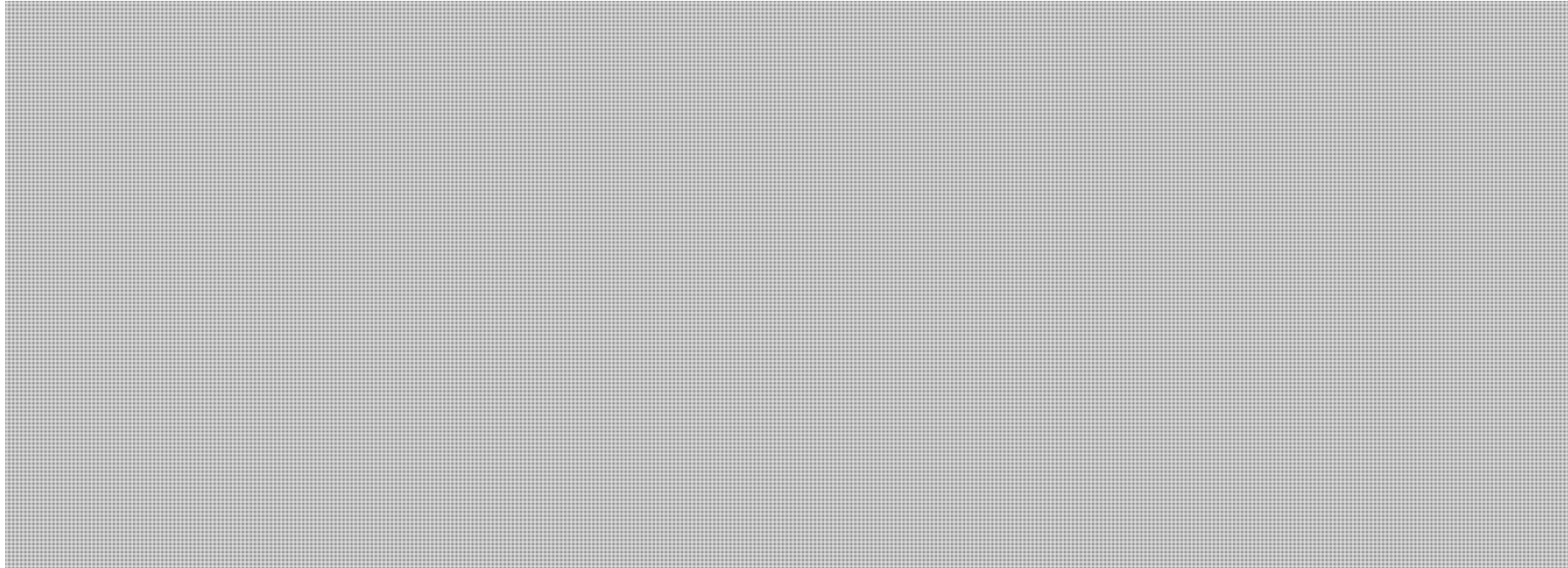
Next Steps

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BUILDING A SAFE AND RESILIENT CANADA

s.21(1)(a)
s.21(1)(b)



s.16(2)

s.21(1)(b)

s.21(1)(a)





Government Operations Centre – New Facility Project

Background

s.16(2)

s.16(2)(c)

s.21(1)(a)

s.21(1)(b)

The current Government Operations Centre facility [REDACTED]. The Government Operations Centre is presently housed [REDACTED]. Public Works and Government Services Canada has advised that the current building will be closed and removed from the federal government inventory by June 30, 2017.

[REDACTED] the Government Operations Centre [REDACTED] deliver the response that Canadians and the Government [REDACTED]. These deficiencies have been repeatedly identified by the Office of the Auditor General, [REDACTED]. As a result, the lack of the proper facility for the Government Operations Centre has been [REDACTED].

As the only critical service of Public Safety Canada, the Government Operations Centre fulfils a unique role in the government. It supports, on behalf of the Government of Canada, response coordination for events that affect the national interest. In addition, it supports ministers, deputy heads, departments and agencies at the national whole-of government level by bringing all international, federal and provincial partners, as well as private sector or volunteer organizations into a common environment to harmonize collective actions and abilities into efficient analysis and action.

To support the mandate of the Government Operations Centre, a new facility would include the following requirements:

- sufficient space to support staff and representatives of departments and agencies, provinces and territories, non-governmental organizations, critical infrastructure partners and international representatives;
- the level of security recommended by the Royal Canadian Mounted Police to protect the Government Operations Centre from physical and electronic attacks or natural disasters; and
- redundant systems that would allow the Government Operations Centre to survive, operate, and fulfil its mandate if normal support systems and utilities failed during events such as ice storms and earthquakes.

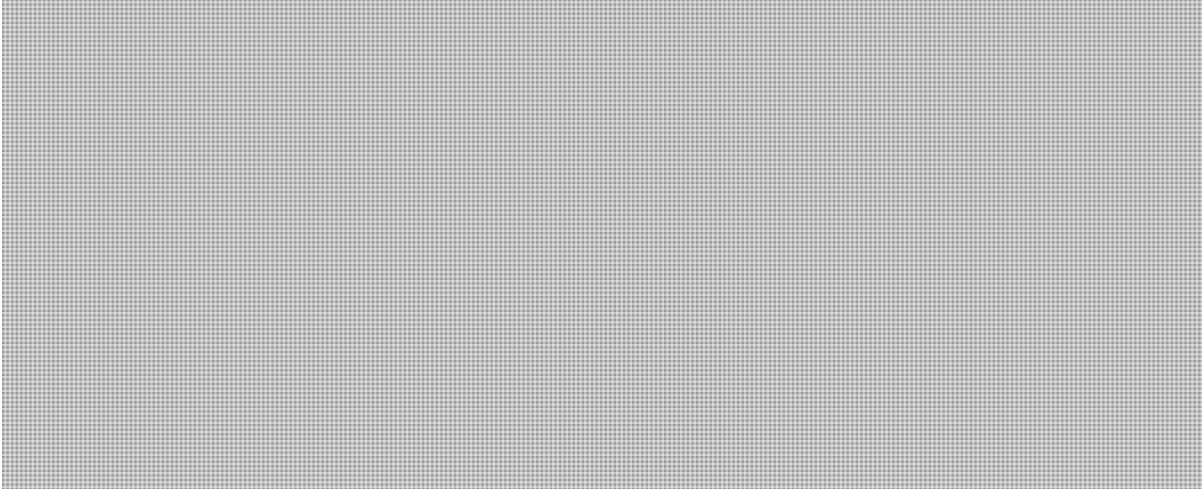
s.16(2)
s.16(2)(c)
s.21(1)(a)
s.21(1)(b)



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Considerations



Next Steps





Overview of the Government Operations Centre

Background

The Government Operations Centre (GOC) was created in May 2004 as a result of the *National Security Policy*. The Government Operations Centre is the principal means by which the Minister of Public Safety Canada (PS) exercises his/her leadership role in establishing an integrated federal approach to emergency response as mandated in the *Emergency Management Act*.

Role

The role of the Government Operations Centre is to support response coordination of events affecting the national interest, on behalf of the Government of Canada.

The Government Operations Centre is an interdepartmental response-focused asset of the Government of Canada that supports Ministers, deputy heads, departments and agencies at the national whole-of-government level. It brings all partners together to harmonize collective actions and abilities into efficient analysis and action.

Partnerships

The Government Operations Centre engages with a multitude of partners with whom it shares information and intelligence and to whom it ultimately provides support. These partners include other federal government institutions, provincial and territorial governments, national operations centres of allied nations, non-government organizations, and private sector partners.

Functions

The Government Operations Centre performs five main functions as listed below:

- 1) Provide definitive national-level situational awareness to partners and to senior decision makers;
- 2) Provide 24/7 watch and early warning for government and in support of partners mandates;
- 3) Ensure whole-of-government response capability;
- 4) Ensure efficient use of the Government of Canada's strategic assets, and when offered by them, the resources of provincial and/or territorial governments; and
- 5) Provide advice to the Deputy Minister and Assistant Deputy Minister communities to support informed decision-making.



Current Status

Risk Assessment, Response Planning and Coordination

The Government Operations Centre conducts national-level risk assessment activities and subsequent planning to address any potential and/or real risks and to ensure a coordinated federal government response. During periods of heightened response, the Government Operations Centre is augmented by personnel from other government departments or relevant partner organizations who physically work in the Government Operations Centre or connect to it virtually.

Support to Decision Makers

The Government Operations Centre supports the Minister of Public Safety, in fulfilling his/her responsibilities mandated under Section 3 of the *Emergency Management Act*. Additionally the Government Operations Centre supports senior decision makers by providing verified situational awareness, risk analysis, options development, response planning and a mechanism to ensure coordinated implementation of their direction.

Federal Emergency Response Plan (FERP)

The Government Operations Centre manages and maintains the Federal Emergency Response Plan, which is the Government of Canada's all-hazards emergency response plan for events affecting the national interest. [REDACTED] the s.69(1)(g) re (c) Federal Emergency Response Plan outlines the processes and mechanisms used to coordinate an integrated Government of Canada response and harmonized decision-making.

The Federal Emergency Response Plan was publicly released by the Minister of Public Safety in March 2010, and a revised version was subsequently approved in January 2011.

National Emergency Response System (NERS)

The Government Operations Centre manages and maintains the National Emergency Response System, which is a component of Canada's emergency response management system. It facilitates and expedites federal/provincial/territorial response coordination, and identifies linkages and key activities of emergency response systems between federal and provincial/territorial governments.

The National Emergency Response System was approved by the federal/provincial/territorial governments in January 2007.



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s.16(2)(c)

s.21(1)(a)

s.21(1)(b)

Facility Shortcomings

The [REDACTED] Government Operations Centre [REDACTED]

[REDACTED] A separate
deck has been prepared and will be the subject of a future briefing.



700 Megahertz Public Safety Broadband Network

Background

Public Safety Canada has a unique opportunity to support interoperable public safety communications to safeguard Canadians and improve voice and data communications interoperability for emergency responders across Canada. This initiative is in line with the *Here for Canada* Conservative policy platform, which endorsed allocating dedicated spectrum for emergency responders.

The Minister of Industry is responsible for spectrum management in Canada and has initiated public consultations on 700 Megahertz spectrum prior to auction. This spectrum was previously occupied by television broadcasters and became available for alternate uses following the transition from analogue to digital television broadcasting in 2011.

The purpose for seeking a portion of the 700 Megahertz spectrum for public safety use is to ensure interoperability between all levels of government and all sectors of emergency responders (e.g., fire, police, ambulance). Presently, emergency responders communicate primarily by radios and each use different frequencies; as such, they cannot communicate with one another or transfer large data sets such as videos, pictures, maps, etc. The ability to use the 700 Megahertz spectrum would allow public safety users to conduct better planning, coordination, and execution of operations and crisis response; overcome communication infrastructure failures during peak emergency periods; and improve situational awareness for emergency responders by inter-agency coordination on the same frequency.

In 2011, recognizing the importance of this broadband to public safety use, Public Safety Canada requested that Industry Canada set aside 20 Megahertz of the 700 Megahertz spectrum for public safety use. In March 2012, Industry Canada designed 10 Megahertz for public safety use and consultations are on-going regarding an additional 10 Megahertz. Public Safety Canada expects the decision on the additional 10 Megahertz to be made in early fall 2013.

The allocation of 20 Megahertz for public safety use will have significant implications for provinces and territories. As such, under the Federal/Provincial/Territorial *Communications Interoperability Strategy for Canada*, Public Safety Canada has been working with provinces and territories to develop a strategy for public safety usage.

Considerations

The allocation in Canada of the 20 Megahertz for public safety use would harmonize with planned usage in the United States and permit interoperability along the border. Of note, the United States government has allocated \$7 billion to develop their public safety broadband network.



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Discussions with the United States on the use of the 700 Megahertz for public safety purposes is taking place within the context of the communications interoperability action item of the *Beyond the Border Action Plan*.

An important issue is securing a commitment from the provinces and territories to contribute to the public safety broadband network as the provincial and territorial level of effort must be synchronized with federal efforts to ensure harmonious roll-out. Provinces and territories, emergency responder associations, as well as the private sector have high expectations. They have engaged Public Safety Canada on the public safety broadband network development and view the Department as having a key leadership role in developing options related to the 700 Megahertz spectrum on behalf of the public safety community.

Next Steps

s.69(1)(g) re (a)

s.69(1)(g) re (c)

It is expected that Industry Canada will be ready to issue the public safety broadband licence in spring 2015.

[REDACTED]

In order to ensure that feasible options are presented, Public Safety Canada is working in collaboration with other government departments, allies such as the United States, provinces and territories, industry, and emergency responder associations, to develop the implementation options.



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Law Enforcement and Policing Branch Overview



Kathy Thompson, Assistant Deputy Minister

Kathy Thompson has extensive experience in strategic and operational policy development, and stakeholder engagement.

Appointed in May 2013, Ms. Thompson previously held senior level positions with the Communications Security Establishment (CSE) and the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC).

Background

The Minister of Public Safety has two primary roles in law enforcement and policing: (i) providing national leadership and coordination on policing matters; and (ii) accountability for, and providing direction to the Royal Canadian Mounted Police (RCMP) and the Canada Border Services Agency (CBSA).

The Constitution assigns primary responsibility for policing to the provinces (“the administration of justice”). In exercising this responsibility the provinces have delegated considerable policing responsibility to municipalities, while maintaining control over policing standards. Further, all provinces and territories, except Ontario and Quebec, have chosen to contract most or all of their policing responsibilities to the Royal Canadian Mounted Police.

The Royal Canadian Mounted Police engages in international, national, provincial/territorial and municipal policing. As the national police service, it enforces federal statutes, most notably those related to drug trafficking, smuggling, wire fraud, counterfeiting, proceeds of crime and national security. The Royal Canadian Mounted Police also provides services to all police across Canada, including criminal records and intelligence, forensic labs, firearms and specialized police training.

The Branch provides portfolio management for the Royal Canadian Mounted Police and the Canada Border Services Agency; and policy leadership and advice: (i) in support of the Minister’s national leadership responsibility for policing, and accountability for both the Royal Canadian Mounted Police and Canada Border Services Agency; (ii) on domestic and international strategies to combat serious and organized crime; and, (iii) on cross border law enforcement, customs, and immigration issues in collaboration with other government departments, the United States and other international partners.



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s.69(1)(g) re (c)

Key Files

Economics of Policing [REDACTED]: Key file for the department, supported by the federal, provincial and territorial Deputy Ministers and Ministers Responsible for Justice and Public Safety. Policy work to address the unsustainability of policing costs in the context of declining crime rates and in response to trends such as increased demands for accountability and new crimes (financial, cyber, etc...).

[REDACTED] There is an opportunity for medium term federal, provincial and territorial agenda to reform policing and criminal justice sectors, and develop new models for community safety, with Minister exercising national leadership role.

RCMP Modernization: Lead responsibility for former Bill C-42 -- the *Enhancing Royal Canadian Mounted Police Accountability Act* -- which intends to strengthen public confidence in the Royal Canadian Mounted Police by bolstering the powers of its review and complaints body, bringing increased transparency to the way in which serious incident investigations involving Royal Canadian Mounted Police members are conducted, and modernizing the Royal Canadian Mounted Police's discipline, grievance and human resources management regimes (*received Royal Assent June 2013*).

Police Services Agreements: In 2012, the Branch concluded the negotiation of new 20-year provincial, territorial and municipal RCMP Police Service Agreements, and now is leading the implementation in collaboration with the RCMP and contract jurisdictions.

Firearms [REDACTED]: Branch leads the development of legislative, policy and regulatory initiatives to streamline the firearms regulatory regime, and encourage the safe use of firearms in Canada.

Serious and Organized Crime [REDACTED] Branch is leading several targeted initiatives to counter organized crime, whose primary activity remains the movement of illicit commodities (e.g., drugs, tobacco and firearms), with human trafficking and the distribution of counterfeit goods as growing areas of activity. Moreover, transnational crime is an emerging threat to public safety and national security and has a direct impact on individual Canadians, business and the economy. Initiatives include:

- **Drugs** - leading policy development and related initiatives to combat the trafficking and use of illicit drugs [REDACTED]
- **Tobacco** - illicit trade in contraband tobacco is being combated through focused law enforcement strategies, legislative amendments and public campaigns to raise awareness [REDACTED]
- **Intellectual Property Rights** - develop legislative amendments to strengthen enforcement of counterfeit and pirated goods at the border and domestically;
- **Human Trafficking** - The Branch is leading the National Action Plan to Combat Human Trafficking, including the recruitment, transportation and harbouring of persons, for the purposes of sexual exploitation and forced labour;
- **Witness Protection** - leading policy and legislative development (*Bill C-51 - the Safer Witnesses Act*), as well as federal, provincial, and territorial coordination; and



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- National Police Services (NPS) - in collaboration with the Royal Canadian Mounted Police, advancing efforts to ensure the long-term sustainability of National Police Services, including the negotiation of a revised cost-sharing model for Biology Casework Analysis Agreements with provincial and territorial contract jurisdictions. s.69(1)(g) re (c)

Border Enforcement [REDACTED] The profile of Canada-US border enforcement issues has increased, culminating in the recent Beyond the Border Action Plan (BtB). The Branch plays a leading role, in cooperation with Canada Border Services Agency, Royal Canadian Mounted Police, Citizenship and Immigration Canada (CIC) and others, in advancing key Beyond the Borders commitments. Initiatives include bi-national models of cross-border law enforcement cooperation across marine and land modes (Shiprider), leading negotiations with the United States on pre-clearance across the land, rail, marine and air modes to ensure that security objectives are achieved in a manner that facilitates the flow of legitimate trade and travel, and coordinating Canadian efforts with the United States on deliverables associated with the Cross-Border Crime Forum.

Branches Resources:

~85 employees

Salary:	\$7,246,621	
O&M:	\$2,395,392	s.69(1)(g) re (a)
Grants and Contributions:	<u>\$9,906,600</u>	s.69(1)(g) re (c)
Total:	\$19,548,613	s.69(1)(g) re (e)
		s.69(1)(g) re (f)

Policy Agenda





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Key Partners

Federal: Portfolio Agencies (Royal Canadian Mounted Police, Canada Border Services Agency), and most department/agencies with security-related responsibilities, including, Citizenship and Immigration Canada, Department of Justice, Transport Canada, Department of Foreign Affairs and International Trade, Industry Canada, Health Canada, Privy Council Office, Treasury Board, etc...

Provinces/ Territories: Federal, provincial and territorial Ministers and Deputy Ministers Responsible for Justice and Public Safety; Branch leads various federal/provincial/territorial committees on national policing issues, including those associated with the implementation and management of the Royal Canadian Mounted Police police services agreements.

Stakeholders: National Police Associations: The Minister, the Deputy Minister, and senior departmental officials regularly meet with the associations' executive members to discuss and advance files of mutual interest.

- The Canadian Association of Chiefs of Police (CACP) represents police executives in over 90% of the police community, supporting efficient law enforcement and progressive practices in crime prevention and detection. President is Vancouver Police Chief Jim Chu.
- The Canadian Police Association (CPA) includes representatives of police unions/ associations, municipal and provincial police services, the Royal Canadian Mounted Police, railway police and First Nation police services. President is Tom Stamatakis from the Vancouver Police Association.
- The Canadian Association of Police Boards (CAPB) is the association of civilian oversight bodies representing approximately 75 municipal police boards and commissions across Canada. President is Alok Mukherjee from the Toronto Police Services Board.

Stakeholders: Canadian Firearms Advisory Committee (CFAC): Canadian Firearms Advisory Committee provides advice to the Minister of Public Safety on the reform of Canada's firearms laws and regulations. Membership consists of firearms advocates and civilian firearms users, individuals with extensive law enforcement experience and others with a background in public policy issues.

Reaction to Key Files: Media, stakeholder and provincial and territorial support vary. Media reports are generally positive on files such as Economics of Policing, Royal Canadian Mounted Police modernization, and initiatives associated with combatting serious and organized crime (e.g., contraband tobacco; drugs; Human Trafficking/Child Sexual Exploitation), particularly when specific initiatives are announced. While stakeholders look favorably on these, they tend to ask for more work to be done/additional resources.

Files such as firearms attract much media attention with public attitudes divided and stakeholders' views both polarized and vocal. Files such as Firearms and Police Services Agreements can challenge the relationship between Canada and its provincial and territorial counterparts.

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69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g) re (e), 69(1)(g) re (f)

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BUILDING A SAFE AND RESILIENT CANADA



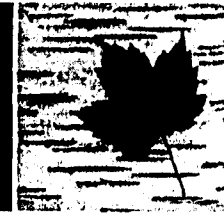
Law Enforcement and Policing Branch Overview

DRAGON # 14306

Canada

Mandate

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BUILDING A SAFE AND RESILIENT CANADA

- The Minister of Public Safety has two primary roles in law enforcement and policing:
 - (i) providing national leadership and coordination on policing matters; and
 - (ii) accountability for, and providing direction to, the Royal Canadian Mounted Police (RCMP) and the Canada Border Services Agency (CBSA).
- The Branch provides portfolio management and policy leadership and advice: (i) in support of the Minister's national leadership responsibility for policing, and accountability for both the RMCP and CBSA; (ii) on domestic and international strategies to combat serious and organized crime; and, (iii) on cross border law enforcement, customs, and immigration issues in collaboration with other government departments, the United States, and other international partners.



Key Files

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BUILDING A SAFE AND RESILIENT CANADA

Economics of Policing

- Policy work to address the unsustainability of policing costs in the context of declining crime rates and in response to trends such as increased demands for accountability and new crimes [REDACTED]

s.69(1)(g) re (c)

RCMP Modernization

- Implementation of the *Enhancing Royal Canadian Mounted Police Accountability Act*, which intends to strengthen public confidence in the RCMP
- Leading the implementation of the new 20 year police services agreements, in collaboration with the RCMP

Firearms

- Advancing initiatives to streamline the regulatory framework for firearms [REDACTED]

Serious and Organized Crime

- Leading several targeted initiatives to combat serious and organized crime, including: illicit drugs [REDACTED]; contraband tobacco [REDACTED] intellectual property rights; human trafficking; witness protection; and, RCMP National Police Services

s.69(1)(g) re (c)

Border Enforcement

- Implementing key deliverables as part of the Beyond the Border Action Plan [REDACTED] including: lead negotiations with the United States on pre-clearance across the land, rail, marine and air modes; bi-national models of cross-border law enforcement cooperation across marine and land modes (Shiprider); and, citizenship and immigration issues



Resources and Key Partners / Stakeholders

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BUILDING A SAFE AND RESILIENT CANADA

Branch Resources

~85 employees

Salary:	\$7,246,621
O&M:	\$2,395,392
Grants and Contributions:	<u>\$9,906,600</u>
Total:	\$19,548,613

Key Stakeholders

Federal: Portfolio Agencies (RCMP and CBSA) and most departments with security-related responsibilities (CIC, Transport, DFAIT, Justice Canada, etc...).

Provincial / Territorial: PT Ministers and Deputy Ministers Responsible for Justice and Public Safety; Branch leads various FPT committees on national policing issues, including those associated with the implementation and management of the RCMP police services agreements.

Stakeholders: Three national Police Associations – (i) Canadian Association of Police Chiefs (CAPC); (ii) Canadian Association of Police Boards (CAPB); (iii) Canadian Police Association (CPA); the Canadian Firearms Advisory Committee (CFAC); and others.



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Economics of Policing

DRAGON # 10715

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Economics of Policing

BUILDING A SAFE AND RESILIENT CANADA

Policing in Canada

- In 2011, policing expenditures totaled \$12.9 Billion or about \$375 per Canadian. Police costs have almost doubled since 1990;
- In 2011, Canada employed almost 70,000 sworn police officers and just over 28,000 civilian staff; and
- On average, there are 201 police officers for every 100,000 Canadians.

Challenges & Opportunities

- Escalating policing costs that are increasingly unsustainable in current fiscal environment;
- Limited clarity on how police funding is spent and its efficiency and effectiveness;
- Increasing demands on police combined with decreasing reported crime rates; and
- Need for coordination, focus and leadership.



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Economics of Policing: Cost Drivers

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Salary, overtime, benefits, administration driving up police costs

- Average salary for a first Class Constable (5 years of experience) is \$78,000; and
- Since 2000, police personnel (police services with more than 50 officers) has increased by an average of 40%, compared to 11% for all employed Canadians.

Police work has become longer and more complicated

- Changes to policies, legislation, and procedures increase investigation workload, for example warrant applications for electronic surveillance now require affidavits of over 350 pages and impaired driving investigations can consume most of an entire shift for the officer involved.

New priorities / crimes have emerged

- Organized crime networks have become increasingly pervasive at the domestic and international levels and have been amplified through the use of technology. Since 9/11, most police services have taken on a greater role in counter-terrorism efforts, and commercial and financial crimes have been on the rise, crossing national and international boundaries to lessen the chances of detection (e.g. telemarketing fraud).

Social cohesion and service calls

- Police are dealing with a wide-range of social, mental health, addiction, poverty and other non-traditional policing issues and are responding to a large number of “non-criminal” calls for service.

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Federal/Provincial/Territorial Direction

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In 2012, Federal/Provincial/Territorial Ministers agreed to:

- A Summit on the Economics of Policing;
- Share information across jurisdictions on policies and practices that have improved the efficiency and effectiveness of policing; and
- Support the development of a Shared Forward Agenda or strategy for policing in Canada.

The Summit, held January 17-18, 2013 was successful in:

- Increasing awareness of the issue of the economics of policing and laid the foundation for innovation;
- Providing practical knowledge to improve efficiency and effectiveness;
- Getting ahead of the issue so that well-considered actions can form the foundation for change;
- Accelerating the pace of policing improvements in Canada; and
- Wide-acceptance of the need to develop a Shared Forward Agenda.

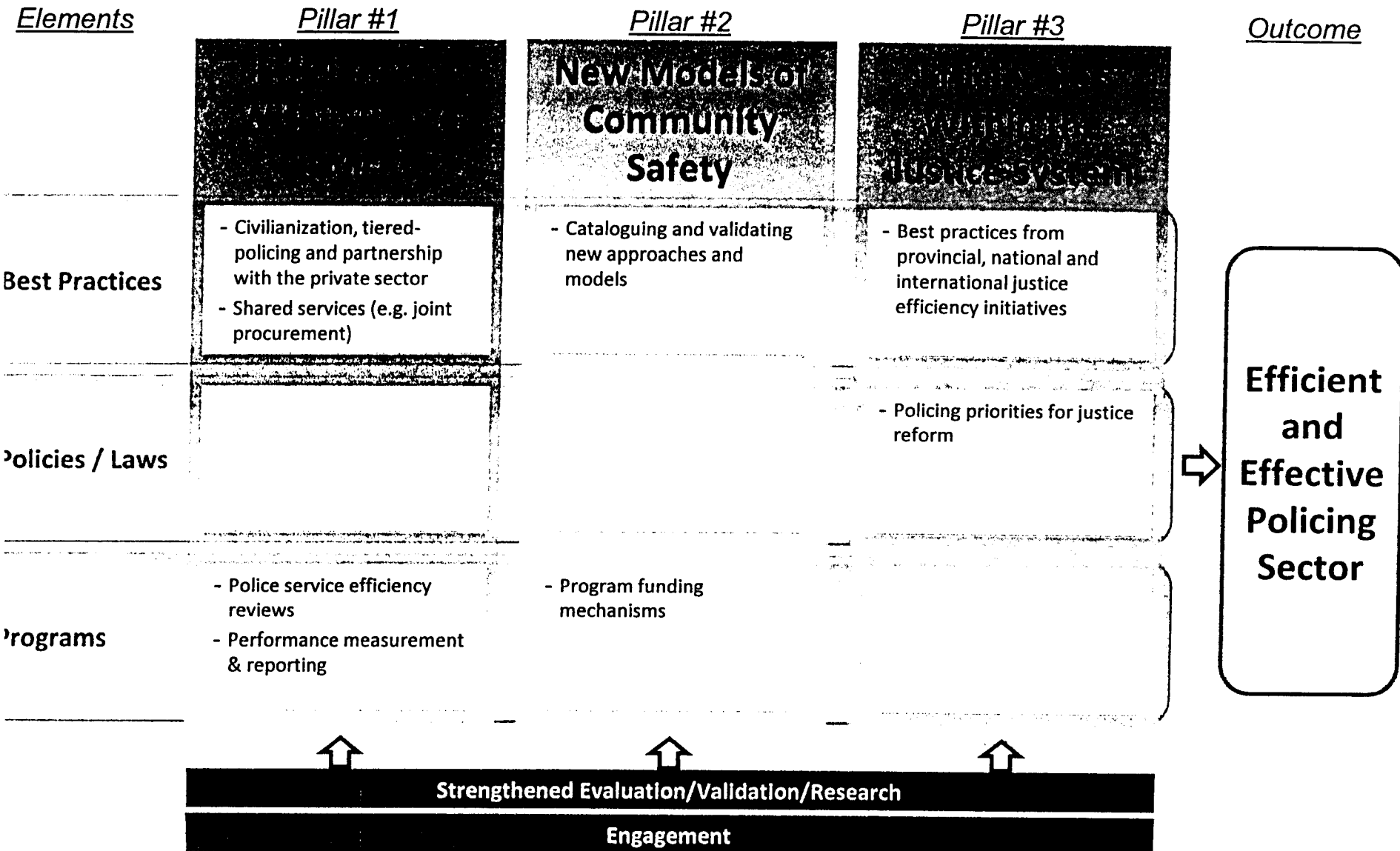


Proposed Framework for the Shared Forward Agenda

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An Initial Inventory of Ideas to be Explored:



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Shared Forward Agenda: Consultation Plan

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Key Mechanisms and Government Engagement:

1. Federal/Provincial/Territorial Ministers & Deputy Ministers/ Policing & Public Safety Steering Committee.
2. Public Safety Canada and the three "Champion" provinces/territories:
 - Ontario (efficiencies within police services);
 - Saskatchewan (new models of community safety); and
 - British Columbia (efficiencies within the justice system)
3. Steering Committee (comprises Public Safety, champion provinces/territories, police association presidents, Royal Canadian Mounted Police & an academic expert).

Stakeholder Engagement

- Discussions with national police associations (Spring 2013); and
- Broader consultations with other police stakeholders (e.g., Federation of Canadian Municipalities), key police services and other partners (e.g., academics) (Summer 2013).



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Early Activities: Information Sharing

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Index of Police Initiatives

A key outcome of the Summit and federal/provincial/territorial Ministerial engagement was a renewed emphasis on sharing information and learning from one another in order to improve policing in Canada (e.g., Index of Policing Initiatives).

- The federal/provincial/territorial Economics of Policing Working Group has collected and consolidated information on innovative initiatives from across Canada to help police learn from best practices that contribute to efficiency and effectiveness;
- Initiatives have come from police in all of the provinces and territories (approximately 150 initiatives);
- Currently developing a user-friendly search-engine and online interface at Public Safety website. Such a database would be the first of its kind in Canada;
- We will continue to work with the Economics of Policing Working Group to develop the web-based tool and manage future updates and input to keep it evergreen; and
- Roll-out expected prior to the federal/provincial/territorial Ministers Meeting (August 2013).



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Early Activities: Building the Knowledge Base

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Research Plan

- In general, Canada has little policing-related research capacity, no central repository and no agreement on research priorities.
- Over the past year, Public Safety has invested in a foundational research project, “Baseline for Policing Research In Canada” (completion date July 2013) to support the:
 - Development of a national research agenda for policing;
 - Establishment of a policing research centre of excellence or network;
 - Development of a national research sharing mechanism or portal to provide policing stakeholders with ready access to Canadian and international studies; and
 - Identifying a funding sources to advance Canadian policing research.

Other research undertaken:

- *“Performance Metrics Used by Canadian Police and How They are Viewed by Police Boards”* (completed);
- *“Police Strategies and Frameworks: International Comparison”* (Oct. 2013); and
- *“The Future of Canadian Policing Models”* (2014/2015).



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Early Activities: Training

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Training Summit

- Police training costs about one billion dollars a year (8% of total police costs) and police rely heavily on time-consuming and costly in-class traditional training approaches;
- Public Safety is partnering with the Canadian Police Knowledge Network and others to expand research on police training and to undertake a Training Summit in Prince Edward Island (September 2013) to:
 - Understand police services' learning and training needs and opportunities;
 - Hear from experts including academics, private and public-sector trainer specialists on the use of technology-enhanced training and other innovative learning solutions; and
 - Prioritize training needs for the future of police training in Canada.
- Participants: police leaders, academics, government officials, educators and trainers, industry representatives and police training experts.



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14(a), 21(1)(a), 21(1)(b), 21(1)(c)

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Next Steps

BUILDING A SAFE AND RESILIENT CANADA

Minister to officially release the Index of Police (August 2013)

Minister to open the Economics of Policing: Police Education and Learning Summit in Prince Edward Island (September 2013)

Shared Forward Agenda to be presented to federal/provincial/territorial Ministers (Fall 2013):



Economics of Policing

Background

All governments in Canada are increasingly engaged on the issue of the economics of policing and are striving to address rising police costs and public expectations for police services to deal with a wide range of criminal and non-criminal issues. Police services are also striving to improve their efficiency and effectiveness in a number of areas.

In 2011, Canada had almost 70,000 sworn police officers and just over 28,000 civilian staff. Spending on police has been increasing steadily, more than doubling since 1997 to over \$12.9 billion in 2011. There are a number of cost drivers: salaries; overtime; administration costs; complex cases; and new categories of crime. Also, over the past 20 years, the crime rate has steadily declined.

In January 2012, Public Safety presented the Economics of Policing issue to Federal/Provincial/Territorial (FPT) Ministers Responsible for Justice and Public Safety in Charlottetown, PEI. At that meeting, Ministers agreed to convene a Summit on the Economics of Policing and to share information on initiatives that have improved the efficiency and effectiveness of policing. At their October 2012 meeting in Regina, FPT Ministers also agreed that, following the Summit, there would be consultations on the development of a Shared Forward Agenda or strategy for policing in Canada.

On January 16-17, 2013, the Minister of Public Safety hosted the first Summit on the Economics of Policing: *Sustaining Canada's Policing Advantage*. It brought together over 250 participants, representing a wide range of stakeholders and experts to: increase awareness of the challenges and opportunities facing police; provide practical information on improving efficiency and effectiveness; and strengthen the foundation for innovation and reform in Canadian policing. Feedback from the Summit participants was overwhelmingly positive.

The Summit concluded with a presentation on a draft framework for the Shared Forward Agenda, based on the three pillars for reform of policing in Canada:

1. Efficiencies within police services;
2. New models of community safety; and,
3. Efficiencies within the justice system.



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Current Status

The Department is working with provinces and territories on the development of the Shared Forward Agenda. The provinces of Ontario, Saskatchewan and British Columbia have each agreed to champion one of the three pillars for reform. A broader engagement and consultation process with governments, police services, associations and stakeholders is taking place this summer.

The engagement and consultation process and the Agenda's development is overseen by a Steering Committee comprised of Public Safety Canada, the three champion provinces; the three national policing associations (Canadian Association of Police Boards, Canadian Association of Chiefs of Police, and Canadian Police Association); the RCMP and an academic expert in policing. The Shared Forward Agenda will be presented to FPT Ministers for approval at their fall 2013 meeting.

The strategy is expected to identify both short and medium term activities to advance efficiencies and effectiveness in policing. **Early activities** will focus on enhancing access to policing-related information through the Public Safety Canada website, research and training. These are areas, as outlined below, where it is anticipated that consensus can be most readily reached.

Index of Policing Initiatives

In response to the FPT Ministers' commitment to share information on efficient and effective policing initiatives, the Department is finalizing the creation of an information-sharing mechanism on innovative policing initiatives from across Canada with a view to helping police learn from one another through best practices. This will be accessible to all police services and other stakeholders through Public Safety Canada's website in August 2013.

Research Plan

Canada has little policing-related research capacity, no central repository for such research and no agreement on research priorities. Building on a baseline research project commissioned by Public Safety Canada, the Department will work with police stakeholders and academics to identify options to address these gaps and learn from more advanced police research models, which exist in the US, UK, and Australia. Such research is vital to ensure that policing transformation is based on sound evidence and analysis.

Training

According to the Canadian Police Knowledge Network (CPKN), police spend over \$1 billion annually on training and rely heavily on time-consuming and costly in-class traditional training approaches. Education and learning are key factors in developing a



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professional police service and ensuring that officers have the right skills and competencies to deal with operational and community needs. As such, Public Safety Canada has partnered with the CPKN to co-host the Economics of Policing: *Police Education and Learning Summit*, in PEI, September 17-18, 2013. The Summit will bring together key and innovative police leaders, training experts, frontline officers, academics, and industry representatives to explore and identify priorities and efficiencies related to education and learning needs for Canadian police.

s.14(a)
s.21(1)(a)
s.21(1)(b)
s.21(1)(c)

Next Steps

The Minister will officially announce the Index of Policing Initiatives in August 2013 and will be asked to provide opening remarks at the Economics of Policing: *Police Education and Learning Summit* in PEI in September 2013. Finally, the Shared Forward Agenda will be presented to FPT Ministers Responsible for Justice and Public Safety in fall 2013.



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Combating The Illicit Trade In Contraband Tobacco: Domestic And International Initiatives

Background

Contraband tobacco is a complex issue for law enforcement and remains a serious public safety threat in Canada. Public Safety Canada (PS) plays a leadership role in combating the illicit trade in contraband tobacco in Canada by chairing the federal, multi-departmental Task Force on Illicit Tobacco (Task Force) and by leading the Canadian delegation in negotiating a Protocol under the World Health Organization (WHO) Framework Convention on Tobacco Control (FCTC).

In May 2010, the Government of Canada announced several measures to combat contraband tobacco based on the recommendations of the Task Force, including:

- The establishment of a Royal Canadian Mounted Police (RCMP) Combined Forces Special Enforcement Unit – Contraband Tobacco Initiative (CFSEU-CTI) to target organized crime groups involved in contraband tobacco in the Cornwall area;
- The deployment of the Canada Border Services Agency (CBSA) Detector Dog Service to focus on contraband tobacco in the ports of Montreal and Vancouver, and new funding for the Canada Border Services Agency laboratories to develop a new scientific method to determine the source of seized contraband tobacco; and
- The development of a pan-Canadian advertising campaign by the Canada Revenue Agency to raise awareness of the impacts of buying contraband cigarettes and the involvement of organized crime.

These actions build on existing federal initiatives currently underway, including: i) the Royal Canadian Mounted Police's Contraband Tobacco Enforcement Strategy, which has been successful in helping law enforcement reduce the availability and demand for contraband tobacco; and ii) the Federal Tobacco Control Strategy (FTCS) through which Public Safety, the Royal Canadian Mounted Police and the Canada Border Services Agency are actively engaged in monitoring and assessing the contraband tobacco market in Canada.

Current Status

Early reports suggest that, collectively, these initiatives are having an immediate and positive impact on disrupting the demand and supply of contraband tobacco. [REDACTED]

PS led the development of a proposal for a strengthened Anti-Contraband Tobacco Enforcement Strategy, [REDACTED] This Strategy included: i) the establishment of a Royal Canadian Mounted Police Anti-Contraband Force (ACF) of 50

s.16(1)(c)

s.69(1)(g) re (c)



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officers; ii) funding for 10 new First Nations police officers to combat organized crime and contraband tobacco in high-risk First Nations communities; and, iii) an amendment to the *Criminal Code* to establish a new offence of trafficking in contraband tobacco with mandatory jail time for repeat offenders.

On March 5, 2013, the Minister of Public Safety announced the establishment of the Royal Canadian Mounted Police Anti-Contraband Force, and Bill S-16 (*Trafficking in Contraband Tobacco*). Further, new funding of \$3M over 2 years was announced in Budget 2013 for 10 new First Nations police officers.

While contraband tobacco is primarily a Canada-United States issue, counterfeit tobacco products sourced from other countries is emerging as an issue. To address this, PS led the Canadian delegation in negotiating an international Protocol on Illicit Trade in Tobacco Products (Protocol) under the World Health Organization's Framework Convention on Tobacco Control. The purpose of the Protocol is to develop a comprehensive set of measures that will help control the illegal movement of tobacco products including measures aimed at enhancing international law enforcement cooperation. The Protocol was adopted by the Framework Convention on Tobacco Control Conference of the Parties in November 2012. The Protocol is open for signature by Parties between January 10, 2013 and January 10, 2014.

Considerations

Bill S-16 was passed by the Senate and was referred to committee when the House of Commons rose for the summer. If passed, the Bill will provide law enforcement agencies with a new tool to combat high volume trafficking in contraband tobacco.

PS officials are consulting with the Band Councils of Akwesasne and Kahnawake to explore contribution agreements to fund 5 new First Nations officers in each respective community.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

Next Steps



The Department continues to work with its inter-departmental partners to advance efforts to combat contraband tobacco. Further, Public Safety officials continue to advance the dialogue with provincial counterparts, particularly Ontario and Quebec, to discuss potential areas for joint federal/provincial collaboration; and, explore the development of a strategy to further engage First Nations.



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Cross-Border Law Enforcement

Background

Threat assessments conducted by Canadian and United States law enforcement agencies, such as the 2011 Canada-United States Integrated Border Enforcement Team Threat Assessment; identify organized crime as the most prevalent threat between ports of entry. Criminal activities include significant levels of contraband trafficking, ranging from illicit drugs and tobacco, to firearms and human smuggling.

Police forces working at and near the Canada-United States border are increasingly faced with investigating criminal activity that extends beyond their respective national boundaries. This is especially true with respect to organized crime. Criminals, aware that Canadian and United States law enforcement personnel working at the shared border do not have authorities outside of their respective domestic jurisdictions, have taken advantage of this fact and have strategically organized criminal activities to avoid apprehension and prosecution.

In response, the federal government has initiated the development of modern approaches to strengthen border security. This includes the pursuit and formalization of new and innovative cross-border law enforcement models. These new approaches maximize resources and enable seamless law enforcement operations at and across the border to better deter, identify and interdict mutual public safety and national security threats.

Current Status

Shiprider

Unlike the traditional “coordinated and cooperative” approach employed by Integrated Border Enforcement Teams (IBETs), which essentially provide for mirrored and parallel operations along the border, new border enforcement models, such as Shiprider, provide for a truly integrated approach by enabling seamless operations across the border. Shiprider brings together specially trained and designated Canadian and United States law enforcement officers to work in dedicated teams to enforce the law on both sides of the international boundary. Implementing legislation was passed in June 2012

s.69(1)(g) re (c)

Shiprider operations were formally deployed in British Columbia/Washington and Windsor/Detroit the week of June 17, 2013.

Next Generation of Cross-Border Law Enforcement

The Next Generation concept

s.15(1) - Int'l

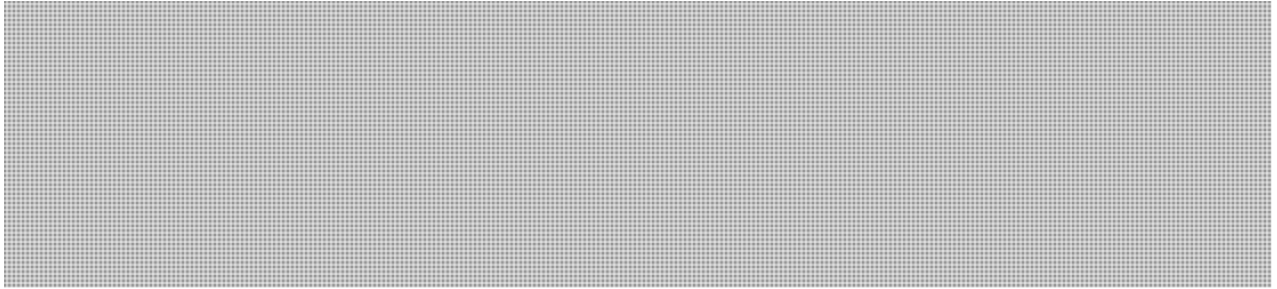


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s.13(1)(a)

s.15(1) - Int'l

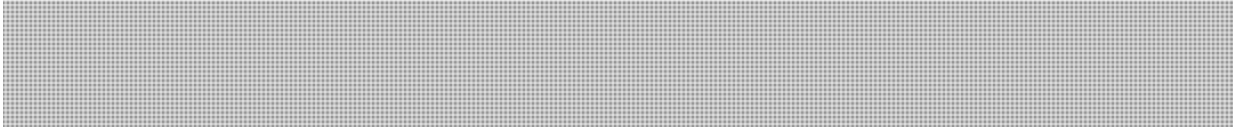


Considerations

s.69(1)(g) re (c)



Whereas preclearance activities involve United States officials administering their own customs and immigration laws, cross-border law enforcement operations (i.e., Next Generation) entail United States officers being specially designated as Canadian peace officers authorized to enforce Canadian laws in Canada.



s.13(1)(a)

s.15(1) - Int'l

s.21(1)(c)

Next Steps

NOT A CONFIDENCE



s.13(1)(a)

s.15(1) - Int'l

s.21(1)(b)

s.21(1)(c)



Firearms

Background

The Minister of Public Safety is responsible for the firearms legislative, regulatory and policy framework in Canada. Other key departments/agencies involved in the development and administration of firearms control include the Royal Canadian Mounted Police Canadian Firearms Program and the Department of Justice.

Firearms control in Canada is controversial with stakeholders who are polarized, committed and very vocal. Since 2006, the government has introduced a number of legislative and regulatory measures to fulfill its commitment to enhance public safety while reducing the administrative burdens on law-abiding firearms owners. Most notably, in April 2012, the Government passed the *Ending the Long-gun Registry Act* to repeal the requirement to register non-restricted firearms.

Current Status

The following firearms issues require your immediate attention:

Canadian Firearms Advisory Committee

The Canadian Firearms Advisory Committee (CFAC) was established in July 2006 to provide advice to the Minister on the reform of Canada's firearms laws and regulations. It is comprised of individuals who are civilian firearms users, those with law enforcement experience and others with a background in public policy issues. While the Canadian Firearms Advisory Committee terms of reference provide for up to 15 members, the Committee is currently comprised of 12 members. Terms for all 12 members will expire in July 2013.

A memorandum, [REDACTED] is in your office for consideration.

Firearms Licence Reform (Individuals)

In 1995, with the Royal Assent of the *Firearms Act*, Canada's firearms licencing regime was established. Licencing ensures that individuals are appropriately trained and screened to possess specific classes of firearms (i.e., non-restricted, restricted, prohibited), and allows government authorities to, where necessary, prohibit individuals who pose a danger to themselves or to others from gaining legal access to firearms and ammunition.

s.69(1)(g) re (a)

s.69(1)(g) re (d)

[REDACTED]
In the interest of public safety, the government has publicly communicated its commitment to maintaining a strong licencing



regime. The objective of the proposed reforms would be to remove, where possible, unnecessary administrative burdens while maintaining the strength of the current regime to protect the safety of all Canadians.

s.69(1)(g) re (a)

s.69(1)(g) re (c)



Firearms Marking Regulations

Canada has signed, but not ratified, two international agreements with the United Nations and the Organization of American States, which require the marking of firearms. Developed in 2004, and deferred on five occasions, the *Firearms Marking Regulations* stipulate the precise data to be permanently stamped or engraved on all firearms imported into, or manufactured in, Canada (for example, serial number and date of import, "Canada 13"). Some firearms advocates maintain that the import mark (i.e., country and year of import) would add significant cost for small businesses and individuals importing firearms. Law enforcement representatives are supportive of import marking for domestic and international tracing of crime guns.

In October 2012, the government published proposed amendments to the existing Regulations. The proposal would require information to identify firearms but removes the import mark requirement. In November 2012, the Government deferred the existing Regulations in order to consult on the proposed amendments to the Regulations. With the one-year deferral, the existing Regulations will come into force on December 1, 2013, in the absence of government direction to either amend or repeal them.

s.21(1)(a)



Next Steps

Officials will:

- Submit for Ministerial consideration, [redacted] of Canadian Firearms Advisory Committee in June 2013;

s.21(1)(a)

- [redacted]
- [redacted]

s.69(1)(g) re (a)

s.69(1)(g) re (c)



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Human Trafficking

Background

Human Trafficking (HT) involves the recruitment, transportation or harbouring of persons for the purpose of sexual exploitation or forced labour. Traffickers use various methods to maintain control over their victims, including force, sexual assault, and threats of violence. It is a crime that can occur both domestically and internationally (across borders) and often involves organized crime.

Similar to other countries, it is difficult to provide accurate estimates on the full extent of human trafficking within Canada, primarily due to the clandestine nature of the crime, the reluctance of victims to come forward to law enforcement, and the challenges in identifying this crime.

Canada has been identified as a source, destination and transit country for victims of human trafficking for the purpose of sexual exploitation and forced labor. Women represent the majority of victims to date in Canada, primarily for the purpose of sexual exploitation. However, within the last two years cases of human trafficking for the purpose of forced labour have come to light. Those who have been victimized include foreign nationals, primarily from Asian and European countries, permanent residents and Canadian citizens. Individuals at risk of victimization more generally include persons who are socially or economically disadvantaged, such as some Aboriginal women, youth and children, migrants and new immigrations, teenage runaways, and children who are in protection.

In its 2011 election platform, the Government of Canada committed to: developing and implementing a National Action Plan to Combat Human Trafficking (National Action Plan); supporting organizations providing assistance to victims; helping to ensure female immigrants aged 15 to 21 who arrive in Canada alone are not subjected to illegitimate or unsafe work; and re-introducing legislation to protect vulnerable foreign workers (for example, women entering Canada to work as exotic dancers).

In June 2012, the Government launched the National Action Plan (the development of which was led by Public Safety Canada (PS)), which built upon existing federal responses and commitment to address and combat human trafficking under the '4Ps' - prevention, protection, prosecution and partnerships. The Human Trafficking Taskforce, which is led by Public Safety and comprised of key federal departments, is responsible for overseeing the implementation of the National Action Plan and is the dedicated focal point for all federal anti-human trafficking efforts. It is also responsible for reporting back annually on progress to the public.



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Current Status

Since its launch one year ago, significant progress has been made on the implementation of commitments under the National Action Plan, including, for example: Public Safety-led online and in person consultations with human trafficking stakeholders across Canada; the creation of a partnership to develop awareness materials targeting Aboriginal populations; increased outreach information specifically targeting newcomers to Canada, including temporary foreign workers; launching of a national youth awareness campaign; issuing negative Labour Market Opinions for all applications from employers linked to the sex trade, effectively preventing them from hiring temporary foreign workers, and related to this, no longer approving work permit applications from temporary foreign workers destined to work for these businesses.

PS is currently finalizing the first annual report on progress on the implementation of the commitments under the National Action Plan, which will be publicly released once it is complete. In addition to reporting back on progress to date, the annual report also includes a forward looking section, which outlines potential new areas and activities that the Government will be exploring and/or undertaking over the coming year(s). The Government's way forward has been informed by the stakeholder consultations that took place over the past year.

Considerations

Stakeholder interest in the National Action Plan is relatively high and is expected to continue. Areas to be explored by Public Safety in the next year include: government procurement policies and supply chain management, and engagement with private industry to support prevention efforts. These areas respond to issues raised during Public Safety-led stakeholder consultation.

Next Steps

Once finalized and approved, Public Safety will release its first annual report by posting it (in English and French) on Public Safety's webpage.

As a follow up to the recently held cross country consultations, Public Safety is in the process of planning a national forum for fall 2013. Human trafficking stakeholders, including all levels of government, civil society organizations, service providers, law enforcement, academics and private industry will be invited to attend this 2-3 day event which will be held in Ottawa.



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Immigration and Border Enforcement

Background

The Minister of Public Safety shares responsibility with the Minister of Citizenship, Immigration and Multiculturalism for the implementation and enforcement of the *Immigration and Refugee Protection Act* (IRPA). Overall, the relationship is strong.

Public Safety Canada (PS) and Portfolio Agencies work closely with Citizenship and Immigration Canada (CIC) on policy and program development, horizontal coordination related to immigration, border and law enforcement and their intersection with security and public safety interests. These are balanced with international, economic, social, legal, and privacy considerations. PS helps coordinate the immigration security, screening and enforcement activities of the Portfolio, including commitments under the Canada-United States *Beyond the Border* (BTB) *Action Plan*. PS also plays a role in high profile initiatives (e.g., security certificates, Ministerial Relief, removals). Within Public Safety, the Law Enforcement and Policing Branch (LPB) leads work on immigration, refugee and border files, in collaboration with the National Security Branch (NSB), Strategic Policy Branch (SPB), and others as required.

The Canada Border Services Agency (CBSA) conducts visa screening, examinations at Ports of Entry (POEs) plus immigration enforcement activities (investigations, detention, security certificates, and removals from Canada), and maintains an international network of Liaison Officers (LOs) focussing on border, customs, and irregular migration issues. The Royal Canadian Mounted Police (RCMP) performs screening and investigations (e.g., application fraud, human trafficking and human smuggling), and supports citizenship revocation. They also have Liaison Officers overseas for cooperation on law enforcement and international human smuggling. The Canadian Security Intelligence Service (CSIS) provides intelligence and security screening (e.g., terrorism, espionage, counter-proliferation threats, etc.). Past reports from the Office of the Auditor General and the House of Commons Standing Committee on Citizenship and Immigration (CIMM) highlighted known gaps in screening capacity, training and information sharing among Citizenship and Immigration Canada and Portfolio agencies.

Current Status

As a result of increased pressures, including significant growth in program applications intake, growing backlogs, limited processing capacity and fraud issues, Citizenship and Immigration and the Portfolio are undertaking various modernization and program integrity initiatives to strengthen Canada's border, immigration, and refugee and citizenship programs:



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- Admissibility – The *Faster Removal of Foreign Criminals Act (C-43)* is anticipated to receive Royal Assent in June 2013. It will facilitate entry for low-risk travellers, strengthen safety and security, streamline appeals, and address known policy gaps;
- Visa Policy and Operations – Overseas visa screening enables partners to address threats away from Ports of Entry thereby reducing inland enforcement efforts. In 2012, Canada imposed new visa requirements on five countries due to irregular migration and trafficking trends.

[Redacted]

- Beyond the Border Immigration-Related Commitments – Citizenship and Immigration Canada and the Public Safety Portfolio are in the process of implementing a number of Beyond the Border commitments, including the Electronic Travel Authorization (eTA) system, Interactive Advance Passenger Information (IAPI), Enhancement of Documentary Entry Requirements, Entry/Exit information system, Canada-United States immigration information sharing, and expansion of Canada Border Services Agency's Trusted Traveller Programs beyond NEXUS and CANPASS to additional countries;
- Biometrics in Immigration – Starting in fall 2013, persons of 30 nationalities will be required to submit biometric information (in-person photos and fingerprints) overseas or at a point of entry when applying for a visa, study or work permit.

[Redacted]

- Refugee Reform - On December 15, 2012, the reformed in-Canada asylum system came into force. The Deputy Minister Steering Committee oversees implementation; Public Safety, Canada Border Services Agency, Royal Canadian Mounted Police, and Canadian Security Intelligence Service are members. Preliminary trends show a significant reduction in refugee claims (especially from Europe and Mexico), and shorter case processing timelines, as compared to previous years.

[Redacted]

Budget 2013
allocated funding for a fees review and increased Portfolio capacity for application processing.

Considerations and Next Steps

It is in Canada's interest to maintain a strong security component of immigration while improving service standards in a dynamic and competitive global environment for tourists,

s.15(1) - Int'l
s.21(1)(a)
s.21(1)(b)



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immigrants, students, and workers. This has benefits for our relations with the United States and other trusted partners and enhances cross-border and transportation security. Adopting new technologies, best practices, and collaborative risk management approaches help adapt to a changing operational environment.



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Royal Canadian Mounted Police Modernization/Accountability

Background

Over the past five years there has been increasing scrutiny of Royal Canadian Mounted Police (RCMP) conduct. Most recently, allegations of sexual harassment within the Royal Canadian Mounted Police have highlighted the need to modernize the Royal Canadian Mounted Police human resource management and public complaints regimes.

Bill C-42, the *Enhancing Royal Canadian Mounted Police Accountability Act* was introduced in the House of Commons on June 20, 2012, passed Third Reading in the Senate on June 6, 2013, and received Royal Assent on June 19, 2013.

Bill C-42 strengthens the Royal Canadian Mounted Police public complaints regime by creating a new Civilian Review and Complaints Commission (CRCC) with bolstered powers including: greater access to Royal Canadian Mounted Police information; enhanced investigative powers; the ability to undertake policy reviews, conduct joint investigations; and share information with other police review bodies. Separate from the complaints process, the Bill also establishes a mechanism to improve the transparency and accountability of serious incident (e.g., death and serious injury) investigations involving Royal Canadian Mounted Police members by implementing statutory requirements on the Royal Canadian Mounted Police to refer serious incident cases to a civilian investigative body or another police service.

s.69(1)(g) re (a)

s.69(1)(g) re (c)



The Bill also modernizes the Royal Canadian Mounted Police's human resource management framework, streamlines the discipline and grievance regimes and aligns the human resource authorities of the Royal Canadian Mounted Police Commissioner with those of other public sector leaders and police chiefs. Key elements of the new Royal Canadian Mounted Police human resource management framework include:

- Giving front-line managers authority to impose a broad range of sanctions;
- Allowing discipline to occur at the lowest appropriate level;
- Creating a single dispute resolution framework;
- Creating a professionalized informal conflict and resolution system;



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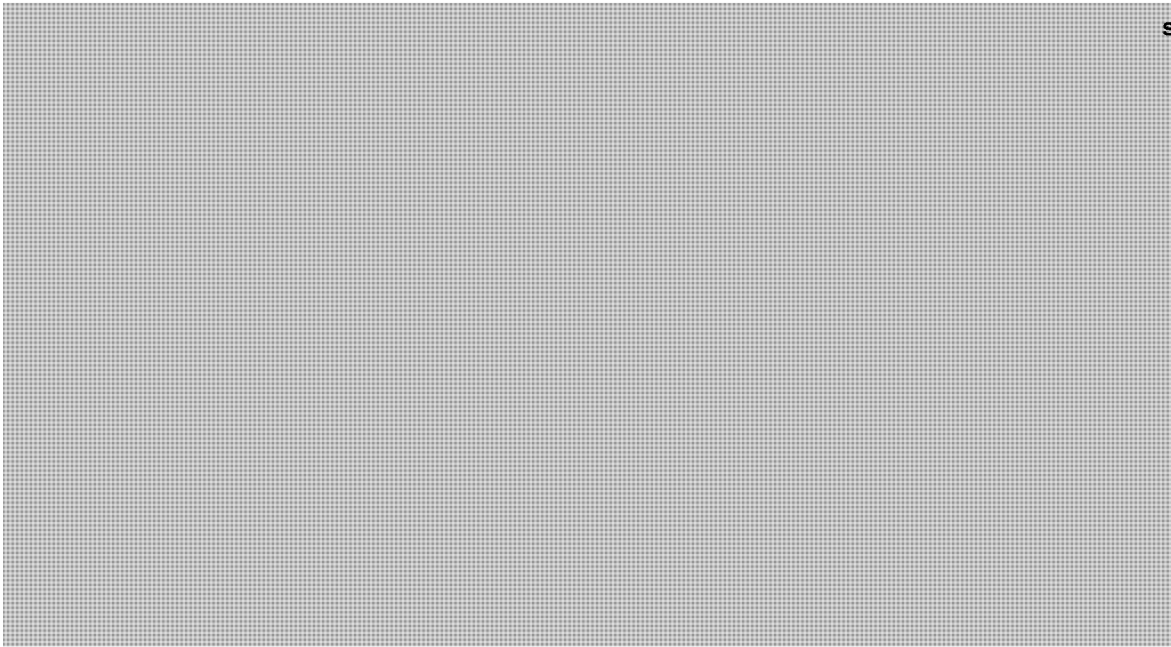
- Allowing the Royal Canadian Mounted Police Commissioner to appoint commissioned officers, demote and discharge members for administrative reasons and establish a comprehensive harassment investigation and resolution system; and
- Allowing for the creation of two categories of employees by eliminating the Royal Canadian Mounted Police civilian members category and converting civilian members to public service employees.

Next Steps

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (f)



The Royal Canadian Mounted Police is developing regulations that will modernize their human resources regime (e.g., prescribing probationary periods, discharge appeals, Commissioner's authority to stop pay and allowances of members, the designation of persons that could be "conduct" authorities), expected to be completed by the summer of 2014.

s.69(1)(g) re (a)

s.69(1)(g) re (c)



Departmental officials will continue to monitor Civilian Review and Complaints Commission and Royal Canadian Mounted Police implementation of Bill C-42 and brief up accordingly.



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2012 Police Services Agreements

Background

The Police Services Agreements (PSAs) govern the delivery of provincial/territorial (PT) and municipal policing services by the Royal Canadian Mounted Police (RCMP) under agreements between Canada and participating provinces (except Ontario and Quebec), all three territories, and over 100 municipalities. The Police Services Agreements are bilateral arrangements between the Minister of Public Safety (on behalf of Canada) and his or her counterpart in each contract jurisdiction.

Contract policing is the single largest program activity undertaken by the Royal Canadian Mounted Police, with an annual budget of over \$2 billion and over half of the Royal Canadian Mounted Police's member complement.

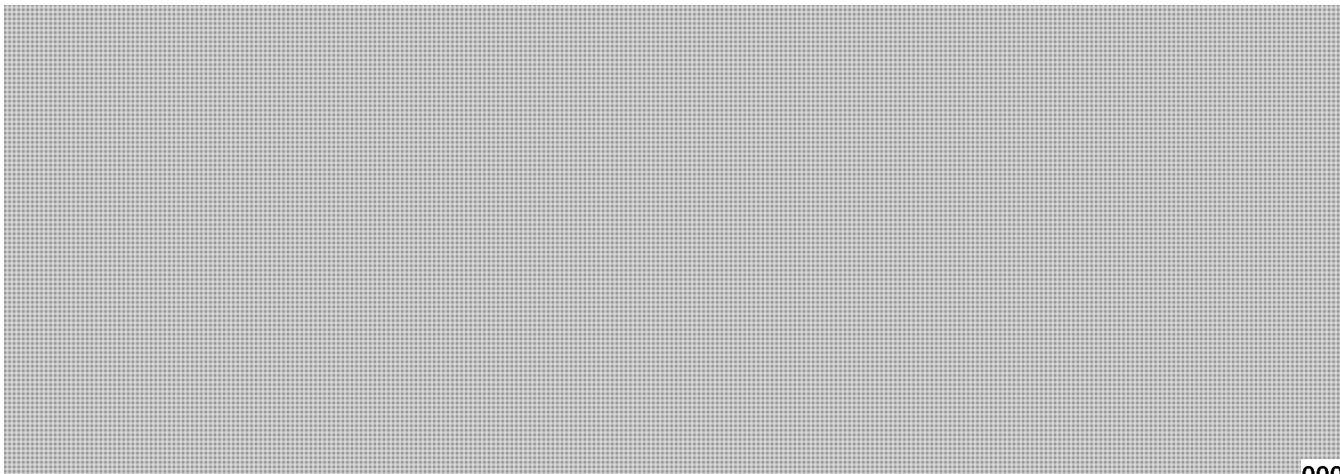
In April 2012, the current Police Services Agreements came into force with a term of 20 years. The new Police Services Agreements significantly strengthen the oversight, transparency and accountability of contract policing (e.g., by establishing obligations for the Royal Canadian Mounted Police to provide more detailed and regularized financial planning and reporting to provinces and territories), and include a revised cost-base designed to ensure program sustainability over the life of the Police Services Agreements.

A Federal/Provincial/Territorial Assistant Deputy Minister Contract Management Committee (CMC) provides a forum for consultation with provinces and territories regarding matters affecting the cost, quality or level of contract policing in their jurisdiction. The Contract Management Committee is co-chaired by Public Safety and British Columbia.

Current Status

There are several high-profile ongoing issues regarding contract policing:

- s.13(1)(c)
- s.14(a)
- s.21(1)(a)
- s.21(1)(b)
- s.21(1)(c)





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Royal Canadian Mounted Police National Police Services

Background

National Police Services (NPS) are provided by the Royal Canadian Mounted Police (RCMP) to over 500 of Canada's police and criminal justice agencies. National Police Services consists of:

- Specialized training and education for law enforcement and criminal justice officials;
- The production of forensic science and identification services;
- The provision of specialized and technical support to investigations; and
- The establishment, maintenance and operation of integrated repositories and information sharing systems related to police information and criminal records.

Most services are delivered at no cost to the provinces and territories (PTs), with the exception of forensic analysis, which is partially cost-shared with the provinces and territories, and the Canadian Police College courses for which a user fee is charged. Costs for biology analysis are shared with the provinces and territories (except Ontario and Quebec) according to Biology Casework Analysis Agreements (BCAAs). Through the Biology Casework Analysis Agreements, provinces and territories pay a total of \$3.8M/year. When this rate was established in 2004 it reflected a cost share ratio of 54% PT and 46% Federal, but now represents only 14% of the costs for biology services (approximately \$28M in 2011/12).

For several years, the Royal Canadian Mounted Police has managed National Police Services sustainability and funding challenges through internal reallocation of funds. By fiscal year 2014/15, the Royal Canadian Mounted Police will be facing an annual funding deficit for National Police Services of \$32.5M, which it can no longer manage. National Police Services also faces challenges regarding mandate and governance. The Royal Canadian Mounted Police, in collaboration with Public Safety, has developed a comprehensive strategy to address these challenges.

Current Status

The Royal Canadian Mounted Police and Public Safety, in collaboration with the provinces and territories, have developed a governance structure that engages National Police Services users through the establishment of the National Police Services National Advisory Committee (NPS NAC), comprised of the Royal Canadian Mounted Police and provincial and territorial law enforcement representatives.

Endorsed by Federal and provincial and territorial Ministers Responsible for Justice, the National Police Services National Advisory Committee has a mandate to strategically consider National Police Services and make recommendations, including a presentation of the National Police Services Charter to Assistant Deputy Ministers in Fall 2013. The Charter will serve as a defining policy instrument to establish the vision, mandate, and scope of National Police

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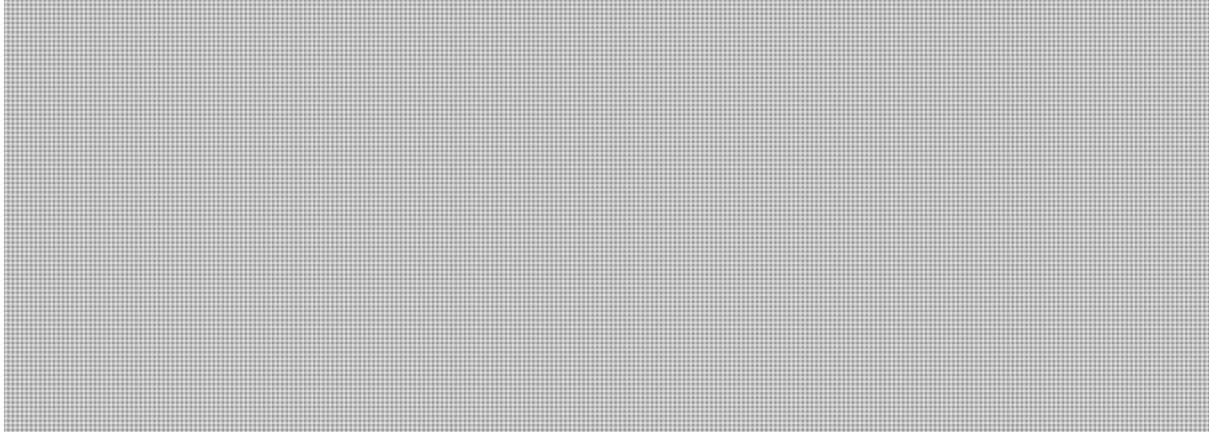


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s.14(a)
s.21(1)(a)
s.21(1)(c)

Services, as well as the roles and responsibilities of various stakeholders, and the governance structure.



Public Safety strongly supports the strategy developed by the Royal Canadian Mounted Police to address National Police Services challenges and is actively leading provincial and territorial negotiations on the Biology Casework Analysis Agreements.


Considerations

s.14(a)

While the provinces and territories have expressed support for the National Police Services sustainability strategy, 



s.14(a)
s.21(1)(a)
s.21(1)(c)

Barring the success of the National Police Services strategy, the Royal Canadian Mounted Police has identified potential significant cuts to National Police Services expenditures to ensure that it can meet its financial commitments beginning April 1, 2014. 



Next Steps

s.69(1)(g) re (a)

s.69(1)(g) re (c)



Public Safety will continue to lead Biology Casework Analysis Agreements negotiations.

The Royal Canadian Mounted Police will continue with its plans to implement identified National Police Services program changes to reduce the budgetary shortfall.



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Security on Parliament Hill

Background

The Royal Canadian Mounted Police is responsible for security outside the Parliament buildings, controlling access to Parliament Hill, including vehicular screening, monitoring and surveillance of visitors on the grounds, protective services for designated officials within and outside of the Precinct and coordination with City of Ottawa officials as required (e.g. Parliament Hill protests). The House of Commons and the Senate have their own security services and are coordinated with the Royal Canadian Mounted Police under the Master Security Plan.

s.16(2)



s.69(1)(g) re (a)

The re-profiled funding totalled

\$16.3 million and was depleted in August 2012.

Current Status

s.69(1)(g) re (d)
s.69(1)(g) re (e)



s.21(1)(a)



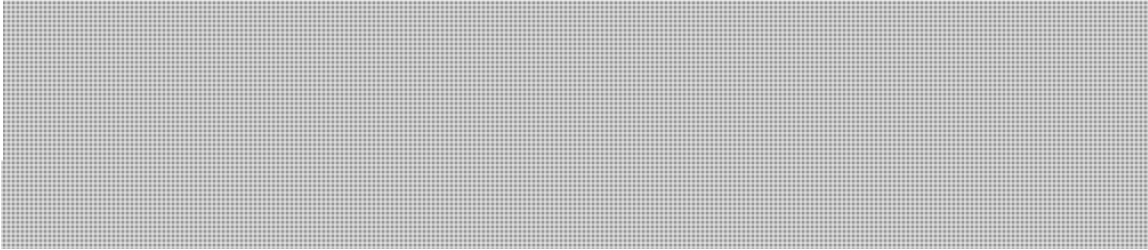
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s.16(2)

s.21(1)(a)



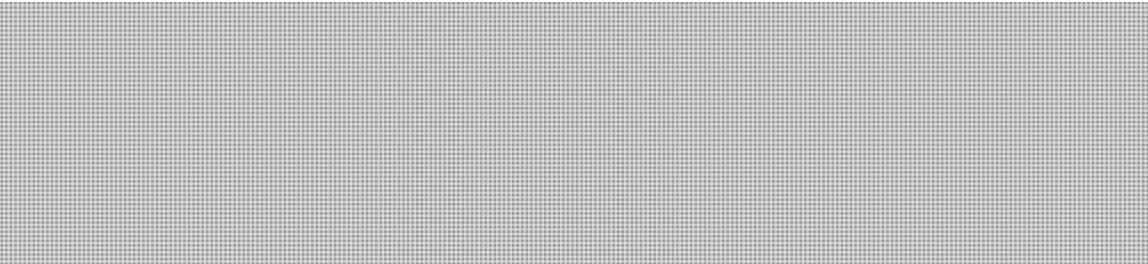
s.69(1)(g) re (a)

s.69(1)(g) re (c)

Considerations



Next Steps



s.16(2)

s.21(1)(a)



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Strengthening Enforcement of Intellectual Property Rights

Background

Intellectual Property Rights (IPR) enforcement issues are of growing concern, both domestically and internationally.

IPR are defined by the World Trade Organization as the “exclusive rights” accorded to persons over the use of their creations. These rights are divided into two main areas:

- Copyrights: these include literary and artistic works (e.g., books and other writings, musical compositions, visual art, computer programs and films), which in Canada are protected under the *Copyright Act*; and
- Industrial property: these include inventions, industrial designs and trade-marks, which in Canada are most often protected under the *Trade-marks Act*.

When goods are pirated (as in the case of copyright infringement) or counterfeited (as in the case of trade-mark infringements) the consequences may extend beyond the economic losses to:

- Threats to public health and safety when counterfeit goods of inferior quality are released into the legitimate retail market (e.g., batteries, brake pads);
- Supporting organized crime (e.g., high profit and low risk of detection); and
- Financial loss for government (e.g., in lost tax revenues).

The Department provides coordination across Portfolio partners to ensure a uniform approach to domestic policy development and international negotiations in relation to Intellectual Property Rights border and criminal enforcement. The Department also co-leads the development of Government policy and legislative amendments with Industry Canada.

Current Status

Bill C-56, the *Combating Counterfeit Products Act*, was introduced in Parliament on March 1, 2013, to strengthen the civil, criminal and border enforcement of copyright and trade-mark rights. Specifically, legislative amendments to the *Copyright Act*, the *Trade-marks Act*, the *Customs Act*, and the *Criminal Code* to strengthen enforcement at the border and domestically would:

- Reinforce civil remedies in the *Trade-marks Act*, notably by providing new causes of action against activities that sustain the trade in counterfeit goods;



- Provide criminal offences for trade-mark counterfeiting analogous to the existing ones in the *Copyright Act*, and further add an offence to knowingly be in possession of pirated or counterfeit goods or labels for the purpose of trade;
- Provide a new border enforcement regime that would enable customs officers to temporarily detain suspected copyright or trade-mark infringing goods, and allow information-sharing between customs officers and rights owners, to support civil enforcement by rights owners or criminal investigations by the police; and
- Add copyright and trade-mark criminal offences to the list of designated offences for which wiretap provisions of the *Criminal Code* may be sought by police.

Considerations

Canada is facing increasing pressure from major trading partners, such as the United States, the European Union and Japan, which have identified intellectual property rights enforcement as a key priority.

The U.S. Trade Representative publishes an annual "Special 301" report that rates intellectual property rights protection in foreign countries based on industry submissions. Since 2009, Canada has been placed on the Priority Watch List (the highest level of concern). As a result of passing Bill C-11, *An Act to amend the Copyright Act* and introducing Bill C-56, Canada was moved in 2013 to the Watch List (the intermediate level of concern). Moreover, the United States has proposed substantive Intellectual Property Rights provisions as part of the Trans-Pacific Partnership (TPP) negotiations. Canada formally joined on October 8, 2012.

Canada continues negotiations with the European Union (EU) towards a Canada-European Union *Comprehensive Economic Trade Agreement* (CETA). Furthermore, Canada signed the *Anti-Counterfeiting Trade Agreement* (ACTA), which seeks to create a global standard to address trade-mark counterfeiting and copyright piracy, on October 1, 2011. The Government will be in a position to ratify the *Anti-Counterfeiting Trade Agreement* with the passage of Bill C-56, which is currently at Second Reading.

Implementation of Bill C-56 would allow Canada to address key domestic and international concerns, including those with respect to Canada-United States relations specific to intellectual property rights issues.

Next Steps

Public Safety continues to work closely with Industry Canada, the Portfolio agencies and other government departments as Bill C-56 progresses through Parliament. The Department continues to provide expert advice, lead Portfolio coordination and instructions to support ongoing Trans-Pacific Partnership and *Comprehensive Economic Trade Agreement* negotiations.



Enhancements to the Federal Witness Protection Program

Background

Efforts are underway to strengthen the federal Witness Protection Program (WPP) in support of combating organized crime. Testimony provided by witnesses in court is key to both investigations and convictions. Witnesses must often be protected from organized crime groups that do not want them to give evidence about crimes committed by the group.

Federally, witness protection is legislated by the *Witness Protection Program Act (WPPA)* and administered by the Royal Canadian Mounted Police (RCMP). Public Safety provides policy support.

Quebec, Ontario, Manitoba, Saskatchewan and Alberta administer their own provincial witness protection programs. These programs are overseen by Provincial Attorneys General (or equivalents) and are co-administered by law enforcement agencies. Only the federal Witness Protection Program is legislatively mandated to provide protection services to all Canadian law enforcement agencies and to international courts and tribunals.

Over the past several years, the following reviews have made recommendations to strengthen witness protection and have served as an impetus for change, including:

- A 2007 review by the Standing Committee on Public Safety and National Security (SECU) that outlined nine recommendations to make the Witness Protection Program more accessible, effective and transparent;
- The Air India Inquiry Report that recommended that the Witness Protection Program be adjusted to better address terrorism cases; and
- Consultations with key federal, provincial and municipal stakeholders, who recommended increased protection for provincial program information and removing the step in the process whereby provincial protectees are admitted into the WPP before they obtain federal documents required for secure identity changes.

Current Status

Departmental officials worked closely with the Royal Canadian Mounted Police to draft Bill C-51, the *Safer Witnesses Act: An Act to amend the Witness Protection Program Act and to make consequential amendments to another Act*. The Bill will make the Witness Protection Program more effective and secure and improve its interaction with provincial programs, will modernize the Witness Protection Program Act, and will better protect those who provide protection throughout Canada. Specifically, the amendments will:

- Designate provincial programs and facilitate the procurement of federal identity documents required for secure identity changes by removing the current step in the process whereby provincial witnesses are first admitted into the federal program;
- Broaden prohibitions of disclosure to include the federal and designated provincial programs, their witnesses, and those who provide protection;



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- Provide exceptions to the prohibitions of disclosure in specified circumstances;
- Permit federal institutions with a mandate relating to national security, defence or public safety to refer people for admission into the federal program; and
- Reduce potential liabilities and address operational issues regarding federal program administration (e.g., permitting voluntary terminations for federal protectees and extending the maximum time emergency protection may be provided).

To complement the legislative amendments, the Royal Canadian Mounted Police is also implementing program and administrative changes to further enhance the federal program. These changes include:

- Instituting a new reporting structure to increase objectivity in decisions regarding witness protection measures;
- Establishing Memoranda of Understanding (MOUs) with federal partners responsible for secure identity change documents [redacted] to ensure the secure handling of protected information;
- [redacted]
- Offering legal counsel to protectees; and
- Enhancing officer training.

s.16(1)(c)

s.16(2)

Bill C-51 was introduced into the House in December 2012 and passed Second Reading unanimously. Standing Committee on Public Safety and National Security reviewed the Bill and referred it back to the House for Third Reading, with no amendment, on March 26, 2013. The Senate Committee on Legal and Constitutional Affairs referred the Bill back to the Senate. It received Royal Assent on June 26, 2013.

Considerations

Legislative amendments and program changes would address many of the recommendations raised in recent reviews. [redacted]

s.13(1)(c)

s.14(a)

Next Steps

The Bill will come into force at a date to be proclaimed. Branch officials are currently developing the process for the designation of provincial witness protection programs.

Officials will also be working with the Royal Canadian Mounted Police to finalize outstanding Memoranda of Understanding with federal partners, and pursue other policy, administrative and communications initiatives.



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National and Cyber Security Branch Overview



Lynda Clairmont, Senior Assistant Deputy Minister

Ms. Clairmont joined Public Safety Canada in 2006 as Associate Assistant Deputy Minister, Emergency Management and National Security. From 2004 to 2006, Ms. Clairmont was the Director of Operations, Security and Intelligence Secretariat at the Privy Council Office, where she supported the National Security Advisor to the Prime Minister and the Cabinet Committee on Security, Public Health and Emergencies.

Gary Robertson, Assistant Deputy Minister

Mr. Robertson was appointed Assistant Deputy Minister of the National and Cyber Security Branch in June of 2013.

Mr. Robertson has more than 20 years of experience in the public, para-public and private sectors and has worked for global companies such as PricewaterhouseCoopers and Nortel Networks delivering technological and strategic based consulting services. In 2007 he joined the federal government as an executive and since that time he has worked in a number of organizations including Indian and Northern Affairs Canada, Treasury Board of Canada Secretariat, and Public Works and Government Services Canada.



Annual Budget: \$18,997,196

Workforce: 180 indeterminate employees

Background

The National and Cyber Security Branch (NCSB) is responsible for delivering policies and programs to ensure that Canada is prepared for and can respond to a range of physical and cyber threats (e.g. terrorism, espionage, cyber attacks). To achieve this goal, National and Cyber Security Branch works with the Public Safety Portfolio and other government departments and agencies to advance Canada's cyber and national security priorities, such as implementing *Canada's Cyber Security Strategy* and countering violent extremism.



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Recognizing that cyber security is one of the most serious economic and national security challenges facing the country, National and Cyber Security Branch is responsible for engaging domestic and international partners in a comprehensive defence of Canada's digital infrastructure. As part of this role, National and Cyber Security Branch is responsible for coordinating the national response to major cyber incidents and proactively mitigating threats to vital cyber systems.

Consistent with Canada's national security priorities, National and Cyber Security Branch also works with operational and policy partners to provide the Government with strategic advice on rapidly evolving and often sensitive issues (e.g. migrant vessels, victims of terrorism, *Air India Inquiry Action Plan*). In addition, National and Cyber Security Branch assists the Minister and Deputy Minister in fulfilling key statutory obligations (e.g. listing of terrorist entities) and develops policies and legislation on complex issues, such as the proliferation of weapons of mass destruction and lawful access. Due to the sensitivity of these files, National and Cyber Security Branch ensures that national security policies and programs are delivered in partnership with its stakeholder community and respect the values of democracy, human rights and the rule of law. National and Cyber Security Branch is composed of four Directorates, including:

- **National Cyber Security** is responsible for coordinating the development and delivery of policies and programs to enhance the resilience of cyber systems, including implementation of *Canada's Cyber Security Strategy* and the *Action Plan 2010-2015 for Canada's Cyber Security Strategy*. The National Cyber Security Directorate also coordinates horizontal efforts to protect Canada [REDACTED]
- **Critical Infrastructure and Strategic Coordination** is responsible for leading the overall national effort to strengthen the resilience of Canada's vital assets and systems (e.g. pipelines, transportation networks, electricity grids, financial systems) against the full range of risks and threats (e.g. terrorism, natural disasters, pandemics).
- **National Security Policy** administers programs and develops laws and policies (e.g. *Canada's Counter-Terrorism Strategy*) that protect Canada from new and evolving threats to national security, while balancing the need for oversight and accountability.
- **National Security Operations** provides advice to senior officials on events affecting national security, manages programs aimed at mitigating threats to Canada, and develops legislative measures. On behalf of the Minister, the National Security Operations Directorate is also responsible for conducting reviews of foreign investments that could be injurious to national security.

s.15(1) - Subv



Policy Agenda

Recognizing that Canada's national security depends on secure cyber systems and resilient critical infrastructure, National and Cyber Security Branch is leading the implementation of *Canada's Cyber Security Strategy* and the *National Strategy and Action Plan for Critical Infrastructure*. Significant progress has already been achieved in both areas, such as release of *Canada's Critical Infrastructure Information Sharing Framework*, and publication of a *Risk Management Guide for Critical Infrastructure*. In 2013, efforts are focused on conducting risk assessments and providing guidance to critical infrastructure sectors on developing plans to address threats, including cyber threats. National and Cyber Security Branch *Canada's Cyber Security Strategy*,

s.21(1)(a)

s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (e)

[Redacted]

In February 2012, the Government released *Building Resilience Against Terrorism: Canada's Counter-Terrorism Strategy*. This Strategy enhances Canada's ability to cooperate with our allies and partners by providing a common basis to address shared threats. Initial implementation efforts are focused on advancing a policy framework for preventing and countering violent extremism (CVE).

In June 2013, the Minister of Public Safety released the first *Public Report on the Terrorist Threat to Canada*, delivering on the commitment to update Canadians annually on the evolving national security threat environment. The Public Report notes that global violent extremists, particularly al Qaida and its affiliates remain the leading terrorist threat. In addition, the Public Report highlights that evolving conflicts abroad, such as that occurring in Syria, continue to shape the nature of the terrorist threat to Canada.

National and Cyber Security Branch is also working closely with partner departments and agencies to meet the Government's commitments under the *Air India Inquiry Action Plan*, including developing proposals to:

s.69(1)(g) re (a)
s.69(1)(g) re (c)

- Enhance the *Passenger Protect Program*, which prevents individuals who pose a threat to aviation security from boarding an aircraft [Redacted]
- Improve information sharing among departments and agencies for the purpose of identifying and taking action against threats early [Redacted] and [Redacted]
- Enable the independent review of national security activities involving multiple departments and agencies [Redacted]

In addition, National and Cyber Security Branch is advancing a number of national security legislative measures, including the implementation of legislation to prevent illegal migrant smuggling to Canada. Similarly, National and Cyber Security Branch will continue to implement measures to address challenges associated with non-citizens in Canada considered



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inadmissible for national security reasons. National and Cyber Security Branch will also continue to manage a number of national security programs, including listing terrorist entities under the *Criminal Code of Canada*, and administering the national security review of foreign investments under the *Investment Canada Act*.

Key Partners

As part of PS's leadership role in the security and intelligence community, NCSB provides support for several Deputy Minister (DM) Committees dealing with national security issues (including Deputy Minister National Security, Deputy Minister Intelligence Collection and Deputy Minister Intelligence Assessment), and chairs a Deputy Minister Committee on cyber security. At the Assistant Deputy Minister (ADM) level, the Branch co-chairs the Assistant Deputy Minister National Security Operations Committee and the Assistant Deputy Minister Committee on Cyber Security. This governance system facilitates a collaborative, horizontal approach to identifying and addressing national security priorities.

At the Provincial/Territorial level, the Federal/Provincial/Territorial (FPT) Ministers of Justice and Public Safety is the key forum for engagement on public safety files. At the international level, Canada works closely with its "Five Eyes" allies (Australia, New Zealand, the United Kingdom, and the United States) to collaborate and share information on national security, critical infrastructure and cyber security priorities. Finally, National and Cyber Security Branch leads the National Cross Sector Forum, which brings together private sector leaders to identify priorities and address shared challenges, such as interdependencies and cyber security.



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BUILDING A SAFE AND RESILIENT CANADA



National and Cyber Security Branch Overview

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Leadership

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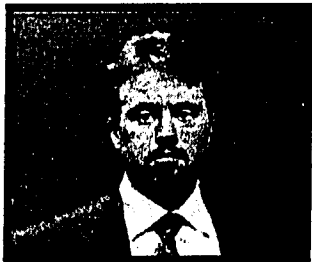


BUILDING A SAFE AND RESILIENT CANADA



Lynda Clairmont **Senior Assistant Deputy Minister**

Ms. Clairmont joined Public Safety Canada in 2006 as Associate Assistant Deputy Minister, Emergency Management and National Security. From 2004 to 2006, Ms. Clairmont was the Director of Operations, Security and Intelligence Secretariat at the Privy Council Office, where she supported the National Security Advisor to the Prime Minister and the Cabinet Committee on Security, Public Health and Emergencies.



Gary Robertson **Assistant Deputy Minister**

Mr. Robertson was appointed Assistant Deputy Minister of the National and Cyber Security Branch in June of 2013. Mr. Robertson has more than 20 years of experience in the public, para-public and private sectors and has worked for global companies such as PricewaterhouseCoopers and Nortel Networks delivering technological and strategic-based consulting services. In 2007, he joined the federal government as an executive and since that time he has worked in a number of organizations including Indian and Northern Affairs Canada, Treasury Board of Canada Secretariat, and Public Works and Government Services Canada.



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Branch Overview

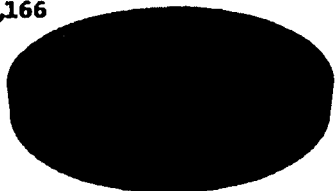
BUILDING A SAFER AND RESILIENT CANADA

The National and Cyber Security Branch (NCSB) exercises leadership to protect Canada from national security threats through the development and delivery of policies, programs and legislative proposals. NCSB is composed of four directorates that are united in their efforts to build a safer and more resilient Canada through the provision of expert advice and horizontal collaboration with key partners.

Workforce: 175 indeterminate employees

Annual Budget: \$18,997,196

O&M
\$4,028,166



Salary
\$14,969,030

Directorate	Employees	Salary	O&M	GR&C	Total
National Security Policy	36	\$2,857,285	\$396,528	\$0	\$3,253,813
National Cyber Security	75	\$6,195,152	\$1,964,659	\$0	\$8,159,811
National Security Operations	25	\$2,282,777	\$212,513	\$0	\$2,495,290
Critical Infrastructure & Strategic Coordination	34	\$2,856,914	\$1,074,446	\$0	\$3,931,360

2012-2013 Budget Management

	Budget	Actual	Lapse (Deficit)
Salary	\$13,508,835	\$13,578,409	(\$69,574)
O&M	\$3,791,846	\$3,761,910	\$29,936
GR&C	\$	\$	\$
Total	\$17,300,681	\$17,340,318	(\$39,637)



National Cyber Security

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BUILDING A SAFE AND RESILIENT CANADA

The National Cyber Security Directorate is responsible for coordinating the development and delivery of policies and programs to enhance the resilience of cyber systems, including implementation of *Canada's Cyber Security Strategy* and the accompanying *Action Plan 2010-2015*.

s.15(1) - Subv
s.21(1)(a)

Priorities

- *Canada's Cyber Security Strategy*

[Redacted content]

s.69(1)(g) re (a)
s.69(1)(g) re (c)

[Redacted content]

s.15(1) - Subv
s.21(1)(a)



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National Security Policy

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BUILDING A SAFE AND RESILIENT CANADA

The National Security Policy Directorate administers programs and develops laws and policies (e.g. *Canada's Counter-Terrorism Strategy*) that protect Canada from new and evolving threats to national security, while balancing the need for oversight and accountability.

Priorities

- Implementing the *Building Resilience Against Terrorism: Canada's Counter-Terrorism Strategy* (released in February 2012)
 - Initial efforts are focused on advancing a policy framework for preventing and countering violent extremism
 - In June 2013, the Minister of Public Safety released the first *Public Report on the Terrorist Threat to Canada*
- Meeting the Government's commitments under the *Air India Inquiry Action Plan*, including developing proposals to
 - Enhance the *Passenger Protect Program* [REDACTED]
 - Improve information sharing among departments and agencies [REDACTED]
 - [REDACTED]
 - Enable the independent review of national security activities involving multiple departments and agencies [REDACTED]

s.69(1)(g) re (a)
s.69(1)(g) re (c)



National Security Operations

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BUILDING A SAFE AND RESILIENT CANADA

The National Security Operations Directorate provides advice to senior officials on events affecting national security, manages programs aimed at mitigating threats to Canada, and develops national security legislative measures.

Priorities

- Managing national security programs
 - listing terrorist entities under the *Criminal Code of Canada*
 - administering the national security review of foreign investments under the *Investment Canada Act*
- Advancing national security legislative measures, including implementation of legislation to prevent illegal migrant smuggling to Canada
- Continue to implement measures to address challenges associated with non-citizens in Canada considered inadmissible for national security reasons



Critical Infrastructure and Strategic Coordination

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BUILDING A SAFE AND RESILIENT CANADA

Responsible for leading the overall national effort to strengthen the resilience of Canada's vital assets and systems (e.g. pipelines, transportation networks, electricity grids, financial systems) against the full range of risks and threats (e.g. terrorism, natural disasters, pandemics).

Priorities

- Leading implementation of the *National Strategy and Action Plan for Critical Infrastructure*
 - Implementing the Regional Resilience Assessment Program, which involves site assessments and workshops for critical infrastructure sectors
 - Building partnerships with critical infrastructure owners/operators through sector networks and a National Cross Sector Forum
 - Conducting risk management activities, such as exercises and dependency analysis, to improve response and recovery when disruptions occur
 - Providing guidance to critical infrastructure sectors on developing plans to address threats and conducting exercises to test contingency plans

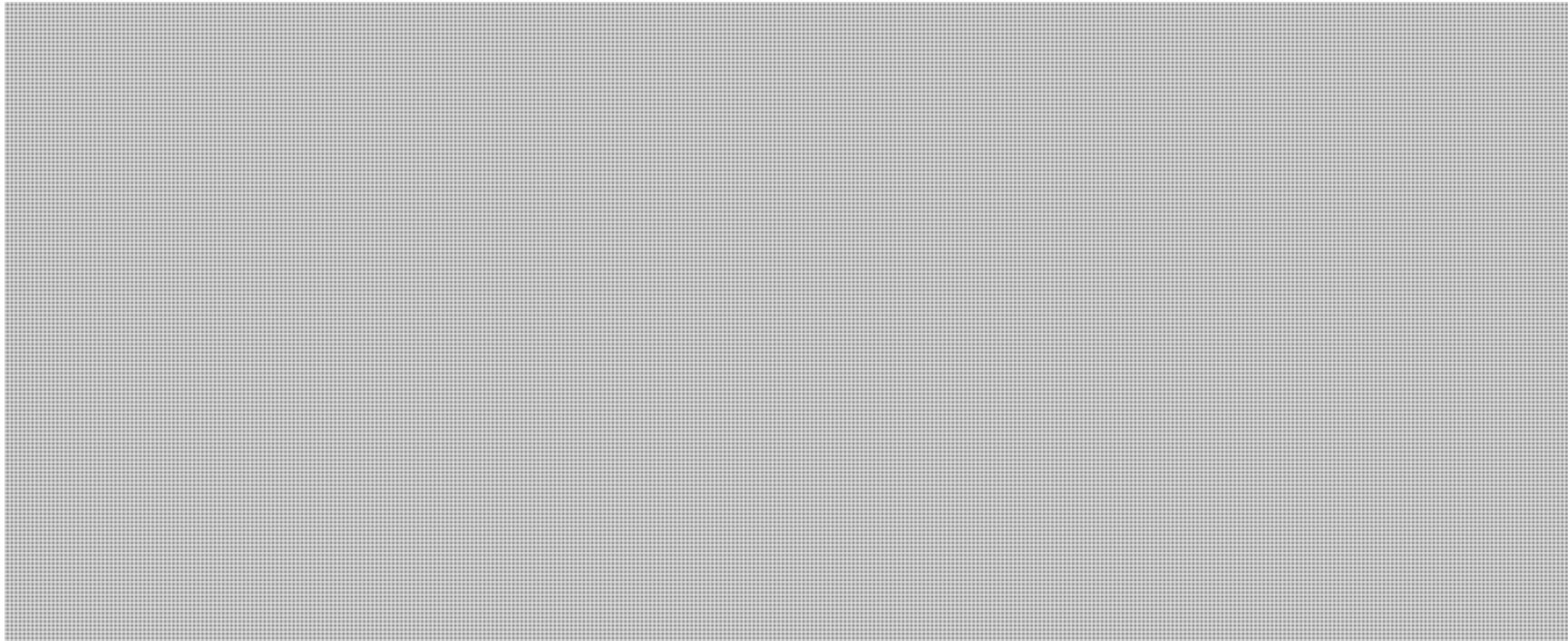


Way Forward

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BUILDING A SAFE AND RESILIENT CANADA



- A briefing package will be provided to you under separate cover on sensitive national security files s.69(1)(g) re (a)
s.69(1)(g) re (c)



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MAINTAINING A SAFE AND RESILIENT CANADA



Canada's Cyber Security Strategy

DRAGON # 9915

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Cyber Threat Landscape

BUILDING A SAFE AND RESILIENT CANADA

Canada's increasing reliance on cyber technologies makes us more vulnerable to those who attack our digital infrastructure.

Cyber attacks are:

- Inexpensive and easy: malicious tools are widely available, little expertise needed;
- Easily concealed: attribution is challenging, perpetrators are not often caught; and
- High impact: little effort can yield significant damage, affecting economic and national security.

Adversaries are taking advantage, imposing real costs

- Nation States: over 100 states have cyber exploitation capabilities;
- Criminal elements: exploit citizens and businesses for financial gain;
- Hacktivists: exploit the Internet for political and ideological motivations; and
- Terrorists: use the Internet for fundraising, recruitment, training, and planning

s.15(1) - Int'l

s.15(1) - Subv
s.21(1)(a)



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Allied Approaches to Cyber Security

BUILDING A SAFE AND RESILIENT CANADA

United States – direct military support to national interests

- View cyber as the next 9/11 – destructive attack expected within two years;
- Critical infrastructure targeted – looking to Canada to be a strong partner in defending North American cyberspace; and
- Developing voluntary cyber security standards, Congress exploring legislation

United Kingdom – protecting the economy

- High profile, broad based approach to cyber security;
- Strong focus on economic impacts from cyber espionage and cyber crime; and
- Positioning cyber security as a source of competitive advantage for companies seeking to invest in the United Kingdom and for companies to sell abroad

Australia – protecting telecommunications infrastructure

- Taking innovative operational steps (e.g. consolidated cyber operations centre, National Broadband Network), positioning themselves as strong American partner; and 2013 Ministry of Defence White Paper calls for use of cyber offensive capabilities to “exploit cyber power”



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Canada's Cyber Security Strategy

BUILDING A SAFE AND RESILIENT CANADA

On October 3, 2010, the Government of Canada launched ***Canada's Cyber Security Strategy***

- \$90 million over five years and \$18 million annually in ongoing funding; and
- Minister of Public Safety established as the policy lead for implementation of the Strategy.

The Strategy is composed of three pillars:

- Secure Government of Canada systems;
- Partner to secure vital cyber systems outside the Government of Canada; and
- Help Canadians to be secure online.

s.15(1) - Subv

In 2012, an additional \$155 million over five years and \$42 million annually in ongoing funding 



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Key Federal Departments and Agencies

BUILDING A SAFE AND RESILIENT CANADA

- **Public Safety Canada** – coordinates the implementation of *Canada's Cyber Security Strategy*, hosts the Canadian Cyber Incident Response Centre, raises public awareness
- **Canadian Security Intelligence Service** – collects human intelligence, analyses and conducts national security investigations
- **Royal Canadian Mounted Police** – conducts investigations into criminal activity
- **Communications Security Establishment Canada** – defends federal systems and collects foreign signals intelligence
- **Treasury Board Secretariat** – sets Government of Canada wide security and IT policies
- **Department of National Defence / Canadian Armed Forces (CAF)** – defends CAF networks, partners with allied militaries and the North Atlantic Treaty Organization
- **Shared Services Canada** – strengthens federal IT procurement, secures Internet access points



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Results achieved with investments

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s.15(1) - Int'l
s.15(1) - Subv
s.16(2)(c)

Pillar 1

Securing Government Systems

- Created Shared Services Canada – building security
- [Redacted]
- [Redacted]
- [Redacted]
- Established Cyber Threat Evaluation Centre to detect and recover from incidents faster
- Deepened cooperation with Five Eyes

Pillar 2

Partnering to secure vital cyber systems

- Increase capacity and capability of the Canadian Cyber Incident Response Centre
- Signed a joint *Cyber Security Action Plan* with the U.S. Department of Homeland Security
- Initiated cyber briefings to critical infrastructure sector networks
- Delivered technical workshops for critical infrastructure

Pillar 3

Helping Canadians to be safe online

- Launched the *GetCyberSafe* public awareness campaign and partnered with the U.S. *Stop | Think | Connect* campaign
- Created the RCMP Cyber Crime Fusion Centre

Total funding: [Redacted]



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Canadian Cyber Incident Response Centre

BUILDING A SAFE AND RESILIENT CANADA

Public Safety Canada houses the Canadian Cyber Incident Response Centre (CCIRC) which works with partners inside and outside of Canada to mitigate cyber threats to vital cyber systems outside of the federal government

Since 2010, there have been a number of enhancements to Canadian Cyber Incident Response Centre as part of *Canada's Cyber Security Strategy*, including:

- Increased onsite hours of operation to 15 hours a day, 7 days a week with emergency access to staff 24 hours a day;
- Updated its mandate, procedures and policies to provide clarity to stakeholders;
- Improved its operational capabilities with the acquisition of a malware analysis laboratory and the launch of an information portal; and
- Signed information sharing agreements with key private sector partners and provincial and territorial governments.



Update to the implementation of *Canada's Cyber Security Strategy*

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BUILDING A SAFE AND RESILIENT CANADA

s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (e)



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15(1) - Int'l, 15(1) - Subv, 69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g) re (e)

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Canada's Cyber Security Strategy

Background

Public Safety Canada (PS) is the Government lead on cyber security, including the implementation of *Canada's Cyber Security Strategy* (the Strategy). The Strategy, announced on October 3, 2010, is the Government's comprehensive plan to protect Canada and Canadians from cyber threats. It is built on three pillars:

- securing Government systems;
- partnering to secure vital cyber systems outside the federal Government; and
- helping Canadians to be secure online.

The Strategy has received two tranches of funding to support its implementation: \$90 million over five years (and \$18 million ongoing) in 2010, and another \$155 million over five years (and \$42 million ongoing) in 2011.

Considerable progress has been achieved under all three pillars of the Strategy, including:

- the creation of Shared Services Canada;
- increased capacity and capability of the Canadian Cyber Incident Response Centre (CCIRC);
- signing a joint *Cyber Security Action Plan* with the United States Department of Homeland Security; and
- the launch of the *GetCyberSafe* public awareness campaign.

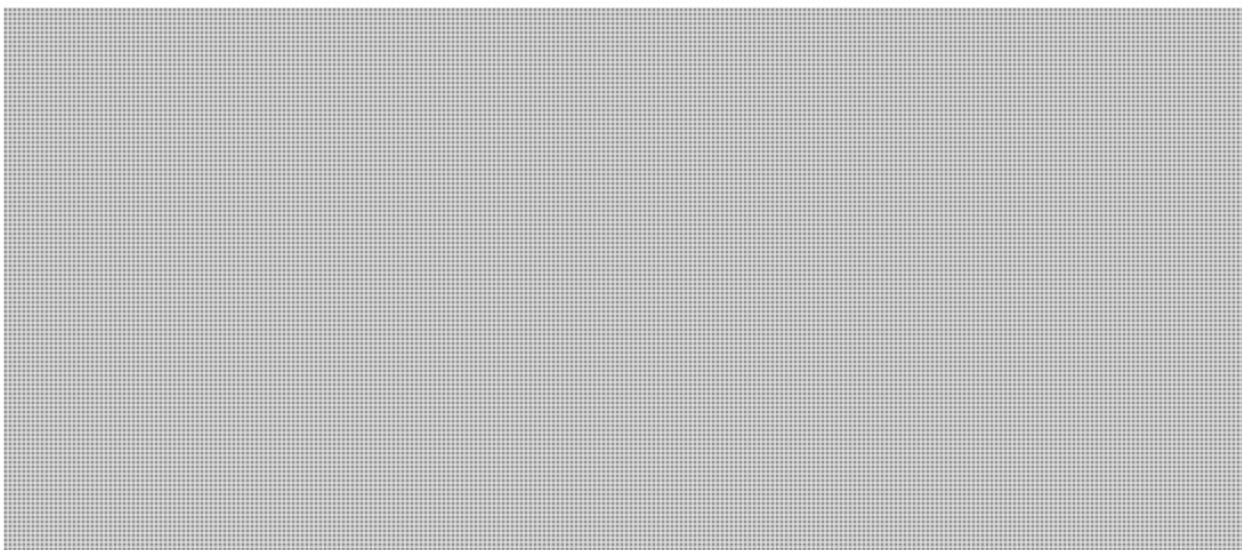
Key policy issues

Updating Canada's Cyber Security Strategy

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)





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s.15(1) - Int'l

s.15(1) - Subv

[REDACTED]

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

International dimension

s.15(1) - Int'l

There is an [REDACTED]
Canada [REDACTED]

[REDACTED] a vision of an open, reliable, and safe cyberspace that supports a vibrant digital economy and maintains international peace and security.

[REDACTED]

[REDACTED] The next high profile venue where this issue will be raised is the Seoul Conference on Cyberspace in October 2013. PS officials will participate in the delegation, led by the Department of Foreign Affairs, International Trade and Development.



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BUILDING A SAFE AND RESILIENT CANADA

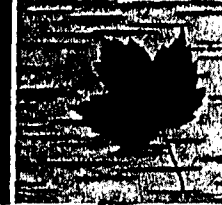


Passenger Protect Program

DRAGON # 10467

Canada

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Executive Summary

BUILDING A SAFE AND RESILIENT CANADA

- The Passenger Protect Program (the Program) aims to identify individuals who pose a threat to aviation security, and to prevent them from causing harm through measures such as denial of boarding on domestic and international flights.
- Under the Program, Public Safety Canada (PS) is responsible for identifying those individuals posing a threat and for providing an administrative recourse process to those who have been denied board.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.21(1)(a)

- In consultations with partners, Public Safety officials have identified a number of key recommendations to

s.69(1)(g) re (a)

s.69(1)(g) re (c)

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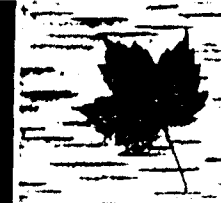


Background

BUILDING A SAFE AND RESILIENT CANADA

- Each year, commercial aviation in Canada carries approximately 70 million passengers and has benefits to the economy of up to \$42 billion.
- The Program was launched in June 2007, to address threats to aviation security using authorities granted to the Minister of Transport under the *Aeronautics Act* and the *Identity Screening Regulations*.
- Program budget is \$3 million per year (ongoing).
- Since 2007, regulations and administrative procedures have evolved based on lessons learned from events in Canada and abroad.
- In February 2011, elements of the Program were transferred from Transport Canada (TC) to Public Safety to align responsibilities with portfolio mandates.

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Current Program Design

ESTABLISHED BY THE AIR TRANSPORT SECURITY ACT / ÉTABLI PAR LA LOI SUR LA SÉCURITÉ DES TRANSPORTS AÉRIENS

IDENTIFYING THREATS

PS lead

RCMP, CSIS, CBSA and TC prepare case briefs on individuals with a nexus to aviation security

Advisory Group (AG) assesses case briefs and makes recommendations to PS decision maker

PS decision maker (designated by Minister) decides which individuals should be specified to airlines

TAKING ACTION

TC lead

TC provides list of specified persons to air carriers who compare it to their passenger reservation systems

Air carriers must notify TC of any potential match and confirm passenger identity in person

TC decides how to respond to the threat, such as by denying boarding through an emergency direction (ED)

PROVIDING RECOURSE

PS lead

Individuals subject to an ED under the program may apply for reconsideration of their status as a specified person

PS Office of Reconsideration assesses information provided by the AG and the applicant

OoR submits a recommendation to the same or a more senior PS decision maker on whether to continue specifying the person



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Key Program Statistics and Trends

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Public Safety Canada's Responsibilities

BUILDING A SAFE AND RESILIENT CANADA

Identification of threat

- Minister of Public Safety has authority under Order in Council P.C. 2011-0034 to identify individuals who should be specified to airlines as potential threats to aviation security;
- Minister has formally delegated this decision-making authority to Departmental officials; and
- Decision-maker is supported by the Specified Persons Advisory Group, chaired by Public Safety.

Administrative Recourse

- An individual who has been specified by the Minister of Public Safety and received an Emergency Direction under the Program may apply for recourse to the Office of Reconsideration ; and
- An official at PS with delegated authority (at the same level or more senior than the original decision-maker) determines whether to maintain the individual on the Specified Persons List.



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Enhancing the Program

BUILDING A SAFE AND RESILIENT CANADA

- [Redacted]

s.69(1)(g) re (a)
s.69(1)(g) re (c)

- *Government of Canada Response to the Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182* included a public commitment to “enhance the Passenger Protect Program”

- Parliamentary Committees and the Privacy Commissioner have criticized the Program’s lack of legislative footing

s.69(1)(g) re (a)
s.69(1)(g) re (c)

- [Redacted]



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69(1)(g) re (a), 69(1)(g) re (c)

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15(1) - Int'l, 21(1)(a)

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Passenger Protect Program

Background

The Passenger Protect Program (PPP) was launched by Transport Canada (TC) in 2007 to identify individuals who may pose a threat to aviation security and to disrupt their ability to cause harm, through measures such as preventing them from boarding an aircraft. The program derives its statutory authority from the *Aeronautics Act*. The Act grants authority to “specify” persons deemed to pose a threat to aviation security, and to issue an “emergency direction” in response to an immediate threat to aviation security, which includes denial of boarding. Air carriers are responsible for verifying passenger manifests for all domestic and international flights in and out of Canada against the list of specified individuals, and for notifying TC when there is a match.

In 2011, the authority to specify individuals was transferred to the Minister of Public Safety by way of an Order in Council. Your predecessor formally delegated this authority to the Deputy Minister. The Associate Deputy Minister and the Senior Assistant Deputy Minister, National and Cyber Security Branch, may also exercise this authority.

Public Safety Canada (PS) is also responsible for managing the Office of Reconsideration (OoR), through which individuals who have been denied boarding can request reconsideration of the decision. Finally, PS has also assumed the lead for program governance and policy development relating to the PPP.

TC continues to be responsible for communicating the names of specified individuals to airlines and, in the event of a match between the identity of a specified individual and someone who is attempting to board an aircraft, for issuing emergency directions to mitigate an immediate aviation security threat. TC also retains responsibility for ensuring compliance with aviation security related laws and regulations.

Current Status

Enhancing the PPP was a public commitment in the Government’s response to the *Final Report of the Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182*. The 2011 Speech of the Throne reiterated the Government’s commitment to implementing the Response to the Air India Report. [REDACTED] s.69(1)(g) re (d) [REDACTED] s.69(1)(g) re (e)



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s.69(1)(g) re (a)

s.69(1)(g) re (c)



Considerations

s.15(1) - Subv
s.19(1)
s.21(1)(b)
s.23

To date, [redacted]
[redacted]
[redacted] is currently the subject of a judicial review in the Federal Court, [redacted]
[redacted]
[redacted]
[redacted]

s.69(1)(g) re (a)
s.69(1)(g) re (c)

The affected individual has also launched a civil suit for \$550,000 in damages against the Government. TC is the lead department for the ongoing litigation as it was responsible for the entire program at the time of the decision to specify the individual and deny boarding. It is unknown when these litigation processes will conclude.

Next Steps

s.69(1)(g) re (a)
s.69(1)(g) re (c)





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BUILDING A SAFE AND RESILIENT CANADA



Information Sharing within the Government of Canada for the Security of Canada

DRAGON # 14303

Canada

Background

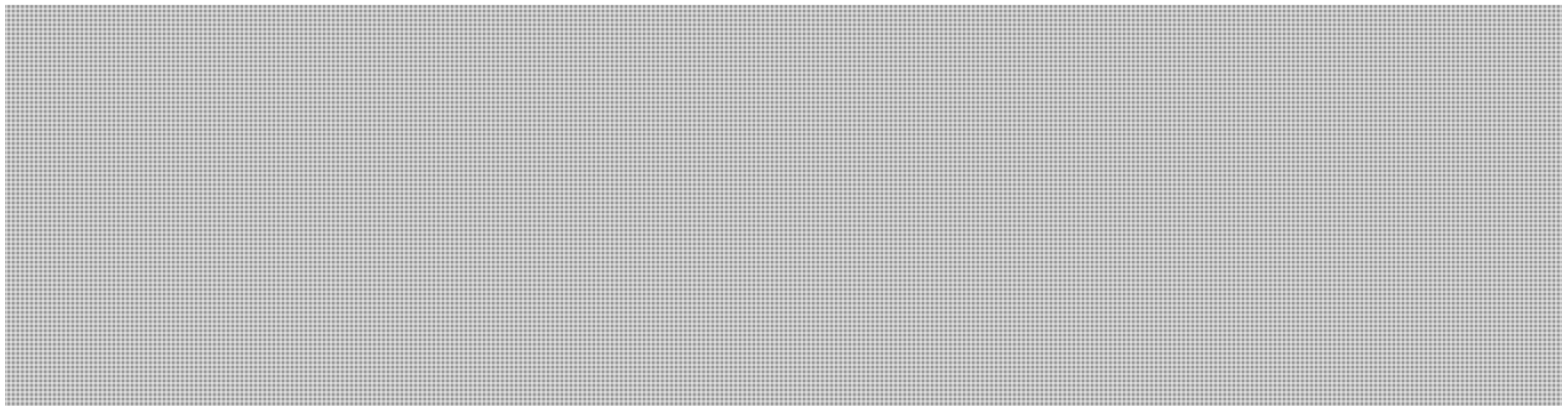
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BUILDING A SAFE AND RESILIENT CANADA

s.21(1)(a)
s.21(1)(b)

- While departments and agencies continuously share information for the security of Canada, there are barriers to information sharing within the current legal framework

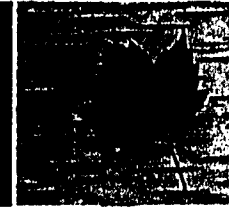


- Public reports, including those by the *Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182* and the Auditor General of Canada, have identified similar gaps and called for reform

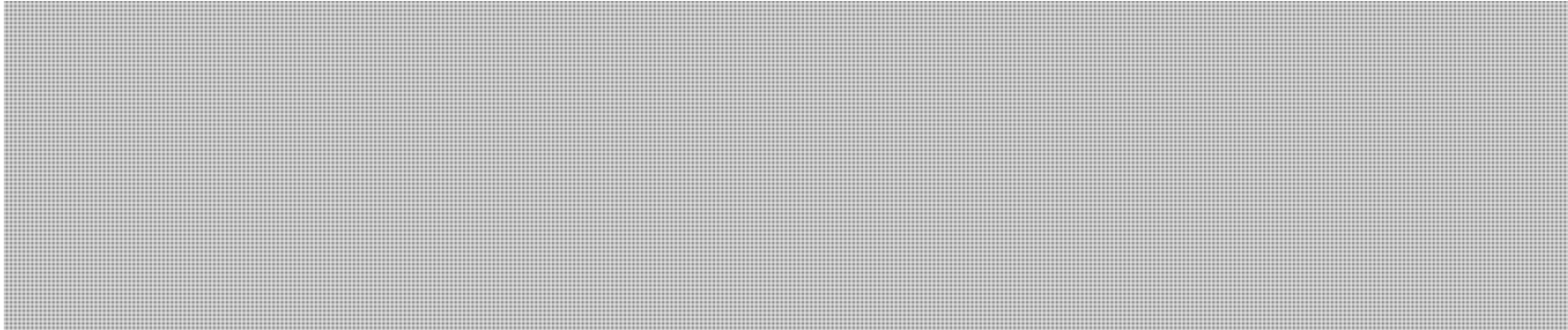


Commitment to Reform

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s.69(1)(g) re (a)
s.69(1)(g) re (c)

- December 2010: public commitment in the *Air India Inquiry Action Plan* to “introduce legislation to clarify the authorities for information sharing for the purposes of national security”



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69(1)(g) re (a), 69(1)(g) re (f)

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69(1)(g) re (a)

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69(1)(g) re (a), 69(1)(g) re (e), 69(1)(g) re (f)

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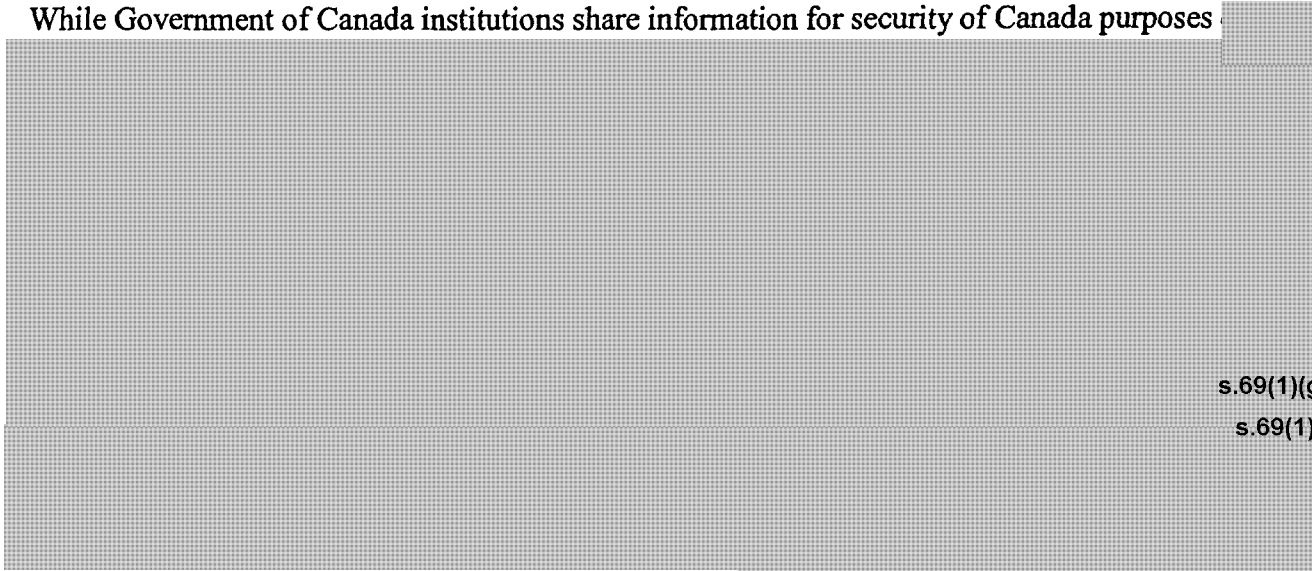
Information Sharing within the Government of Canada for Security of Canada Purposes

Background

s.21(1)(a)

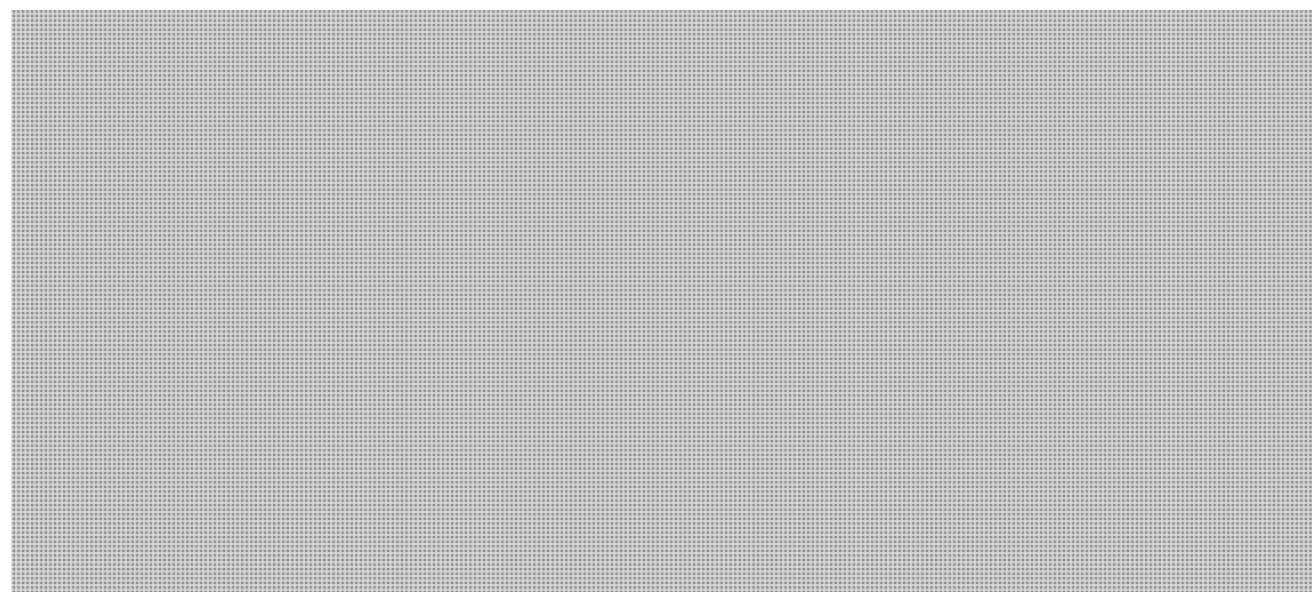
s.21(1)(b)

While Government of Canada institutions share information for security of Canada purposes



s.69(1)(g) re (a)
s.69(1)(g) re (c)

Subsequently, the Government publicly committed in the December 2010 *Air India Inquiry Action Plan* to “introduc[ing] legislation to clarify the authorities for information sharing for the purposes of national security.”



s.69(1)(g) re (a)
s.69(1)(g) re (e)
s.69(1)(g) re (f)

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69(1)(g) re (a), 69(1)(g) re (e), 69(1)(g) re (f)

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BUILDING A SAFE AND RESILIENT CANADA



National Security Review

DRAGON # 14304

Canada

Background

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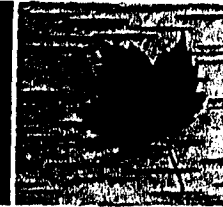
BUILDING A SAFE AND RESILIENT CANADA

- The current landscape for independent review of national security activities was developed at a time when responsibility for national security resided in a few key departments, and agencies acted largely independently from one another
- Three review bodies are responsible for ensuring the accountability of individual organizations
 - Canadian Security Intelligence Service (CSIS) is reviewed by the Security Intelligence Review Committee (SIRC)
 - Communications Security Establishment Canada (CSEC) is reviewed by the Office of the Communications Security Establishment Commissioner (OCSEC)
 - Royal Canadian Mounted Police (RCMP) is reviewed by the Commission for Public Complaints against the RCMP, which will soon be replaced by the Civilian Review and Complaints Commissioner (CRCC)
- Other bodies, such as the Auditor General, the Privacy Commissioner and the courts also have review or oversight functions



Review Gaps

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BUILDING A SAFE AND RESILIENT CANADA

- A number of public reports, including from the Auditor General, Parliamentarians, and the *Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar (O'Connor Commission)*, have identified gaps in the current review landscape
- Two important gaps
 - No standing body exists that can conduct integrated reviews of national security activities that cut across departments and agencies
 - Some departments and agencies beyond CSIS, CSEC and the RCMP have received additional national security responsibilities in recent years, but are not subject to corresponding increased levels of independent review

s.21(1)(a)
s.21(1)(b)



- In the December 2010 *Air India Inquiry Action Plan*, the Government committed to “enable[ing] the review of national security activities involving multiple departments and agencies”



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21(1)(a), 21(1)(b)

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National Security Review

Background

In Canada, three independent bodies review the national security activities of specific agencies:

- Security Intelligence Review Committee (SIRC) investigates complaints against the Canadian Security Intelligence Service (CSIS) and reviews CSIS' activities to ensure that they comply with law and Ministerial directions, and are conducted appropriately;
- Civilian Review and Complaints Commission (CRCC) will soon replace the existing Commission for Public Complaints (CPC) and will be responsible for conducting policy reviews regarding the Royal Canadian Mounted Police (RCMP), and investigating complaints from the public about Royal Canadian Mounted Police member conduct; and
- Office of the Communications Security Establishment Commissioner (OCSEC) investigates complaints against Communications Security Establishment Canada (CSEC) and reviews Communications Security Establishment Canada's activities to ensure they comply with law and Ministerial directions.

These bodies are complemented by the Privacy Commissioner, the Auditor General, the courts and commissions of inquiry, which provide review or oversight of specific aspects of the Government's national security activities.

A number of public reports, including reports from parliamentarians and the *Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar* (the O'Connor Commission), have identified gaps in this review structure. The most important gaps include:

- No standing body can conduct integrated reviews of national security activities involving more than one department or agency; and
- Some departments and agencies have received additional national security responsibilities in recent years, but the degree to which they are subject to independent review has not increased accordingly.

In addition, existing review bodies do not have the explicit legal authority to share information among themselves and/or conduct joint reviews.

In the December 2010 *Air India Inquiry Action Plan*, the Government publicly committed to "enable[ing] the review of national security activities involving multiple departments and agencies."

Page 245

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est retenue en vertu des articles**

21(1)(a), 21(1)(b)

**of the Access to Information
de la Loi sur l'accès à l'information**



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s.15(1) - Int'l
s.21(1)(a)

BUILDING A SAFE AND RESILIENT CANADA



Centralization of Security Screening:



DRAGON # 14353

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**Pages 247 to / à 250
are withheld pursuant to sections
sont retenues en vertu des articles**

15(1) - Int'l, 21(1)(a), 21(1)(b)

**of the Access to Information
de la Loi sur l'accès à l'information**

Page 251

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est retenue en vertu des articles**

15(1) - Int'l, 21(1)(a), 21(1)(b), 69(1)(g) re (a), 69(1)(g) re (c)

**of the Access to Information
de la Loi sur l'accès à l'information**

Page 252

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15(1) - Int'l, 21(1)(a), 21(1)(b)

**of the Access to Information
de la Loi sur l'accès à l'information**



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s.15(1) - Int'l

s.21(1)(a)

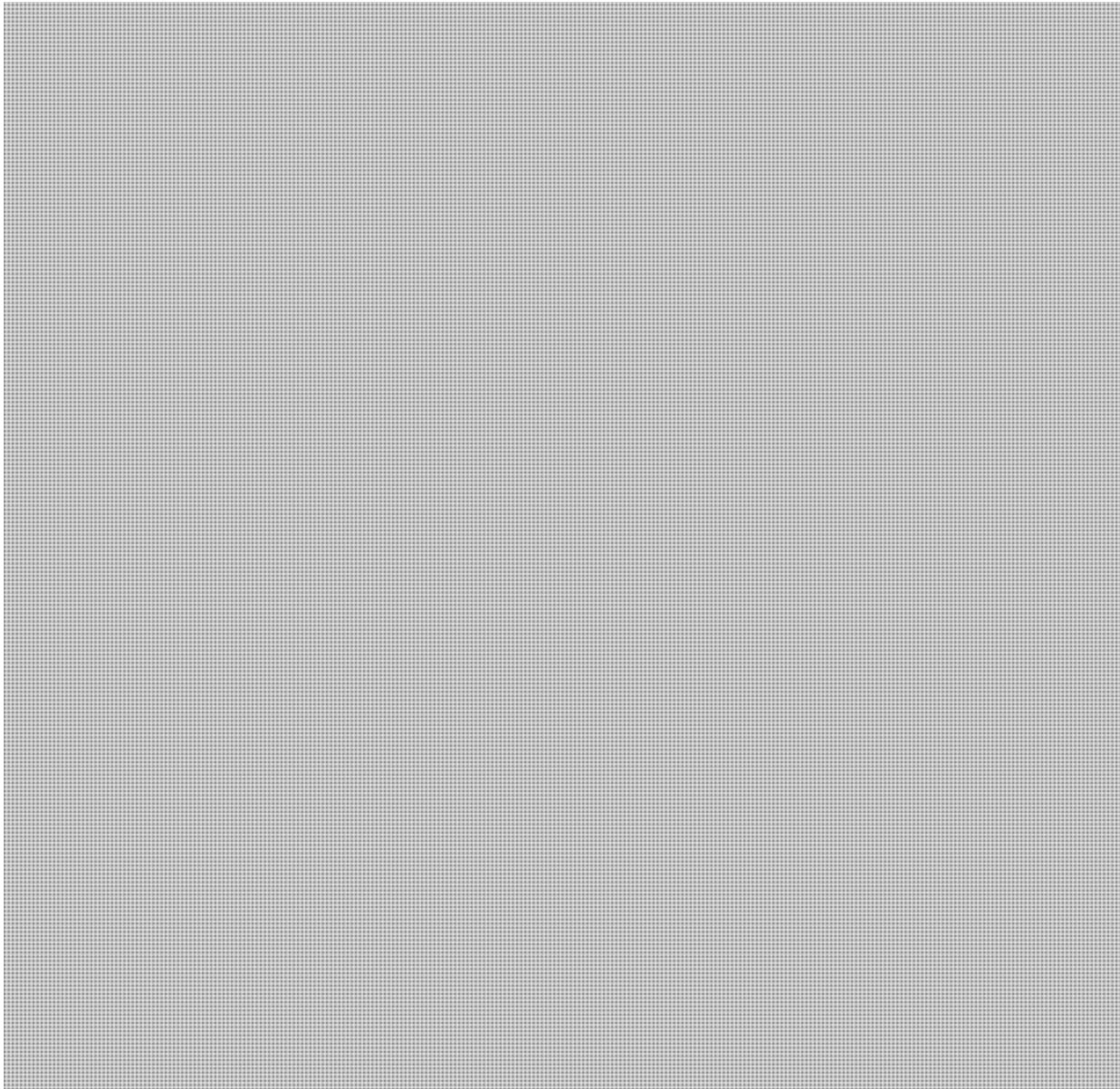
s.21(1)(b)

Centralization of Security Screening

Issue



Background



Page 254

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est retenue en vertu des articles**

15(1) - Int'l, 21(1)(a), 21(1)(b), 69(1)(g) re (a), 69(1)(g) re (c)

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s.16(1)(b)
s.21(1)(a)
s.21(1)(b)

Lawful Interception to Combat Crime and Terrorism

Background

The lawful interception of telecommunications is a vital tool for law enforcement and national security agencies to combat serious crimes and terrorism. In recent years, however, revolutionary changes in technology and the growing number of telecommunications service providers (TSPs) have significantly impeded lawful interception capabilities. Canada's legal framework has not kept pace with this rapid evolution because there is no legal requirement for telecommunications service providers to have interception capabilities. The Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS)

To address this challenge, the Government has, since 2005, brought forward several legislative proposals to increase interception capabilities. None of these bills became law. Most recently, the Minister of Public Safety introduced Bill C-30, the *Protecting Children from Internet Predators Act*, on February 14, 2012. Bill C-30 contains a suite of legislative measures that would require telecommunications service providers to develop and maintain intercept capable systems and provide basic subscriber information to designated officials upon request. Due to strong public opposition to the Bill, the Government has indicated that the interception capability and basic subscriber information portions of Bill C-30 will not be proceeding.

Under the *Radiocommunication Act*, the Minister of Industry has the authority to grant wireless licences to telecommunications service providers. Licence holders must comply with the conditions of their licence in order to deliver wireless services, such as cellular or smart phone services. wireless licences have an applicable lawful interception condition that requires telecommunications service providers to have and maintain lawful interception capabilities for their wireless voice services.



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s.69(1)(g) re (a)

s.69(1)(g) re (d)

s.69(1)(g) re (f)

Current Status

[Redacted]

Considerations

s.69(1)(g) re (a)

s.69(1)(g) re (d)

s.69(1)(g) re (f)

[Redacted]

In addition, the telecommunications legal framework is complex and involves several stakeholders.

s.21(1)(b)

[Redacted]

Next Steps

s.69(1)(g) re (a)

[Redacted]

At the same time, Public Safety will continue to engage key partners to develop further policy, legislative and regulatory options to help address the challenges posed by increasing gaps in interception capability. Public Safety will also pursue ongoing efforts with Industry Canada, the Royal Canadian Mounted Police, Canadian Security Intelligence Service and telecommunications service providers to help ensure that lawful interception capabilities are maximized within the existing regulatory framework.



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s.15(1) - Subv

Countering Violent Extremism

Background

The Canadian Security Intelligence Service (CSIS) assesses that violent radicalization by Al-Qaida inspired extremism represents the largest threat to Canada's national security and will remain as such for the foreseeable future. Since September 11, 2001, focus has [REDACTED] in Canada.

Radicalization is the process by which individuals come to embrace violent extremism. Motivations can stem from a variety of factors, processes and influences, and the process is not limited to any specific race, ethnicity, religion or culture. Responding to the threat of violent extremism is complex, particularly since there is no single profile or pathway for individuals who become receptive to violent extremist ideology.

Recent tragic events in Boston and London, and the alleged VIA Rail terror plot serve as a stark reminder that violent extremism remains a serious threat to the safety and security of our citizens and we must remain vigilant and united to respond effectively. Security and intelligence agencies are constantly being challenged on ways to address the threat posed by radical individuals and groups who seek to promote or engage in violence to further their political, ideological or religious views. Governments must act decisively to protect their citizens' right to life and personal security, while upholding the values and principles enshrined in the rule of law.

To this end, under *Canada's Counter-terrorism Strategy*, Public Safety Canada (PS) leads Canadian efforts to develop the policy framework on preventing and countering violent extremism (CVE). Through a federal interdepartmental Countering Violent Extremism Working Group, Public Safety officials are working with partners to promote a comprehensive and coherent response to the threat, at home and abroad. Through this Working Group, federal partners have made a number of advancements on countering violent extremism, including:

- Moving the discourse on countering violent extremism beyond strictly security into the social realm;
- Building relationships of trust and understanding with communities;
- Dialoguing with provinces and territories on the issue; and
- Increasing research to enhance knowledge of countering violent extremism through the Kanishka Project (a 5-year \$10M research initiative led by Public Safety).



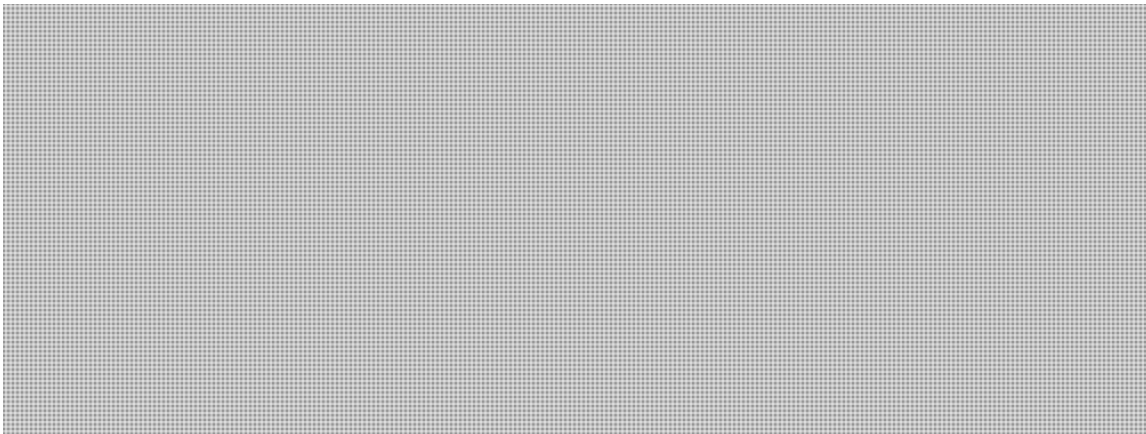
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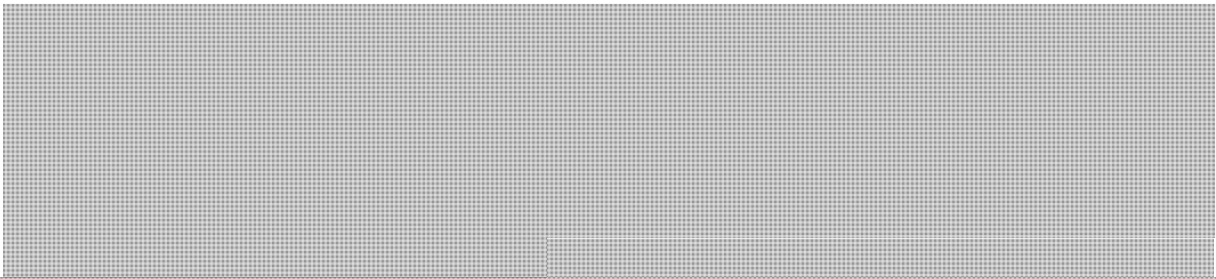
Current Status

On June 13, 2013, the Minister of Public Safety released the 2013 *Public Report on the Terrorist Threat to Canada* to better inform Canadians of the evolving domestic and international threat environment from a whole-of-government perspective.

s.69(1)(g) re (a)



Considerations



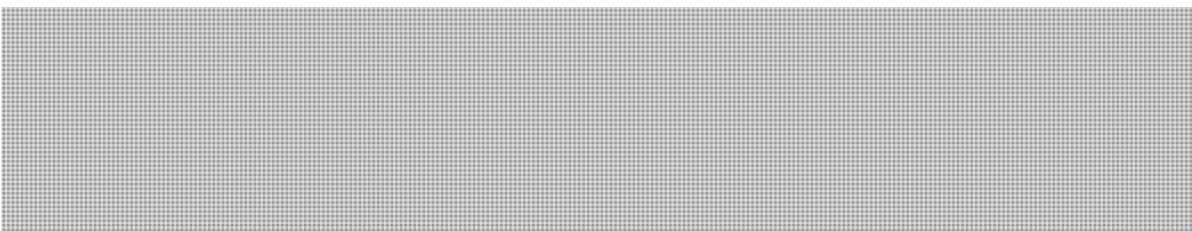
s.21(1)(a)
s.21(1)(b)

s.69(1)(g) re (a)

Countering violent extremism will remain a topic of discussion for the foreseeable future in a number of international fora, including the Global Counterterrorism Forum, the G8 Roma/Lyon Group and the United Nations. Countering violent extremism will be an agenda item at the Five Eyes Ministerial meeting, to be held July 21-22, 2013 in Monterey, California, with the Minister of Public Safety

s.15(1) - Int'l
s.21(1)(a)

Next Steps



s.21(1)(a)
s.21(1)(b)



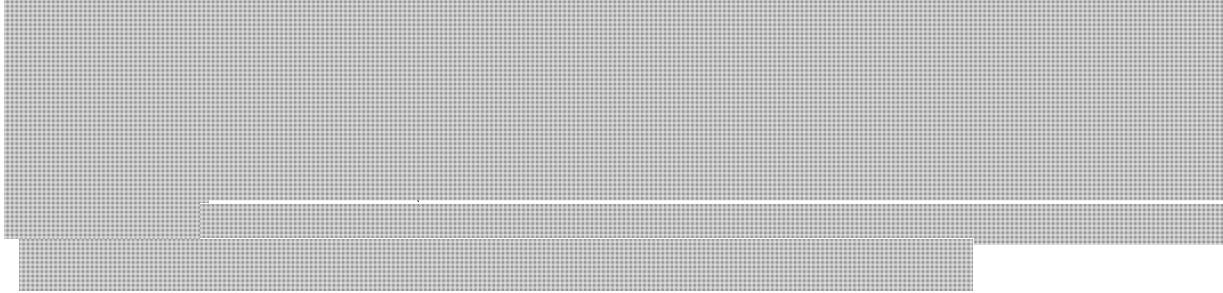
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s.21(1)(a)

s.21(1)(b)



s.69(1)(g) re (a)

s.69(1)(g) re (c)



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Strategic Policy Branch Overview



Paul MacKinnon, Assistant Deputy Minister

Paul MacKinnon was appointed Assistant Deputy Minister, Strategic Policy, at Public Safety Canada in March 2011. He was previously Director General of National Security Policy at Public Safety, a position he had held since November 2008.

He joined Public Safety when the Department was formed in 2003 after having worked for the Ministry of the Solicitor General since 1998. At Public Safety he has held a number of increasingly senior positions, including Director of Executive Services and Chief of Staff to the Deputy Minister.

Cabinet and Legislative/Parliamentary Affairs

Strategic Policy Branch plays a leading role on an integrated Portfolio policy agenda within the Department and across the Public Safety Portfolio. The branch manages the Portfolio's Cabinet and Parliamentary agendas including Regulatory Affairs and is the point of contact for the Minister's office on these issues. An Assistant-Deputy-Minister-level Portfolio Policy Committee is led by the branch and is used to determine the Portfolio's Cabinet agenda.

Federal/Provincial/Territorial Justice and Public Safety Table

In partnership with the Department of Justice, the Strategic Policy Branch leads the process of organizing federal/provincial/territorial meetings of Ministers Responsible for Justice and Public Safety. The next meeting will take place on October 16th and 17th, 2013, in Whitehorse, Yukon Territory (to be confirmed). These meetings provide opportunities to consult with provincial/territorial colleagues on issues of common interest and specific federal proposals, and to hear and exchange views on issues of common concern.

Outreach, Program Delivery and Research

The Strategic Policy Branch is responsible for the Cross-Cultural Roundtable on Security, both in relation to its formal meetings and outreach activities. The Roundtable involves the Minister directly and serves as a sanctioned forum for consultation with representatives of diverse ethno-cultural communities on security issues. The next meeting of the Roundtable will be held in November 2013 in the National Capital Region (to be confirmed). The branch has recently completed the delivery of the Air India Ex Gratia Payment Program, which upheld the

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Government of Canada's commitment to the families of victims of the bombing of Air India Flight 182. A total of \$6.6 million in Ex Gratia payments were made to families. Also in response to Air India Flight 182, a \$10 million initiative called the Kanishka Project is managed by the branch. This five-year project, currently in its third year, involves investments in research on terrorism and counter-terrorism, such as preventing and countering violent extremism.

Canada-United States Relations and International Relations

The Strategic Policy Branch is responsible for managing your international agenda and providing strategic advice on key horizontal international issues of relevance to the Department and Portfolio. With respect to relations with the United States, the Branch is responsible for providing advice on the overall implementation of the 32 items that have been agreed to under the Canada-United States Beyond the Border Action Plan. The branch also supports your relationship with your United States counterpart, Janet Napolitano, with whom you can expect to meet once or twice a year. The branch manages your broader international agenda, providing advice to support your participation in meetings with counterparts and heads of diplomatic missions from other countries and from multilateral organizations. It also provides strategic advice on international engagement and issues, with a view to ensuring that Canada's engagement abroad furthers Canada's domestic security and prosperity interests.

Executive Services and Corporate Planning

The Strategic Policy Branch delivers two statutory Information Management programs (Access to Information and Privacy) for the Department and two Portfolio-wide information management services for the Minister (Ministerial Correspondence and Secretariat Services.) The branch is accountable for the effective implementation of Treasury Board's Management, Resources and Results Structure Policy and corporate integrated business planning and reporting, integrated risk management and performance measurement.

Strategic Policy Branch is composed of four directorates and has 107 full-time equivalent employees. The Vote 1 budget is \$10,996,054 and Vote 5 budget is \$2,846,000.



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BUILDING A SAFE AND RESILIENT CANADA



Strategic Policy Branch Overview

DRAGON #: 14320

Canada

Strategic Policy, Planning, Research and Cabinet Affairs

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BUILDING A SAFE AND RESILIENT CANADA

Provide advice to support policy and planning integration across the Department and Portfolio, including on the Cabinet agenda. Analyze trends that affect the safety and security of Canadians and engage academics and researchers to build an evidence base for policy development.

Priorities:

s.69(1)(g) re (c)

- Manage the Portfolio's **Cabinet agenda** [REDACTED]
- Deliver the **Kanishka Project**, a five-year, \$10 M initiative supporting investments in research on terrorism and counter-terrorism
- Coordinate **priority-setting and reporting** exercises across the portfolio (e.g. Budget/mandate input, medium-term policy priorities)
- Support senior level **Portfolio committees and fora** (e.g. Deputy Heads luncheons, Portfolio Policy Committee)



Border Policy and International Affairs

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BUILDING A SAFE AND RESILIENT CANADA

Provide advice on international engagements, travel and issues to further Public Safety's domestic security priorities. Support your participation in meetings in Canada and abroad with counterparts from other countries and multilateral organizations.

Priorities:

- Advance negotiations on **preclearance** with the United States
- Coordinate the overall implementation of the **Canada-United States Beyond the Border Action Plan** and lead some of its initiatives
- Support your relationship with your United States counterpart, Secretary Janet Napolitano (approx. 2 meetings per year)



Intergovernmental Affairs and Citizen Engagement

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Provide advice on the management and advancement of the Department's federal/provincial/territorial (FPT) relations and citizen engagement activities. Provide direction and secretariat support for the Cross-Cultural Roundtable on Security (CCRS), which advises you and the Minister of Justice on national security issues.

Priorities:

- Next meeting of **FPT Ministers Responsible for Justice and Public Safety**, October 16-17, 2013 in Whitehorse, Yukon (TBC)
 - Opportunity to engage provincial/territorial colleagues on issues of shared interest and concern
- Next meeting of the **CCRS on Countering Violent Extremism**, November 2013, National Capital Region (TBC)
- **Outreach events** with communities



Parliamentary Affairs and Executive Services

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Manage the Portfolio's parliamentary business and regulatory affairs. Deliver two statutory information management programs for the Department (**Access to information** and **Privacy**) and two information management services for the Portfolio: the **Ministerial Correspondence Unit** and **Secretariat Services** (Ministerial briefings).

Priorities:

- Support the advancement of Portfolio's **legislative plans**
- [Redacted]
- Coordinate all **appearances** by the Minister and officials at parliamentary committees (chiefly Commons SECU, Senate Legal and National Security)

s.69(1)(g) re (a)
s.69(1)(g) re (c)



Key files

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BUILDING A SAFE AND RESILIENT CANADA

- Briefings on the following key files will follow in the coming days:
 - **Canada-United States Beyond the Border Action Plan**
 - **Pre-clearance negotiations**
 - **Cross-Cultural Roundtable on Security and the Kanishka Project**





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BUILDING A SAFE AND RESILIENT CANADA



Canada-U.S. Beyond the Border Action Plan - Overview

DRAGON # 10468

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Overview

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- In 2010, Minister of Public Safety tasked to pursue a shared border security vision with U.S. Secretary of Homeland Security Janet Napolitano.
- *Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness*, was announced by Prime Minister Harper and President Obama on February 4, 2011.
- *Beyond the Border Action Plan*, was announced by Prime Minister Harper and President Obama on December 7, 2011, and sets out specific commitments, milestones and metrics over four years
- Perimeter approach:
 - Recognizes the shared economic space of Canada and the U.S. – we already have economic integration;
 - Allows us to work together: away from, at and within the borders of the two countries; and
 - Addresses threats at the earliest points possible, increasingly outside the perimeter of both countries.



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Background - Our Shared Border Matters

BUILDING A SAFE AND RESILIENT CANADA

- The United States and Canada enjoy the largest bilateral trading relationship in the world:
 - Nearly one million dollars in goods and services cross the Canada-United States border every minute;
 - Mutual direct investment is over \$250 billion annually; and
 - Canada-U.S. two-way merchandise trade in 2010 was \$502.4 billion, up from \$456.9 billion in 2009, a 10% increase
- 350,000 people cross the border for business, tourism, or to visit family and friends every day.
- Critical infrastructure and communities also cross our shared border.
- By aligning resources effectively at and away from our borders, we can jointly improve our security while expediting legitimate trade and travel, ultimately leading to economic growth and jobs.



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Beyond the Border Action Plan

BUILDING A SAFE AND RESILIENT CANADA

- The Action Plan identifies and elaborates four key areas of cooperation:
 - 1) Addressing Threats Early;
 - 2) Trade Facilitation, Economic Growth, and Jobs;
 - 3) Integrated Cross-Border Law Enforcement; and
 - 4) Critical Infrastructure and Cyber-Security.
- 32 specific Action items are covered under these 4 themes, and Public Safety, Canada Border Services Agency and the Royal Canadian Mounted Police either lead or support the implementation of 29.



Public Safety Action items lead or co/lead

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BUILDING A SAFE AND RESILIENT CANADA

13 Distinct and 2 Cross-cutting Beyond The Border Initiatives

(I) Addressing threats early

1. Joint threat assessments
2. Share information and intelligence
3. Counter violent extremism

(III) Cross-border law enforcement

6. Shiprider/NextGen
(Co-lead with RCMP)
7. Radio-interoperability
(Co-lead with RCMP)

(II) Trade facilitation, economic growth and jobs

4. Pre-inspection and preclearance
5. Border Fees

(IV) Critical infrastructure and cyber security

8. Critical infrastructure
9. Government and digital infrastructure
10. International cyber security
11. Traffic management during emergencies
12. Preparedness for health security threats
13. CBRNE emergency management

Cross-cutting BTB initiatives

- Privacy Principles (Co-lead/Justice Canada)
- Horizontal Reporting



Action Plan: Related responsibilities

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In addition to leading on specific initiatives, Public Safety is responsible for:

- Production of overall Beyond the Border Portfolio progress reports to the Minister and updates to Privy Council Office implementation team;
- Acting as the Beyond the Border single window liaison for communications coordination with Department of Homeland Security Public Affairs; and
- Creation of government-wide Horizontal Reporting for the Action Plan including a Performance Measurement Framework.



Canada Border Services Agency

Action Plan initiatives

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Canada Border Services Agency plays a substantial role in many of the Action items and specifically leads in 10:

- 1) Entry – Exit information
- 2) Radio Frequency Identification (RFID)
- 3) Integrated Cargo Security Strategy
- 4) Small and Remote Ports of Entry
- 5) Interactive Advance Passenger Information (IAPI)
- 6) Bi-National Port Operations Committees
- 7) Trusted Trader Programs
- 8) Facilities for Trusted Programs
- 9) Nexus Benefits
- 10) Single Window



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Action Plan Governance

BUILDING A **SAFE AND RESILIENT CANADA**

- An Implementation Team, led by David Moloney, Senior Advisor to PCO, oversees the overall coordination of the Beyond the Border (BTB) Action Plan.
- Privy Council Office chairs Assistant Deputy Minister and Deputy Minister Committees that provide guidance and support for Action Plan implementation.
- An Executive Steering Committee, co-chaired by Privy Council Office and the White House, meets at least once annually to report on progress and resolve issues.
- The Action Plan also mandates a joint annual implementation report on progress – the first report was released in December 2012.



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Action Plan progress to date

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Key 2012/13 Department and Portfolio accomplishments under the Action Plan include:

- Release of Canada-United States Joint Statement of Privacy Principles;
- Agreement and launch of a Truck cargo pre-inspection pilot;
- Release of Canada – United States Joint Cybersecurity Action Plan;
- Implementation of a Regional Resilience Assessment Program;
- Release of joint Border Traffic Management in Emergencies Guide;
- Launch of an Entry-Exit pilot program at the land border;
- Development of an Integrated Cargo Security Strategy;
- Deployment of regularized Shiprider operations;
- Release of a joint Border Infrastructure Investment Plan; and
- Creation of additional NEXUS lanes at multiple border crossings.



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Considerations

BUILDING A SAFE AND RESILIENT CANADA

- The December 2012 Implementation Report demonstrated significant progress, which has continued into 2013.
- A sustained Ministerial relationship with United States Department of Homeland Security Secretary Janet Napolitano is key to maintaining momentum.
- Major stakeholders are highly supportive of the implementation progress to date.
- Public concern over cross-border information sharing was mitigated through an early joint release of the Privacy Principles.

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s.15(1) - Int'l



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2013 Action Plan Priorities for Public Safety

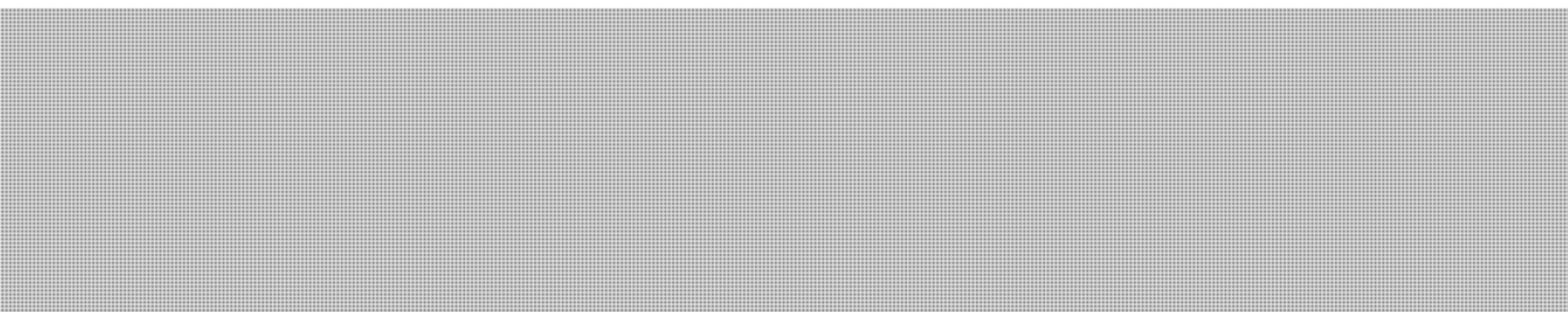
BUILDING A SAFE AND RESILIENT CANADA

Chief departmental Action Plan priorities for 2013 include:

s.15(1) - Int'l

- Successful Preclearance negotiations (stand-alone briefing to be provided);
- Completion of Border Fee economic impact assessment;
- Final report on Canada – United States intelligence information sharing; and
- Delivery of first comprehensive Beyond the Border Horizontal Report to demonstrate effectiveness and accountability.

s.69(1)(g) re (a)
s.69(1)(g) re (c)





Canada-U.S. Beyond the Border Action Plan - Overview

Background

On February 4, 2011, President Obama and Prime Minister Harper released the Beyond the Border (BTB) Declaration, articulating a shared vision to enhance perimeter security and economic competitiveness by working together to address threats at the earliest point possible while facilitating the legitimate movement of people, goods, and services across the shared border. This Declaration was the culmination of several years of policy development led by then-Minister of Public Safety Vic Toews, and U.S. Department of Homeland Security (DHS) Secretary Janet Napolitano. It was followed by a 32-point Action Plan that was released in December 2011.

The Action Plan is built around four pillars: 1) Addressing Threats Early; 2) Trade Facilitation, Economic Growth, and Jobs; 3) Integrated Cross-Border Law Enforcement; and 4) Critical Infrastructure and Cyber-Security. It sets out specific initiatives the two countries will undertake to achieve the security and economic competitiveness goals outlined in the Beyond the Border Declaration, with specific deliverables and timelines.

The Department and Portfolio agencies lead or co-lead on 29 of the 32 Action items across all 4 pillars. Other key departments implicated in the Action Plan include Citizenship and Immigration Canada and Transport Canada. In addition to leading on specific Action items, the Department is responsible for horizontal reporting on BTB that spans all departments implicated in the Action Plan. The horizontal report will form part of Public Safety's annual Departmental Performance Report.

Action Plan governance is led by the Privy Council Office (PCO). Public Safety plays a significant coordination role given that the Action Plan predominately implicates the Department and Portfolio agencies. The Action Plan also mandates an annual report on implementation progress to Leaders by the Minister of Public Safety and the Secretary of Homeland Security. The first such report was issued in December 2012.

Key accomplishments for the Portfolio since the launch of the Action Plan include:

- Release of the *Joint Statement of Privacy Principles* to inform and guide information sharing under the Action Plan;
- Mutual recognition of our respective air cargo security programs for passenger aircraft, eliminating the need for rescreening except for cause;
- Completion of a successful joint entry/exit pilot project at the land border, and launch of entry/exit at all automated land border crossings, starting with third-country nationals and permanent residents, whereby the record of entry into one country is shared and becomes the record of exit from the other country;



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- Development of an Integrated Cargo Security Strategy to address risks as early as possible associated with shipments arriving from offshore based on informed risk management and initiation of pilots to validate and shape the implementation of the strategy;
- Implementation of the first-ever Canada-U.S pre-inspection truck cargo pilot project;
- Release of a land border traffic management guide to manage traffic in the event of an emergency;
- Launch of the cross-border Regional Resilience Assessment Program to improve the security and resilience of cross-border critical infrastructure;
- Release of a joint Cybersecurity Action Plan;
- Expansion and enhancement of the trusted traveller program NEXUS by providing additional benefits to members such as access to expedited passenger screening lanes at airports in Canada and Transportation Security Administration (TSA) PreP™ lanes in the United States;
- Creation of additional NEXUS lanes to reduce cross border traffic congestion at several crossings in Ontario and British Columbia;
- Regularized Shiprider operations, representing a cooperative approach between the RCMP and the U.S. Coast Guard to combating cross-border crime on Canada and U.S. shared waterways;
- Announcement of plans to implement remote traveller port of entry inspections at specific locations; and
- Developed a joint Border Infrastructure Investment Plan to ensure a mutual understanding of available funding for targeted projects and the schedule, scope, and responsibilities for those projects in consultation and coordination with all applicable local, state or provincial, and federal stakeholders.

Current Status

Progress on BTB Action Plan items across the Portfolio is ongoing. Within the Department of Public Safety,

s.15(1) - Int'l

s.21(1)(b)

s.21(1)(c)

Work is ongoing on other PS-led action items, such as health security, emergency traffic management at the border and cyber security.

Both countries have faced significant challenges to securing funding for initiatives given the fiscal climate, with many items being implemented with no additional resources. Economic Action Plan 2013 highlighted investments made to date, and signalled a number of initiatives over the next five years, most of which are CBSA-led. These include enhancing Canada's capability to share immigration information with the U.S.; supporting integrated cross-border law enforcement initiatives; developing a system to



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make "board/no board" decisions prior to departure; and establishing and coordinating Canada-U.S. entry and exit information systems.

Considerations

The PS-DHS Minister-Secretary bilateral relationship is key to maintaining joint momentum on the implementation of the Action Plan. The Minister and Secretary typically meet at least twice each year, which allows for sustained progress and provides the opportunity for joint announcements where appropriate on completed items. These meetings also provide a venue to discuss [REDACTED] as required. The next planned bilateral meeting with the Secretary is on July 21, 2013 in Monterey, California on the margins of a Five-Country meeting of Ministers responsible for public safety.

s.15(1) - Int'l
s.21(1)(b)

Major stakeholders have been supportive of implementation progress to date, and continue to press both governments to proceed apace with the remaining implementation schedule.

Next steps

Key Portfolio policy [REDACTED]

You will be briefed separately on key files.

s.15(1) - Int'l
s.21(1)(b)
s.21(1)(c)



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BUILDING A SAFE AND RESILIENT CANADA



Beyond the Border: Preclearance Negotiations

DRAGON # 9922

Canada

Background

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BUILDING A SAFE AND RESILIENT CANADA

- Preclearance is the process whereby customs, immigration and other border laws of an inspecting country (e.g., the United States) are conducted in a host country (e.g., Canada).
 - Pre-inspection is where *part* of the clearance process is undertaken by inspecting country officers in a host country (i.e., only immigration admissibility or only primary inspection).
- Preclearance provides numerous economic and security benefits:
 - Roughly 12 million passengers are precleared each year in the air mode, resulting in reciprocal economic benefits;
 - Preclearance in the rail and marine modes benefits local economies and increases competitiveness, while potentially decreasing congestion and offering cost savings in the land mode; and
 - Security benefits are realized through the inspection of persons, goods or vehicles before they get on a plane or reach critical infrastructure such as bridges.



Beyond the Border Action Plan

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The Beyond the Border Action Plan committed to:

1. the implementation of a United States truck cargo facilitation pilot project in at least one location in Canada;
2. a preclearance agreement for the land, rail and marine modes, which would allow for:
 - a. the regularization of existing preclearance activities in British Columbia; and,
 - b. the preclearance of all passengers and their goods in Massena, New York; and
3. the amendment of the existing Air Agreement.



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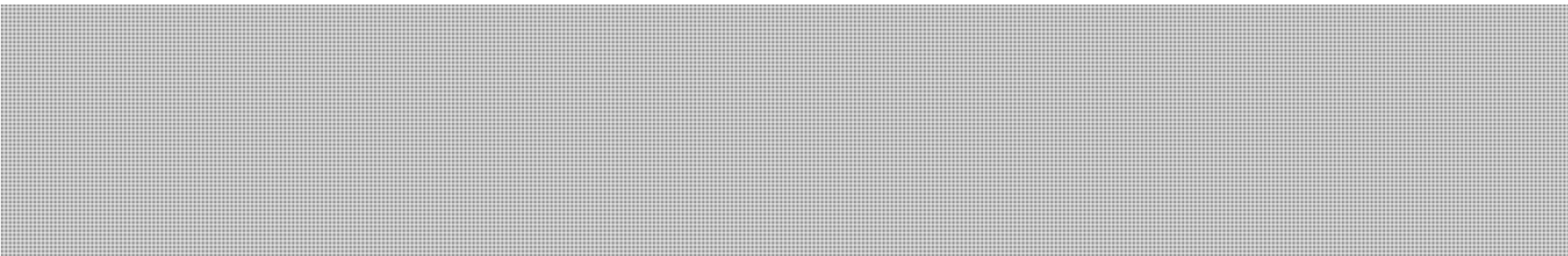
Truck Cargo Facilitation Pilot

BUILDING A SAFE AND RESILIENT CANADA

A Memorandum of Understanding for a two-phase pilot was signed March 14, 2013:

- Phase 1
 - Purpose: to test the concept, including technology and protocols
 - Where: Pacific Highway crossing, British Columbia
 - Launched: June 17, 2013
- Phase 2
 - Purpose: to test the feasibility of reducing wait times and border congestion
 - Where: Peace Bridge, Ontario
 - Launch: December 2013, subject to evaluation of Phase I

s.13(1)(a)
s.15(1) - Int'l
s.21(1)(c)



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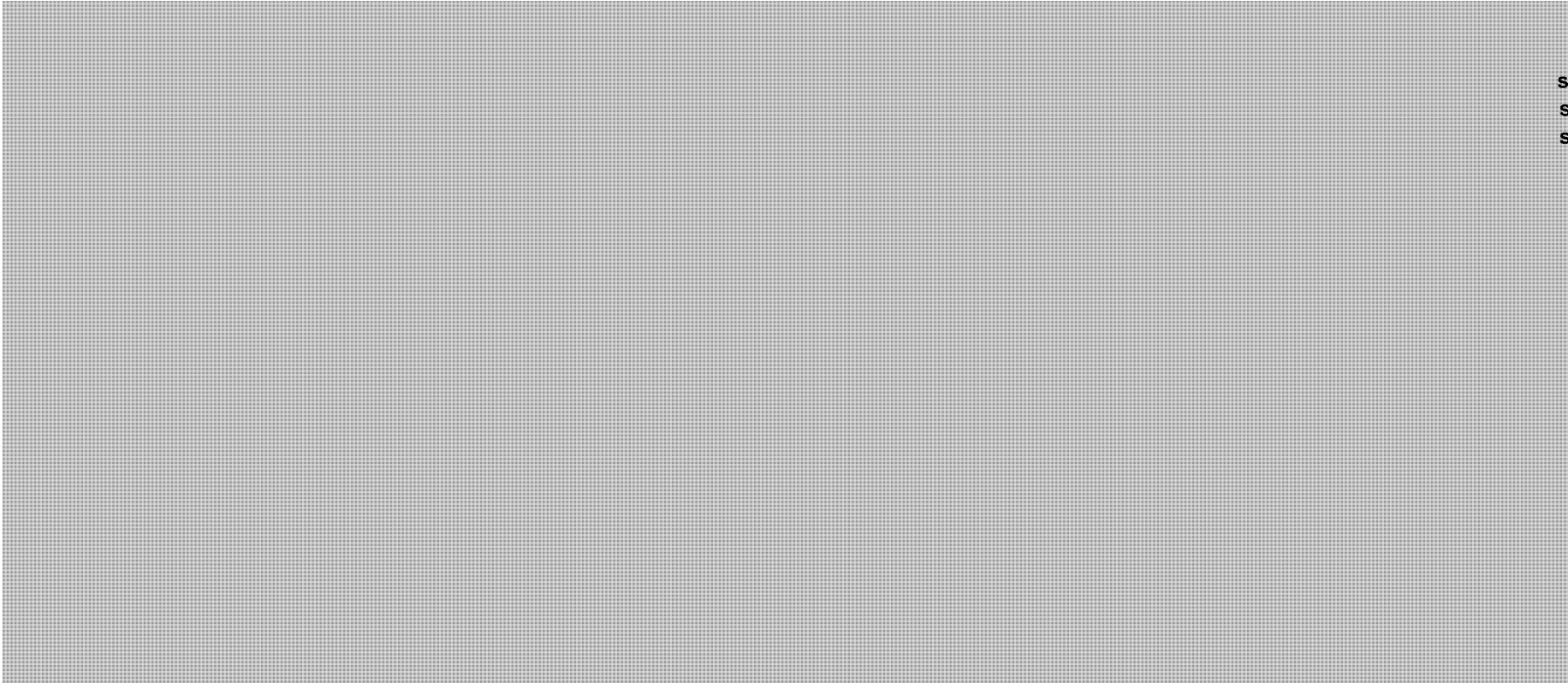
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Preclearance Agreements: Progress to Date and Current Status

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ADVICE TO THE MINISTER



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s.13(1)(a)
s.15(1) - Int'l
s.21(1)(c)



s.69(1)(g) re (a)
s.69(1)(g) re (c)



Considerations

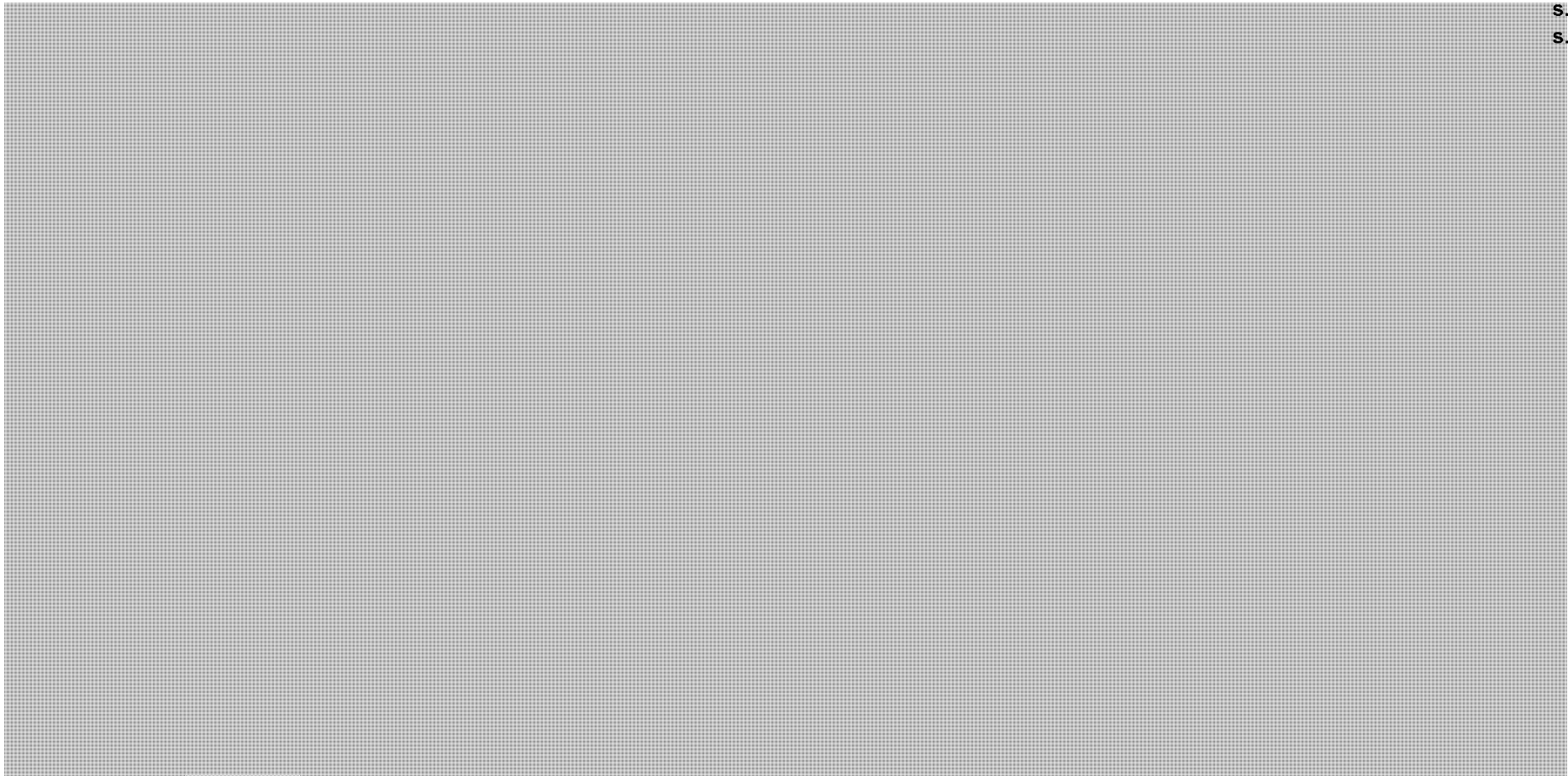
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- Coming to consensus on issues across Canadian federal departments

s.13(1)(a)
s.15(1) - Int'l
s.21(1)(c)



- These [redacted] are detailed in Annex 1.



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Next steps

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s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (f)

s.15(1) - Int'l
s.21(1)(a)
s.23

s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (f)



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13(1)(a), 15(1) - Int'l, 21(1)(a), 21(1)(c), 69(1)(g) re (a), 69(1)(g) re (c)

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13(1)(a), 15(1) - Int'l, 21(1)(a), 21(1)(c)

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13(1)(a), 21(1)(a), 21(1)(c)

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Beyond the Border: Preclearance Negotiations

Background

Public Safety (PS) leads the Beyond the Border Action Plan commitment for a comprehensive approach to preclearance with the United States (U.S.). This responsibility includes:

- implementing a truck cargo pre-inspection pilot project in Canada;
- negotiating a reciprocal agreement on preclearance covering the Land, Rail and Marine (LRM) modes of cross-border trade and travel; and,
- updating the existing Air Agreement so that the authorities of preclearance officers will be comparable to those exercised at airports by officers of the host country.

Preclearance is a process whereby customs, immigration and other border functions of an inspecting country (e.g., the United States) are conducted in a host country (e.g., Canada). U.S. Customs and Border Protection (CBP) currently conducts preclearance operations at eight major international airports in Canada under the *Canada-U.S. Air Transport Preclearance Agreement* (Air Agreement). These operations have held important economic benefits for Canada by enabling our airports to act as hubs for travel into all receiving U.S. airports (rather than only international airports), allowing roughly 12 million annual air travelers to the U.S. to disembark at their destinations without going through customs upon arrival. Although the Air Agreement is reciprocal, Canada has never established preclearance operations at U.S. airports, primarily due to the high cost of relocating and maintaining preclearance staff in major cities in the U.S.

Preclearance also holds benefits for other modes of transport beyond the air environment. For years, CBP has been conducting rail and marine pre-inspection¹ in British Columbia (BC), which has allowed Vancouver to act as the main port for cruise ships destined for small Alaskan ports, and permitted trains to the U.S. to proceed without unpredictable delays at the border. However, these operations are currently being conducted without a legal framework. To address the situation, the Action Plan committed to regularize these CBP preclearance operations, through the successful negotiation of a LRM agreement.

At the land border, it is anticipated that preclearance could provide a cost-effective solution to reducing bottlenecks resulting from limited infrastructure, such as at the Peace Bridge crossing, and thereby reduce wait times for cross-border trade and travel. To test

¹ Pre-inspection is a subset of preclearance where the clearance process is only partially completed (e.g. only immigration checks, only primary inspection).



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this concept, the Action Plan committed to the implementation of a U.S. truck cargo pre-inspection pilot project, in which CBP would conduct primary inspections of U.S. bound cargo traffic in Canada.

s.15(1) - Int'l

In addition to allowing the further facilitation of legitimate trade and travel,

[REDACTED]
In June 2009, the Canada Border Services Agency (CBSA) was forced to close its office on Cornwall Island because of security concerns from the Mohawk community stemming from the presence of armed CBSA officers. Since the closure, the CBSA has been operating an interim facility in the City of Cornwall.

s.15(1) - Int'l

[REDACTED] The establishment of the new port was subsequently included as one of the goals of the Action Plan.

Current Status

Status of Preclearance Negotiations

Significant progress has been made on the preclearance negotiations, although the original Action Plan target to complete negotiations by December 2012 was not met. In addition to other factors, both the implementation of the truck cargo pilot and the preclearance negotiations were delayed

s.13(1)(a)

[REDACTED] On September 11, 2012, Minister Toews and U.S. Secretary of Homeland Security Janet Napolitano

s.15(1) - Int'l

[REDACTED]

s.69(1)(g) re (c)

Status of the Truck Pilot

On March 14, 2013, Minister Toews and Secretary Napolitano signed a Memorandum of Understanding (MOU) that officially announced the truck cargo pre-inspection pilot project. The pilot is proceeding in two phases: Phase I is designed to test the concept of conducting CBP primary cargo inspection in Canada, and was officially launched on June 17, 2013, at the Pacific Highway crossing between Surrey, BC, and Blaine, Washington. Phase II is scheduled to commence six months after the launch of Phase I (i.e. December 2013), and is intended to test the feasibility of pre-inspection enhancing border efficiency.



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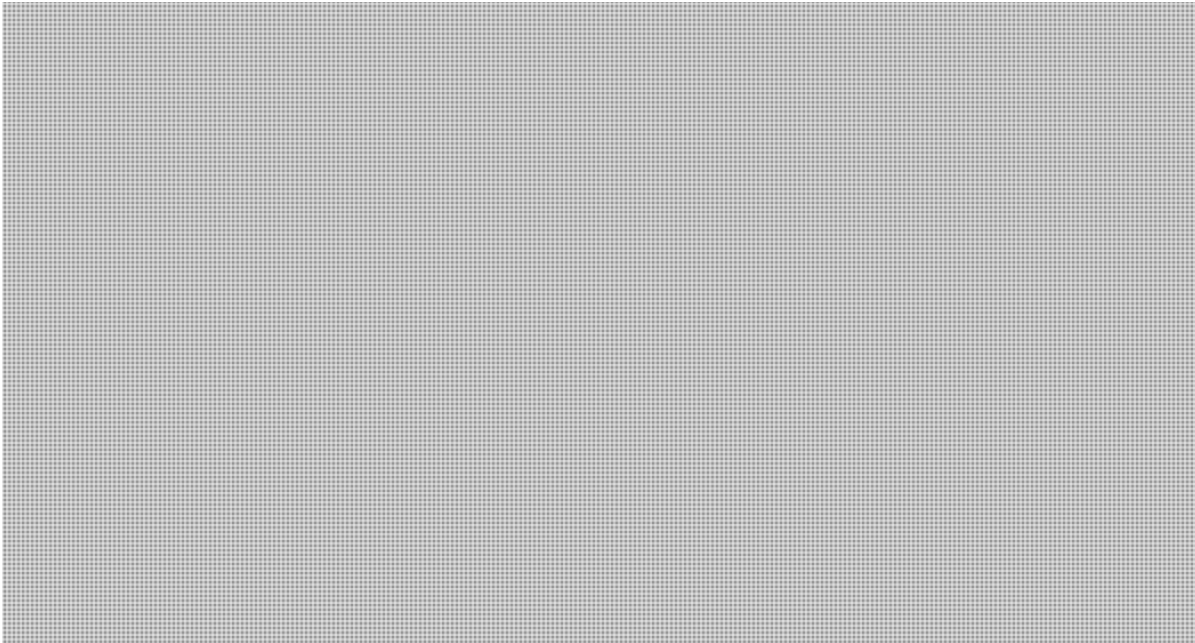
Phase II will be implemented at the Peace Bridge crossing which connects Fort Erie, Ontario, and Buffalo, New York, where pre-inspection has long been considered a potential solution to infrastructure constraints.

s.13(1)(a)

s.15(1) - Int'l

Considerations

s.21(1)(c)



Next Steps

s.15(1) - Int'l

s.21(1)(a)

An aggressive negotiation schedule has been devised with the goal of completing the LRM negotiations and the update of the Air Agreement

s.23



s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (f)



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BUILDING A SAFE AND RESILIENT CANADA



Overview of the Cross-Cultural Roundtable on Security and the Kanishka Project

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Strategic Policy Branch support for national security

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BUILDING A SAFE AND RESILIENT CANADA

Strategic Policy Branch leads on two national security initiatives as a result of its department and portfolio role in citizen engagement and research and academic relations:

- The Cross-Cultural Roundtable on Security (CCRS) has as a mandate to engage Canadians and the Government of Canada in an ongoing dialogue on national security in a diverse and pluralistic society.
- The Kanishka Project research initiative is about better understanding what terrorism means in the Canadian context, how that is changing over time, and what we can do to support effective policies and programs to counter terrorism and violent extremism in Canada.



Cross-Cultural Roundtable on Security – Introduction

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BUILDING A SAFE AND RESILIENT CANADA

Appointments: The 15 members of the CCRS are appointed by the Ministers of Public Safety and Justice. They:

- are leaders within their communities;
- reflect a diversity of individuals, expertise, and experience; and
- bring their own personal experiences to the table.

Scope:

- Facilitates a broad exchange of information between the government and communities, while providing a forum for Government to present policy initiatives and programs relating to national security and obtain the views of the CCRS as to how such national security measures may impact Canada's diverse communities.

Next meeting: To take place in November 2013 on the theme of Countering Violent Extremism.



CCRS - Introduction (continued)

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Meeting format:

- 2-3 meetings are held per year over the course of a weekend
- Meetings begin on the Friday evening with a formal working dinner; one of the two responsible Ministers usually attends the dinner
- Two days of meetings follow with officials to review a variety of policies, programs, and operational considerations related to the theme of the meeting

Recent themes of the CCRS meetings include:

- Canada-U.S Relations – Action Plan on Perimeter Security and Economic Competitiveness
- Cyberspace
- Migration
- Resilience
- Engaging with Canadians

Reports: Following meetings of the CCRS, reports are prepared for the Minister of Public Safety, the Minister of Justice, and relevant stakeholders within the Government of Canada, to be considered in the development of policy and programs relating to national security.



Value of the CCRS

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BUILDING A SAFE AND RESILIENT CANADA

Results: The Roundtable has considered and contributed to a number of policy, program, and operational areas including:

- Development of cultural awareness training programs for the RCMP, and use within government and security agencies of culturally-sensitive language;
- Improvements to the content and language used of the Public Threat Assessment released as part of the Counter-Terrorism Strategy which culminated in a revised version being released in June 2013;
- Providing recommendations around the addition of a special advocates provision to the security certificates regime of the *Anti-Terrorism Act*;
- Contributions to the Department's thinking around policies and programs needed by communities to help address the issue of radicalization leading to violence;
- Providing feedback on the development of departmental programming including the Kanishka Project Research Initiative and the Security Infrastructure Pilot Program.



Outreach Activities

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BUILDING A SAFE AND RESILIENT CANADA

Overview:

In partnership with CCRS members, the Department has been conducting outreach activities with Canadians since 2009. CCRS members act as a bridge into communities, and bring together communities and the departments and agencies responsible for national security (Public Safety, Justice Canada, RCMP, CSIS, and CBSA).

Objectives:

- Inform Canadians about the national security apparatus in Canada
- Improve the level of trust in these organizations
- Build on-going relationships with a variety of communities and community leaders across Canada; and
- Provide an opportunity for open dialogue between government officials and community members on issues of concern to the community and to Government.

Role for the Minister of Public Safety in Outreach:

Outreach events are an important opportunity for the Minister to highlight the importance of working with communities, and smaller meetings with community leaders offer the opportunity to hear directly about the concerns of communities.



Outreach Activities (continued)

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Since 2009, over twenty events have taken place, including:

Newcomer events – a number of cross-cultural information sessions have taken place including in Edmonton, Halifax, Fredericton, and in Ottawa, to improve the level of trust newcomers have in the national security departments and agencies.

Muslim community in the Greater Toronto Area – information sessions with youth have taken place in London, Cambridge, Hamilton, and St. Catharines. Ministerial outreach has also taken place with Muslim community leaders in the GTA.

Somali-Canadian communities in Edmonton, Ottawa, Toronto – adult and youth information sessions have taken place in Toronto, Edmonton, and Ottawa. Ministerial outreach has also taken place with the Somali-Canadian community in the GTA.



Outreach Activities (continued)

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An outreach plan has been developed for 2013-14. It includes continued work with the Muslim and Somali-Canadian communities, including more in-depth discussions on preventing and countering violent extremism, and the tools communities need to deal with these issues.

Outreach events are scheduled to take place in:

- London, Windsor, and Hamilton (Muslim community)
- Ottawa (Somali-Canadian community)
- Montreal (cross-cultural/Black community)
- Surrey, BC (Sikh community)



Kanishka Project – Introduction

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BUILDING A SAFE AND RESILIENT CANADA

- On June 23, 2011, the Government of Canada announced the Kanishka Project, a five-year, \$10M initiative to invest in research on pressing questions on terrorism and counter-terrorism, such as preventing and countering violent extremism.
 - created in response to a proposal from the Commission of Inquiry into the Bombing of Air India Flight 182.
- The lead team at Public Safety Canada works with key departments and agencies, along with representatives from the Air India Flight 182 Victims' Families Association, to set direction for the initiative.
 - together with the Assistant Deputy Minister (ADM) of Strategic Policy Branch, a member of the Families Association co-chairs the **Kanishka Project Steering Committee**, which is an ADM-level group with decision making authority to select projects for funding.
- The overall approach to managing the Kanishka Project has centered on collaborative research design – the process of officials, researchers and stakeholders together refining how to ask questions and generate answers, in order to ensure that the resulting knowledge is relevant for policy and operations.



Kanishka Project – Goals

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BUILDING A SAFE AND RESILIENT CANADA

Together the partners involved in the initiative aim to:

- Build a broader national network of researchers and disciplines conducting quality, relevant research
- Develop better connections between researchers and those responsible for national security
- Improve public understanding of terrorism and counter-terrorism
- Support deeper dialogue between researchers and government on what knowledge is needed and why
- Create tangible tools for front line personnel to be more effective in their respective roles, including communities and community-based organizations.



Kanishka Project – Research themes

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BUILDING A SAFE AND RESILIENT CANADA

To motivate research that will produce useful tools, there are four main themes:

- Ideological extremism and violence
- Perception and emotion
- Collective dynamics and resilience
- Organization and effectiveness:

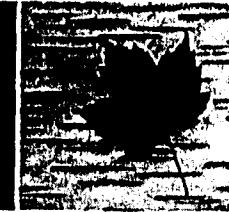
Examples of the questions being explored include:

- What heightens the risk that violent extremism takes hold and persists in specific groups and not others?
- How do people in Canada view threats of terrorism and government efforts to counter it?
- Should a terrorist incident occur, how will Canadian society react, and what steps can be taken to address the needs of Canadian communities as regards terrorism?
- How do we measure and improve the effectiveness of counter-terrorism strategy and practice?



Kanishka Project – Progress

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BUILDING A SAFE AND RESILIENT CANADA

- To date, there have been four calls for proposals, including one that closed April 15, 2013. From the first three rounds, \$4.5M has been allocated towards 22 projects, with up to six more expected for round four.
- The Kanishka Project has also funded activities such as targeted workshops and research reviews, data development, 14 student research projects, and a major conference.
- A near-term priority is to communicate the findings of early projects, and ensure the research is helping produce more effective policies, tools and resources for law enforcement and people on the front lines.
- Examples of funded projects are: looking at Canadians' awareness and perspectives on issues of security and terrorism; building and fostering positive social integration with specific ethnic communities to enhance their resilience; and the use of social media, both as tool for recruitment by extremists and as used during crisis situations by the public and authorities.





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Kanishka Project

Background

On June 23, 2011, the Government announced the Kanishka Project – a five-year, \$10M initiative that is investing in research on pressing questions for Canada on terrorism and counter-terrorism. The Project was developed in response to Justice John Major's recommendation in the final report of the *Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182* that an academic initiative for the study of terrorism be funded to help prevent future terrorist attacks while honouring the memory of those who perished.

The Kanishka Project focuses on improving our understanding of what terrorism means in the Canadian context, how it is changing over time, and what we can do to support effective policies and programs to counter terrorism and violent extremism. Investments in research are made through the Kanishka Project Contribution Program (KPCP), as well as through a partnership with the Social Sciences and Humanities Research Council (SSHRC). In addition, Public Safety is funding selected activities to support the development of data to support research; the creation and development of new networks of officials, researchers and civil society partners; and the dissemination of information and ideas through such fora as conferences, workshops and publications.

Current Status

Since its launch on January 25, 2012, there have been four calls for proposals under the KPCP, the most recent closing on April 15, 2013. A total of 107 proposals were received through the four rounds. To date, a total of 22 projects from rounds one, two and three have received funding. Round four projects are still being assessed, with final decisions on up to six projects in round four expected to be completed by July 2013. To date, approximately \$3.8M has been allocated under the Kanishka Project Contribution Program.

Projects that have received funding to date include:

- “Understanding and Responding to Terrorist Threats to Critical Infrastructure” (Dalhousie University), which is examining how owners and operators of critical infrastructure understand terrorist threats, what issues influence the manner in which they respond, how they manage threats related to distinct but interdependent infrastructure sectors, and what lessons can be drawn in terms of resilience and cooperation;
- “A System for Measuring Population Response to a Crisis in Online Social Networks” (McGill University), which is analyzing real-time social responses to sudden or rapidly evolving social conditions in crisis or emergency situations,



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including acts of terrorism, using data streams from the Twitter online social platform;

- “Canada’s Experience in and Response to Lone Actor Terrorism” (Royal United Services Institute), which will analyze the characteristics of lone actor attacks and best practices in responding to them; and
- “Development of an Internet-based Repository of Best Practices in Responding to Victims and Survivors of Terrorist Attacks” (Canadian Resource Centre for Victims of Crime), which is creating an online resource of research and information to meet the immediate, intermediate and long-term needs of victims and survivors of terrorist attacks, as well as first responders.

Considerations

Projects are selected for funding under the Kanishka Project Contribution Program through two committees of officials – the Working Group and the Steering Committee – with representatives from the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, Transport Canada, Defence Research and Development Canada, the Correctional Service of Canada, Citizenship and Immigration Canada and Justice Canada.

The Steering Committee is an Assistant Deputy Minister-level group, with decision-making authority to select projects for funding, which is co-chaired by Public Safety Canada and a member of the Air India Flight 182 Victims’ Families Association. The Working Group, made up of senior analysts and directors, first reviews project proposals and makes recommendations to the Steering Committee.

Next Steps

Following decisions on which projects will receive funding, an announcement of the successful projects from the fourth call for proposals will be made at a future date.

A fifth call for proposals is expected to be launched in Fall 2013. This call will be shaped by an exercise that is currently underway to identify key topics and questions of interest to departments and agencies involved in the Kanishka Projects. Departments and agencies will be asked to work closely with researchers to ensure that funded projects are producing quality, relevant research that is addressing real needs, including those of frontline officials.

A report for families of victims of the Air India bombing is in development, which is to review progress to date,

s.21(1)(a)





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Cabinet Affairs

Background

The Public Safety (PS) Portfolio Cabinet agenda is the largest in Government. Many of PS's Cabinet proposals are legislative in nature, addressing horizontal issues of an increasingly complex nature, and involving many partners inside and outside the Portfolio. Key themes are crime and safety, Beyond the Border commitments, and modernizing national security practices.

Management of the Public Safety Portfolio Cabinet agenda requires a high degree of policy coherence, which is led by the Deputy Minister of Public Safety (DM), who is your principal policy advisor for all Cabinet-related business. The department supports you in setting, advancing, and achieving your Cabinet agenda. You have responsibilities under more than one hundred statutes (many related to the enforcement of programs outside the Portfolio), and as such you are called upon to sign a diverse range of Memoranda to Cabinet (MC) originating elsewhere that have policy or financial implications for a Portfolio agency. The Deputy Minister's role reinforces the department's collaborative policy development process, providing you with policy advice that is focused, comprehensive and aligned with overarching priorities.

Current Status

The approvals process for Cabinet items is overseen by the Cabinet Affairs Office in the Strategic Policy Branch. This office also coordinates your participation in Cabinet Committees. The development of Memoranda to Cabinet is led by the responsible program or policy area, housed within the Department or a Portfolio agency, in consultation with your office and the Deputy Minister's office. The Deputy Minister attends your briefings and accompanies you to committee meetings on all items. On agency-led initiatives, the Deputy Minister may opt to request that the agency Deputy Head accompany you in his stead. The Cabinet Affairs Office provides support to the functional areas developing Memoranda to Cabinet, coordinates decision-making machinery with the various Privy Council (PCO) secretariats involved, and administers the approval, Chief Financial Officer (CFO) attestation, and signature process for all Memoranda to Cabinet. The Office works with branches within the Department, its Portfolio agencies, other government department partners and Central Agencies to maintain an up-to-date Cabinet agenda. Target dates can also be influenced by an initiative's interconnectedness with Portfolio and other government department initiatives, the Government's priorities, parliamentary business and other external factors or pressures.



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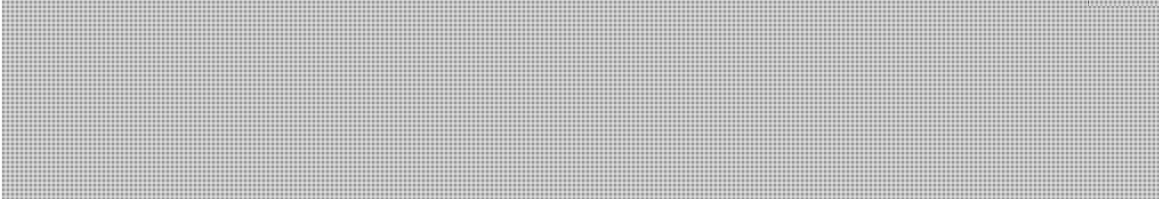
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Considerations

Your predecessor was a standing member of three Cabinet committees (i) the Cabinet Committee on Social Affairs (SAC), (ii) the Cabinet Committee on Priorities and Planning, and (iii) the Cabinet Committee on National Security where he also served as Vice-Chair. Most Cabinet business relevant to the Portfolio is considered by the Social Affairs Committee and the Foreign Affairs and Defence Committee (FAD). Although you are not a member of the FAD, you attend as deemed necessary by invitation.

s.69(1)(g) re (c)

Given the broad policy agenda of the Portfolio and the interrelated nature of public safety issues, most Memoranda to Cabinet implicate more than one Portfolio organization.



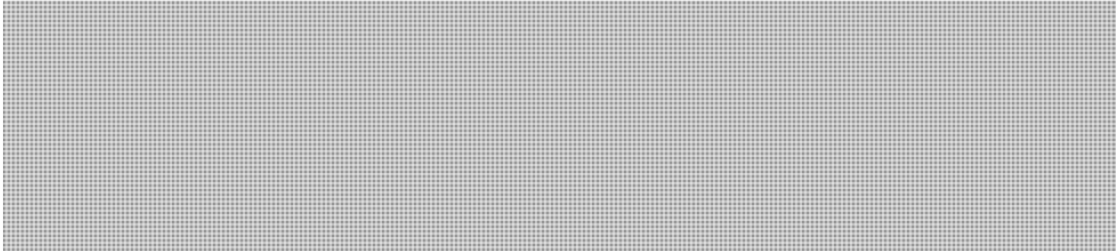
Next Steps

The Department is working with Portfolio agencies to develop a 41st Parliament, 2nd Session of Parliament (Fall/Winter) Cabinet Agenda for your approval.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)





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Parliamentary Environment

Public Safety Canada (PS) manages the largest programme of parliamentary business in the government. The Portfolio accounts for a large portion of the Government's overall legislative agenda, numerous Private Members' bills, and an intense program of parliamentary committee hearings including some of the most contentious issues facing the Government, and a significant share of parliamentary returns.

The Parliamentary Affairs Division in the Strategic Policy Branch (SPB) supports your office as the single, central manager of all parliamentary business in the Public Safety Portfolio, and is the Portfolio's single window to Legislation and House Planning in the Privy Council Office (PCO). The Division works with the Department and portfolio agencies to ensure an overall coordinated approach to parliamentary activities and statutory obligations, such as preparation for Question Period, support for you and officials appearing before parliamentary committees, monitoring parliamentary committee business, tracking government legislation and Private Members' Business, developing parliamentary plans for Memoranda to Cabinet (MC), tabling of documents, and providing highly-skilled strategic and procedural advice.

Legislation

The Minister of Public Safety led three bills before Parliament during the spring sitting. Bill C-42 (*Enhancing Royal Canadian Mounted Police Accountability Act*) and Bill C-51 (*Safer Witnesses Act*) received Royal Assent prior to the end of session. Bill C-30 (*Protecting Children from Internet Predators Act*) was introduced on February 14, 2012, but did not proceed further.

Although led by other ministers, six other public-safety-related bills were before Parliament this spring. Bill C-43 (*Faster Removals of Foreign Criminals Act*), Bill S-2 (*Family Homes on Reserves and Matrimonial Interests or Rights Act*) and Bill S-9 (*Nuclear Terrorism Act*) also received Royal Assent prior to the end of session. The bills outlined below remain before Parliament:

- Bill C-54 (*Not Criminally Responsible Reform Act*)-Minister of Justice;
- Bill C-56 (*Combating Counterfeit Products Act*)-Minister of Industry; and
- Bill S-16 (*Tackling Contraband Tobacco Act*) -Minister of Justice.

The autumn and winter will feature a very broad program of legislative activity affecting the portfolio.

s.69(1)(g) re (c)

s.69(1)(g) re (e)

s.69(1)(g) re (f)

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69(1)(g) re (c), 69(1)(g) re (e), 69(1)(g) re (f)

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s.69(1)(g) re (e)

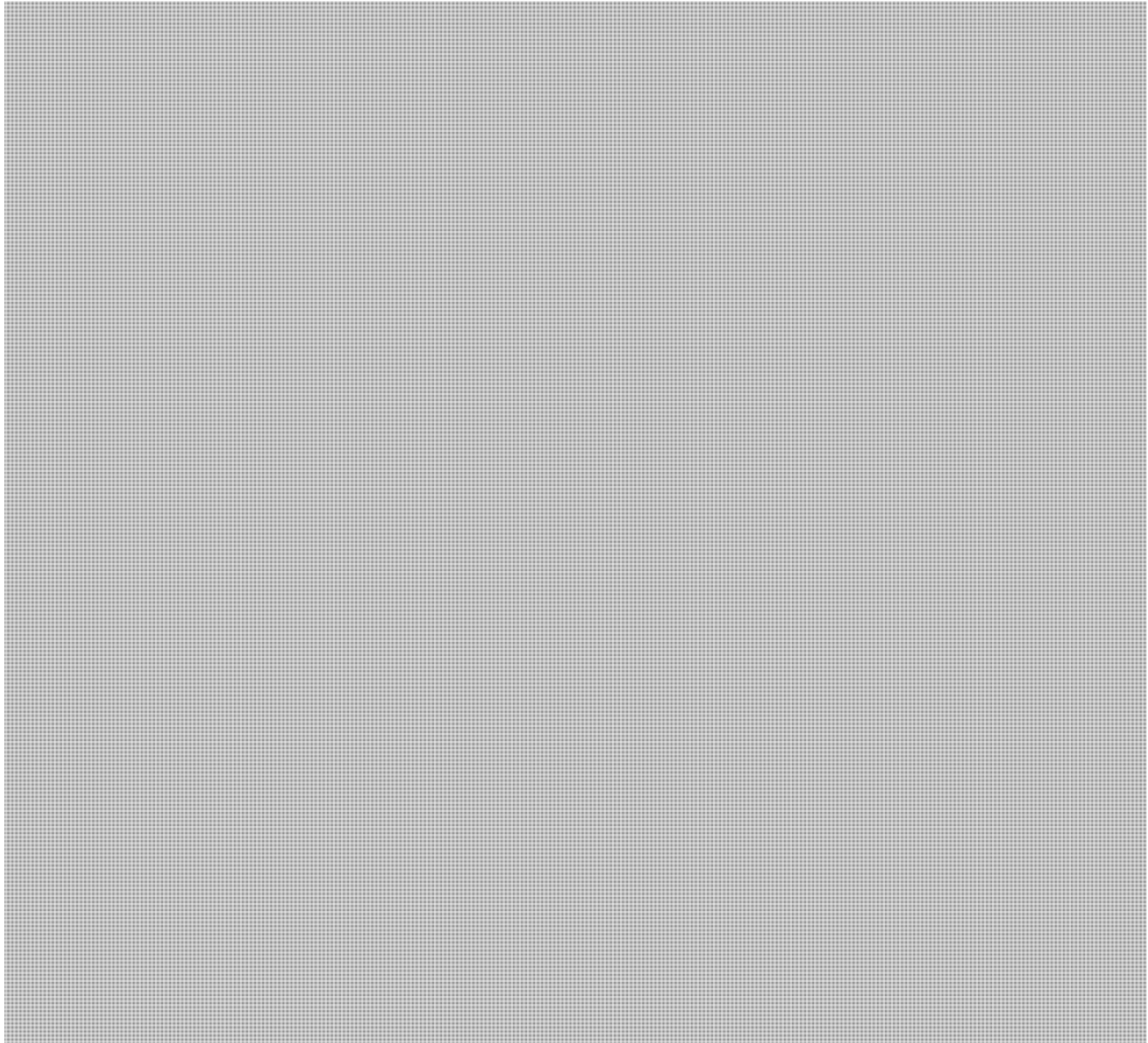
s.69(1)(g) re (f)



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Private Members Business

Corrections and criminal law are fertile subjects for private member's business in both the Government and Opposition caucuses. You are the lead Minister in responding to three Private Members bills currently before Parliament:

- Bill C-350 (Offender Accountability) is before the Senate Committee on Legal and Constitutional Affairs. The Government supports the bill, which will ensure that victims of crime can recover civil settlements awarded to offenders.
- Bill C-479 (Fairness for Victims) is before Standing Committee on Public Safety and National Security for study. The Government supports the bill, which proposes to modify parole and detention review dates, and provide additional support to victims regarding parole reviews.



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s.69(1)(g) re (c)

s.69(1)(g) re (e)
s.69(1)(g) re (a)
s.69(1)(g) re (f)

- Bill C-483 (Escorted Temporary Absence) is before the House awaiting debate at Second Reading.

Commons Committees

The Commons Standing Committee on Public Safety and National Security (SECU) is the principal House committee transacting PS business. Your Parliamentary Secretary will be a member of Standing Committee on Public Safety and National Security. PS issues are also examined by a diverse array of other committees, often several times a week. In the Senate, PS business is examined mainly by the Legal and Constitutional Affairs, and National Security and Defence Committees.

Standing Committee on Public Safety and National Security has concluded their protracted study on the Economics of Policing and requested the Committee analysts produce an outline for a report and summary of evidence by September 1, 2013. In May 2012, the Committee agreed to, but has yet to commence, a study examining victim's services, focusing on victims' experiences with the correctional system.

The **Standing Committee on the Status of Women** has concluded their nine-month study on sexual harassment in the federal workplace. Royal Canadian Mounted Police (RCMP) officials appeared before the Committee on numerous occasions. A draft report is to be distributed to members of the Committee the week of August 12, 2013.

The **Standing Committee on Public Accounts** has agreed to study Chapter 8 of the 2013 Spring AG Report (Spending on the Public Safety and Anti-terrorism initiative). The Treasury Board Secretariat is the lead Government Department for this file.

The **Special Committee on Violence against Indigenous Women** has heard from, and will likely re-invite officials from Public Safety and the Royal Canadian Mounted Police. In addition, it is possible the Committee will extend invitations to officials from the Correctional Service of Canada and the Canada Border Services Agency. Opposition members have indicated they hope to invite all of the pertinent ministers in this file.

The **Standing Committee on Industry, Science and Technology** will commence study on Bill C-56 (*Combating Counterfeit Products Act*). It is likely that Canada Border Services



Agency officials will be invited to appear before the Committee. It is also possible that the Royal Canadian Mounted Police or Public Safety will be invited to appear.

The **Standing Committee on Justice and Human Rights** will commence their study on Bill S-16 (*Contraband Tobacco Act*). It is expected that officials from Royal Canadian Mounted Police, Canada Border Services Agency and Public Safety will receive invitations to appear when the House resumes.

s.69(1)(g) re (a)
s.69(1)(g) re (c)
s.69(1)(g) re (e)

Senate Committees

The **Standing Senate Committee on National Security and Defence** presented their report on harassment in the RCMP to the Senate on June 18, 2013, and has requested a Government response.

The **Standing Senate Committee on Legal and Constitutional Affairs** is currently studying Private Members Bill C-350 (Accountability of Offenders) and are expected to undertake clause-by-clause consideration in the Fall.

The **Standing Committee on Aboriginal Peoples** has heard from Public Safety and is expected to hear from Correctional Service of Canada officials with respect to their study on the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and Metis peoples and on other matters generally relating to the Aboriginal Peoples of Canada. The Committee has held over 40 meetings since September 2011 on this matter. The Minister was not in a position to accept the Committee's invitation to appear in May, and it is likely that you will be invited to appear.

Tabling of documents

The Minister must table numerous items each year as part of various statutory accountability regimes. You can expect to be required to table the following items either during the summer adjournment or shortly after Parliament resumes sitting in the fall:

- 2012-2013 Annual Report on the Parole Board of Canada Record Suspension Decisions;
- 2012 Annual Report on the Use of Electronic Surveillance;
- 2012-2013 Access to Information Act and Privacy Act Annual Reports for Public Safety and eight portfolio agencies;
- 2012-2013 Annual Report on the National DNA Data Bank of Canada;
- 2012-2013 Annual Report of the Commission for Public Complaints Against the RCMP;
- 2012-2013 Annual Report on the Witness Protection Program;



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- 2012-2013 Annual Report of the Royal Canadian Mounted Police External Review Committee;
- 2012 Annual Report of the Firearms Commissioner;
- 2012-2013 Annual Report of the Office of the Correctional Investigator;
- 2012-2013 Annual Report of the Security Intelligence Review Committee; and
- 2011-2012 CSIS Public Report.



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Regulatory Affairs

Considerations

Regulations are essential for establishing the detailed operations of enabling statutes. They define and control the activities of law enforcement and intelligence organisations and govern the behaviour of regulated and licenced persons and businesses (e.g., importers and exporters of goods, peace officers, etc.).

The vast majority of regulations in the Portfolio are made pursuant to the *Customs Act* and the *Customs Tariff*.

You have responsibility for hundreds of regulations under the following statutes:

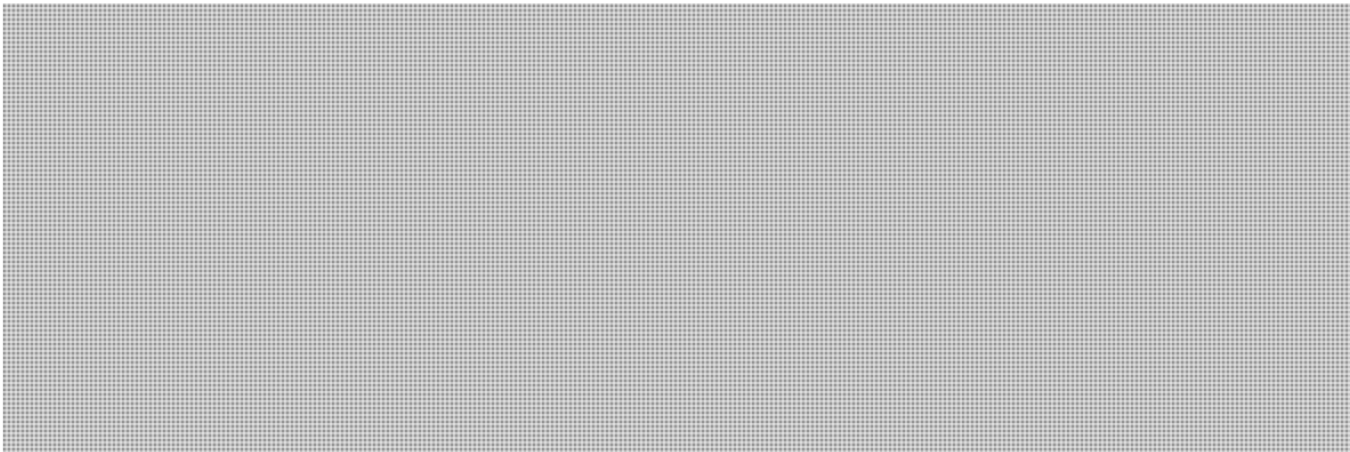
- *Canadian Security Intelligence Service Act*
- *Corrections and Conditional Release Act*
- *Criminal Records Act*
- *Customs Act*
- *Customs Tariff*
- *DNA Identification Act*
- *Firearms Act*
- *Royal Canadian Mounted Police Act*
- *Royal Canadian Mounted Police Pension Continuation Act*
- *Royal Canadian Mounted Police Superannuation Act*
- *Sex Offender Information Registration Act*

s.69(1)(g) re (a)

s.69(1)(g) re (e)

s.69(1)(g) re (f)

Next Steps



s.69(1)(g) re (a)

s.69(1)(g) re (e)

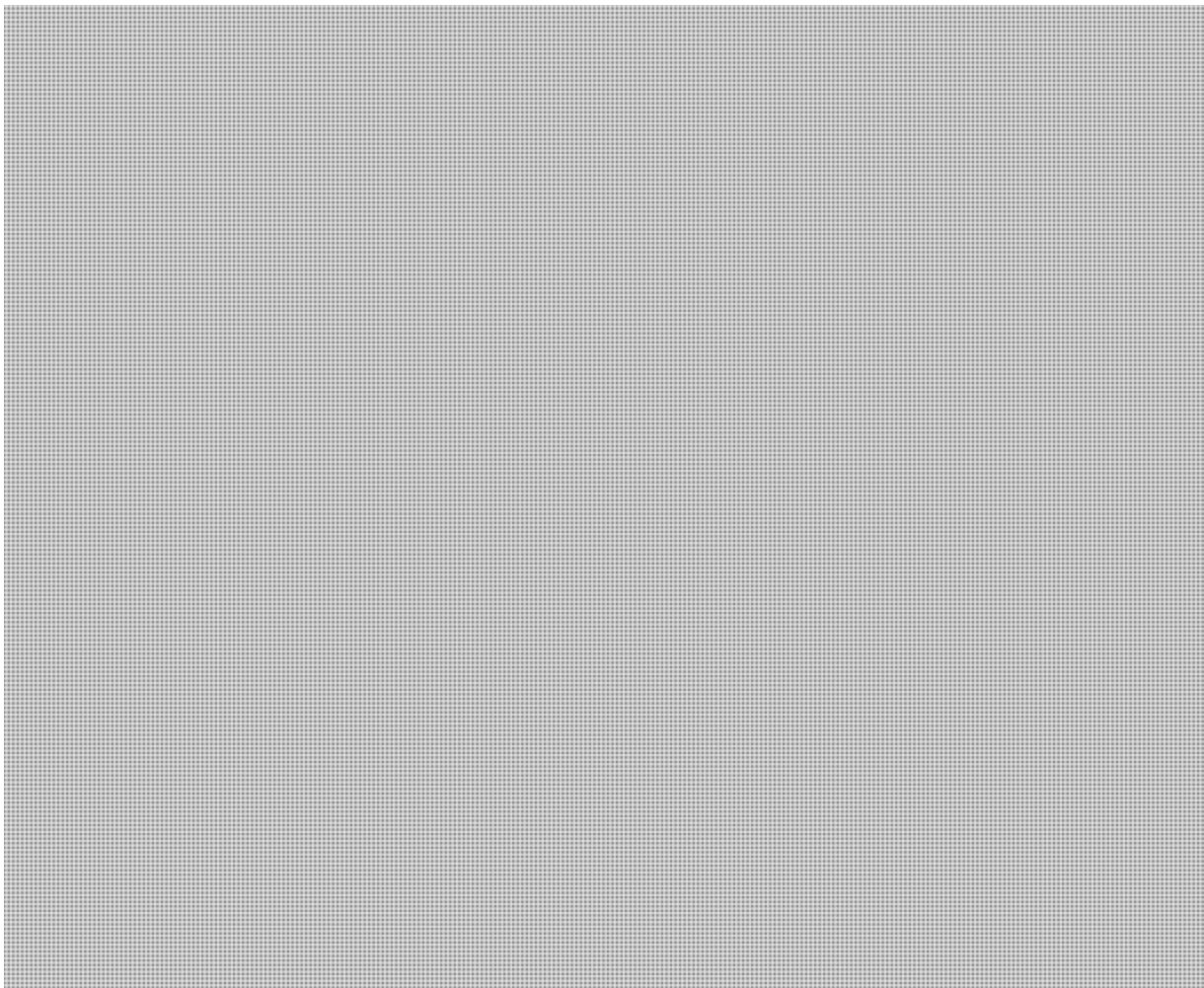
s.69(1)(g) re (f)



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Also this fall, the President of the Treasury Board will release an Annual Scorecard Report measuring compliance with the regulatory reforms contained in the Government's Red Tape Reduction Action Plan. The Portfolio was adjudged fully compliant in the first annual assessment by the Treasury Board Secretariat.

Finally, the Portfolio's forward regulatory plans will be submitted to you for approval. The forward plans publically highlight upcoming regulatory changes over a 24-month period.



Governor in Council Appointments

Issue

Governor in Council appointments in the Public Safety Portfolio fall into four categories:

- I. Appointments to Portfolio review bodies made on the recommendation of the Minister, on the Deputy Minister's (DM) advice. These include the:
 - RCMP External Review Committee (ERC), maximum five;
 - RCMP Public Complaints Commission (CPC), maximum 16; and
 - Correctional Investigator of Canada (CI), one.

- II. Appointments to the National Parole Board (PBC) (maximum 60 full time, plus a complement of part-timers), made on the recommendation of the Minister, which are managed by the Board itself, through an established competitive process, without involvement of the Department or Deputy Minister.

- III. Appointments, promotions, and retirements of commissioned officers in the Royal Canadian Mounted Police (RCMP), made on the recommendation of the Minister, which are managed by the Royal Canadian Mounted Police itself, without involvement of the Department or DM. There are over 700 commissioned officers in the Force but they are not counted among the portfolio's Governor in Council population.

- IV. Appointments to deputy-level positions made on the recommendation of the Prime Minister, which are managed by the Privy Council Office (PCO):
 - Deputy Minister of Public Safety;
 - Associate Deputy Minister of Public Safety;
 - President and Executive Vice-President of the Canada Border Services Agency;
 - Commissioner of the Royal Canadian Mounted Police;
 - Director of the Canadian Security Intelligence Services (CSIS); and
 - Commissioner of Corrections.

Background

Privy Council monitors and reports to Cabinet on vacancies in the Governor in Council appointee population. Taking into account recent National Parole Board appointments taking effect in July, the effective vacancy rate for your portfolio is about two per cent. Vacancies are generally well managed in the Portfolio. The Parole Board of Canada manages its vacancies effectively to operate at close to full strength, which is essential for managing its caseload.



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The largest number of vacancies is in the Royal Canadian Mounted Police External Review Committee and the Royal Canadian Mounted Police Public Complaints Commission, both of which have been deliberately kept at minimal membership for several years, with both organizations now operating with only a chair and no other appointed members. The chairs have been appointed to a succession of short-term renewals

[REDACTED] s.69(1)(g) re (f)

Royal Canadian Mounted Police.

Bill C-42, the *Enhancing Royal Canadian Mounted Police Accountability Act*, has now received Royal Assent and the provisions governing the complaints regime are likely to come into force in October 2013. The Act creates the successor organization to the Public Complaints Commission, the Civilian Review and Complaints Commission (CRCC) for the Royal Canadian Mounted Police, thereby eliminating the Royal Canadian Mounted Police Public Complaints Commission and its positions. The new body will consist of a Chair and not more than four other members, with only the Chair position being filled for now. The Royal Canadian Mounted Police External Review Committee will continue unchanged.

Current Status

Two current appointment processes fall under your purview:

s.69(1)(g) re (c)

- [REDACTED]
- [REDACTED] Meanwhile, Public Safety is working with Privy Council to launch an advertised process for the selection of the chair of the new Civilian Review and Complaints Commission. This is expected to be concluded by October; and
- The appointment of the Chair of the Royal Canadian Mounted Police External Review Committee expires on July 31, 2013. A process to select a successor before that date is underway. [REDACTED]

s.69(1)(g) re (c)

One upcoming appointment falls under the purview of the Prime Minister (managed by Privy Council):

- The appointment of the Interim Director of Canadian Security Intelligence Services expires on November 12, 2013, or upon the appointment of a new Director, whichever is earlier. The *Canadian Security Intelligence Services Act* limits the duration of an interim director's appointment to six months.



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Next Steps

You may wish to designate a senior member of your staff to be responsible for appointments, including liaison with Public Safety and the National Parole Board, and with the Prime Minister's Office.



Federal/Provincial/Territorial Relations

Background

Criminal justice, public safety and emergency management are areas of shared federal/provincial/territorial (F/P/T) responsibility, requiring intergovernmental collaboration and consultation.

There is no standard approach across provincial and territorial (P/T) governments to the administration of public safety, security and emergency management. In some jurisdictions, provincial and territorial Ministers are accountable for broad areas of responsibilities similar to those which the federal Minister of Public Safety (PS) holds. In others, responsibilities are assigned differently, so that there is more than one provincial and territorial Minister and Deputy Minister with a role in public safety.

The Minister of Public Safety participates in two federal/provincial/territorial fora: meetings of Ministers Responsible for Justice and Public Safety; and meetings of Ministers Responsible for Emergency Management. These fora provide the opportunity for the federal Minister of PS, together with the Minister of Justice Canada (in the case of the Justice and Public Safety Table), to consult with provincial and territorial colleagues on issues of common interest and specific federal proposals, and to hear and exchange views on issues of common concern. Each of these ministerial fora is supported by a committee of federal/provincial/territorial Deputy Ministers.

Current Status

The most recent meeting of federal/provincial/territorial Ministers Responsible for Justice and Public Safety took place in October 2012, in Regina Saskatchewan. Key public safety issues raised at the meeting were crime prevention and rehabilitation, ensuring the sustainability of policing in Canada, the First Nations Policing Program, and addressing mental health issues in correctional facilities. The next meeting will take place on October 16 and 17, 2013, in Whitehorse, Yukon Territory (TBC). Provincial and territorial Ministers will meet separately on the afternoon of October 15, 2013.

The last meeting of federal/provincial/territorial Ministers Responsible for Emergency Management took place in Victoria, British Columbia, on May 3 and 4, 2012. Key items on the agenda were the proposed National Disaster Mitigation Program and Strategy; the National Public Alerting Strategy and allocation of the 700MHz band for emergency services use. There was also discussion concerning the impact of financial reductions as a result of Economic Action Plan 2012, particularly in relation to Urban Search and Rescue funding through the Joint Emergency Preparedness Program, and the closing of the Canadian



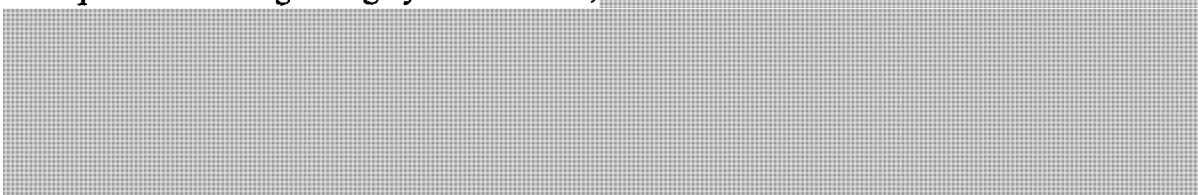
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Emergency Management College. Ministers also announced the establishment of an exemplary service award for emergency management. The next meeting is tentatively scheduled for September 11, 2013, in Ottawa, Ontario.

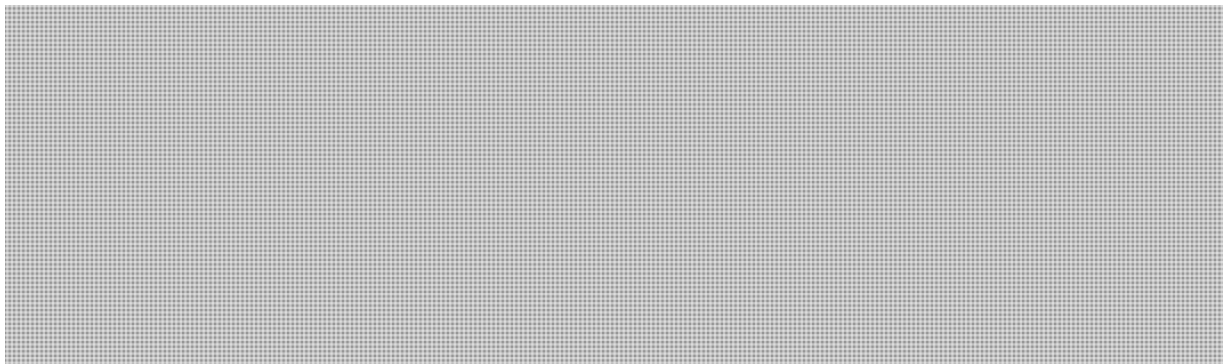
Considerations

With respect to public safety and policing issues, while provinces and territories s have been generally supportive of the Government of Canada's crime and safety agenda, and the atmosphere of meetings is highly collaborative,



That being said, provinces and territories continue to work closely with Public Safety Canada in seeking other solutions to common challenges. Good examples of this are the January 2013 Symposium on the Economics of Policing which was held in Ottawa and widely attended by both Ministers, officials and experts, and the Symposium on mental health and the justice system which was hosted by Alberta in 2011.

In the area of emergency management, federal/provincial/territorial relations remain positive with ongoing discussions and dialogues in a variety of areas as noted previously. Given federal interest in shifting the emergency management focus from one of response and recovery to that of prevention and mitigation, there have been active discussions with provincial and territorial counterparts over the last 18 months on the development of a National Disaster Mitigation Program provinces and territories are expected to welcome a funded National Disaster Mitigation Program.



The recent floods in the Province of Alberta are a clear example of how the scope and severity of disasters are increasing. Given the severity of the flooding, which will result in substantial response and recovery costs, it is expected that the Province of Alberta will request assistance

s.14(a)
s.21(1)(b)

s.14(a)
s.21(1)(a)
s.21(1)(b)
s.21(1)(c)



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under the Disaster Financial Assistance Arrangements. As such, it is anticipated that the Disaster Financial Assistance Arrangements financial obligations over the next several years will increase significantly.

The Government of Canada will continue to work with provinces and territories and the private sector (e.g. private overland flood insurance and catastrophe bonds, etc.) to find equitable, sustainable solutions to address the rising disaster costs for all levels of government.

Next Steps

It is recommended that you continue to participate and utilize the existing federal/provincial/territorial fora, as well as other opportunities for bilateral and multilateral engagement with your provincial and territorial counterparts, to further federal public safety and emergency management priorities. In doing so, you are encouraged to seek and obtain ongoing collaboration and support from provinces and territories for the Government's overall crime and safety, and emergency management agendas.



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Key International Interests and International Strategic Framework

Background

Many threats to Canadian public safety originate abroad. The department's *International Strategic Framework for 2011-2013* identifies guiding principles and annual priorities to promote alignment of international security engagements with Canada's domestic public safety priorities (attached after this note).

s.15(1) - Int'l

Current Status

Public Safety's priority international partners are selected for the intelligence or expertise they can share to help counter Canada's primary public safety challenges.

Given its proximity, global prominence and shared border, the United States is Canada's most important partner. The most important international relationship for you is with the United States Secretary of Homeland Security, currently Janet Napolitano. You each have responsibility over key areas such as border management, cyber security, information sharing, emergency management, critical infrastructure and national security cooperation. You will typically meet formally once or twice a year to support the strategic agenda between Canada and the United States.

Public Safety and Homeland Security played a leadership role in the development and launch of the Canada-United States Beyond the Border Action Plan. This initiative remains a key element of our collaboration on security initiatives and a deck describing it is enclosed. Another important relationship for you is with the United States Attorney General, currently Eric Holder, who is the lead on federal law enforcement, including the Federal Bureau of Investigation and Terrorism Screening Center. You also co-chair the annual Canada-United States Cross-Border Crime Forum, along with the Canadian Minister of Justice, the United States Attorney General and the United States Secretary of Homeland Security. This forum enhances law enforcement and border cooperation by bringing together senior officials from Canada and the United States to address transnational crime issues such as organized crime, counter-terrorism, smuggling, economic crime and other emerging cross-border threats.

Second only to our United States relationship is Canada's collaboration with Australia, New Zealand, the United Kingdom, and the United States via a long-standing security alliance called the "Five Eyes" or the "Five Countries". These partners share information on matters related to national security, intelligence, counter-terrorism, critical infrastructure, and cyber security. The first-ever Five Country Ministerial meeting will take place in Monterey, California on July 21-22, 2013. You will be leading the meeting session on

s.15(1) - Int'l



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s.15(1) - Int'l

[REDACTED] Ministers will also meet with each other on the margins of this event in a series of bilateral encounters.

The Department enjoys a unique relationship with Israel. In 2008, the Minister of PS and the Israeli Minister of Public Security signed a Declaration of Intent (DoI) to formalize their cooperation on public safety issues. The Declaration of Intent includes an annual meeting, yearly work plan and six working groups: Critical Infrastructure Protection; Correctional Services and Prisons; Law Enforcement Cooperation; Border Management and Security; Emergency Management; and Crime Prevention.

Considerations

Public Safety's priority international challenges are shaped by threats from abroad to our domestic security as well as wider Government of Canada foreign policy interests.

s.15(1) - Int'l

[REDACTED]

The International Police



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Peacekeeping Program is the largest foreign policy mechanism involving the Department and Portfolio. The Program provides the RCMP with permanent funding to administer and deploy approximately 168 civilian police to international peace missions. The “Canadian Police Agreement” stipulates that the Program is governed by the Ministers of Public Safety, Foreign Affairs, and International Development. However, only 5% of the Program can be used to mitigate challenges to Canadian public safety outside of a multilateral peacekeeping context.

Next Steps

The Strategic Policy Branch will provide you with recommendations on opportunities to advance Public Safety Portfolio interests through international engagement and will develop consolidated Public Safety Portfolio products to support you on international files. The Branch will also seek your endorsement of the International Strategic Framework for 2014-2015, which is currently under development in consultation with the Department, Portfolio Agencies and key other government partners.

International Strategic Framework (ISF) Principles and Priorities (2011-2013)

1. PURPOSE

The purpose of the ISF is to support alignment of Canada's international engagements with domestic security objectives. To accomplish this goal, the ISF provides an evergreen framework comprised of Guiding Principles and Annual Priorities as described below.

2. GUIDING PRINCIPLES

As articulated in the deck approved by the Departmental Management Committee on May 28, 2010, the Guiding Principles of the ISF are as follows:

1. Canada's public safety and security engagements abroad should advance Canada's public safety priorities at home.
2. Bilateral, regional and multilateral public safety and security priorities should be determined using the following sources:
 - Intelligence or evidence;
 - Report on Plans and Priorities, Integrated Human Resources Business Plan, or Branch Business Plans;
 - Political direction; and/or
 - Legal obligations.
3. International learning and development engagements should contribute to Canada's domestic public safety priorities.

3. ANNUAL PRIORITIES

The ISF identifies international public safety priorities on an annual basis by assessing sources according to the Guiding Principles above. The resulting list facilitates the process of identifying annual international engagements that support the ISF.

4. PRINCIPLES PARAMOUNT, NOT PRIORITIES

The Guiding Principles of the ISF do not change year to year, and they take precedence over the Annual Priorities. Therefore, an international engagement that aligns with the Guiding Principles can be supported under the ISF, even if it is not explicitly identified in the list of Annual Priorities.

5. HOW ARE ENGAGEMENTS/ACTIVITIES ASSESSED USING THE ISF?

When considering a potential international engagement, the relevant policy centre will, in consultation with Border Policy and International Affairs Directorate (BPIAD), assess it as follows:

- **Step 1:** If on the ISF Annual Priorities, proceed to Step 3.
- **Step 2:** If not, determine alignment with ISF Guiding Principles:
 - Contributes to making Canadians safer at home; and
 - Supported by relevant sources (political direction; intelligence or evidence; corporate priorities; or legal obligations); or
 - Contributes to learning and development regarding domestic public safety and security priorities.
- **Step 3:** Consider the Department's overall commitments and capacity to:
 - Coordinate with partners;
 - Demonstrate value for money;
 - Report on results;
 - Achieve practical, measurable outcomes; and/or
 - Promote sustainability and integration across the security system.

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15(1) - Int'l, 15(1) - Subv

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de la Loi sur l'accès à l'information**

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15(1) - Int'l

**of the Access to Information
de la Loi sur l'accès à l'information**

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15(1) - Int'l, 15(1) - Subv, 16(1)(c)

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de la Loi sur l'accès à l'information**



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Corporate Management Branch Overview



René Bolduc, Acting Chief Financial Officer and Assistant Deputy Minister

René Bolduc was appointed Acting Chief Financial Officer and Assistant Deputy Minister, Corporate Management Branch, on June 24, 2013.

Through a career spanning three decades, he has worked at the Treasury Board Secretariat, Environment Canada, Consulting and Audit Canada, and Public Works and Government Services Canada, where he was involved in the management of the Government's records to support the Gomery Commission.

Background

The Corporate Management Branch (CMB) provides services and advice in the areas of human resources management, financial management, security management, facilities management, procurement and asset management, information management (IM), and information technology (IT).

The Human Resources Directorate (HRD) is responsible for ensuring Public Safety Canada (PS) is a workplace of choice and has a workforce that ensures the success of its programs. Human Resources Directorate is responsible for policies, programs and services in relation to: staffing, classification, labour relations, human resource planning, talent management, employment equity, official languages, values and ethics as well as health and safety.

Financial management services are provided by the Comptroller Directorate, which is responsible for ensuring Public Safety has sound financial systems, policies and internal controls. Financial activities executed by the Comptroller Directorate include accounting operations, financial advisory services to program areas on financial reporting and support services to program branches in relation to grants and contribution, Memoranda to Cabinet, and coordination of Treasury Board (TB) Submissions, and financial statements.



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The Corporate Services Directorate (CSD) is responsible for ensuring Public Safety resources are safe, secure and accessible and ensures the success of its programs. Corporate Services Directorate provides a broad and diverse suite of programs and services for the Department including material management (non Information Technology), procurement, contracting, asset management, facilities management, security, business continuity planning, investment planning and sustainable development.

The Chief Information Officer Directorate (CIOD) is responsible for the delivery of efficient and effective information management and information technology operations and services to ensure the success of departmental programs and priorities. This includes responsibility for information and records management, library services, mail services, forms management, and the management and coordination of information technology services including the stewardship of all information resources for the Department. Chief Information Officer Directorate provides information management and information technology input and guidance to departmental programs and projects, and plans and delivers new information technology capabilities in support of approved investments. Chief Information Officer Directorate coordinates the development of interoperable technology solutions to support activities that include in the Government of Canada, other levels of government, and internationally, and has a shared responsibility for continuous promotion of common standards and best practices to strengthen interoperability across jurisdictions and disciplines.

Direct operational responsibility for the provision of back-end information technology services was transferred to Shared Services Canada (SSC) in 2011-12. Shared Services Canada now provides network, data servers and storage (data centres), and telecommunications (blackberry and telephone services) to PS. However, Chief Information Officer Directorate continues to directly provide helpdesk, Information Technology/Information Management Security, application development and interoperability management. In 2013-14, SSC will be changing its delivery model and realigning the resources that provide these infrastructure services. Chief Information Officer Directorate will work with Shared Services Canada during this transition to ensure that client requirements are met.

The Corporate Management Branch also provides services on a cost recovery basis to three small agencies, namely, the Office of the Correctional Investigator, the Royal Canadian Mounted Police External Review Committee, and the Commission for Public Complaints against the Royal Canadian Mounted Police.



	2012-13 Actuals (\$ thousands)	2013-14 Budget (\$ thousands)	Planned 2013-14 Full-Time Equivalents
Vote 1	31,024	25,496	
Vote 5	-	-	
Total	31,024	25,496	205

Policy Agenda

s.69(1)(g) re (a)



Key Partners

The Corporate Management Branch collaborates with a range of federal partners including Privy Council Office (PCO), Treasury Board Secretariat (TBS), Public Works and Government Services Canada (PWGSC), and Shared Services Canada. Human Resources works closely with the bargaining agents that represent Public Safety employees.

In addition, the Corporate Management Branch plays a lead role in networks and forums that allow PS Portfolio partners to share best practices and to influence policy making and strategic direction. These include the Portfolio Departmental Security Officer (DSO) Forum, the Chief Financial Officer (CFO) Portfolio Working Group, and the Chief Information Officer (CIO) Portfolio Forum.



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BUILDING A SAFE AND RESILIENT CANADA



Corporate Management Branch Overview

DRAGON # 14310

Canada

Context

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BUILDING A SAFE AND RESILIENT CANADA

- ***The Chief Financial Officer and Assistant Deputy Minister of the Corporate Management Branch (CMB) supports the Deputy Minister in his overall stewardship responsibilities and encourages the integrity of the department's overall financial management performance, culture and capabilities.***



Background

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BUILDING A SAFE AND RESILIENT CANADA

CMB provides services and advice in the areas of:

- Human resources management
- Financial management
- Security management
- Facilities management
- Procurement and asset management
- Information management (IM)
- Information technology (IT)

CMB also provides services on a cost-recovery basis to the Office of the Correctional Investigator, the Royal Canadian Mounted Police (RCMP) External Review Committee, and the Commission for Public Complaints against the RCMP.

Additional Information

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BUILDING A SAFE AND RESILIENT CANADA

- The briefing binder will provide further information on CMB, including an overview of the departmental situation relating to Finance, the Deficit Reduction Action Plan, Human Resources, and the realignment of existing resources at the EX-level.





Savings Measures Communicated Through Budget 2012

Background

The savings measures communicated through Budget 2012 directed Public Safety Canada (PS) to achieve cumulative, ongoing savings of \$24.7 million by 2014-15. This amount includes \$14.5 million in operating expenditures (Vote 1) and \$10.2 million in grants and contributions (Vote 5) and represents 8.4% of the \$296.1 million review base established by Treasury Board Secretariat (TBS). The annual breakdown of expenditure reductions communicated through Budget 2012 is illustrated in the accompanying chart:

	2012-13	2013-14	2014-15
Salary	\$589,500	\$2,707,278	\$7,483,475
EBP	\$117,900	\$606,548	\$1,496,695
O&M	\$876,047	\$3,261,051	\$5,538,662
G&C	\$1,340,000	\$9,234,000	\$10,214,000
Total	\$2,923,447	\$15,808,877	\$24,732,832

From a human resources perspective, the savings measures represent a net reduction of 97 Full-Time Equivalents (FTE), including 10 executives and 87 non-executives. The savings measures affect 89 employees located in the National Capital Region (NCR) as well as 3 employees in the Northwest Territories and 1 each in British Columbia, Manitoba, Nova Scotia, Quebec and outside Canada.

Current Status

Public Safety is currently well ahead of schedule, having already achieved its expenditure reduction targets for the first two years of implementation. In 2012-13, the Department achieved expenditure reductions of \$7,490,411, which represents 256% of its annual target and 30% of its three-year target.

This has resulted in the closure of the Canadian Emergency Management College (CEMC), the transfer of responsibilities from the Inspector General, Canadian Security and Intelligence Service (IG-CSIS) to the Security Intelligence Review Committee (SIRC) and the elimination of PS' presence at the Canadian High Commission in London, United Kingdom. These measures have also generated a number of efficiencies related to the streamlining of various administrative functions.

Ninety-two affected positions have been successfully transitioned or have definite plans in place to ensure they are unencumbered, representing 95% of total affected positions. All employees in the remaining 5 affected positions have been provided a Guaranteed Reasonable Job Offer (GRJO). It is significant to note that no employees have received an opting letter throughout this process.



The rapid rate at which the Department has transitioned affected positions has yielded accelerated savings that have been estimated at \$3,289,586 in 2012-13 and \$2,985,609 in 2013-14. These accelerated savings have been reallocated to initiatives that generate ongoing savings through the creation of additional efficiencies as well as projects that address a significant policy gap or Management Accountability Framework requirement.

Considerations

A key success factor in the implementation of these savings measures has been the extensive planning efforts that were undertaken by senior management in advance of the decision. Notable aspects include the development of initiative-level implementation plans, measures to maximize employee mobility and the stringent management of planned staffing and vacant positions.

Public Safety worked closely with bargaining agents to mitigate potential impacts on employees by managing the transition in a smooth, equitable and compassionate manner. The Department established a Joint Workforce Adjustment Committee with the bargaining agents of affected staff before the transition was announced. Public Safety supported affected and non-affected employees through consistent and timely communications as well as the roll-out of tools and resources to facilitate the transition of affected positions.

The Department further encouraged the accelerated transfer of affected positions by providing Guaranteed Reasonable Job Offer's to numerous affected employees within days or weeks of having received their notification letters. Employees were further supported in their placement efforts through the ongoing identification and matching of job opportunities.

Consequently, Public Safety has received very positive feedback from bargaining agents on the manner in which it has managed the transition of affected employees. The Department even received a letter from one bargaining agent in support of the nomination of its implementation team for a Public Sector Award of Excellence.

Next Steps

The Comptroller Directorate of Corporate Management Branch (CMB) continues to monitor the Department's implementation status and has fulfilled various reporting requirements for Treasury Board Submissions and the Parliamentary Budget Officer (PBO). The Corporate Management Branch is also coordinating quarterly updates to the Minister's Office on the status of implementation for the Public Safety Portfolio. It is anticipated that the next quarterly report, for Q1 2013-14, will be provided to the Minister's Office on July 22, 2013.



Departmental Financial Situation

Background

The 2013-14 Main Estimates resulted in a net spending increase for Public Safety Canada of \$8.2M or 1.9%. Departmental authorities increased from \$432.7M to \$440.9M. The major factors contributing to this net increase are:

- Increase: \$38.2M to provide financial support to Provinces and Territories for 2011 Flood Mitigation Investments;
- Increase: \$2.9M to strengthen the security of federal cyber security systems;
- Increase: \$2.5M for the implementation of national security and emergency management initiatives under the Beyond the Border: a shared vision for perimeter security and economic competitiveness;
- Increase: \$1.8M for the Kanishka Project Research Initiative;
- Decrease: \$15.2M of savings arising from Economic Action Plan 2012;
- Decrease: \$14.8M due to the sunsetting of a two-year temporary funding arrangement related to the sustainability of agreements under the First Nations Policing Program (FNPP); and
- Decrease: \$7.9M due to the sunsetting of funds for the *Ex-Gratia* payment program to the families of the victims of Air India Flight 182.

Current Status

Through Supplementary Estimates 'A', the Department received an additional \$230M in Grants and Contributions Funding for the Disaster Financial Assistance Arrangements (DFAA) program. As a result, the Grants and Contributions authority has increased to \$530.6M or about 80% of departmental funding. \$330.0M or 62% of the Grants and Contributions (G&C) funding is allocated to the Disaster Financial Assistance Arrangements program, which is a quasi-statutory program; meaning that funding cannot be reallocated from this program to other contribution programs.

As of May 31, 2013, the Department's spending has been consistent with previous years. Travel, Hospitality and Conference (THC) spending has been reduced in accordance with Economic Action Plan 2013 and the Department is preparing to reduce its allocation by \$195K as determined by the Treasury Board Secretariat through Supplementary Estimates 'B'. A Departmental Travel, Hospitality and Conference plan for 2013-14 has been submitted to your office for approval. The Department is on track to or has fully implement its Deficit Action Plan Reductions (DRAP), Strategic Review (SR) and Cost Containment reduction targets.



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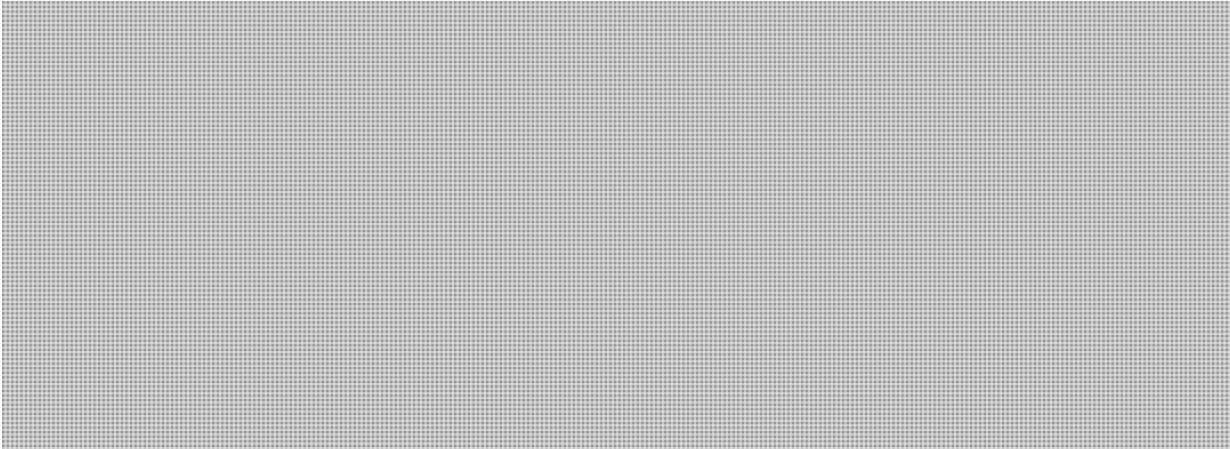
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s.69(1)(g) re (a)

s.69(1)(g) re (c)

Considerations



Next Steps

A per the Policy on Delegation of Financial Signing Authorities, within the next 90 days, the Department will submit a new Delegation of Financial Signing Authorities Instrument for your approval.



The Department will also reduce its operating expenditure authorities by \$195K as per the Economic Action Plan 2013 Travel, Hospitality and Conference reduction.

s.69(1)(g) re (a)

s.69(1)(g) re (c)



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Human Resources

Background

Public Safety Canada was created in 2003 as an amalgamation of the former Department of the Solicitor General, the Department of National Defence's Office of Critical Infrastructure Protection and Emergency Preparedness and Justice Canada's National Crime Prevention Centre. Since its creation, the Department's size has remained relatively stable and the reductions in programming in emergency management and community safety and partnerships in recent years as a result of the Strategic Review and the Deficit Reduction Action Plan were offset by increased responsibilities in the areas of national security and cyber security.

Current Status

As of March 31, 2013, Public Safety Canada's workforce comprised 1,113 employees.¹ While the Department had previously grown in size since 2008-09, the workforce decreased by 3.1% since March 31, 2012 – an expected result as the Government of Canada implements reduction measures announced in Budget 2012. Over this same period, employee turnover decreased from 11.4% to 9.1%. The decrease can be attributed in large part to the decrease in opportunities for transfers within the federal Public Service; departures to other government organizations have historically represented approximately 80% of Public Safety Canada's employee separations but accounted for only 41% in fiscal year 2012-13. As expected, the rate of retirement among Public Safety employees remained fairly stable at 2.1% of the workforce in 2012-13. The Department's workforce remains young – average age of 42.0 years – in comparison- to the core public service – 44.1 years.² As a result, fewer than average Public Safety Canada employees are or will be eligible to retire in the next five years. Among the Department's occupational groups, the highest five-year retirement eligibility rate is for EXs (33.3%) and PMs (26.6%). While this may warrant a focus on capacity retention and succession planning efforts for these groups, the current environment is nonetheless conducive to stability that will allow for – and that reinforces the need for – maximization of the Department's current workforce through employee development, talent management and Public Service renewal.

Public Safety Canada strives for a workforce representative of the public it serves. Its workforce remains capable of serving Canadians in both official languages; 65% of employees identify English as their first official language, while 35% identify French. The majority

¹ All figures are as of January 1, 2013 unless otherwise indicated.

² Clerk of the Privy Council, 2011.



(74.0%) of the Department's positions are bilingual (level BBB/BBB or higher) and 95.7% of employees met the official language profile of their position at the time of their appointment. The Department continues its generally strong performance with respect to employment equity, however there remains a need for greater representation among visible minority groups. The recommendations of an Employment System Review have informed the development of a new Employment Equity Plan that aims, among other objectives, to address this representation gap.

Through the Department's integrated approach to planning, human resource management considerations, along with strategic, operational and financial drivers, are incorporated into business planning at the corporate and Branch levels to ensure that the organization is able to achieve its strategic outcome.

Considerations

Because of the manner in which the Department was created in response to the events of September 11, 2011, the organization's structure was not refined and the organizational anomalies that were the legacy of the parent departments persisted and gave rise to further irregularities over the course of the intervening years. No comprehensive review of the organization structure or of work descriptions was undertaken until recently, when the Generic Work Descriptions Project (GWDP) and a review of the EX complement were initiated by senior management supported by the Human Resources Directorate.

- The Generic Work Description Project entails the development and implementation of generic work descriptions for all common, non-EX positions within the Department. Launched in 2011, it is a multi-year effort to transform Public Safety Canada's approach to classification. Use of generic work descriptions will support efficiency and effectiveness in human resources operations and will provide for greater employee mobility and learning and development by virtue of competency-based tools (e.g., competency profiles, statements of merit criteria, learning curriculums). The Department's excellent working relationship with the bargaining agents has provided for effective union engagement throughout this process.
- The review of the Department's EX complement was launched in May 2013 with a view to ensuring that the organization's design at the senior levels is maximized to achieve results. As of March 31, 2013, EX positions accounted for approximately 8% of the departmental total. The core public administration average was approximately 2.6%. The review is intended to refocus the EX complement by streamlining and



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realigning existing resources and bringing the Department's ratio of EX to non-EX positions more in line with what one would expect of a department of its size and nature.

Next Steps

The development and implementation of the generic work descriptions is proceeding on schedule. Implementation of the IS work descriptions has been completed, while that for the EC and PM groups is underway. Development of generic work descriptions for the AS group is ongoing. The Generic Work Description Project will be fully completed within Fiscal Year 2013-14.

The Department is in the process of developing EX resourcing and classification plans to enable Branches to transition to a desired end state. These plans will require focus and rigour in implementing succession and talent management strategies in order to be realized within the expected timeframes. The development of the plans is to be completed by the end of August 2013.



Information Management and Information Technology

Background

The Chief Information Officer Directorate (CIOD) has two main functional areas: Information Management (IM) and Information Technology (IT).

Chief Information Officer Directorate (Information Technology) is responsible for the overall management of all Information Technology systems and services and Information Management and Information Technology Security for Public Safety Canada; this includes both a Corporate Protected B network and a Secret network (DRAGON), both of which are fully Certified and Accredited as per guidance from lead security agencies in the Government of Canada. Information Management and Information Technology Security continues to be a major focus given the departmental mandate and priorities for National Security including lead roles in both Cyber Security and Canadian Top Secret Network (CTSN).

Chief Information Officer Directorate (Information Management) is responsible for the overall management of the Department's information, including published and unpublished, paper and electronic, structured and unstructured, and all levels of security categorization. Business areas include Forms Management, Electronic Records Management, Mail Room, Records Office, Library and Information Technology-enabled Invoice Processing. Information Management serves the Minister's Office by providing guidance on separation of personal-political, ministerial and cabinet documents from the institutional records of the Department in both paper and electronic media.

Current Status

Key initiatives in Chief Information Officer Directorate (Information Technology) include:

1. Canadian Top Secret Network – The Canadian Top Secret Network [REDACTED] is fully supported by Chief Information Officer Directorate, including all back-end services since Top Secret (TS) systems were not transferred to Shared Services Canada. The use of this network continues to grow in Public Safety. [REDACTED]

s.16(2)(c)

s.15(1) - Int'l
s.21(1)(a)
s.21(1)(b)



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2. Exchange of Secret Information and E-mail (includes Privy Council Office, Foreign Affairs and International Trade, Treasury Board Secretariat and Canadian Space Agency as well as Public Safety) – in collaboration with Shared Services Canada, implementation of a Secret capability for Treasury Board Secretariat and Canadian Space Agency and a Information Exchange Gateway (IEG) that will enable e-mail and information exchanges amongst the participating departments at the Secret level.
3. Management Response to the 2012-13 Internal Audit of Information Management and Information Technology Security. The audit recognized that “... *there are adequate and effective mechanisms in place to ensure the appropriate management of information technology security...*” but identified governance, policy suite instruments and account management procedures as areas to be reviewed and updated.
4. iPAD – a secure solution to iPAD was delivered to the department in 2012-13 to 200 users. This innovative solution which used information technology security software and processes as well as new approaches to device and application management was jointly presented to Public Service Management Advisory Committee (PSMAC) by the Public Safety Associate Deputy Minister and the Chief of Communications Security Establishment Canada.

Key initiatives in Chief Information Officer Directorate (Information Management) include:

1. E-mail Management Project – this email reduction project will align Public Safety with the Shared Services Canada Government of Canada standard (E-mail Transformation Initiative). The policy and technological infrastructure is currently in place. Employees are being trained on e-mail reduction in the context of responsible recordkeeping.
2. Compliance with the Treasury Board Directive on Recordkeeping – Public Safety is aiming for compliance with this Directive by March 31, 2014 and may be the first Department to do so. The Directive addresses the identification, retention and disposition of information resources with business value.
3. Virtual Library Initiative – The Public Safety Virtual Library serves as a model for libraries in the Government of Canada, and was recently awarded an Information Management and Information Technology Community award in recognition of this successful project. The initiative focuses on digitizing and making accessible legacy documents of Public Safety, Parole Board of Canada and Correctional Service of Canada, the Library’s e-acquisitions, enhancing the Library’s e-services, and decreasing the Library’s analog holdings and footprint, which together will result in an overall reduction of resources.



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THE GOVERNMENT OF CANADA



Legal Services Overview

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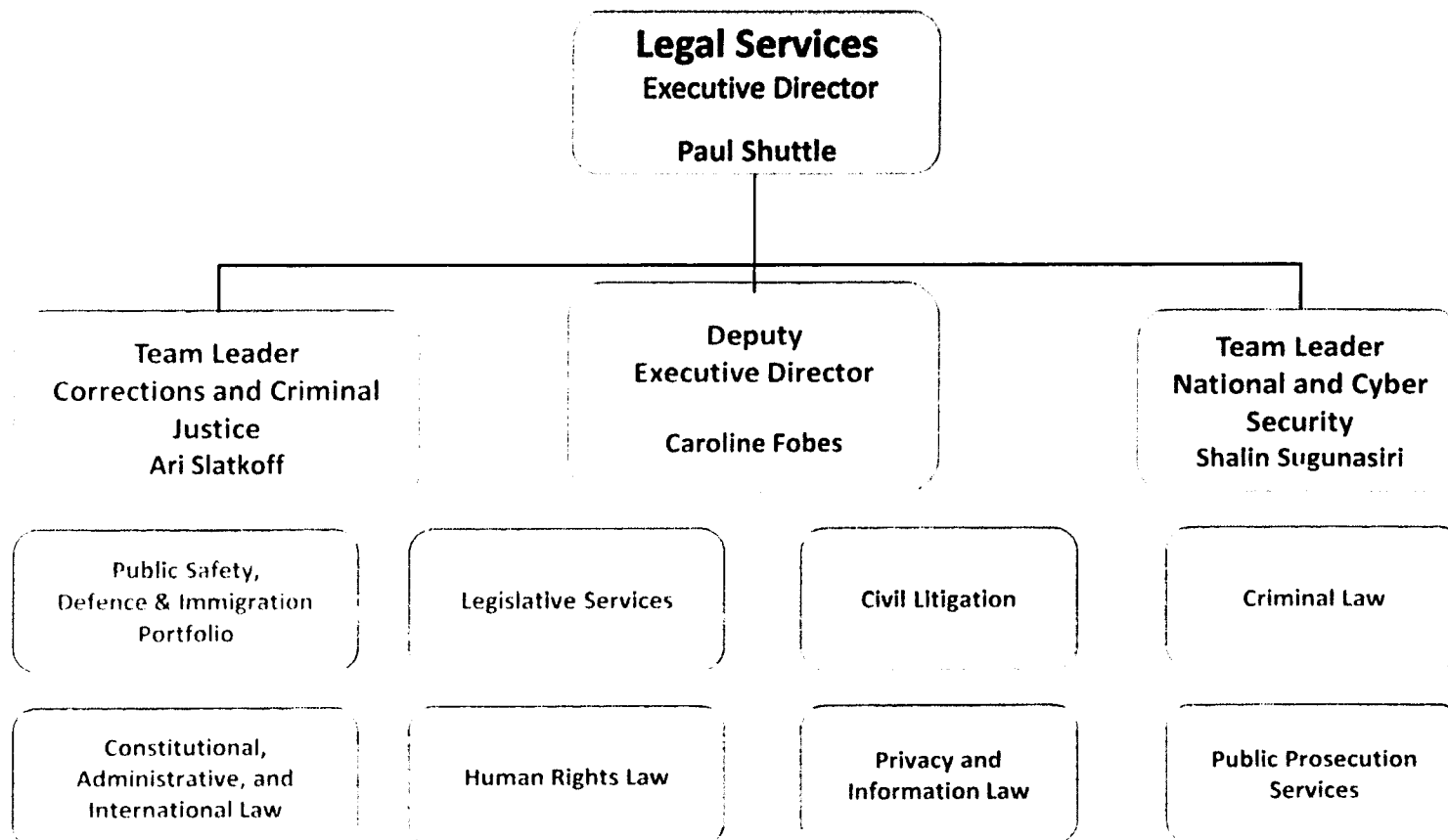
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Overview

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BUILDING A SAFE AND RESILIENT CANADA



- 15 dedicated DOJ LSU counsel (\$2 M)
- 5 dedicated PS support staff (\$225 K)
- 1200 departmental DOJ counsel (\$0.5 M)



Advisory Services

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BUILDING A SAFE AND RESILIENT CANADA

- The Legal Services Branch supports the Department in identifying and mitigating legal risk in **policy** and **legislative** development.
- We supply risk assessments and advice with respect to the **Charter** and **division of powers**.
- The Legal Services Branch supports the Department in identifying and mitigating legal risk in **program** decisions.
 - International Transfer of Offender decisions
 - Aircraft Passenger Protect Program
 - *Investment Canada Act* Reviews
 - Terrorist Listings
 - *Criminal Records Act* disclosure of suspended records
 - Contracting or human resource decisions



Legislative Services

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BUILDING A SAFE AND RESILIENT CANADA

- The Legal Services Branch supports the Department in developing drafting instructions for **bills** and **regulations**
- We also support the actual **drafting** of legislative instruments.
- We also support the Department and the Minister in **Parliamentary** appearances and communications respecting legislation.



Litigation Services

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BUILDING A SAFE AND RESILIENT CANADA

Legal Services supports the Department in all manner of **litigation**:

- *Challenges to Ministerial Decisions*
 - Security Certificates and International Transfer of Offenders
- *Challenges to Government Actions*
 - Aboriginal policing, RCMP policing, corrections
 - RCMP human resources cases
- *Challenges to Legislation*
 - Repeal of Long Gun Registry and of Accelerated Parole Review
- *Non-Judicial litigation*
 - Commissions of Inquiry
 - Inquests
 - Human Rights Tribunals



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BUILDING A SAFE AND RESILIENT CANADA

How Legal Services Can Help

- **Analysis**
 - Legal risks and opportunities
 - Options for mitigating legal risk and implementing government policy
- **Explanation**
 - Jurisprudence and Court decisions
 - Legal framework, legislative history
- **Review**
 - Draft policies or decisions
 - Draft communications products
- **Support for Government**
 - Drafting and negotiation of legal instruments or agreements
 - Departmental and ministerial decision-making
- **Defence of Government**
 - Courts, Commissions of Inquiry, Inquests, Administrative Tribunals
 - Parliament, Oversight bodies, Review Bodies, International Bodies



PUBLIC SAFETY CANADA

The Minister's Legal Responsibilities

Given the size of the PS Portfolio and the nature of its activities, the Minister of Public Safety (PS) legal responsibilities are among the most sensitive and complex in the entire government. Given the legal complexities within the ministerial mandate, it is recommended that case specific advice be sought from Legal Services.

What are the Minister's statutory responsibilities?

The Minister has a broad array of statutory responsibilities which are set out in a wide range of federal statutes. The Minister of PS has the sole responsibility for a series of statutes, and shared responsibility with other ministers for many others. In all, the Minister's duties, functions and responsibilities and the legislation administered by PS and the agencies include over 100 federal statutes and their regulations.

In addition, the Governor in Council may, through an Order in Council, make the Minister responsible for additional duties or provide the authority to take certain actions (e.g. to enter into an agreement with a province, territory, municipality or First Nation community).

The Prime Minister may also assign the Minister additional responsibilities through a mandate letter or through Cabinet and committee roles. It is important to note that these responsibilities are not statutory in nature, but rather are responsibilities relating to the Minister of PS' official mandate and role as a member of Cabinet.

Notable legislation and responsibilities includes:

- The *Department of Public Safety and Emergency Preparedness Act* of 2005 establishes the Department and sets out the Minister's general powers, duties and functions. The Minister of PS "presides" over and has "the management and direction" of PS.¹ The "powers, duties and functions" extend to and include all matters relating to "public safety and emergency preparedness" over which Parliament has jurisdiction — and that have not been assigned by law to another department, board or agency of the Government of Canada. The Minister also exercises national leadership in relation to public safety and emergency preparedness.
- The PS Minister is the Minister responsible for most of the federal agencies operating in the areas of national security, policing and law enforcement, border services and

¹ The Department's legal title is the Department of Public Safety and Emergency Preparedness (*Ministère de la Sécurité publique et de la Protection civile*). The applied title under the Federal Identity Program is Public Safety Canada (*Sécurité publique Canada*), abbreviated as PS (SP). The legal name must be used in statutory instruments, such as legislation or orders in council, as well as other types of documents that have legal effect including contracts or other formal agreements. The applied title can be used in "non-legal" documents, such as policy documents and is the standard identifier in all government communications.

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corrections and conditional release, namely the Royal Canadian Mounted Police, Canadian Security Intelligence Service, Canada Border Services Agency, Correctional Service of Canada and the Parole Board of Canada. The Minister coordinates their activities and establishes strategic priorities relating to public safety and emergency preparedness. The relevant statutes are: the *Royal Canadian Mounted Police Act (RCMP Act)*, the *Canadian Security Intelligence Security Act (CSIS Act)*, the *Canada Border Services Agency Act (CBSA Act)* and the *Corrections and Conditional Release Act (CCRA)*.

- Under the *Emergency Management Act* the Minister is responsible for exercising leadership in Canada relating to emergency management by coordinating amongst federal government institutions, in cooperation with the provinces and other entities. The Minister's responsibilities include coordinating the federal Government's response to emergencies in Canada; establishing arrangements for the continuity of constitutional government; and, in consultation with the Minister of Foreign Affairs, developing joint emergency plans with the United States and coordinating Canada's response to emergencies that may take place in that country.
- Statutes for which the Minister has sole responsibility include: the *Criminal Records Act*, *DNA Identification Act*, *Sex Offender Information Registration Act*, *Firearms Act*, *Prisons and Reformatories Act*, *International Transfer of Offenders Act*, *Witness Protection Program Act* and the *Emergency Management Act*.
- Statutes for which the Minister plays an important role along with other ministers include: the *Criminal Code*, *Immigration and Refugee Protection Act (IRPA)*, *Extradition Act*, *Charities Registration (Security of Information) Act (CRSIA)*, *Security Offences Act (SOA)*, *Aeronautics Act*, *Investment Canada Act* and many others.
- Statutes, for which all Cabinet Ministers have responsibilities, notably: the *Access to Information Act (ATIA)*, *Privacy Act*, *Financial Administration Act (FAA)*, *Federal Accountability Act*, and the *Emergency Management Act*.

Who may exercise the Minister's powers, duties and functions?

Parliament and the courts have recognized that the functions given to ministers are so numerous and varied that it would be impossible for a minister to personally attend to all of them. Although the Minister of PS has a myriad of powers, duties and functions under the law, the Minister is not, in most cases, required to carry out those powers, duties and functions personally (see below for a discussion on the powers personally exercised).

Most of the statutory duties are exercised by officials on the Minister's behalf, either because of a specific designation or delegation, or because the official occupies a position appropriate to carrying out a given responsibility.

Deputy Minister and Departmental Officials

By virtue of the *Interpretation Act*², the Deputy Minister has the legal authority to exercise any ministerial powers, duties or functions except those where the Minister must act personally. The same applies for a PS departmental official who occupies a position appropriate to carry out the function and who, being privy to the facts and the law in a given case, is in a good position to carry out the power.

This exercise by the Deputy Minister or an appropriate departmental official is legally referred to as "devolution" of ministerial power and the Deputy Minister or appropriate departmental official acts as the Minister's "alter-ego". No written delegation is necessary. However, the Minister is able, by written delegation, to limit which of the ministerial responsibilities may be carried out by the Deputy Minister or departmental official, or specify how a power should be carried out or when to be consulted before decisions are made.

Agency Officials

The *Interpretation Act* does not provide authority for persons outside the Department, including officials in the Agencies, to exercise ministerial powers or act on the Minister's behalf. The Minister of PS may only designate or authorize named officials in an agency or those occupying particular positions in one of the agencies to act on his behalf for identified purposes where an Act provides specific authority to do so.

An example of such a legislative authority is s. 6 of the *CBSA Act* which legally authorizes the Minister to "delegate to any person" any ministerial powers, duties or functions under that Act. Similarly, s. 6 of *IRPA* provides that the Minister may "designate any persons or class of persons as officers to carry out any purpose of any provision of this Act, and shall specify the powers and duties of the officers so designated". Where an Act provides specific authority for the Minister to do so, he may designate or authorize officials in the Agencies by means of a written instrument.

² *Interpretation Act* R.S.C. s. 24

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For example, the Minister has delegated his statutory responsibility under *IRPA* to take necessary steps to inquire into a reasonable suspicion that a permanent resident or foreign national detained is inadmissible on grounds of security, or for violating human or international rights to, among others, a CBSA officer. Similarly, the Minister has delegated his responsibility under *IRPA* to form the opinion as to whether the identity of the foreign national has been established to, among others, the CBSA Director of Enforcement.

Delegation/Designation Instruments

Delegations or designations should be set out in a written instrument. The instrument can identify a specific person or class of persons (those occupying particular positions).

All delegation, designation or authorization instruments signed by a Minister unless amended, revoked or superseded, continue in effect when a new Minister takes office.

Alternative Minister

Finally, the Prime Minister establishes a standing roster of acting Ministers who assume additional duties when their colleagues are unable to perform their duties, such as when they are absent, or must disqualify themselves from a matter under consideration because of a conflict of interest. The roster has usually designated the Minister of Justice to act for the Minister of PS.

Which statutory powers, duties and function must the Minister personally exercise?

There are certain statutory powers, duties and functions that are required to be *personally* exercised by the Minister and which cannot be delegated. Such decisions are left within the Minister's sole authority because:

1. a statute expressly states that the Minister of PS must personally act;
2. the statutory scheme or the nature of the subject matter at issue (*its importance*) indicates that it was likely Parliament's intention to have the Minister of PS exercise the responsibilities personally; or
3. the statutory power relates to the making of a regulation.

1. Express statement in Statute that Minister must act personally

Some statutes expressly state that the Minister of PS must exercise a power personally, typically because of its particular public policy nature. For example:

- issuance of security certificates under *IRPA* – PS Minister and CIC Minister may co-sign a certificate stating that a permanent resident or foreign national is inadmissible to Canada on the grounds of security, violating human or international rights, serious criminality or organized criminality;
- provision of ministerial relief under *IRPA* – allowing an individual who would

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- otherwise be inadmissible for terrorism, espionage, human or international rights, violations, or organized crime to stay in Canada for reasons of “national interest”;
- designation of wiretap agents under the *Criminal Code* – for the investigation of federal offences for which proceedings are conducted by the Attorney General of Canada;
 - designation of RCMP officers and senior officials for the law enforcement justification provisions under the *Criminal Code* – the *Code* provides a limited justification for police to commit otherwise illegal acts and omissions; or
 - consent to CSIS’ collection of information about foreign states or foreign nationals under the *CSIS Act*.

2. No express statement in statute but Parliament likely intended that the Minister act personally

Some statutes do not expressly state that the Minister of PS must exercise a power personally, but an examination of the scheme of the statute or the nature of the power at issue leads to the conclusion that Parliament likely intended that the Minister exercise it personally. Factors usually considered are whether:

- the power is an exception to the general policy of the Act;
- the exercise of the power has a major impact on an individual’s life, liberty or security;
- the exercise of the power has a major impact on a group or class of individuals;
- the exercise of the power is rare;
- the decision maker must have regard for the public interest;
- it involves intergovernmental or international considerations;
- factors enumerated in the Act require political judgment as to the interests of Canada or Canada’s allies;
- the power requires Governor in Council (GiC) approval; and
- the exercise of the power will garner attention in Parliament or from the media.

The existence of *one* of these factors may or may not be enough to require that the Minister exercise a power personally; it is typically a combination of factors. In this respect it is important to note that for the most part courts have interpreted the phrase, ‘in the opinion of the Minister’, as *not* being sufficient, in and of itself, to require a minister to act personally.

The Minister of PS’ statutory powers, functions, or duties that likely fall within this second category are, for example:

- deciding whether there are reasonable grounds to believe that an entity is a terrorist entity under the *Criminal Code*;
- issuing security certificates under the *Charities Registration (Security Information) Act*;
- disclosing a pardoned record under the *Criminal Records Act* (except vulnerable sector disclosures, e.g. where disclosure is a condition of applying for employment involving children);

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- signing of RCMP policing contracts under the *RCMP Act*;
- recommending GiC approval of CBSA arrangements with foreign states or agencies;
- approving CSIS intergovernmental and international security assessment arrangements under the *CSIS Act*;
- approval of CSIS domestic and international cooperation arrangements under the *CSIS Act*;
- directing CSIS to disclose information to a federal minister or public servant where essential to the public interest; or
- designation of a CSIS employee to apply for a CSIS warrant and approval of warrant application.

In addition, the Minister of PS is always able to exercise any of the ministerial statutory powers personally – even the most routine powers which are normally exercised by a departmental or agency official. However, if the Minister decides to exercise any of these powers personally, the process must conform to the requirements of the legislation and the common law, such as procedural fairness, taking into account the facts of the case and other relevant information. This is important as the Minister's involvement in any decision-making may subject his/her decision to any subsequent review (court or otherwise).

3. Statutory power relating to the making of a regulation

The third category of powers that must be carried out personally by the Minister relate to the creation of regulations. The *Interpretation Act* requires that only ministers exercise this power³ which means that it cannot be delegated or devolved. The Governor in Council makes regulations on the recommendation of the Minister of PS.

For example:

- under the *Criminal Code*, the GiC has, by regulation, on the recommendation of the Minister of PS, established a list of terrorist entities;
- Under the *Controlled Drugs and Substances Act*, the GiC, on the recommendation of the Minister of PS, makes the *Police Enforcement Regulations* which provide a limited justification for law enforcement officers (and those under their direction and control) to violate the CDSA in the course of a particular investigation.⁴
- under *IRPA*, the GiC, on the recommendation of the Minister of PS, made the *Protection of Passenger Information Regulations*⁵ setting out the conditions for CBSA's retention, providing access to or disclosing advance passenger information (API) or passenger, name record information (PNR);
- under the *Firearms Act*, the GiC, on the recommendation of the Minister of PS, made a number of regulations amending the *Firearms Licences Regulations*⁶, the *Gun Shows Regulations*⁷ and the *Firearms Fees Regulations*⁸;

³ ss. 24 (3)

⁴ SOR/97-234

⁵ SOR/2005-346

⁶ SOR/2011-103

⁷ SOR/2010-275

s.21(1)(a)
s.23

Can the Minister direct that a statutory power, duty or function be exercised in a certain way?

The answer to this question will be highly dependent on the specific statutory regime at issue and the specific fact situation.

The Minister of PS is able, by written delegation, to limit which of the ministerial responsibilities may be carried out by the Deputy Minister, departmental official or agency official. In some cases, the Minister is also able to direct how statutory powers will be carried out, and be consulted before decisions are taken. In other cases, the Minister is not legally authorized to provide direction.

The Minister cannot provide specific direction in a particular case where the law authorizes specifically named classes of officials (e.g “officers”), but not the Minister to make the decision. For example, decisions whether to transfer an offender from one prison to another or hold an inmate in segregation at a particular prison, are specifically given in statute (*CCRA*) to CSC officials. Similarly, whether or not to admit someone or detain someone at the border are decisions specifically given in statute (*IRPA*) to CBSA “officers”. They are often highly factual decisions and can best be made by the officer who has dealt with, and has had an opportunity to examine, the individual in question. Such hands-on decisions often involve *Charter* rights. In sum, Parliament has authorized a specific category of officials to make certain decisions. Accordingly, the Minister may not, without express statutory authority (which currently does not exist), give specific directions in respect of such a decision.

Does the Minister have a general power of direction with respect to PS and agencies? What should the Minister keep in mind when providing directions?

The Minister of PS also has an overall direction power not only with respect to PS, but also the RCMP, CBSA, CSIS and CSC. Under the various statutes which establish the agencies (*RCMP Act*, *CBSA Act*, *CSIS Act* and *Corrections and Conditional Release Act (CCRA)*), the Minister has the authority to provide “direction” to the Agency Heads. The Acts specifically state that the Agency Head is responsible for the “control and management” of the Agency, “under the direction of the Minister”.

In addition, as mentioned above, under the *Department of Public Safety and Emergency Preparedness Act* the Minister has a statutory duty to coordinate agencies’ activities and establish their strategic priorities in relation to public safety and emergency preparedness. As well, under that Act the Minister is “responsible” for the Agencies which means that he is accountable for them before Parliament.

The question of how the Minister may legally exercise the direction power is also a very complex one and again the answer will depend on the specific statutory power or function at issue and the specific fact situation.

⁸ SOR/2010-102

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It is a possibility for the Minister to issue directions that clarify or set standards for reporting requirements, in order to support ministerial accountability to Parliament. This is particularly important for sensitive or controversial matters. The Minister is also entitled to request information regarding an agency's administration of a specific program, or how it dealt with an issue or made a decision of interest, and to establish accountability mechanisms.

In addition to the caveats mentioned above regarding decisions in individual cases, below are some considerations in relation to providing directions:

- Directions cannot cure gaps in statutory or other legal authority and cannot override statutory or other legal limits (e.g. directions must be consistent with the mandate and duties of the Department or Agency and with relevant legal authorities including the *Charter*).
- Directions may relate to general policies, including operational policies. For example, the Minister may direct that CSC take steps to ensure that all inmates are properly assessed and incarcerated accordingly (minimum vs. maximum security). General directions will then be applied to individual cases by responsible officials.
- With respect to the law enforcement activities of the RCMP and CBSA, directions cannot infringe on the independence of the RCMP or CBSA officers in the exercise of their police powers in specific criminal investigations. This means that directions should not interfere with a specific law enforcement function (e.g. a criminal investigation, an arrest, the laying of charges or a prosecution – often referred to as “core policing decisions”). The Minister can be informed, generally, of a particular investigation especially when the investigation may garner attention in Parliament or the media. The Minister also has the right to be informed of any operational matter if it raises an important question of public policy. However, the Minister may not inquire about the specifics of a particular investigation or attempt to influence in any way the investigation or inappropriately direct police operations.
- Most directions should provide high-level direction and in turn require the Deputy Minister or Agency Head to determine the ways and means of accomplishing objectives. In some cases, as noted above, this is required by law; whereas in other cases, it may still be advisable as an exercise of good governance. While the Minister bears responsibility for the Department and the Agencies, it is the Deputy Minister and Agency Heads who has management of the routine business and operations of their organization. It is important that the day-to-day relationships between those officials and the Minister reflect that legal reality.
- Ministerial directions may be formal or informal, verbal or in writing. To the extent possible, it is advisable that ministerial direction be given in writing to help ensure transparency, consistency, clarity and accountability.
- The Ministerial Directive is a formal mechanism used by the Minister of PS to provide written directions to the RCMP and CSIS.

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ADVICE TO THE MINISTER

- The following Ministerial Directives and Letters of Direction have been jointly identified by PS and the RCMP:
 - Police Assistance to Foreign Nations (1981);
 - Arming Foreign Security Officers – Reagan Visit (1981);
 - Lengthy Cases (1982);
 - Extraordinary Police Measures – ██████████ (1983);
 - Contract Policing (1983);
 - The Directive System (1984);
 - Legislators’ Privileges and Immunities (1987);
 - Disposal of Inactive Records (1989);
 - Bilingual Bonus (1995);
 - New Entrants to the RCMP (1997);
 - RCMP Agreements (2002);
 - National Security Responsibility and Accountability (2003);
 - National Security Related Arrangements and Cooperation (2003);
 - National Security Investigations in Sensitive Areas (2003);
 - RCMP Discipline Process (2008); and
 - Release of Criminal Record Information by the RCMP (2010).

- A number of written formal directions have been issued by the Minister of PS to CSIS since it was established in 1984. The Minister of PS’ directions provide guidance on how CSIS should conduct its activities. There are three primary Ministerial Directives:
 - Operations (2008);
 - Intelligence priorities (annual), and
 - Information-sharing with foreign agencies (2011);

- The Ministerial Directive on Operations establishes the fundamental principles for CSIS operations (e.g. rule of law, etc.). It also provides guidance on issues such as, the use of human sources, operational activities outside of Canada, and the management of domestic and foreign arrangements.

- The Ministerial Directive on Intelligence priorities is not made public.

- Unlike other Ministerial Directives, the Ministerial Directive to CSIS on “Information Sharing with Foreign Entities” is unclassified. It describes Canada’s legal obligations in the context of information sharing and establishes the principles according to which CSIS is to share information with foreign agencies. The Directive states “that Government of Canada opposes in the strongest possible terms the mistreatment of any individual by any foreign entity for any purpose...and does not condone the use of torture or unlawful methods in responding to terrorism and other threats to national security”. It requires avoiding any complicity in mistreatment, assessing and mitigating potential risks, and requiring the involvement of senior officials in deciding whether or not to share information as these risks increase. In the most

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ADVICE TO THE MINISTER

serious cases, the matter must be referred to the Director or to the Minister. While the decision maker will consider a broad range of factors, in all cases he or she “shall authorize the sharing of information...only in accordance with this Direction and with Canada’s legal obligations”. Substantially the same Ministerial Directives were also issued to the RCMP and CBSA in 2011.

- As previously mentioned, the Minister of PS also approves domestic and international cooperation arrangements under the terms of the *CSIS Act*. The Minister must also approve warrant applications and has a greater degree of control and involvement in CSIS operations than would be appropriate with respect to the RCMP. The relationship with the Director of CSIS is not affected by the principle of “police independence” as CSIS is not a law enforcement agency; CSIS does not investigate crime or make arrests.
- No formal Ministerial Directive mechanism has been developed for CBSA. However, the Minister of PS has provided written and verbal directions to the CBSA President.
- The Parole Board of Canada is an independent, administrative tribunal that has exclusive authority and absolute discretion to make decisions regarding different types of conditional release and to grant pardons. The Minister does not have the authority to give direction to the Chairperson or other members of the Board in the exercise of their decision-making powers regarding the conditional release of offenders. This structure is in place to ensure the Board’s impartiality and the integrity of the conditional release decision-making process.

**Pages 366 to / à 372
are withheld pursuant to sections
sont retenues en vertu des articles**

21(1)(a), 23

**of the Access to Information
de la Loi sur l'accès à l'information**

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est retenue en vertu des articles**

15(1) - Int'l, 21(1)(a), 23

**of the Access to Information
de la Loi sur l'accès à l'information**

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est retenue en vertu des articles**

21(1)(a), 23

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de la Loi sur l'accès à l'information**

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15(1) - Subv, 21(1)(a), 23

**of the Access to Information
de la Loi sur l'accès à l'information**

**Pages 376 to / à 397
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21(1)(a), 23

**of the Access to Information
de la Loi sur l'accès à l'information**

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19(1), 21(1)(a), 23

**of the Access to Information
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21(1)(a), 23

**of the Access to Information
de la Loi sur l'accès à l'information**



**PROTECTED
ADVICE TO THE MINISTER**

FOR A SAFE AND RESILIENT CANADA



**Public Safety Canada
Volume 2: Corporate Reference Documents**

JULY 2013

Canada

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BUILDING A **SAFE AND RESILIENT CANADA**

Mission, Vision and Values



Public Safety
Canada

Sécurité publique
Canada

Mission



BUILDING A **SAFE** AND **RESILIENT** CANADA

BUILDING A **SAFE** AND **RESILIENT** CANADA

We exercise national leadership to ensure the safety and security of Canada and Canadians. We contribute to Canada's resiliency through the development and implementation of innovative policies and programs and the effective engagement of domestic and international partners.



Vision



BUILDING A SAFE AND RESILIENT CANADA

**Through outstanding leadership,
achieve a safe and secure Canada,
and strong and resilient communities.**



Values

BUILDING A **SAFE AND RESILIENT CANADA**

Service

We serve the public. We deliver high quality, timely programs and services that are responsive to the needs of all Canadians, including our employees

Unity

We bring people together by building trust through team work, collaboration and integration

Respect

In a diverse society, we demonstrate integrity and respect for each other, our partners, our institutions and Canadians, both as taxpayers and as citizens

Excellence

We are driven by professionalism, innovation, and achieving results for Canadians



Mission, Vision and Values Statement



BUILDING A **SAFE AND RESILIENT CANADA**

MISSION

Building a safe and resilient Canada

We exercise national leadership to ensure safety and security of Canada and Canadians. We contribute to Canada's resiliency through the development and implementation of policies and programs and the effective engagement of domestic and international partners.

VISION

Through outstanding leadership, achieve a safe and secure Canada, and strong and resilient communities

VALUES

Service

We serve the public. We deliver high quality, timely programs and services that are responsive to the needs of all Canadians, including our employees

Unity

We bring people together by building trust through teamwork, collaboration and integration

Respect

in a diverse society, we demonstrate integrity and respect for each other, our partners, our institutions and Canadians, both as taxpayers and citizens

Excellence

We are driven by professionalism, innovation, and achieving results for Canadians



Énoncé de la mission, de la vision et des valeurs



BUILDING A **SAFE AND RESILIENT CANADA**

MISSION

Bâtir un Canada sécuritaire et résilient

Nous exerçons un leadership national afin d'assurer la sécurité du Canada et de la population canadienne. Nous contribuons à la résilience du Canada grâce à l'élaboration et à la mise en œuvre de politiques et de programmes novateurs et à l'engagement concret de partenaires nationaux et internationaux.

VISION

Par l'entremise d'un leadership exceptionnel, assurer la sécurité du Canada ainsi que la force et la résilience des collectivités.

VALUES

Service

Nous sommes au service du public. Nous mettons en œuvre des programmes de haute qualité en temps opportun qui répondent aux besoins de l'ensemble de la population canadienne, y compris ceux des employés.

Unité

Nous rassemblons les gens en établissant un climat de confiance par l'esprit d'équipe, la collaboration et l'intégration.

Respect

Dans une société diversifiée, nous faisons preuve d'intégrité et de respect les uns envers les autres et à l'égard de nos partenaires, de nos institutions et de la population canadienne, tant comme contribuables que comme citoyens.

Excellence

Nous sommes motivés par le professionnalisme, l'innovation et l'atteinte de résultats pour la population canadienne.



Mission, Vision and Values Statement



BUILDING A **SAFE AND RESILIENT CANADA**

MISSION

Building a safe and resilient Canada

VISION

Through outstanding leadership, achieve a safe and secure Canada, and strong and resilient communities

VALUES

Service, Unity, Respect, Excellence



Architecture d'alignement des programmes 2013-2014 de Sécurité publique Canada



Un Canada sécuritaire et résilient

Résultat stratégique

Programme

Sous et sous-sous programmes

Responsabilité interne

Services internes

1.1 Sécurité nationale	1.2 Stratégies frontalières	1.3 Lutte au crime	1.4 Gestion des mesures d'urgence
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- 1.1.1 Leadership en matière de sécurité nationale
- 1.1.2 Infrastructures essentielles
- 1.1.3 Cybersécurité

- 1.3.1 Prévention du crime
- 1.3.2 Leadership en matière d'application de la loi
 - 1.3.2.1 Crimes graves et crime organisé
 - 1.3.2.2 Gendarmerie royale du Canada et services de police
 - 1.3.2.3 Police des Autochtones
- 1.3.3 Régime correctionnel

- 1.4.1 Prévention, atténuation et préparation - urgences
 - 1.4.1.1 Investissements dans les mesures d'atténuation en matière de gestion des urgences
 - 1.4.1.2 Formation et exercices sur la gestion des urgences
 - 1.4.1.3 Planification en matière de gestion des urgences
- 1.4.2 Intervention et rétablissement en cas d'urgence
 - 1.4.2.1 Coordination en matière de gestion des urgences
 - 1.4.2.2 Accords d'aide financière en cas de catastrophe
 - 1.4.2.3 Interopérabilité

****Le réseau des bureaux régionaux de Sécurité publique Canada soutient tous les Programmes****

Comms, SN, SPS	Comms, SPAL, SPS, SN	SPAL, CSP, GMUOR	GMUOR, SGM, Comms
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1.5 Services internes

1.5.1 Soutien à la gouvernance et à la gestion 1.5.1.1 Gestion et surveillance 1.5.1.2 Communications 1.5.1.3 Services juridiques	1.5.2 Services de gestion des ressources 1.5.2.1 Gestion des ressources humaines 1.5.2.2 Gestion financière 1.5.2.3 Gestion de l'information 1.5.2.4 Technologie de l'information 1.5.2.5 Voyages et autres services administratifs	1.5.3 Services de gestion des biens 1.5.3.1 Services des biens immobiliers 1.5.3.2 Matériel 1.5.3.3 Acquisitions
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Comms, SGM, GMUOR, SPS, SJ, VI	SGM, SPS	SGM
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Public Safety Canada Program Alignment Architecture 2013-2014



A safe and resilient Canada

Strategic Outcome

Programs

Sub and Sub-sub Programs

Responsible Branches

Internal Services

1.1 National Security	1.2 Border Strategies	1.3 Countering Crime	1.4 Emergency Management
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<p>1.1.1 National Security Leadership</p> <p>1.1.2 Critical Infrastructure</p> <p>1.1.3 Cyber Security</p>	<p>1.3.1 Crime Prevention</p> <p>1.3.2 Law Enforcement Leadership</p> <p style="margin-left: 20px;">1.3.2.1 Serious and Organized Crime</p> <p style="margin-left: 20px;">1.3.2.2 Royal Canadian Mounted Police and Policing</p> <p style="margin-left: 20px;">1.3.2.3 Aboriginal Policing</p> <p>1.3.3 Corrections</p>	<p>1.4.1 Emergency Prevention/Mitigation and Preparedness</p> <p style="margin-left: 20px;">1.4.1.1 Emergency Management Mitigation Investments</p> <p style="margin-left: 20px;">1.4.1.2 Emergency Management Training and Exercises</p> <p style="margin-left: 20px;">1.4.1.3 Emergency Management Planning</p> <p>1.4.2 Emergency Response and Recovery</p> <p style="margin-left: 20px;">1.4.2.1 Emergency Management Coordination</p> <p style="margin-left: 20px;">1.4.2.2 Disaster Financial Assistance Arrangements</p> <p style="margin-left: 20px;">1.4.2.3 Interoperability</p>
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**** All Programs are supported by Public Safety Canada's network of regional offices ****

Comms, NS, SPB	Comms, LPB, NS, SPB	CSP, EM&RO, LPB	Comms, CMB, EM&RO
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1.5 Internal Services

<p>1.5.1 Governance and Management Support</p> <p style="margin-left: 20px;">1.5.1.1 Management and Oversight</p> <p style="margin-left: 20px;">1.5.1.2 Communications</p> <p style="margin-left: 20px;">1.5.1.3 Legal</p>	<p>1.5.2 Resource Management Services</p> <p style="margin-left: 20px;">1.5.2.1 Human Resource Management</p> <p style="margin-left: 20px;">1.5.2.2 Financial Management</p> <p style="margin-left: 20px;">1.5.2.3 Information Management</p> <p style="margin-left: 20px;">1.5.2.4 Information Technology</p> <p style="margin-left: 20px;">1.5.2.5 Travel and Other Administrative Services</p>	<p>1.5.3 Asset Management Services</p> <p style="margin-left: 20px;">1.5.3.1 Real Property</p> <p style="margin-left: 20px;">1.5.3.2 Materiel</p> <p style="margin-left: 20px;">1.5.3.3 Acquisitions</p>
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Comms, CMB, EM&RO, SPB, LS, IA
CMB, SPB
CMB

1.1 National Security

Expected Result 1 - Canada is prepared to intervene and can respond to National Security threats

• Percentage of annual national security priorities on which action has been taken (Target: TBD)

Expected Result 2 - Canada's critical infrastructure is resilient

• Critical Infrastructure Resilience Score (Target: 45)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• Senior ADM, National Security Branch

1.1.1 National Security Leadership

Expected Result 1 - Individuals and entities who pose National Security threats are prevented from operating in Canada

• Percentage of statutory obligations, including requests from PS Portfolio agencies, which are completed within given timelines (Target: 100%)

Expected Result 2 - National security policies and programs consider and/or are informed by input from Canadians

• Percentage of engagement sessions in which program/policy areas utilize gathered advice and perspectives to inform policies and programs (Target: ≥ 60%)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• DG, National Security Policy in collaboration with DG, National Security Operations

1.1.2 Critical Infrastructure

Expected Result 1 - Owners/operators of critical infrastructure and the government of Canada take risk management action

• Percentage of stakeholders that have taken risk management action following site assessment (Target: 100%)

Expected Result 2 - Partnerships are established with and among critical infrastructure sectors

• Percentage of sectors represented at the National Cross Sector Forum (Target: 100%)

Expected Result 3 - CI information is trusted and protected

• Number of inappropriate disclosures (Target: 0)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• DG Critical Infrastructure and Strategic Coordination

1.1.3 Cyber Security

Expected Result 1 - Canada is prepared for and can respond to cyber security threats

• Percentage of identified cyber security threats to Canada for which a mitigation strategy is implemented (Target: TBD)

• Percentage of online Canadians that have taken 10 or more of the 20 recommended steps to protect themselves online (Target: 68%)

• Percentage of key partners that take action to enhance their cyber security program following an engagement activity (Target 100%)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• DG, National Cyber Security

Public Safety Canada's Strategic Outcome

"A safe and resilient Canada"

Proxy indicators:

- Proportion of incidents where there was a timely response to events affecting the national interest (Target: 100%)
- Number of hours that any border service point is closed due to a security concern (Target: 0)
- Percent of the Canadian population satisfied with their personal safety from crime (Target: ≥ 93% by 2014)

1.2 Border Strategies

Expected Result 1 - Secure borders that facilitate legitimate trade and travel

• Percentage of border wait times standards that are achieved (Target: ≥ 95%)

• Percentage of people examined who are inadmissible and/or arrested (Benchmark: 0.5 %)

• Percentage of goods examined that are seized (Benchmark: 0.3%)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• ADM Strategic Planning Branch in collaboration with ADM, Law Enforcement and Policing Branch

1.3 Countering Crime

Expected Result 1 - Canadian communities are safe

• Percentage of Canadians that think that crime in their neighbourhood remained unchanged or decreased over the previous five years (Target: ≥ previous period (68%; 2009))

Expected Result 2 - Safe and effective reintegration of eligible offenders into Canadian communities

• Percentage of successfully completed day paroles (Target: ≥ 80%)

• Percentage of successfully completed full paroles (Target: ≥ 70%)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• ADM, Community Safety and Partnerships Branch in collaboration with ADM, Law Enforcement and Policing Branch

1.3.1 Crime Prevention

Expected Result 1 - Reduced offending among targeted populations (youth at-risk, Aboriginal communities, and high risk repeat offenders)

• Percentage of direct intervention projects with impact evaluations that report a decrease in participants' contact with the criminal justice system (Target: ≥ 75%)

Expected Result 2 - Increase in the Canadian body of knowledge related to crime prevention

• Number of crime prevention knowledge-oriented resources (research reports, practice-oriented tools, communities of practice and learning events, presentations, etc.) that are produced by NCPC (Target: 10-20 per year)

Expected Result 3 - Reduced incidence of hate-motivated crime

• Percentage of projects that report a decrease in the number of hate-motivated crimes against buildings that received security infrastructure upgrades in communities that receive Security Infrastructure Program funding (Target: ≥30%)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• Director, National Crime Prevention Centre

1.3.2 Law Enforcement Leadership

Expected Result 1 - Crime in Canada is attenuated

• Police-reported Crime Rate (Target: ≤ previous year (5,756 incidents per 100,000 population; 2011))

• Police-reported Crime Severity Index (Target: ≤ previous year (77.6; 2011))

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• DG, Policing Policy

1.3.2.1 Serious and Organized Crime

Expected Result 1 - Law Enforcement is able to combat serious and organized crime

• Police-reported drug offence rate (Target: ≤ previous year (328 drug offences per 100,000 population; 2011))

Expected Result 2 - Capital market fraud is detected and investigated

• Percentage of referrals by Integrated Market Enforcement Teams which were analyzed and acted on for investigation, or referred to other law enforcement or securities' authorities (Target: 100%)

Efficiency Indicator

• To be developed in time for 2014-15 PMF

Responsibility position

• Director, Serious and Organized Crime Strategies

1.3 Countering Crime (Cont'd)

1.3.2.2 RCMP and Policing

Expected Result 1 - Contract jurisdictions are engaged on issues regarding the management of Police Service Agreements

- Percentage of member jurisdictions that are represented at the meetings of the Contract Management Committee (Target: 100%)

Expected Result 2 - Canadians are confident with the national police service

- Percentage of Canadians who have trust and confidence in the RCMP (Target: ≥ previous year (86%; 2011))

Expected Result 3 - Increased compliance with the firearms control framework

- Rate of firearms license renewals (Target: ≥ previous period)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- DG, Policing Policy

1.3.2.3 Aboriginal Policing

Expected Result 1 - First Nations and Inuit communities have access to dedicated and responsive police services

- Number of First Nations and Inuit communities that have access to the First Nations Policing Program (Target: ≥ 397)

- Population covered by police agreements (Target: ≥ 334,000)

- Police Reported Crime Severity Index in FNPP communities

(Target: ≤ previous period)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- DG, Aboriginal Policing Directorate

1.3.3 Corrections

Expected Result 1 - Victims of crime are aware of the services available to them and are making use of those services, as needed

- Number of victims who register for information sharing with CSC and PBC (Target: ≥ 6105)

Expected Result 2 - Offenders successfully complete their period of conditional release

- Percentage of full paroles successfully completed (Target: ≥ 70%)

Expected Result 3 - First Nations, Métis, Inuit or urban Aboriginal communities have the knowledge and ability to improve community safety and to assume responsibility for corrections and healing

- Number of First Nations, Métis, Inuit or urban Aboriginal communities that have gained capacity and training to improve community safety and assume responsibility for corrections and healing (Target: ≥ 2)

(Target: ≥ 2)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- DG, Corrections and Criminal Justice Directorate

1.4 Emergency Management

Expected Result 1 - Canadians are prepared for and can respond to major disasters, accidents and intentional acts

- Number of individuals impacted by major events and emergencies
- Cost incurred by Canadians from major disasters, accidents and intentional acts, as reported by governments
- Number of federal departments and agencies participating in emergency management initiatives

1.4.1 Emergency Prevention / Mitigation and Preparedness

Expected Result 1 - Governments and key stakeholders have taken mitigative and preventative actions to address risks to Canadians

- Percentage of federal institutions evaluated that have assessed and taken actions in their strategic emergency management plan to address risks related to their area of responsibility (Target: ≥ 20%)

- Percentage of government and key stakeholders who participate in Canada's Platform for Disaster Risk Reduction (Target: ≥ 20%)

Expected Result 2 - Federal institutions have adopted PS supported standards, guidelines, approaches and best practices

- Percentage of evaluated federal institutions that have adopted PS supported standards, guidelines, approaches and best practices (Target: ≥ 10%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

DG, Emergency Management Policy

1.4.1.1 Emergency Management Mitigation Investments

Expected Result 1 - Provincial and territorial governments have the capacity to mitigate impacts of future disasters

- Number and type of joint FPT mitigation measures that were undertaken (Baseline: TBD)

- Percentage of eligible funds supporting mitigation activities committed during the fiscal year (Target: 100%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- Director, Emergency Management Policy

1.4.1.2 Emergency Management Training and Exercises

Expected Result 1 - Exercises contribute to the evaluation, validation and/or improvement of the Government of Canada's all hazards emergency management plans, procedures and protocols

- Percentage of applicable recommendations from exercises that have been monitored for completeness following assignment to responsible departments (Target: 100%)

Expected Result 2 - Federal/provincial/territorial governments have access to training required to meet their assessed emergency management requirements

- Number of federal officials with EM responsibilities that successfully complete EM training facilitated by PS (Target: Year 1 - 200, Year 2 - 400)

- Percentage of federal/provincial/territorial jurisdictions that have access to PS EM training through collaborative arrangements (Target: Year 1 - 10%, Year 2 - 15%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

Executive Director, CEMC in collaboration with Director, National Exercises Division

1.4.1.3 Emergency Management Planning

Expected Result 1 - Operations of federal government institutions are recovered in the event of an emergency and/or interruption to continue providing critical services/functions to Canadians

- Percentage of institutions that have achieved a readiness level in their business continuity plans (Target: ≥80% CCG; ≥50% BCP)

Expected Result 2 - Federal institutions assess risks related to their area of responsibility

- Percentage of federal institutions evaluated that have assessed risks in their strategic emergency management plan, as per the Strategic Emergency Management Plan Rating Guide (Target: ≥ 20%)

- Percentage of federal institutions evaluated that have assessed risks in their business continuity plan (Target: ≥ 20%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- DG, Preparedness and Recovery

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- ADM, Emergency Management and Regional Operations

1.4.2 Emergency Response and Recovery

Expected Result 1 - Canada can respond to and recover from events affecting the national interest

Percentage of incidents for which a national coordination response was required and provided (Target: 100%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

DG, Government Operations Centre

1.4.2.1 Emergency Management Coordination

Expected Result 1 - Canada's response to incidents affecting the national interest is coordinated

- Percentage of incident reviews that indicate that the response was coordinated, as required (Target: 100%)

Expected Result 2 - Canada has a comprehensive approach to response planning that supports a coordinated response to events affecting the national interest

- Percentage of events for which existing interdepartmental plans/protocols were sufficient to support response coordination by the GOC (Target: 100%)

- Percentage of events for which sufficient situational awareness flowed externally with PS Regional Offices, other government departments and agencies, emergency management organizations, non-governmental organizations, allies and critical infrastructure partners (Target: 100%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- DG, Government Operations Centre

1.4.2.2 Disaster Financial Assistance Arrangements

Expected Result 1 - Provinces and territories receive funding to assist with response and recovery from major natural disasters

- Percentage of events meeting DFAA criteria that receive funding (Target: 100%)
- Percentage of allocated funds that were committed during the fiscal year (Target 90%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

- Senior Director, Financial Assistance Programs

1.4.2.3 Interoperability

Expected Result 1 - Operational information regarding public safety and security is shared in an effective and timely manner

- Percentage of provinces/territories/regions/municipalities within targeted deployment area, linked to the newly deployed national interoperable communications infrastructure using the 700 MHz spectrum (Target: ≥ 2% by end of 2014, ≥ 5% by end of 2015, ≥ 10% by end of 2016, ≥ 25% by end of 2017, ≥ 40% by end of 2018, and ≥ 50% by end of 2019 of the 4G LTE deployed network)

- Level of satisfaction from respondent Canadian Emergency Operation Centres regarding the accuracy and reliability of the information being displayed on the Multi-Agency Situational Awareness System (Target: ≥ 80% satisfied by end of 2013)

- Percentage of provinces and territories participating in federally coordinated activities targeted toward objectives set out in the Canadian Communication Interoperability Continuum (Target: ≥ 76%)

Efficiency indicator

- To be developed in time for 2014-15 PMF

Responsibility position

Director, Science and Technology Policy in collaboration with Director, Interoperability and Portfolio Management



Public Safety
Canada

Sécurité publique
Canada

BUILDING A SAFE AND RESILIENT CANADA



Public Safety Canada 2013-14 Corporate Risk Profile

MARCH 2013
RDIMS #689380

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Introduction

Through an integrated approach, Public Safety Canada will identify, assess, and mitigate the risks and facilitate the opportunities to advance departmental objectives.

-Integrated Risk Management Policy

Integrated risk management plays a significant role in strengthening Public Safety Canada's capacity to recognize, understand, accommodate, and capitalize on new challenges and opportunities, thereby enabling more effective decision-making. Public Safety Canada's approach to managing risk is governed by the *Integrated Risk Management Policy* and is defined in the departmental Integrated Risk Management Framework. The Policy sets our departmental objectives and accountabilities, while the Framework integrates risk management into departmental operations and the corporate culture. It outlines the Department's risk management strategy to all levels of staff and establishes an approach to integrating risk management into the Department's planning and decision-making processes, with linkages to departmental strategic documents.

Since the creation of the risk management function, the Department has made significant progress, including, developing an Integrated Risk Management Framework and Policy, undergoing three rounds of the risk cycle, producing two full Corporate Risk Profiles and one Corporate Risk Profile Update, and developing supporting documents, such as the Quick Guides to Integrated Risk Management. In addition, the Department is continuously seeing the implementation of risk throughout various Branches, as evidenced by the risk-based approach for official languages profiles and the administration of grants and contributions, as well as the use of risk management in the Departmental Security Plan and Information Management Strategy.




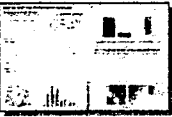

In May 2012, an initiative co-led by the risk unit in the Strategic Planning Division was created to bring together all the various risk processes from across the Department to establish linkages and opportunities for collaboration. As a result of this initiative, the Community of Practice on Risk was established. This community of practice will be used to facilitate information sharing; foster innovative discussions on risks and threats; and create an opportunity for departmental colleagues to collaborate, all with a focus on creating an integrated risk picture for the Department.

In future rounds of integrated risk management, the Department will continue to reflect on lessons learned and apply them, as necessary, to ensure results and continuous improvement. The risk unit will also continue to support programs and managers in applying risk management principles in daily activities, as well as in building risk management capacity.

Moving forward, the Department will continue to work towards a fully integrated risk picture, and will focus on advancing a strong risk culture that supports informed decision-making and resource allocation at all levels of the organization.

Integrating Risk Management into the Planning Cycle

Integrated Risk Management serves as an essential tool for good management at Public Safety Canada and a necessary input to the Department's operational and resource allocation decisions across all levels of the organization. Accordingly, it is important that the IRM function be embedded throughout the Department's planning and reporting processes. The chart below demonstrates how risk is used in each of the main components of the departmental Planning and Reporting cycle.

<p>Priority Setting Exercise</p> 	<p>Public Safety Canada sets priorities to demonstrate how the Department will focus its efforts and allocate its resources.</p> <p>Risk Link</p> <ul style="list-style-type: none"> - The Corporate Risk Profile (CRP) is a key document considered in the establishment of departmental priorities.
<p>RPP and IHRBP</p> 	<p>The Report on Plans and Priorities (RPP) details the Department's main priorities by strategic outcome, program activities and planned/expected results including links to related resources requirements. The Integrated Human Resources and Business Plan (IHRBP) provides an overview of the Department's work environment, the nature of our workforce and information about each Branch. The plan guides the Department's activities and the allocation of resources while focusing on set priorities for the fiscal year.</p> <p>Risk Link</p> <ul style="list-style-type: none"> - Both documents define the risk environment for the upcoming year. - Mitigation and facilitation strategies that are listed in the CRP are used to develop initiatives in support of the departmental priorities.
<p>Branch Business Plans</p> 	<p>Branch Business Plans articulate not only how the organization will support the achievement of departmental priorities, but also the key activities that will be pursued at the branch and directorate levels.</p> <p>Risk Link</p> <ul style="list-style-type: none"> - Risk, opportunities and associated strategies are included in each branch business plan to ensure continuous review and monitoring. - Mitigation and facilitation strategies for both branch and departmental risks and opportunities are used to develop activities and key deliverables for the year.
<p>Mid and End-of-year Summaries</p> 	<p>The mid-year and end-of-year summaries are key monitoring mechanisms for integrated business planning and integrated risk management, and encourage strategic decision-making on finances, risks and performance.</p> <p>Risk Link</p> <ul style="list-style-type: none"> - The statuses of both the risks and opportunities are tracked and reported at mid- and end-of year. - The statuses of branch key activities and deliverables identified in response to mitigation and facilitation strategies are also assessed and reported.
<p>DPR</p> 	<p>The Departmental Performance Report (DPR) is a departmental account of results achieved against planned performance expectations as set out in the RPP.</p> <p>Risk Link</p> <ul style="list-style-type: none"> - The status on initiatives undertaken during the fiscal year is reported. - The DPR also communicates the change in risk environment, what risk management actions and strategies were undertaken throughout the year, and whether certain risks materialized.

Process for Identifying Risk and Opportunities

This Corporate Risk Profile presents the top risks and opportunities by Program. It was developed based on the Program Alignment Architecture (PAA) and departmental Performance Measurement Framework (PMF) to continue to ensure the full integration of risk management within the organization.


The Department's round III of Integrated Risk Management continued the approach introduced in round II with a focus on gathering quality risk information. Updated logic models were developed for each Program to continue to facilitate the identification of the uncertainties that could impede the achievement of the Department's objectives, as defined in the PMF. The logic models were also used to identify opportunities—existing activities or initiatives found outside the logic model that could facilitate the achievement of an outcome.

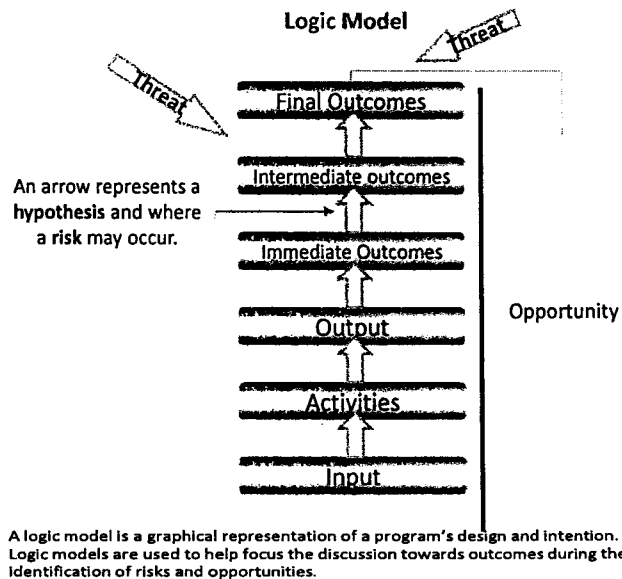
Although risks and opportunities may be related through a common outcome, an opportunity is not a mitigation strategy to a risk; rather, it is another activity that could help facilitate the achievement of a given departmental objective. A mitigation strategy is an activity undertaken to address the risk by lessening either the impact or the likelihood.

Similar to round II, five integration sessions were held for each Program, identifying the top three risks and opportunities for National Security, Border Strategies, Countering Crime, Emergency Management and Internal Services. Bringing together representatives from various branches, including a regional director and the regional coordination unit at every session, the integration sessions were used to discuss common business lines and build a departmental understanding of the uncertainties the Department is facing. For this round, the beginning of each integration session was used to provide a mini-training refresher on the four steps to integrated risk management using the Quick Guides to Integrated Risk Management.

Following the integration sessions, a risk management wrap-up integration session was carried out to assess the likelihood and impact of all risks and opportunities across all Programs. Once this final session was complete, profile sheets on each of the aforementioned uncertainties were created in collaboration with the identified risk owners to ensure the collection of quality information. While these profile sheets do not clarify the timeliness of risk response, the mitigation strategies identified in this CRP will be used to develop key activities and deliverables for each Branch in the 2013-14 business planning process against which branches will report in both the mid- and end-of-year review exercises

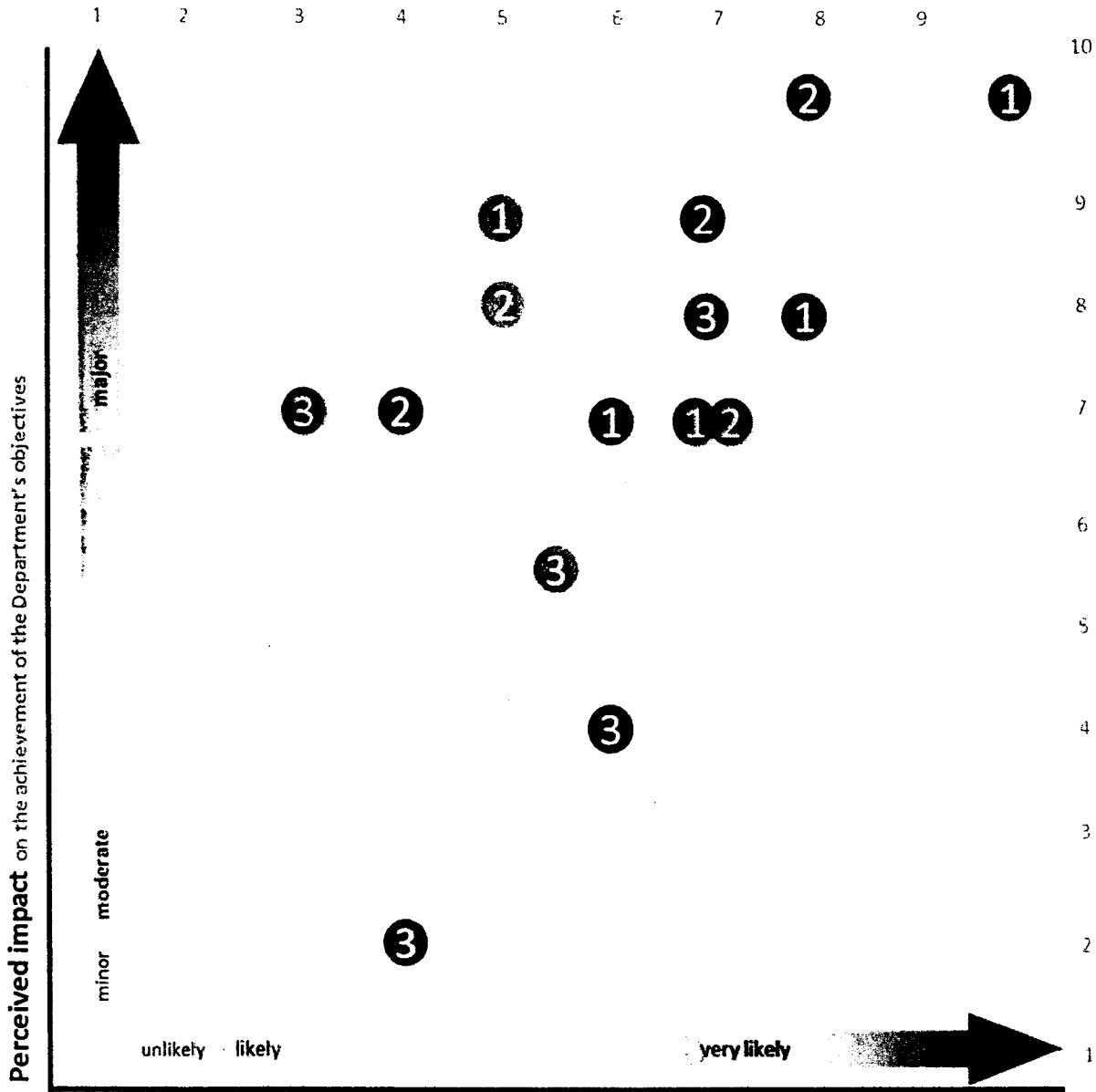
For the purpose of this CRP, risks and opportunities by Program are organized in the descending order of their relative risk score (perceived likelihood multiplied by perceived impact).

 For more information on the IRM approach, please consult Public Safety Canada's *Quick Guides to Integrated Risk Management*.



RISKS

Corporate Risk Matrix



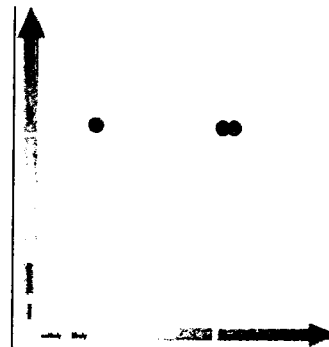
Perceived likelihood to occur in the foreseeable future

- National Security
- Border Strategies
- Countering Crime
- Emergency Management
- Internal Services

Corporate Risk Summary

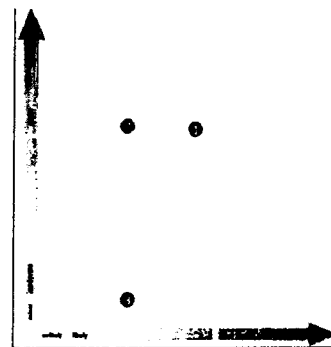
National Security

1. That the Department may not have the modern tools or mechanisms to support law enforcement and intelligence agencies in addressing emerging threats to Canada's national security.
2. That a delay in the sharing of information linked to newly discovered vulnerabilities or active cyber events with CCIRC may lead to the ineffective coordination of the national response to cyber-security incidents.
3. That the Department may be unable to continuously identify and address all emerging threats to Canada's national security.



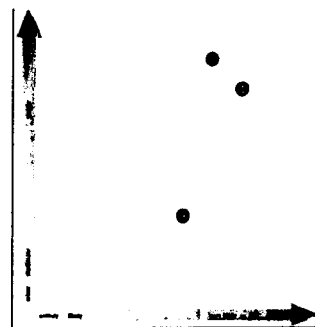
Border Strategies

1. That the increasing complexity of the Beyond the Border Action Plan initiatives may lead to difficulties/delays in meeting commitments.
2. That information-sharing practices may not be effective in supporting efforts to address cross-border threats.
3. That the focus on the Beyond the Border initiatives may cause the Department to overlook other challenges related to borders.



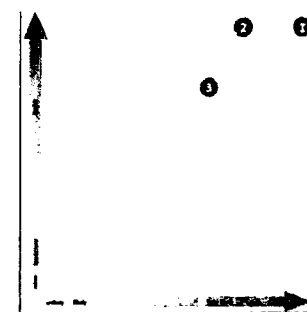
Countering Crime

1. That current policies and strategies may be insufficient to address the evolution of organized crime.
2. That the Department may be unable to provide a level of service that meets the expectations and needs of communities and Provinces under the FNPP.
3. That RCMP accountability structures and mechanisms may be ineffective.



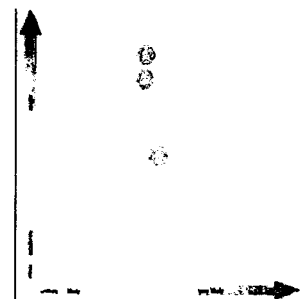
Emergency Management

1. That the rising costs related to disasters in Canada may increase the federal liability under the DFAA.
2. That the Government Operations Centre (GOC) [REDACTED]
3. That the lack of clarity of roles between federal players may lead to the ineffective federal response to emergencies.



Internal Services

1. That the Department may not be able to fully operationalize its BCP during an emergency.
2. That the security and privacy of information may be compromised as a result of lack of compliance with departmental policy, guidance and instructions.
3. That the Department's forecasting and budget reallocation processes may not be responsive to risks, priorities, and pressures.



s.16(2)(c)
s.21(1)(a)
s.21(1)(b)

Detailed Risk Profile Sheets

National Security

NS

R1

That the Department may not have the modern tools or mechanisms to support law enforcement and intelligence agencies in addressing emerging threats to Canada's national security.

The global nature of today's telecommunications industry is making Canada's networks more vulnerable to outside threats. The use of untrustworthy technology exposes national/government infrastructure to security risks, such as espionage and service disruption. This issue may be compounded as measures to encourage greater competition (e.g. market diversification) could result in an increased use of untrustworthy technology. Currently, the Department and its portfolio are taking actions to mitigate the risk—as new technologies emerge, strategies are developed to combat them.

As well, authorities need proper tools to prevent criminals from exploiting technologies to hide their illegal activities.

49

Likelihood 7

Impact 7

The Department is also undertaking policy work to assess what instruments may be required to address the risks presented by interception capability gaps.

KEY DEPENDENCY

RCMP; CSEC; CSIS; Industry Canada; Justice Canada; and provincial/municipal police authorities

Mitigation Strategies	Resources Required	Accountability
Support Lawful Interception.	Nil (Ongoing Lawful Access Initiative funding)	National Security Operations Directorate
Strengthen collaboration with Industry Canada through regular interdepartmental consultations to make the most of the licensing regime for wireless providers (lawful access as a condition of license).	Nil	National Security Operations Directorate
Sensitize stakeholders to threats and their possible consequences, and encourage them to adopt appropriate security practices.	Nil	National Cyber Security Directorate

Link to Expected Result

1.1 Expected Result 1 – Canada is prepared to intervene and can respond to National Security Threats

Performance Indicator

- N/A

Monitoring Frequency
Lead Accountability

Mid- and End-of-Year
Senior ADM, National Security Branch

Link to 2012-13 CRP Update

National Security Risk 2

s.16(1)(b)
s.21(1)(a)

National Security

NS
R2

That a delay in the sharing of information linked to newly discovered vulnerabilities or active cyber events with CCIRC may lead to the ineffective coordination of the national response to cyber-security incidents.

CCIRC faces the challenge of companies and organizations not reporting newly discovered vulnerabilities or active cyber events, or sharing information in a delayed or incomplete manner. To mitigate these challenges, CCIRC continues to develop partnerships with other national and provincial Computer Emergency Response Teams (CERTs), industry associations, and private and public sector owners and operators of critical infrastructure. Engagement activities, such as threat briefings, are helping to build partnerships with public and private sector stakeholders.

49

Likelihood 7
Impact 7

KEY DEPENDENCY Private sector; Provincial and Municipal Governments; and CERTS

Mitigation Strategies	Resources Required	Accountability
Continue delivering supervisory control and data acquisition (SCADA) or Industrial Control System workshops to businesses and public entities to provide a better baseline of their current cyber security profiles.	Within current budget	National Cyber Security Directorate
CCIRC will continue to expand its domestic and international partnerships to enhance its ability to provide timely advice and support and efficiently coordinate information sharing and incident response. CCIRC has also produced a guidance document on Industrial Control Systems Best Practices for critical infrastructure partners.	Within current budget	National Cyber Security Directorate

Link to Expected Result

1.1.3 Expected Result 1 - Canada is prepared for and can respond to cyber security threats

Performance Indicators

- Percentage of identified cyber security threats to Canada for which a mitigation strategy is implemented
- Percentage of key partners that take action to enhance their cyber security program following an engagement activity

Monitoring Frequency
Lead Accountability

Mid- and End-of-Year
Senior ADM, National Security Branch

Link to 2012-13 CRP Update

NEW

National Security

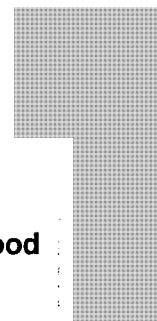
NS
R3

That the Department may be unable to continuously identify and address all emerging threats to Canada's national security.

s.15(1) - Int'l

The increasingly complex national security environment requires that Public Safety Canada continuously assess current and emerging threats to keep pace with the evolving environment and ensure the effective alignment of its resources. While the Department maintains situational awareness through its linkages to the security and intelligence community, there is a need to use modern assessment methodologies to better track and prioritize emerging national security threats.

**Likelihood
Impact**



KEY DEPENDENCY

Security and Intelligence Community

Mitigation Strategies	Resources Required	Accountability
Lead the development of a report to Canadians on the evolving threat environment as part of the implementation of the Counter-terrorism Strategy.	Within current budget	National Security Policy Directorate
Lead Canadian involvement in the development of joint threat assessments with the United States as part of the Beyond the Border Action Plan.	Within current budget	National Security Policy Directorate
Participate in joint prioritization exercises with relevant federal partners.	Within current budget	National Security Policy Directorate

Link to Expected Result

1.1 Expected Result 1 – Canada is prepared to intervene and can respond to National Security threats

Performance Indicator

- Percentage of annual national security priorities on which action has been taken

**Monitoring Frequency
Lead Accountability**

Mid- and End-of-Year
Senior ADM, National Security Branch

Link to 2012-13 CRP Update

National Security Risk 1

Border Strategies

BS

That the increasing complexity of the Beyond the Border Action Plan initiatives may lead to difficulties/delays in meeting commitments.

R1

As Public Safety advances its Beyond the Border commitments, it is apparent that, although objectives and deliverables are clear, each initiative is complex, with many policy, legal and operational implications that must be carefully considered and therefore may impact on the Department's capacity to deliver in accordance with Action Plan timelines. Initiatives such as Preclearance and the Next Generation of Integrated Cross Border Law Enforcement require the negotiation of complex bilateral agreements with the U.S.. The negotiations of such agreements give rise to certain issues that can lead to delays or limitations of these initiatives. The delay or limitations of these initiatives could limit the options available to enhance border security (e.g. Next Gen), and border integrity (e.g. CBSA at Massena) and to facilitate increased economic benefits for Canadian trade and travel. Additionally, there are technological aspects to several of these initiatives, such as in the case of radio interoperability. The systems need to be interconnected which often presents its own challenges.

42

Likelihood 6

Impact 7

KEY DEPENDENCY U.S.; PCO; Beyond the Border Implementation Team; CIC; DFAIT; CFIA; RCMP; CBSA; TC; Justice Canada

Mitigation Strategies	Resources Required	Accountability
If bilateral agreements cannot be negotiated, explore alternative program or service delivery models that could enhance border integrity or facilitate cross-border travel and trade.	Within existing budget	Law Enforcement and Border Strategies Directorate Border Policy and International Affairs Directorate
Link to Expected Result	BTB: The Canada/US Border and perimeter are secure and legitimate trade and travel are facilitated	
Performance Indicator	<ul style="list-style-type: none"> Under development 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Strategic Policy Branch in collaboration with Law Enforcement and Policing Branch	
Link to 2012-13 CRP Update	*NEW*	

Border Strategies

BS

R2

That information-sharing practices may not be effective in addressing cross-border threats.

Gaps and challenges in the domestic and bilateral information sharing environment may hamper the Government's ability to identify and address national security threats in a timely manner. The Beyond the Border Action Plan commits Canada and the United States to sharing information and intelligence in support of law enforcement and national security, respecting each country's respective constitutional and legal frameworks. Pursuant to the Air India Inquiry Action Plan, the Government is also looking at ways to improve national security information sharing among domestic partners.

28

Likelihood 4

Impact 7

KEY DEPENDENCY

Mitigation Strategies	Resources Required	Accountability
Joint identification and resolution of cross-border information sharing challenges through a bilateral strategic issues management working group under BTB.	0.5 FTEs	National Security Policy Directorate
Develop options to enhance information sharing for national security purposes among federal partners.	1 FTE	National Security Policy Directorate
Link to Expected Result	1.1 Expected Result 1 – Canada is prepared to intervene and can respond to National Security threats 1.2 Expected Result 1 – Secure borders that facilitate legitimate trade and travel	
Performance Indicators	<ul style="list-style-type: none"> Percentage of annual national security priorities on which action has been taken Percentage of border wait times standards that are achieved Percentage of people examine who are inadmissible and/or arrested Percentage of goods examined that are seized 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	Senior ADM, National Security Branch	

Link to 2012-13 CRP Update

Border Strategy Risk 2

Border Strategies

BS
R3

That the focus on the Beyond the Border initiatives may cause other challenges related to borders to be overlooked.

Since the announcement of the Beyond the Border Action Plan, the Department has focused its time and resources on implementing its initiatives. This action plan sets out specific initiatives to address joint priorities for achieving the vision within the four areas of cooperation identified in the Beyond the Border Declaration: addressing threats early; trade facilitation, economic growth and jobs; cross-border law enforcement; and critical infrastructure and cyber-security.

Although the action plan addresses many areas of the border, there may still be areas outside the elements of the action plan that could emerge and require attention. With so much of the Department's resources being utilized to implement the action plan initiatives, certain areas that are not captured may not be addressed.

8

Likelihood 4
Impact 2

KEY DEPENDENCY U.S.; RCMP; CBSA; CIC; PCO; DFAIT

Mitigation Strategies	Resources Required	Accountability
Establish a Director General-level Public Safety Canada Portfolio working group on border issues.	Within existing budget	Border Policy and International Affairs Directorate Law Enforcement and Border Strategies Directorate
Leverage the Canada Cross-Border Crime Forum, and semi-annual Minister-Secretary bilaterals as a means of identifying and advancing potential non Beyond the Border bi-lateral issues and initiatives.	Within existing budget	Law Enforcement and Border Strategies Directorate Border Policy and International Affairs Directorate
Better leverage the Canadian Embassy in the U.S.	Within existing budget	Border Policy and International Affairs Directorate Law Enforcement and Border Strategies Directorate
Link to Expected Result	BTB: The Canada/US Border and perimeter are secure and legitimate trade and travel are facilitated	
Performance Indicator	<ul style="list-style-type: none"> Under development 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Strategic Policy Branch in collaboration with Law Enforcement and Policing Branch	

Link to 2012-13 CRP Update *NEW*

Countering Crime

CC

That current policies and strategies may be insufficient to address the evolution of organized crime.

R1

Criminal organizations are increasingly sophisticated and adaptable, and benefit from the expansion of world trade and increasingly open economic borders. Organized crime groups are involved in a wide range of criminal activities including the movement and trafficking in illicit commodities and human beings. Criminal organizations have also increasingly diversified into activities such as fraud where risks of detections are lower and monetary gains are potentially very high.

Public Safety leads the development of strategies, policies and initiatives as well as integrated units or teams, representing an approach which aims to leverage resources and expertise in combating organized crime groups.

64

Likelihood 8
Impact 8

KEY DEPENDENCY

RCMP; CBSA; Justice Canada; law enforcement agencies of the U.S. government.; Provinces/Territories; international and domestic partners and stakeholders

Mitigation Strategies	Resources Required	Accountability
Public Safety will collaborate with enforcement and intelligence partners to address emerging policy issues and gaps related to transnational organized crime.	Within existing budget	Law Enforcement and Border Strategies Directorate
Link to Expected Result	1.3.2.1 Expected Result 1 – Law Enforcement is able to combat serious and organized crime	
Performance Indicator	<ul style="list-style-type: none"> N/A 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Law Enforcement and Policing Branch	

Link to 2012-13 CRP Update

NEW

Countering Crime

CC
R2

That the Department may be unable to provide a level of service that meets the expectations and needs of communities and Provinces under the First Nations Policing Program (FNPP).

The FNPP provides financial contributions to support professional policing services that are dedicated and responsive to the communities that they serve. Efforts have been sustained on governance training for community groups and other consultative structures to ensure that community members can contribute to establishing policing priorities. These training sessions are delivered in partnership with program stakeholders and focus on ensuring that dedicated police services can respond to the needs of the community.

63

Likelihood 7
Impact 9

KEY DEPENDENCY Provinces and Territories; RCMP; First Nation and Inuit Communities

Mitigation Strategies	Resources Required	Accountability
The Aboriginal Policing Directorate will continue to develop resource material to train and educate recipients about police governance and to help build more effective community relationships with police service providers.	Within current budget	Aboriginal Policing Directorate
Link to Expected Result	1.3.2.3 Expected Result 1 – First Nations and Inuit communities have access to dedicated and responsive police services	
Performance Indicators	<ul style="list-style-type: none"> Number of First Nations and Inuit communities have access to dedicated and responsive police services Population covered by police agreements Police Reported Crime Severity Index in FNPP communities 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Community Safety and Partnerships Branch	
Link to 2012-13 CRP Update	Countering Crime Risk 1	

Countering Crime

CC
R3

That RCMP accountability structures and mechanism may be ineffective.

Confidence in the RCMP has been tested over the past several years due to several high profile public incidents including: pension and insurance mismanagement that came to light in 2006; the 2007 death of Polish immigrant, Robert Dziekanski; timeliness of the investigation into serial killer Robert Pickton; and, most recently, allegations of sexual harassment.

While the RCMP has made progress in addressing internal processes and strengthening public confidence, the *RCMP Act* has not been significantly amended in almost 25 years and has not kept pace with changes in modern policing.

On June 20, 2012, Bill C-42 was introduced to enhance the accountability of the RCMP by strengthening the public complaint regime for the RCMP through civilian oversight and by modernizing the RCMP human resource management framework (e.g. streamlining grievance and discipline processes).

Likelihood 6
Impact 4

24

KEY DEPENDENCY

Commission for Public Complaints against the RCMP; RCMP

Mitigation Strategies	Resources Required	Accountability
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Following a ministerial directive, the RCMP Commissioner reports annually to the Minister with respect to standardizing the application and enhancing the transparency of the disciplinary process. PS will continue to provide advice to the Minister on these reports and of RCMP progress in these areas.

Within existing budget

Policing Policy Directorate

Following a ministerial directive, the RCMP commissioner will report biannually to the Minister on the action plan for addressing gender-based assessments. PS will provide advice to the Minister on these reports and on RCMP progress in this area.

Within existing budget

Policing Policy Directorate

Link to Expected Result Performance Indicator

1.3.2.2 Expected Result 2 – Canadians are confident with the national police service
 • Percent of Canadians who have trust and confidence in the RCMP

Monitoring Frequency Lead Accountability

Mid- and End-of-Year
 ADM, Law Enforcement and Policing Branch

Link to 2012-13 CRP Update

NEW

Emergency Management

EM

R1

That the rising costs related to disasters in Canada may increase the federal liability under the Disaster Financial Assistance Arrangements (DFAA).

s.14(a)

s.21(1)(a)

s.21(1)(c)

Over the past few years, there have been increases in the number of natural disasters meeting the DFAA threshold, and in provincial and territorial response and recovery costs. These increases have led to an increased federal liability under the DFAA, resulting in the requirement to request additional funding from Treasury Board. Public Safety Canada (Emergency Management and Regional Operations, Financial Assistance Programs)

100

Likelihood 10

Impact 10

KEY DEPENDENCY

Provinces/Territories; Central Agencies; and Government of Canada (direction to be sought from Cabinet)

Mitigation Strategies	Resources Required	Accountability
Consult and seek government approval to develop and deliver a robust National Disaster Mitigation Program, which would invest in mitigation activities aimed at reducing federal costs associated with disaster response and recovery over the long term.	Additional financial and human resources (O&M - \$184K; \$125 flood mapping study; and \$75K related to FTEs) and Human resources required (4 FTEs) to develop the program. A range of FTEs related to program implementation will be based on program design.	Emergency Management Policy and Planning Directorate Financial Assistance Programs
Explore alternative recovery measures such as financial instruments, including private insurance and catastrophe bonds to further reduce federal liability.	Additional financial and human resources (1 FTE and \$35K O&M) required	Emergency Management Policy and Planning Directorate
Encourage Canadian critical infrastructure and public sector stakeholders to address fundamental disaster risks and to develop mitigation strategies through participation in fora such as Canada's Roundtable on Disaster Risk Reduction. Actively seek international lessons learned by participating in international disaster mitigation fora such as APEC and United Nations multilateral working groups on resiliency and risk reduction and develop approaches adapted to the Canadian context to reduce the costs of disasters in the long term.	Within existing resources	Emergency Management Policy and Planning Directorate
	Within existing resources	Emergency Management Policy and Planning Directorate

Link to Expected Result

1.4.2.2 Expected Result 1- Provinces and territories receive funding to assist with response and recovery from major natural disasters

Performance Indicators

- Percentage of events meeting DFAA criteria that received funding
- Percentage of allocated funds that were committed during the fiscal year

Monitoring Frequency

Mid- and End-of-Year

Lead Accountability

ADM, Emergency Management and Regional Operations Branch

Link to 2012-13 CRP Update

NEW

Emergency Management

s.16(2)(c)

s.21(1)(a)

s.21(1)(b)

EM

That the Government Operations Centre (GOC)

R2

The GOC must be capable of providing 24/7 response.

80

Likelihood 8

Impact 10

Department, in collaboration with its partners, will focus on

KEY DEPENDENCY

RCMP; Shared Services Canada; and PWGSC

Mitigation Strategies	Resources Required	Accountability
	Additional financial resources required	Government Operations Centre
	Within existing resources	Government Operations Centre

Link to Expected Result

1.4.2 Expected Result 1- Canada can respond to and recover from events affecting the national interest

Performance Indicator

- Percentage of incidents for which a national coordination response was required and provided

**Monitoring Frequency
Lead Accountability**

Mid- and End-of-Year
ADM, Emergency Management and Regional Operations Branch

Link to 2012-13 CRP Update

Emergency Management Risk 1

Emergency Management

EM
R3

That the lack of clarity of roles between federal players in emergency management may lead to the ineffective federal response to emergencies.

In order to effectively prevent/mitigate, prepare for, respond to, and recover from these risks to Canada and Canadians, the Government of Canada utilizes a coordinated and comprehensive whole-of-government approach that relies on federal institutions having a clear understanding of respective roles in emergency management.

A lack of clarity of roles between federal institutions in emergency management could compromise the Government of Canada's resilience in ensuring that constitutional government is maintained and that critical services continue to be delivered to Canadians.

56

Likelihood 7
Impact 8

KEY DEPENDENCY

Federal Government Departments and Agencies

Mitigation Strategies	Resources Required	Accountability
The Government Operations Centre (GOC) has initiated an interdepartmental consultative process to clarify the response functions, processes and governance associated with the Federal Emergency Response Plan, especially as it addresses the primary roles of the departments/agencies and the coordinating function of the GOC.	Within existing resources	Government Operations Centre
Strengthen emergency preparedness capacity by providing guidance to federal institutions in the preparation, maintenance, testing and implementation of Strategic Emergency Management Plans (SEMPs) and Business Continuity Plans (BCPs) to assist institutions in identifying the risks that are within or related to their mandate and to prepare emergency management and business continuity plans in respect to those risks.	Within existing resources	National Emergency Preparedness Directorate
Undertake the development of a national preparedness strategy that would further clarify the roles and interoperability between players in emergency management.	Resourcing to be determined as part of 2013-14 Branch planning cycle. Within existing resources*	National Emergency Preparedness Directorate
Share recommendations for capability improvement distilled from exercises.	*Note: Additional resources may be identified as part of the 2013-14 Branch planning cycle	National Emergency Preparedness Directorate

Link to Expected Results

- 1.4.1 Expected Result 1 – Governments and key stakeholders have taken mitigative and preventative actions to address risks to Canadians
- 1.4.1 Expected Result 2 - Federal institutions have adopted PS supported standards, guidelines, approaches and best practices
- 1.4.1.3 Expected Result 1 - Operations of federal government institutions are recovered in the event of an emergency and/or interruption to continue providing critical services/functions to Canadians
- 1.4.1.3 Expected Result 2 - Federal institutions assess risks related to their area of responsibility
- 1.4.2.1 Expected Result 1 - Canada's response to incidents affecting the national interest is coordinated

Emergency Management

1.4.2.1 Expected Result 2 - Canada has a comprehensive approach to response planning that supports a coordinated response to events affecting the national interest

Performance Indicators

- Percentage of federal institutions evaluated that have assessed and taken actions in their strategic emergency management plan to address risks related to their area of responsibility
- Percentage of government and key stakeholders who participate in Canada's Platform for Disaster Risk Reduction
- Percentage of evaluated federal institutions that have adopted PS supported standards, guidelines, approaches and best practices
Percentage of institutions that have achieved a readiness level in their business continuity plans
- Percentage of federal institutions evaluated that have assessed risks in their strategic emergency management plan, as per the Strategic Emergency Management Plan Rating Guide
- Percentage of federal institutions evaluated that have assessed risks in their business continuity plan
- Percentage of incident reviews that indicate that the response was coordinated, as required
Percentage of events for which existing interdepartmental plans/protocols were sufficient to support response coordination by the GOC
- Percentage of events for which sufficient situational awareness flowed externally with PS Regional Offices, other government departments and agencies, emergency management organizations, non-governmental organizations, allies and critical infrastructure partners

Monitoring Frequency Lead Accountability

Mid- and End-of-Year
ADM, Emergency Management and Regional Operations Branch

Link to 2012-13 CRP Update

Emergency Management Risk 3

Internal Services

IS
R1

That the Department may not be able to fully operationalize its Business Continuity Plan (BCP) during an emergency.

While numerous BCP tools have been established (Business Impact Analysis completed, critical services identified, and governance established) with involvement of Branch representatives to the BCP working group, uncertainties remain as to the Department's ability to respond to a BCP activation. These uncertainties are further compounded by the constant turnover of the Branch BCP representatives and the challenges associated with launching a full BCP exercise at the departmental level.

Currently, a recovery strategy has been established, and plans and arrangements to support an activation of the BCP have been developed. As well, activities at the BCP working group and regular presentations at DMC are being used to increase awareness and support activation of the BCP.

45

Likelihood 5
Impact 9

KEY DEPENDENCY All Branches; RCMP; and External consultants

Mitigation Strategies	Resources Required	Accountability
Follow-up on security evaluation by ensuring BCP is part of mandatory security training program.	1 FTE	Corporate Services Directorate
Quarterly reporting to DMC on the status of the BCP.		Corporate Services Directorate
Enhance awareness and build engagement by increasing training and exercises as per the readiness schedule.	O&M funds for consultants to design and deliver training	Corporate Services Directorate
Review BCP governance to ensure it is responsive to departmental needs.	No additional resources	Corporate Services Directorate
Update Complete Business Impact Analysis (BIA).	O&M funds for consultants to complete BIA	Corporate Services Directorate
Update Threat Risk Assessment (TRA).	O&M funds for RCMP to complete TRA	Corporate Services Directorate
Link to Expected Result Performance Indicator	Under development <ul style="list-style-type: none"> Under development 	
Monitoring Frequency Lead Accountability	Mid- and End-of-Year ADM, Corporate Management Branch	

Link to 2012-13 CRP *NEW*

Internal Services

IS

R2

That the security and privacy of information may be compromised as a result of lack of compliance with departmental policy, guidance and instructions.

In recent years, the departmental security framework has been significantly strengthened. Nevertheless, there may be a risk that the security and privacy of information may be compromised as a result of lack of compliance with departmental policy, guidance and instructions. In most cases, this lack of compliance is a result of the user's unfamiliarity with departmental policies, guidance and instructions.

The Department currently offers a training video on security for all new employees, and security is a component of the New Employees Orientation session. During GC Security Awareness Week, as well as on an ad-hoc basis, briefings are available on security and privacy practices for Public Safety Canada. The Department is also in the process of developing a security directive on non-compliance to develop corrective measures for security infractions.

Regular ongoing briefings and updates will be important to remind employees of their responsibilities regarding the security and privacy of information and the tools and practices available for their use.

Additionally, program areas must ensure collection, use and retention of personal information is consistent with policy instruments.

KEY DEPENDENCY

All PS Branches; Corporate Management Branch; Communications

40

Likelihood 5

Impact 8

Mitigation Strategies	Resources Required	Accountability
Include semi-annual/annual security and privacy training as a mandatory commitment in all employee learning plans.	No additional resources	Chief Information Officer Directorate Parliamentary and Executive Services Directorate
Improve reporting on security infractions.	No additional resources	Corporate Services Directorate
Include ATIP and privacy of information training at orientation session for new employees.	No additional resources	Corporate Services Directorate Parliamentary and Executive Services Directorate
Use InfoCentral to communicate information on privacy and security policies, guidance and instructions.	2 FTEs for Policy stream in ATIP No additional resources for CIOD	Chief Information Officer Directorate Parliamentary and Executive Services Directorate Communications
Incorporate security and privacy discussions in the context of business requirements and plans.	No additional resources	Chief Information Officer Directorate
Update the Departmental Security Plan (DSP) to reflect progress towards risk and result-based priorities.	No additional resources	Corporate Services Directorate
Section 10 delegations ensure Privacy Impact Assessments and Privacy Info Banks are up to date, and staff comply with stated purpose for the use of personal info under their control.	2 FTEs for Policy stream in ATIP	All PS Branches
Link to Expected Result Performance Indicator	Under development • Under development	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Corporate Management Branch	

Internal Services Risk 1

Internal Services

IS
R3

That the Department's forecasting and budget reallocation processes may not be responsive to risks, priorities and pressures.

While it has improved considerably over the last year, the Branches' ability to forecast resource requirements is still somewhat reactive in nature. As a result, branches tend to be optimistic in what they can spend, given their dependency on outside resources (i.e. procurement, PWGSC). Consequently, branches are not able to declare surpluses early enough to fully permit reallocation of funds to departmental priorities.

30.25

Likelihood 5.5
Impact 5.5

KEY DEPENDENCY All PS branches

Mitigation Strategies	Resources Required	Accountability
Branch heads present projections at P6 and P9.	No additional resources	All PS Branches Comptroller
Include the percentage lapse at P9 in the PMP of all EXs who manage a budget.	No additional resources	All EXs
Use CO module as the system of record, and update all forecasts on a monthly basis in SAP.	No additional resources	Branch heads Comptroller
Link to Expected Result Performance Indicator	Under development <ul style="list-style-type: none"> Under development 	
Monitoring Frequency Lead Accountability	Mid- and End-of-Year ADM, Corporate Management Branch	
Internal Services Risk 3		

OPPORTUNITIES

Corporate Opportunity Summary

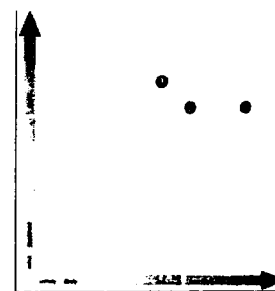
s.14(b)
s.15(1) - Int'l
s.21(1)(a)
s.21(1)(c)

National Security

- 1.
- 2.

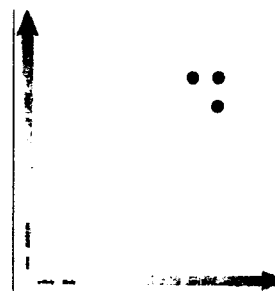
Border Strategies

1. There may be an opportunity to leverage the Department's ongoing collaboration with regional and cross border partners to mitigate the impacts of a border disruption on Canada's critical infrastructure sectors.
2. There may be an opportunity to leverage the Beyond the Border Action Plan initiatives to advance our program and policy objectives.
3. There may be an opportunity to leverage the results of the OAG audit on border security to enhance practices at the border.



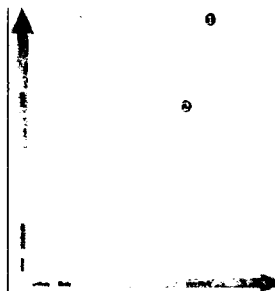
Countering Crime

1. There may be an opportunity to alleviate pressure on the criminal justice system by increasing the focus on crime prevention programs for youth at risk.
2. There may be an opportunity to leverage community and private sector resources in the implementation of social innovation initiatives.
3. With the rising costs in policing, there may be an opportunity for the Department to assert its leadership role in the development of alternative/new/improved policing models.



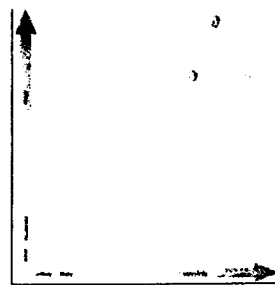
Emergency Management

1. There may be an opportunity to more systematically leverage partnerships with stakeholders and partners as various elements of emergency management programming are recalibrated, in order to enhance the strategic direction, coordination and overall effectiveness of emergency management efforts.
2. There may be an opportunity to take advantage of new mitigation programming and enhanced partnerships with the provinces and territories to strengthen mitigation across the country, advance national leadership, and reduce federal and other governments' liabilities following natural disasters going forward.



Internal Services

1. There may be an opportunity to leverage regional capacity through the implementation of the Functional Management Model, to enhance national and regional leadership, and to support departmental priorities.
2. There may be an opportunity to use Policy Committee and the results from the Policy, Priority-setting and Planning Audit to increase policy coherence and cohesion, and improve engagement across the portfolio.
3. There may be an opportunity to partner with portfolio agencies to achieve efficiencies in the delivery of support services.



Detailed Opportunity Profile Sheets

s.14(b)
s.15(1) - Int'l
s.21(1)(a)
s.21(1)(c)

National Security

NS
O1

Canada's critical infrastructure sectors are confronted by an evolving threat environment. Dialogue and collaboration among public-private sector partners on risk management activities, including innovative approaches to resilience, are needed to effectively address this evolving threat environment.

The Department will continue to build on its partnership with the U.S. Department of Homeland Security by conducting joint risk analysis of threats and conducting assessments of critical infrastructure facilities. In addition, the Department is implementing a national interdependency modelling tool

Likelihood
Impact

KEY DEPENDENCY International and private sector partners; and CI partners.

Facilitation Strategies	Resources Required	Accountability
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[Redacted]	FTEs	Critical Infrastructure and Strategic Coordination Directorate
Work with Department of Homeland Security to conduct risk analyses through the Virtual Risk Analysis Cell (VRAC).	FTEs	Critical Infrastructure and Strategic Coordination Directorate
Conduct assessments of critical infrastructure using Regional Resilience Assessment Program (RRAP) methodologies.	FTEs	Critical Infrastructure and Strategic Coordination Directorate

Link to Expected Results	1.1 [Redacted]
	1.1.2 [Redacted]
Performance Indicators	• 1.1b [Redacted]
	• 1.1.2a [Redacted]

Monitoring Frequency Mid- and End-of-Year
Lead Accountability Senior ADM, National Security Branch

Link to 2012-13 CRP Update National Security Opportunity 1

National Security

**NS
O2**

There may be an opportunity to leverage the expertise of partners outside the national security community, such as academics and Canadian communities.

s.15(1) - Int'l

By leveraging partners outside the traditional security and intelligence community, the Department has the opportunity to gain new perspectives and look at non-traditional aspects of national security. These partners could include: other government departments, such as Environment Canada and Health Canada; Provinces and Territories; academics; and Canadian communities.

Presently, through consultative bodies such as the Cross-Cultural Roundtable on Security (CCRS), and through other community engagement/outreach, the Department has the ability to learn from Canadians, and to inform Canadians about national security issues. Furthermore, through the Research and Academic Relations unit, the Department engages with researchers on national security issues, including countering violent extremism.

Specific examples include the Kanishka Project and the National Security Data Initiative, which are ongoing efforts focused on enhancing the Canadian evidence base for policy and operations by leveraging the expertise of partners outside the national security community.

Likelihood

Impact



KEY DEPENDENCY

Other Government Departments; Academics; Provinces/Territories; Private Sector; and Community Groups

Facilitation Strategies	Resources Required	Accountability
Leverage the expertise of the academic community to help improve the understanding of the evolving threat environment.	0.5 FTE	National Security Policy Directorate Strategic Policy, Planning, Research and Cabinet Affairs Directorate National Security Policy Directorate
Perform outreach to Canadian universities regarding the Counter-terrorism Strategy.	0.5 FTE	Strategic Policy, Planning, Research and Cabinet Affairs Directorate National Security Policy Directorate
Continue to engage with Provinces, Territories and municipalities, as well as Canadian communities and non-traditional federal partners, to explore options for partnerships that advance countering violent extremism objectives.	Nil	Strategic Policy, Planning, Research and Cabinet Affairs Directorate Intergovernmental Affairs and Citizen Engagement Directorate

Link to Expected Result

1.1.1 Expected Result 2 – National security policies and programs consider and/or are informed by input from Canadians

Performance Indicator

- Percentage of engagement sessions in which program/policy areas utilize gathered advice and perspectives to inform policies and programs

**Monitoring Frequency
Lead Accountability**

Mid- and End-of-Year
SeniorADM, National Security Branch

Link to 2012-13 CRP Update

NEW

Border Strategies

BS

O1

There may be an opportunity to leverage the Beyond the Border Action Plan initiatives to advance our program and policy objectives.

On February 4, 2011, Prime Minister Stephen Harper, and U.S. President Barack Obama announced a *shared vision for perimeter security and economic competitiveness* between Canada and the United States. The vision will be realized by working together, within, at, and away from the borders, to address threats as early as possible, in a way that supports economic competitiveness, job creation and prosperity.

The Department is currently working on implementing its action plan initiatives. This presents an opportunity to use some of these initiatives to advance Canadian interests at the border. A number of these action items are related to the work of Public Safety Canada, including improving Canada-U.S. information sharing, working with the U.S. to identify best practices in the area of countering violent extremism, advancing work related to the next generation of cross-border law enforcement cooperation and the negotiation of a comprehensive approach to preclearance.

63

Likelihood 9

Impact 7

KEY DEPENDENCY

Beyond the Border Working Group; PCO; RCMP; CBSA; U.S. Government partners

Facilitation Strategies	Resources Required	Accountability
Interdepartmental ADM and DM borders meetings—Public Safety Canada representation and coordination ensures coherence and advocacy for priorities across portfolio.	Within existing budget	Law Enforcement and Border Strategies Directorate Border Policy and International Affairs Directorate
Link to Expected Result	BTB: The Canada/US Border and perimeter are secure and legitimate trade and travel are facilitated	
Performance Indicator	<ul style="list-style-type: none"> Under development 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Strategic Policy Branch in collaboration with Law Enforcement & Policing Branch	

Link to 2012-13 CRP Update

Border Strategies Opportunity 1

Border Strategies

**BS
02**

There may be an opportunity to leverage the Department's ongoing collaboration with regional and cross border partners to mitigate the impacts of a border disruption on Canada's critical infrastructure sectors.

Under the Canada-U.S. Agreement on Emergency Management Cooperation (the Agreement), the Department is responsible for working with the U.S. Department of Homeland Security to strengthen cross border readiness to respond to emergencies. Existing arrangements among local authorities, regional offices, and provinces/territories and states (e.g. Regional Emergency Management Advisory Committees) can facilitate the movement of first responders and urgently needed assistance during and following an emergency.

Under the *Perimeter Security and Economic Competitiveness Action Plan*, the Department has released *Considerations for U.S. - Canada Border Traffic Disruption Management* and has conducted regional awareness sessions with stakeholders. The Department is working with regional partners to develop border traffic management plans or update existing plans, and to conduct exercises to test those plans.

49

Likelihood 7
Impact 7

KEY DEPENDENCY

PS Regional Offices; Provinces/Territories; municipalities; critical infrastructure stakeholders and U.S. partners

Facilitation Strategies	Resources Required	Accountability
Work with regions to develop border traffic management plans.	Within current budget	Critical Infrastructure and Strategic Coordination Directorate
Work with U.S. Customs and Border Protection (CBP) to engage cross-border stakeholders.	Within current budget	Critical Infrastructure and Strategic Coordination Directorate
Complete a border traffic management exercise in Spring 2013.	Within current budget	Critical Infrastructure and Strategic Coordination Directorate

Link to Expected Results

1.2 Expected Result 1 - Secure borders that facilitate legitimate trade and travel
1.1.3 Expected Result 2 – Partnerships are established with and among critical infrastructure sectors

Performance Indicator

- Under development

**Monitoring Frequency
Lead Accountability**

Mid- and End-of-Year
Senior ADM, National Security Branch

Link to 2012-13 CRP Update

Border Strategies Risk 3; Border Strategies Opportunity 3

Border Strategies

BS

O3

There may be an opportunity to leverage the results of the OAG audit on border security to enhance practices at the border.

The Office of the Auditor General (OAG) is currently conducting an audit on Securing Canada's Borders. More specifically, it will undertake an examination of federal risk-based systems and practices that have been put into place to prevent the illegal entry of people into Canada to determine whether those systems and practices are working effectively and efficiently.

The draft report is due out in spring 2013 at which time the Department will review the findings and recommendations, in collaboration with the RCMP and CBSA, with a view to enhancing practices at the border.

48

Likelihood 6

Impact 8

KEY DEPENDENCY CBSA; RCMP

Facilitation Strategies	Resources Required	Accountability
<p>Develop a response to the OAG audit, including the development of an action plan for implementing audit recommendations where appropriate.</p>	<p>Within existing budget</p>	<p>Law Enforcement and Border Strategies Directorate Border Policy and International Affairs Directorate Emergency Management Policy and Planning Directorate National Security Operations Directorate</p>
<p>Link to Expected Result Performance Indicator</p>	<p>1.2 Expected Result 1 - Secure borders that facilitate legitimate trade and travel</p> <ul style="list-style-type: none"> Under development 	
<p>Monitoring Frequency Lead Accountability</p>	<p>Mid- and End-of-Year ADM, Strategic Policy Branch</p>	
<p>Link to 2012-13 CRP Update</p>	<p>*NEW*</p>	

Countering Crime

**CC
01**

There may be an opportunity to alleviate pressure on the criminal justice system by increasing the focus on crime prevention programs for youth at risk.

Evidence has shown that the cost of crime prevention is lower than the cost of incarceration. Through funding projects that focus on youth-at-risk, there is potential to reduce the cost of crime in Canada. Redirecting youth would also result in fewer demands on both the social and criminal justice systems. Currently there are approximately 120 active projects taking place throughout Canada.

64

Likelihood 8
Impact 8

KEY DEPENDENCY Provinces, Territories and Municipalities; Community Organizations; Funding Recipients

Facilitation Strategies	Resources Required	Accountability
Target funding towards projects that have proven to be successful.	Within current budget	National Crime Prevention Centre
Review results of evaluation and apply recommendations regarding youth related projects.	N/A	National Crime Prevention Centre

Link to Expected Results

1.3.1 Expected Result 1 – Reduced offending among targeted populations (youth at-risk, Aboriginal communities, and high risk repeat offenders)

1.3.1 Expected Result 2 – Increase in the Canadian body of knowledge related to crime prevention

Performance Indicators

- Percentage of direct intervention projects with impact evaluations that report a decrease in participants' contact with the criminal justice system
- Number of crime prevention knowledge-oriented resources (research reports, practice-oriented tools, communities of practice and learning events, presentations, etc.) that are produced by NCPC

**Monitoring Frequency
Lead Accountability**

Mid- and End-of-Year
ADM, Community Safety and Partnerships Branch

Link to 2012-13 CRP Update

NEW

Countering Crime

CC There may be an opportunity to leverage community and private sector resources in the implementation of *social innovation* initiatives.
O2

Social innovation is an increasingly popular term used to describe new, innovative strategies applied to current and intractable social problems that have not been resolved successfully using traditional means. Existing methods of addressing social problems are continuously being challenged by the breadth, scale, complexity and interconnectedness of these social issues. Decades of government interventions demonstrate that sustainable solutions to these social issues cannot be undertaken by single sectors or individual organizations. As such, these issues need to be approached in ways that utilize the competencies, capabilities and resources of multiple collaborating partners across various sectors. Social innovation therefore encourages the public, private, and community sectors to work together to mobilize or strengthen social partnerships and leverage new ideas and sources of capital for public good with the view of generating sustainable economic and social value for Canadians.

56

Likelihood 7
Impact 8

KEY DEPENDENCY Private sector; Community-based service delivery organizations; CSC

Facilitation Strategies	Resources Required	Accountability
Work in partnership with Habitat for Humanity to provide on-the job training and skill development to offenders.	TBD	Corrections and Criminal Justice Directorate
In partnership with HRSDC and CSC, invest in social enterprise projects aiming at providing skills development and work experience.	Within current budget	Corrections and Criminal Justice Directorate
Link to Expected Result	1.3 Expected Result 2 - Safe and effective reintegration of eligible offenders into Canadian communities	
Performance Indicator	<ul style="list-style-type: none"> N/A 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Community Safety and Partnerships Branch	

Link to 2012-13 CRP Update *NEW*

Countering Crime

**CC
O3**

With the rising costs in policing, there may be an opportunity for the Department to assert its leadership and coordination role in the development of alternative/new/improved policing models.

The reported crime rate in Canada has been dropping steadily over the past two decades from its peak in the early 1990s while policing costs have continued to rise. Notwithstanding declining crime rates, police have been increasingly called upon to address a wide range of service calls and non-criminal social and mental health incidents.

These costs are not sustainable for many jurisdictions, particularly given competing priorities for public funds such as education and health care. The issue of steadily rising police costs is not unique to Canada; in fact, some countries such as the U.S. and the U.K. are taking drastic measures to reduce the cost of policing.

Given the Minister of Public Safety's mandate to provide national leadership and coordination for policing and public safety, the Department has taken a leadership role on the issue of the economics of policing.

In January 2013, the Department hosted a summit on the Economics of Policing with a view of developing a shared forward agenda to address the issues of rising costs and to improve the efficiency and effectiveness of police services in Canada.

56

Likelihood 8

Impact 7

KEY DEPENDENCY

Provincial and Municipal Governments; Police Services; Key Policing Stakeholders (CACP, CABP, CPA)

Facilitation Strategies	Resources Required	Accountability
In collaboration with stakeholders, develop a shared forward agenda on the economics of policing.	Within existing budgets	Policing Policy Directorate
Link to Expected Result Performance Indicator	1.3.2 Expected Result 1 – Crime in Canada is attenuated <ul style="list-style-type: none"> N/A 	
Monitoring Frequency Lead Accountability	Mid- and End-of-Year ADM, Law Enforcement and Policing Branch	
Link to 2012-13 CRP Update	*NEW*	

Emergency Management

EM

O1

There may be an opportunity to more systematically leverage partnerships with stakeholders and partners as various elements of emergency management programming are recalibrated, in order to enhance the strategic direction, coordination and overall effectiveness of emergency management efforts.

The Government Operations Centre (GOC) establishes and maintains relationships with key stakeholders and partners in order to support a more effective coordinated response to events affecting the national interest for the Government of Canada. The GOC is a key asset for Deputy Head and Assistant Deputy Head emergency management communities, providing them with a mechanism for implementation of their direction.

Public Safety Canada is providing federal institutions with guidance in the development of their Strategic Emergency Management Plans. These plans establish each institution's objectives, approach and structure for protecting Canadians and Canada from threats and hazards in their areas of responsibility, and sets out how institutions will assist the coordinated federal emergency response.

The development of strategic relationships and partnerships will be integral to the development of a national preparedness strategy. This would include expanding access to Public Safety Canada-endorsed emergency management training. Potential opportunities exist to partner with colleges/universities, national associations, the private sector and non-governmental organizations.

In addition, PS coordinates national whole-of-government exercises with jurisdictional stakeholders and partners, which refine collective responses as per the Canadian approach to large scale emergencies and events of national/international interest.

80

Likelihood 8

Impact 10

KEY DEPENDENCY

Federal government departments and agencies; Provinces/Territories and allied governments outside of Canada

	Facilitation Strategies	Resources Required	Accountability
	Active involvement of the GOC in domestic and international emergency management committees, including the Director General Event Response Committee, the Emergency Management Consultative Group and the Permanent Joint Boards of Defence.	Within existing resources	Government Operations Centre
s.14(a)	Engage key federal departments and agencies, national/international academic institutions; provincial, territorial and municipal responders, and national/international professional associations in delivering activities under the <i>Emergency Management Act</i> in support of emergency preparedness (i.e. planning, training, exercises and capability improvement).	Within existing resources	National Emergency Preparedness Directorate
s.21(1)(a)	Engage provinces and territories		
s.21(1)(c)	(This will help inform the development and delivery of a robust National Disaster Mitigation Program.)	Within existing resources	Financial Assistance Programs
	Engage with the DM/ADM/DG Emergency Management Committees to leverage Public Safety Canada's strong emergency management policy foundation and risk-based tools to inform and support their whole of government emergency management priority and planning agenda.	Within existing resources	Emergency Management Policy and Planning Directorate

Emergency Management

Link to Expected Results

1.4.1 Expected Result 1 – Governments and key stakeholders have taken mitigative and preventative actions to address risks to Canadians

1.4.1 Expected Result 2 - Federal institutions have adopted PS supported standards, guidelines, approaches and best practices

1.4.1.3 Expected Result 1 - Operations of federal government institutions are recovered in the event of an emergency and/or interruption to continue providing critical services/functions to Canadians

1.4.1.3 Expected Result 2 - Federal institutions assess risks related to their area of responsibility

1.4.2.1 Expected Result 1 – Canada's response to incidents affecting the national interest is coordinated

1.4.2.1 Expected Result 2 – Canada has a comprehensive approach to response planning that supports a coordinated response to events affecting the national interest

Performance Indicators

- Percentage of federal institutions evaluated that have assessed and taken actions in their strategic emergency management plan to address risks related to their area of responsibility
- Percentage of government and key stakeholders who participate in Canada's Platform for Disaster Risk Reduction
- Percentage of evaluated federal institutions that have adopted PS supported standards, guidelines, approaches and best practices
Percentage of institutions that have achieved a readiness level in their business continuity plans
- Percentage of federal institutions evaluated that have assessed risks in their strategic emergency management plan, as per the Strategic Emergency Management Plan Rating Guide
- Percentage of federal institutions evaluated that have assessed risks in their business continuity plan
- Percentage of incident reviews that indicate that the response was coordinated, as required
Percentage of events for which existing interdepartmental plans/protocols were sufficient to support response coordination by the GOC
- Percentage of events for which sufficient situational awareness flowed externally with PS Regional Offices, other government departments and agencies, emergency management organizations, non-governmental organizations, allies and critical infrastructure partners

Monitoring Frequency Lead Accountability

Mid- and End-of-Year
ADM, Emergency Management and Regional Operations

Link to 2012-13 CRP Update

NEW

Emergency Management

EM

O2

There may be an opportunity to take advantage of new mitigation programming and enhanced partnerships with the provinces and territories to strengthen mitigation across the country, advance national leadership, and reduce federal and other governments' liabilities following natural disasters going forward.

The one-time 2011 Flood Mitigation Program offers an opportunity to engage with several provinces on the mitigation decisions and strategies taken in anticipation of severe spring flooding. This engagement provides an opportunity to build on this program as we pursue broader national level mitigation programming with the goal of evolving towards a community resilience approach, advancing national leadership; and reducing federal and other public sector liabilities following natural disasters.

49

Likelihood 7
Impact 7

KEY DEPENDENCY Provincial/Territorial partners

Facilitation Strategies	Resources Required	Accountability
Seek to leverage investments in mitigation programming under the 2011 Flood Mitigation Program to support broader national-level mitigation programming leading to reduced federal assistance funding requirements in the long term.	Financial and human resources to be projected in future versions of Branch three-year business plan (based on range of future mitigation programming opportunities).	Emergency Management Policy and Planning Directorate Financial Assistance Programs
Link to Expected Result	1.4.1.1 Expected Result 1 - Provincial and territorial governments have the capacity to mitigate impacts of future disasters	
Performance Indicator	<ul style="list-style-type: none"> TBD 	
Monitoring Frequency	Mid- and End-of-Year	
Lead Accountability	ADM, Emergency Management and Regional Operations Branch	
Link to 2012-13 CRP Update	*NEW*	

Internal Services

IS 01 There may be an opportunity to leverage regional capacity through the implementation of the Functional Management Model, to enhance national and regional leadership, and to support Departmental priorities.

The Department is projected to implement a Functional Management Model (FMM) to depict and distinguish the accountabilities and responsibilities between those responsible for program direction, design and policy; those responsible for service delivery; and those responsible for reporting program results and expenditures. It will enable program areas to seamlessly leverage regional capacity to support the advancement of their program/policy priorities.

80

The FMM will align and link program performance to resource allocations/program expenditures across the Department which will provide each program area with the opportunity to utilize the Department's full resource capacity and the regions with the opportunity to better fulfill their priorities.

Likelihood 8
Impact 10

KEY DEPENDENCY All PS Branches

Facilitation Strategies	Resources Required	Accountability
Further integrate regions into the business planning and reporting cycle to effectively link resources to departmental priorities.	\$66,500 – Salary \$8,000 – O&M	Regional Operations Directorate
Facilitate discussions between regions and the program and policy areas to enhance partnerships and gain a better understanding of program and policy objectives and expectations.	\$66,500 – Salary \$8,000 – O&M	Regional Operations Directorate
	\$298,246.83 – Salary 4 – FTEs [For ROD] \$40,119 O&M	
Develop, implement and institutionalize the FMM to clarify roles, responsibilities and accountabilities.	Plus an undefined amount based on the support provided from other Branches. Non-ROD resources will be confirmed as work progresses.	Regional Operations Directorate

Link to Expected Result Performance Indicator Under development
• Under development

Monitoring Frequency Lead Accountability Mid- and End-of-Year
ADM, Emergency Management and Regional Operations Branch

NEW *NEW*

Internal Services

IS There may be an opportunity to use Policy Committee and the results from the PPP Audit to increase policy
O2 coherence and cohesion, and improve engagements across the portfolio.

The *Audit on Policy, Priority-Setting and Planning* (PPP) acknowledges the complexity and interconnectedness of policy issues that fall under the mandate of the Minister of Public Safety. Understanding these issues requires an integrated approach to policy development. To this end, Strategic Policy Branch (SPB) presently supports two senior management policy committees (ADM-level), one of which includes representatives from Portfolio agencies, as well as a DG-level policy committee which meets monthly. At the same time, SPB is leading an exercise on behalf of ADMs to better harness PS research capacity. While the SPB plays a central role in these processes, in implementing the PPP Audit management response and action plan, as well as the reorganization of research, the involvement of Departmental and Portfolio partners at all levels will be a critical success factor. In addition, Public Safety Canada will continue to develop its Medium Term Policy planning process with a view to engaging horizontally across the Department and the Portfolio, where appropriate, developing useful products that can help inform our ongoing policy work as well as our future strategic policy agenda. Similarly, the implementation of the Department's approach to gender- and diversity-based analysis will remain an important initiative in that it can help support informed and effective decision-making.

72

Likelihood 9

Impact 8

KEY DEPENDENCY

Facilitation Strategies	Resources Required	Accountability
Revisit the structure of the ADM and Portfolio Policy Committees and recommend a renewed governance structure that would enable systematic discussion and review of Memoranda to Cabinet.	TBD	Strategic Policy, Planning, Research and Cabinet Affairs Directorate
Provide leadership on research by setting priorities for data collection, knowledge dissemination, and engagement with outside researchers and networks, in coordination with the departmental and Portfolio research community, to support and shape policy development.	TBD	Strategic Policy, Planning, Research and Cabinet Affairs Directorate
Develop a Strategic Policy Framework (common policy agenda) for the Portfolio.	TBD	Strategic Policy, Planning, Research and Cabinet Affairs Directorate

Link to Expected Result Performance Indicator Under development
 • Under development

Monitoring Frequency Mid- and End-of-Year
Lead Accountability ADM, Strategic Policy Branch

Internal Services Opportunity 3

Internal Services

**IS
O3**

There may be an opportunity to partner with portfolio agencies to achieve efficiencies in the delivery of support services.

One of Public Safety Canada's unique responsibilities is to coordinate portfolio activities within the broader Public Safety Portfolio. Through regular engagement with its partners and through a variety of tools and established networks, the Department ensures an appropriate level of coordination with Portfolio agencies in delivering on the Government's priorities. Moreover, it creates the opportunity for the Department to partner with Portfolio agencies to achieve efficiencies in the delivery of support services.

Increasingly, the Department is working with the portfolio to achieve efficiencies. Evidence of this includes: meeting with the portfolio on the Deficit Reduction Action Plan, and CIO portfolio forum to discuss information-sharing and interoperability. The Communications Directorate is also exploring ways to achieve efficiencies in media monitoring across the portfolio.

56

Likelihood 7
Impact 8

KEY DEPENDENCY PS Portfolio Agencies

Facilitation Strategies	Resources Required	Accountability
The Human Resources Directorate (HRD) will explore the possibility of developing a Memorandum of Understanding with portfolio partners to create or access professional development programs.	No additional resources	Human Resources Directorate
In support of the GoC security community of practice, the Public Safety Canada Departmental Security Office (DSO) chairs a portfolio DSO forum to share common issues and best practices.	O&M funds will be required for cost-sharing portfolio DSO forum	Corporate Services Directorate
If an internal service cannot be provided by Public Safety Canada in a region (e.g. certain types of training), CMB will partner with portfolio members to see how the Department can benefit from their services in the regions.	TBD	Human Resources Directorate Chief Information Office Directorate Comptroller Corporate Services Directorate
Officialising legal services protocol with portfolio to create efficiencies.	Minimal additional resources	Legal Services
Provide consistent financial direction across the portfolio through cohesive delegation instrument and common financial system.	No additional resources	Comptroller
Link to Expected Result Performance Indicator	Under development <ul style="list-style-type: none"> Under development 	
Monitoring Frequency Lead Accountability	Mid- and End-of-Year ADM, Corporate Management Branch	
Internal Services Opportunity 2		

APPENDIX A Corporate Risk Profile Update for 2012-13

Risk

National Security

NS Risk 1: That the Department's resources may not be strategically aligned to effectively respond to the greatest national security threats.

NS Risk 2: That the Department may not have the modern tools and mechanisms to support law enforcement and intelligence agencies in protecting the public from national security threats that involve new technologies.

NS Risk 3: That the Department may lack the authority and tools to secure cyber space, and that the Canadian Cyber Incident Response Centre may be unable to effectively coordinate the national response to cyber security.

Likelihood Impact Risk Score



6 7.5 45

6 7 42

Border Strategies

BS Risk 1: That the U.S. may implement border strategies that may not meet Canadian interests and expectations.

BS Risk 2: That the portfolio agencies may be unable to share information with partners to address cross border threats.

BS Risk 3: That the Department's ongoing collaboration with regional and cross border partners may not be sufficient to mitigate the impacts of a border disruption on Canada's critical infrastructure sectors.

Likelihood Impact Risk Score

6 8 48

4 7 28

3 7 21

Countering Crime

CC Risk 1: That policing in First Nation and Inuit communities pursuant to First Nations policing agreements may not be dedicated and responsive to community needs.

CC Risk 2: That the Department may not be in a position to provide sufficient/appropriate policy and program advice to manage the anticipated increase in the incarcerated population.

CC Risk 3: That the Department may not be able to ratify police services agreements with provinces and territories in a timely manner.

Likelihood Impact Risk Score

6 9 63

6.5 5.5 35.75

3 6 18

s.16(2)(c)

s.21(1)(a)

s.21(1)(b)

Emergency Management

EM Risk 1: That the Government Operations Centre (GOC)

[Redacted]

EM Risk 2: That Public Safety Canada may not have the infrastructure, programming and funding mechanisms required to provide (adequate) emergency management (EM) training in Canada.

EM Risk 3: That federal institutions may not effectively implement their emergency management plans in support of a coordinated federal response to emergencies.

Likelihood Impact Risk Score

8 10 80

8.5 6 51

5 8 40

Internal Services

IS Risk 1: That the security of information may be compromised.

IS Risk 2: That delays in filling vacancies may hinder the ability of the Department to fulfill its duties.

IS Risk 3: That the current budget allocation/reallocation process may not allow for the Department to effectively use its financial resources in delivering on its core mandate, and addressing risks and emerging pressures.

Likelihood Impact Risk Score

6 9.5 57

8 6 48

7.5 5.5 41.25

Opportunity

s.14(b)

s.15(1) - Int'l

s.21(1)(a)

s.21(1)(c)

National Security

Likelihood Impact Risk Score

NS Opp. 1:

NS Opp. 2: There is an opportunity for better engagement with Canadians, community groups and other stakeholders, where appropriate, on policy development, education and research being done by federal departments and agencies in the area of national security.

6.5 6.5 42.25

NS Opp. 3: There is an opportunity for the Department to leverage resources from private sector (telecom, financial sector) to further advance the objectives of the Cyber Security Strategy.

4.5 9 40.5

Border Strategies

Likelihood Impact Risk Score

BS Opp. 1: There is an opportunity to leverage the perimeter vision initiative to advance our program and policy objectives.

8 9 72

BS Opp. 2: There is an opportunity to leverage the work of other government departments on immigration and refugee reform to address public safety issues.

7 9 63

BS Opp. 3: There may be an opportunity to leverage existing regional arrangements to enhance cross-border readiness to respond to emergencies.

9 5 45

Countering Crime

Likelihood Impact Risk Score

CC Opp. 1: There is an opportunity to work with provincial and territorial governments in strengthening First Nation and Inuit community engagement in priority setting for police service providers.

7 9 63

CC Opp. 2: There is an opportunity to improve the performance of the RCMP given the increased level of public interest and concerns.

8 7 56

Emergency Management

EM Opp. 1: There may be an opportunity to take advantage of increased public interest to further strengthen the performance of the Government Operations Centre (GOC).

EM Opp. 2: There may be an opportunity to use the opening of the 700 MHz wireless spectrum to increase first responders' communication abilities.

EM Opp. 3: There is an opportunity to leverage regional office capacity to increase departmental operational response to emergencies and to support national leadership in emergency management training.

Likelihood Impact Risk Score

7 8 56

5 9 45

5 8 40

Internal Services

IS Opp. 1: There is an opportunity to leverage the heightened awareness of cyber security issues across GC senior management to increase the security, capacity and efficiency of the departmental internal network.

IS Opp. 2: There is an opportunity to partner with portfolio agencies to achieve efficiencies in the delivery of support services.

IS Opp. 3: There is an opportunity to use Policy committee to increase policy coherence and cohesion across the portfolio.

Likelihood Impact Risk Score

7 9 63

7 8 56

7 7 49

Public Safety Canada

2013-14

Report on Plans and Priorities

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

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Minister's Message

I am pleased to present to Parliament the 2013-14 Public Safety Report on Plans and Priorities. In planning for the upcoming year, we will continue to build on our Government's strong record of keeping Canadians safe.

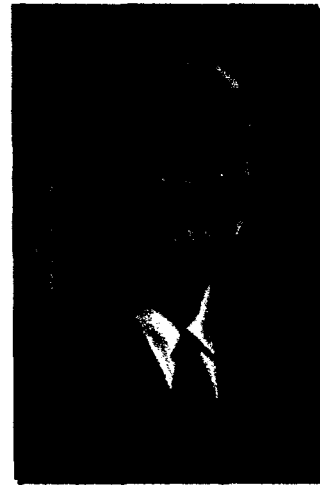
Public Safety Canada plays a key role in emergency management, national security, border security, policing and crime and safety.

In keeping with our mission to build safe and resilient communities, this year, Public Safety Canada will work to increase the efficiency and effectiveness of the criminal justice system by exploring innovative and cost-effective approaches to crime prevention, policing, community corrections and offender reintegration.

Our Government takes cyber security seriously and operates on the advice of security experts. It is important to ensure that critical infrastructure systems are protected. We will continue to strengthen Canada's ability to respond to cyber security threats. Additionally, we will continue to address national security challenges and ensure that Canadians are safe from those who wish to harm us.

We will also continue to implement the *Beyond the Border Action Plan*, facilitating legitimate trade and travel through our shared border but closing the door on criminals and terrorists.

We will continue to move forward over the next year to ensure a safer and more secure Canada.



The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

Section I: Organizational Overview

Raison d'être and Responsibilities

The Department of Public Safety and Emergency Preparedness plays a key role in discharging the Government's fundamental responsibility for the safety and security of its citizens. Legislation governing the Department sets out two essential roles for the Department: (i) support the Minister's responsibility for all matters, except those assigned to another federal minister, related to public safety and emergency management including national leadership and (ii) coordinate the efforts of Public Safety's Portfolio agencies as well as provide guidance on their strategic priorities.

Mission
To build a safe and resilient Canada¹

Vision
To achieve, through outstanding leadership, a safe and secure Canada, and strong and resilient communities

The Department provides strategic policy advice on: national security, border strategies, countering crime; and emergency management. The Department also delivers a number of grant and contribution programs related to emergency management and community safety.

Operations across Canada and Internationally

The Public Safety portfolio encompasses nine distinct organizations which directly contribute to the safety and security of Canadians. While portfolio agencies deliver public security operations according to their individual mandates, Public Safety Canada, in its portfolio coordination role, brings strategic focus to the overall safety and security agenda.

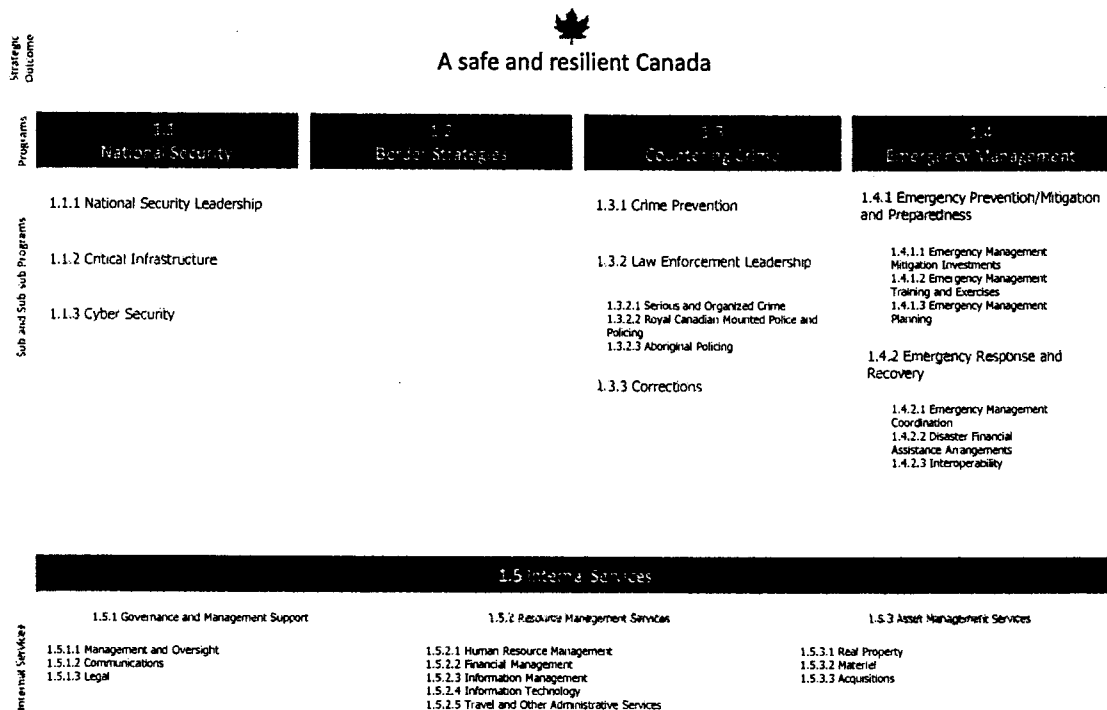
- Public Safety Portfolio**
- Public Safety Canada (PS)
 - Canada Border Services Agency (CBSA)
 - Canadian Security Intelligence Service (CSIS)
 - Correctional Service of Canada (CSC)
 - Parole Board of Canada (PBC)
 - Royal Canadian Mounted Police (RCMP)
 - RCMP External Review Committee (ERC)
 - Commission for Public Complaints Against the RCMP (CPC)
 - Office of the Correctional Investigator (OCI)

Public Safety Canada is structurally organized into six branches: Community Safety and Partnerships, Corporate Management, Emergency Management and Regional Operations, Law Enforcement and Policing, National Security and Strategic Policy. These branches are supported by Internal Audit, the Communications Directorate and the Legal Services Unit. The Department has regional presence in all provinces, as well as the North. Public Safety Canada's regional offices are a primary contact in respective regions to deliver a coordinated federal response to emergencies; ensure effective delivery of emergency management programming, Aboriginal policing and crime prevention programs; as well as improve partnerships with other levels of government

¹ We exercise national leadership to ensure the safety and security of Canada and Canadians. We contribute to Canada's resiliency through the development and implementation of innovative policies and programs and the effective engagement of domestic and international partners.

and key regional stakeholders. The Department also has representation in Washington, DC.

Strategic Outcome and Program Alignment Architecture 2013-14



Organizational Priorities

* Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year.

Priority 1	Type*	PAA link
Increase the efficiency and effectiveness of the criminal justice system through innovation and cost-effective approaches	New	Countering Crime
Why is it a priority?		
Public Safety Canada is committed to building safe and resilient communities through increasing the effectiveness of the criminal justice system and exploring innovative and cost-effective approaches to policing, crime prevention, and offender management without compromising the safety of our communities. Given the rising costs of policing, the Department recognizes the need for greater coordination, focus and leadership across all levels of government, police services and policing stakeholders in order to strengthen Canada's policing advantage and meet the expectations of Canadians. To that end, Public Safety Canada will continue to provide a leadership role by coordinating efforts to promote reforms that would improve the efficiency and effectiveness of policing in Canada. In addition 2013-14, the Department will also focus on streamlining the administration of the First Nations Policing Program (FNPP) to continue effective		

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policing in First Nations and Inuit communities. In addition, Public Safety Canada will continue to explore ways to leverage partnerships through initiatives to contribute to building safer communities in a cost effective manner.

Plans for meeting this priority

To measure success in achieving this priority, the Department will use the following indicators from its PMF:

- Percentage of direct intervention projects with impact evaluations that report a decrease in participants' contact with the criminal justice system
- Percentage of successfully completed day paroles

To achieve this priority, the Department will support a number of initiatives, including the following:

- Advance work on the economics of policing
- Renew the First Nations Policing Program
- Advance priorities in crime prevention through proven and innovative approaches

Priority 2	Type*	PAA link
Address emerging threats to the security of Canada, with a focus on cyber security	New	National Security, Border Strategies & Countering Crime
Why is it a priority?		
<p>In order to protect the safety and security of Canadians, Public Safety Canada plays a leadership role in ensuring that Canada's framework of national security laws, regulations and policies is robust and is able to respond to threats as they emerge and evolve. In 2013-14, Public Safety Canada will continue to implement <i>Building Resilience Against Terrorism: Canada's Counter Terrorism Strategy</i>ⁱ and will release a public report on the threat of terrorism in Canada. Public Safety Canada will also continue to lead the national approach to cyber security, and will strengthen Canada's ability to intervene and respond to cyber security threats by increasing the capacity of the Canadian Cyber Incident Response Centre. In addition, the Department will continue to implement the public awareness campaign encouraging Canadians to GetCyberSafe and collaborate with Portfolio partners and other government departments to advance a coordinated approach to cyber security and critical infrastructure risk management and information sharing. Transnational organized crime groups are a serious threat to public safety and are at the nexus of several important law enforcement and national security initiatives, including strengthening border security, tackling illicit drugs, and preventing money laundering, human smuggling and human trafficking, and thwarting the corruption of public officials. In 2013-14, Public Safety Canada will collaborate with enforcement and intelligence partners to address existing and emerging threats and gaps related to transnational organized crime. Finally, the Department will continue to work closely with the U.S. to identify and address threats to North America early by undertaking joint threat assessments as part of the continued implementation of the <i>Canada-U.S. Beyond the Border Action Plan</i>ⁱⁱ.</p>		
Plans for meeting this priority		
To measure success in achieving this priority, the Department will use the following indicators from its PMF:		
<ul style="list-style-type: none"> • Percentage of annual national security priorities where action has been taken • Percentage of identified cyber threats to Canada for which a mitigation strategy has been implemented 		

To achieve this priority, the Department will support a number of initiatives, including the following:

- Advance priority national security initiatives, particularly with respect to cyber security, counter terrorism and critical infrastructure
- Advance a coordinated approach to address transnational organized crime
- Advance cross border initiatives with the U.S. (e.g. the *Canada-US Beyond the Border Action Plan*)

Priority 3	Type*	PAA link
Enhance resilience to prevent, prepare for, respond to and recover from disasters	New	Emergency Management
Why is it a priority?		
<p>The Department will enhance its capacity to respond to emergencies, by providing the Government Operations Centre (GOC), as well as regional offices, with the equipment and infrastructure required to facilitate information sharing and collaboration with other levels of government and emergency responders. Specifically, the Department will examine the feasibility of securing new accommodation for the GOC, and will continue to roll out a web portal to facilitate interconnectivity and information sharing among federal emergency operations centres during an event. Public Safety Canada will also enhance Canada's prevention, preparedness and mitigation efforts by introducing a <i>National Resilience Strategy for Canada</i>, and will reinforce the partnerships for national disaster mitigation while managing the increased cost of disaster recovery. Public Safety Canada will also continue to work directly with federal institutions to provide them with emergency management guidance, training and exercises. Finally, the Department's regional offices will provide program delivery in support of the above mentioned emergency management activities in order to enhance community capabilities to prepare for, manage and recover from disasters across the country.</p>		
Plans for meeting this priority		
<p>To measure success in achieving this priority, the Department will use the following indicators from its PMF:</p> <ul style="list-style-type: none"> • Percentage of eligible funds supporting mitigation activities committed during the fiscal year² • Percentage of federal institutions that have achieved a readiness level in their business continuity plans 		
<p>To achieve this priority, the Department will support a number of initiatives, including the following:</p> <ul style="list-style-type: none"> • Ensure the GOC has the necessary infrastructure to fulfill its mandate • Reinforce the partnerships for national disaster mitigation, while managing the increased costs of disaster recovery • Ensure federal institutions are identifying risks related to emergencies and are developing plans to mitigate them 		

² The *Financial Support to Provinces and Territories for 2011 Flood Mitigation Investments program* has been established in response to requests from Provinces and Territories (P/Ts) for financial assistance toward their investments in permanent flood mitigation measures. Under this program, the government will share with P/Ts, on a 50/50 basis, the costs of permanent flood mitigation measures taken in 2011 that are not otherwise eligible under the DFAA. This indicator relates to the capacity to distribute funding to P/Ts for eligible mitigation measures under the approved Terms and Conditions, as some costs identified during the development phase of the program may not be eligible.

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Priority 4	Type*	PAA link
Strengthen horizontal policy development to enhance decision-making in the Department and Portfolio	New	All
<i>Why is it a priority?</i>		
<p>Public Safety Canada exercises a broad leadership role that brings coherence and integration to the activities of the departments and agencies responsible for public safety and security. A recent Internal Audit acknowledged the challenges in ensuring coherence and integration on policy and program priorities within and across the Portfolio. With a view to strengthening horizontal policy development to enhance decision-making across the Department and the Portfolio, the Department will move forward on the development of an integrated strategic policy framework (SPF) that sets out the overarching medium- to long-term policy directions. The SPF would establish a shared Portfolio-wide framework on matters of strategic policy direction in support of better alignment of Departmental and Portfolio priorities, as well as support horizontal policy decision-making. This year, the Department will continue to advance an integrated Portfolio approach to developing horizontal policies, identify policy gaps, research challenges and opportunities within the Portfolio, and, as a result, provide advice to the Minister to address public safety priorities and objectives. This will bolster integration across the Public Safety Portfolio to support a large percentage of the Government's safety and security legislative agenda ensuring a safe and resilient Canada. Public Safety Canada will also streamline governance processes and implement a Departmental approach to Gender-Based and Diversity-Based Analysis in support of informed and effective decision-making.</p>		
<i>Plans for meeting this priority</i>		
<p><i>To measure success in achieving this priority, the Department will use the following indicators:</i></p> <ul style="list-style-type: none"> • Number of initiatives implemented from the Internal Audit of Policy, Priority-Setting and Planning Management Action Plan <p><i>To achieve this priority, the Department will support a number of initiatives, including the following:</i></p> <ul style="list-style-type: none"> • Develop recommendations on governance to reinforce policy integration • Develop a Portfolio strategic policy framework • Review and enhance Portfolio management processes (e.g. research, Cabinet business, medium-term policy planning) 		

Priority 5	Type*	PAA link
Improve the efficiency and effectiveness of the management framework to make it more responsive to risks, business requirements and resource pressures	New	All
<i>Why is it a priority?</i>		
<p>Public Safety Canada will continue to transform its business practices, foster a workplace of excellence, support innovation and find ways to work more efficiently and effectively. The increasingly integrated departmental planning and reporting cycle will continue to play a key role in guiding the Department in aligning its resources with departmental priorities, and to exercise control and accountability for its activities while achieving excellence in all aspects of its business. The Department will also continue to implement its Human Resources Transformation initiative to improve the HR function to enable the Department to ensure the right people are in the right positions at the right time. The Department will also continue to strengthen the Department's Financial Management Framework and further enhance departmental forecasting and budget</p>		

reallocation processes. Finally, Public Safety Canada will continue to advance the implementation of the *functional management model*, which will allow the Department to more effectively link program performance to resource allocations and program expenditures. This model, currently being applied regionally, facilitates a more integrated approach to managing programs and allows the Department to more effectively and efficiently utilize resources, identify horizontal priorities and align its financial and human resources to enhance service delivery.

Plans for meeting this priority

To measure success in achieving this priority, the Department will use the following indicators :

- Percentage of total lapse or deficit relative to the total departmental authorities at year-end
- Percentage of planned internal services activities that are completed in accordance with service standards
- TBS assessment of the department's "Managing for Results" Line of Evidence (LoE) 2.1 of the Management Accountability Framework
- Percentage of generic work descriptions covering common jobs at the non-executive level

To achieve this priority, the Department will support a number of initiatives, including the following:

- Advance the implementation of the functional management model
- Further enhance departmental forecasting and budget reallocation processes
- Continue the HR transformation, including work on the generic work description project, Common Human Resources Business Process and implementing risk and result-based approaches to HR management

Risk Analysis

Public Safety Canada operates in a rapidly changing environment. From identifying and coordinating the response to national security threats, to developing strategies to keep our streets and communities safe, the activities of the Department reflect acknowledgement of this fluid environment.

The Medium Term Policy (MTP) process, initiated in fall 2012, examined five overarching drivers of change: geopolitical, economic, technological, socio-cultural and environmental drivers. The results flowing from the analysis of each driver suggest a number of potential policy implications and risks for Public Safety Canada going forward over the next three to five years. In particular, the MTP process called attention to the following risks, among others: on-going threats by transnational organized crime networks and extremist groups; security risks to Canada's strategic economic sectors; amplified threats to cyber security and of cyber espionage; and on-going risks to Canada's critical infrastructure.

To address the challenges our operating environment poses and allocate resources toward the areas of greatest impact, Public Safety Canada uses an Integrated Risk Management process. This process serves to identify risks related to our departmental objectives, assess the likelihood and impact of those risks occurring and identify strategies to address them. This ultimately allows the Department to spend resources towards areas of greatest impact. This information is collected in the Department's *Corporate Risk Profile*, which identifies the top risks and opportunities, by program, as

well as strategies to address these risks and opportunities. These risks and opportunities were then used in the development of this year's departmental priorities.

Top 3 Risks for 2013-14

That the rising costs related to disasters in Canada may increase the federal liability under the DFAA
That the Government Operations Centre (GOC) infrastructure may be unable to support a coordinated response to large scale or multiple significant events affecting the national interest

That current policies and strategies may be insufficient to address the evolution of organized crime

Public Safety Canada's fundamental role is to ensure that citizens are safe from threats stemming from a variety of sources, and when those threats materialize, that governmental efforts are effectively coordinated so that first responders are supported and Canadians can count on the federal government to stand ready to assist, as required. In the past several years, the number of natural events affecting Canadians in various parts of the country has increased. Whether from floods, forest fires or hurricanes, Public Safety Canada needs to ensure that Canadians are effectively supported from disasters as they occur. The efficiency of departmental programs designed to support its partners before, during, or after natural emergencies is a critical factor in the protection of Canadians from disasters.

Public Safety Canada's Government Operations Centre (GOC) provides the Government of Canada and emergency management organizations, at the federal, provincial and territorial levels, with 24/7 watch and early response, national-level situational awareness and inter-jurisdictional response coordination. This important role needs to be supported by an infrastructure that is responsive to the demands that a large-scale or multiple disasters would impose on the GOC. As infrastructure ages and the number of disasters affecting Canadians increases, this risk is closely examined by Public Safety Canada.

In addition to looking at natural disasters that may threaten Canadians, the Department will also continue to focus on policies and strategies to address the evolution of organized crime. Criminal organizations are increasingly sophisticated and adaptable, and benefit from the expansion of global trade and increasingly open economic borders. As such, the Department will ensure that it keeps pace with the evolving threat environment and the changes in technologies.

Planning Summary

Financial Resources (\$000s)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
440,910.9	443,066.2	404,711.6	383,926.0

Human Resources (Full-time Equivalent³)

2013-14	2014-15	2015-16
1,070	1,023	1,015

Strategic Outcome: A safe and resilient Canada

Performance Indicators	Targets
Proportion of incidents where there was a timely response to events affecting the national interest	100%
Number of hours that any border service point is closed due to a security concern	0
Percent of the Canadian population satisfied with their personal safety from crime	≥93% by 2014

Program ⁴	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending (\$000s)			Alignment to Government of Canada Outcome ⁵
				2013-14	2014-15	2015-16	
National Security	14,041.1	17,685.1	30,002.3	27,172.6	26,009.1	25,499.1	A safe and secure Canada
Border Strategies	1,999.3	2,946.1	3,657.2	4,297.7	3,910.9	4,051.7	
Countering Crime	312,493.0	170,120.2	164,915.1	189,937.9	188,114.4	179,798.8	
Emergency Management	137,461.1	143,735.0	363,864.0	166,255.0	135,896.3	124,322.3	
Sub-Total	465,994.5	334,486.4	562,438.6	387,663.2	353,930.7	333,671.9	

³ The calculation of full-time equivalents (FTE) differs from the actual number of employees in that the former combines part time employment, term employment, job sharing, etc., to indicate the total aggregate use of the equivalent to a full-time employee. For instance, half time employees constitute a single FTE. Figures presented above include students and executive interchange.

⁴ Program descriptions can be accessed through the Main Estimates.

⁵ A more detailed discussion on the alignment to Government of Canada Outcomes can be found on the website of the Treasury Board of Canada Secretariat.

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Program	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending (\$000s)		
				2013-14	2014-15	2015-16
Internal Services	66,602.6	67,078.4	68,389.8	55,403.0	50,780.9	50,254.1
Total Planned Spending	66,602.6	67,078.4	68,389.8	55,403.0	50,780.9	50,254.1

Planning Summary Total

Strategic Outcome, Programs and Internal Services	Actual Spending 2010-11	Actual Spending 2011-12	Forecast Spending 2012-13	Planned Spending (\$000s)		
				2013-14	2014-15	2015-16
Total	532,597.1	401,564.8	630,828.4	443,066.2	404,711.6	383,926.0

These figures have been rounded to the nearest thousands of dollars. Due to rounding, figures may not add to the totals shown.

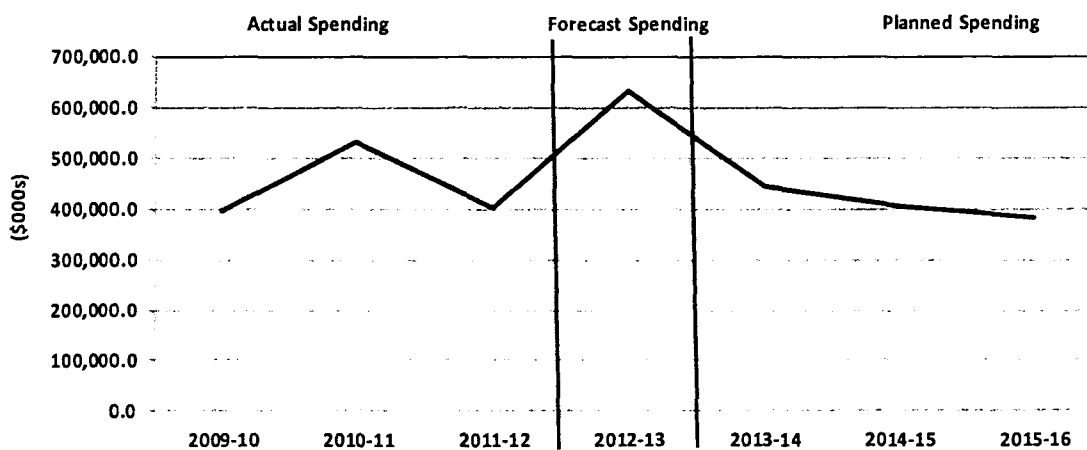
Note: Planned Spending reflects funds requested through the Main Estimates plus adjustments for funding approved in the Government's fiscal framework. The Forecast Spending in 2012-13 represents the most up-to-date authorities.

Expenditure Profile

(\$000s)

2009-10	Actual Spending		Forecast Spending	Planned Spending		
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
395,773.1	532,597.1	401,564.8	630,828.4	443,066.2	404,711.6	383,926.0

Spending Trend



The net decrease of \$187.8M (or 29.8%) between 2012-13 forecast spending and 2013-14 planned spending is mainly due to the following decreases:

- sunsetting of additional funding received in 2012-13 for the Disaster Financial Assistance Arrangements Program (\$180.0M);
- sunsetting of funding for the sustainability of agreements under the First Nations Policing Program, net of funding received for the compensation, benefit and salary increases of the RCMP officers working for the Program (\$14.8M);
- further decreases in 2013-14 as a result of the savings measures announced in Budget 2012 (\$12.5M);
- planned decrease in the one-time financial support provided to Provinces and Territories for 2011 Flood Mitigation in accordance with the approved expenditures profile (\$11.9M);
- funding received from TB Central Votes in 2012-13 (\$8.2M);
- sunsetting of funds for the Ex Gratia payments to the families of the victims of Air India Flight 182 (\$7.9M); and a
- change in funding for Canada's Cyber Security Strategy (\$1.1M).

It is offset by the following increases:

- the 2012-13 forecast spending reflects a budget transfer to the RCMP for the First Nations Policing Program, made through Supplementary Estimates (\$42.75M);
- funding earmarked in the fiscal framework, mainly for modernization of criminal investigations (\$2.2M);
- additional funding for the Kanishka Research Project Initiative largely related to the reprofile of funds from Ex Gratia (\$1.8M); and
- additional funding received for the implementation of national security and emergency management initiatives under the *Canada-U.S. Beyond the Border Action Plan* (\$1.0M).

Planned spending from 2013-14 to 2014-15 will decrease by \$38.4M (or 8.7%) primarily due to the following decreases:

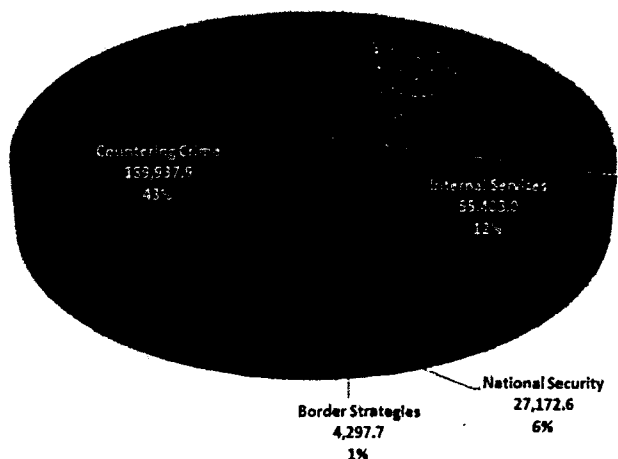
- a reduction in funding for 2011 Flood Mitigation Investments (\$27.4M);
- further decreases in 2014-15 as a result of savings from measures announced in Budget 2012 (\$8.0M);
- the reprofile of funds related to Emergency Management Core Capacity to Support Regional Coordination (\$1.5M); and
- the reprofile of funds for the Kanishka Project Research Initiative (\$1.7M).

Planned spending from 2014-15 to 2015-16 will decrease by \$20.8M (or 5.1%) primarily due to the following decreases:

- a reduction in funding for 2011 Flood Mitigation Investments (\$10.8M);
- the sunsetting of funding related to contributions agreements with provinces of Ontario and Quebec in support of Biology Casework Analysis (\$6.9M); and
- the sunsetting of funding to support victim services and violence prevention in Aboriginal communities and to provide increased support for missing persons investigations (\$1.3M).

The figure below displays the allocation of Public Safety Canada's planned spending by program for 2013-14.

Planned Spending by Program 2013-14 (\$000s)



Estimates by Vote

For more information on organizational appropriations, please see the 2013-14 Main Estimates publicationⁱⁱⁱ.

Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. The Government will be consulting the public in 2013-14 regarding the second three-year cycle of the FSDS (2013-16). The 2013-16 FSDS will be finalized in 2013-14. It will be presented as part of the year end performance reporting for 2013-14.

Public Safety Canada contributes to Theme III – Protecting Nature and Theme IV – Shrinking the Environmental Footprint – Beginning with Government, as denoted by the visual identifier below.



These contributions are components of the Emergency Management Program and the Internal Services' activities, and are further explained in Section II of this report. Please visit Public Safety Canada's website for additional details on the Department's activities to support sustainable development^{iv}. For complete details on the Federal Sustainable Development Strategy, please see the website^v.

Section II: Analysis of Programs by Strategic Outcome



The Department's legislative mandate is to support the Minister in his responsibility for all matters related to public safety and emergency management, including the Minister's leadership role, as well as coordinating portfolio entities and setting its strategic priorities.

In support of its strategic outcome of "a safe and resilient Canada", Public Safety Canada will continue to measure both resilience and safety in Canada in ways that shape future policies and inform policy decisions and resource allocation. A number of synergies have emerged across the Government of Canada with other departments and agencies that are undertaking work in resilience, notably in the areas of critical infrastructure resilience; disaster resilience; resilience to violent ideologies; and the measurement of community resilience. Given the many situations where resilience is an important concept to prevent and limit the consequences of severe events, there is a need to define the concept more broadly based on a "whole-of-society" approach.

Valuable information stemming from the analysis of current research and data on resilience will be available by 2013-14. In the interim, Public Safety Canada continues to measure its progress towards a safe and resilient Canada through the following proxy indicators:

- proportion of incidents where there was a timely response to events affecting the national interest;
- number of hours that any border service point is closed due to a security concern; and
- percentage of the Canadian population satisfied with their personal safety from crime.

Program: National Security



The National Security Program aims to ensure that Canada is prepared for and can respond to a range of national security threats. The National Security Program plays a coordinating role in the efforts of the Public Safety Portfolio and broader government departments and agencies on matters relevant to national security. In order to achieve this objective, the program works with operational and policy partners to provide the Government with strategic advice on rapidly evolving and often sensitive issues. The National Security Program also assists the Minister and Deputy Minister in fulfilling key statutory obligations, and seeks to identify and close gaps in Canada's ability to deal with National Security threats. It coordinates, analyses and develops policies, and implements processes related to issues such as critical infrastructure, cyber security, counter terrorism, the listing and delisting of terrorist entities, the review of foreign investments that raise national security concerns, radicalization leading to violence, and the proliferation of weapons of mass destruction. Because of their complexity, importance, and potential impact on individual rights, national security legislation, programs and policies must be well founded, well governed, and well executed; this program plays a central role in supporting decision makers in achieving this goal on behalf of Canadians.

Financial Resources (\$000s)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
25,247.4	27,172.6	26,009.1	25,499.1

Human Resources (Full-time Equivalent)

2013-14	2014-15	2015-16
186	186	185

Planning Highlights

Expected Results	Performance Indicators	Targets
Canada is prepared to intervene and can respond to National Security threats	Percentage of annual national security priorities on which action has been taken	100%
Canada's critical infrastructure is resilient	Critical Infrastructure Resilience Score	45

Public Safety Canada works to proactively identify national security threats and address gaps in the laws, programs and policies that define Canada's national security framework. In 2013-14 the Department will coordinate the release of the *Annual Report*

to Canadians on the *Evolving Threat Environment*, which is a central commitment under *Canada's Counter-Terrorism Strategy*⁶. Under this Strategy, the Department will continue to advance federal efforts to prevent violent extremism by increasing policy coherence and coordination among partner agencies, other federal departments and community stakeholders.

The Department will also continue to collaborate with partners and stakeholders to meet the Government's commitments under the *Air India Inquiry Action Plan*^{vi}, which includes facilitating increased domestic information sharing for national security purposes; exploring disclosure obligations of national security agencies; developing proposals to enhance the Passenger Protect Program; and enabling the review of national security activities involving multiple departments and agencies.

The Department will also collaborate with partner agencies and departments to fulfill obligations under the *Investment Canada Act*, address maritime and arctic security, as well as the listing of terrorist entities and states that support terrorism and human smuggling. In addition, the Department will continue to lead efforts to modernize the tools and mechanisms used by law enforcement and national security agencies to protect Canadians in the digital age.

Canada's national security and economic stability depends on the resilience of critical infrastructure, which is vulnerable to a range of risks and threats, such as terrorism, cyber security incidents, natural disasters and pandemics. The implementation of the *National Strategy and Action Plan for Critical Infrastructure* will advance a public-private sector approach to managing risks, responding effectively to attacks, and recovering swiftly when disruptions occur. The Department remains committed to working with industry partners, provinces and territories to advance a collaborative approach to strengthening the resilience of vital assets and systems. Improving information sharing among critical infrastructure sectors and all levels of government will strengthen shared situational awareness of threat and risk environments, and facilitate risk management activities. In 2013-14, the Department will engage the Public Safety Portfolio Critical Infrastructure Information and Intelligence Working Group to coordinate security briefings for critical infrastructure owners and operators and inform the development of targeted information products to facilitate risk management activities. In addition, the Department will renew the *Action Plan for Critical Infrastructure*, with a focus on building resilience and a regional approach to risk management. The Department will

⁶ The aim of the Strategy is: to counter domestic and international terrorism in order to protect Canada, Canadians and Canadian interests. By clearly articulating the Government of Canada's approach, the Strategy: helps to focus and galvanize Canadian law enforcement, and the security and intelligence community around a clear strategic objective; provides a common basis to discuss Canada's approach and guiding principles; assists in shaping future counter-terrorism priorities; and through periodic review, assists in regularly taking stock of the nature of the terrorist threat and how Canada is dealing with it.

also expand the Regional Resilience Assessment Program (RRAP) and the Virtual Risk Analysis Cell (VRAC).⁷

The Department will continue to engage critical infrastructure partners on cyber security through the critical infrastructure sector networks.

This year, Public Safety Canada will continue to strengthen Canada's ability to intervene and respond to cyber security threats. A Cyber Incident Management Framework will be developed to provide a consolidated approach to the management of cyber threats by setting out the roles and responsibilities of all levels of government, critical infrastructure owners and operators, and other public and private sector partners. In addition, in 2013-14, the Canadian Cyber Incident Response Centre, which focuses on the protection of national critical infrastructure against cyber incidents, will build its capacity to coordinate responses to cyber incident events with its domestic and international partners. The Department will also develop and implement a Cyber Security Partnership Program, which will have four areas of activity: assessments, best practices, research and innovation, and alternative measures. In addition Public Safety Canada will continue to implement the public awareness campaign related to cyber security which is called GetCyberSafe.

The Department will also engage international partners through working groups on a variety of horizontal initiatives relating to national security issues, such as the Financial Action Task Force, Canada-US Cross-Border Crime Forum, the G8 and the Organization of American States.

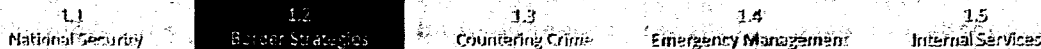
Finally, the Cross-Cultural Roundtable on Security will continue to provide advice on the impact of national security legislation, policies and programs on communities, as well as offer opportunities to connect with Canadians from diverse communities on national security through outreach events.

⁷ The RRAP features site assessments and interdependency analysis with critical infrastructure sectors, regional offices and provinces/territories. The RRAP also includes exercises, training and interactive resilience dashboards for owners/operators. PS will conduct risk analyses under the VRAC to model the potential impacts of critical infrastructure disruptions. The VRAC will also share methodologies and best practices to enhance critical infrastructure resilience.

Program: Border Strategies



A safe and resilient Canada



The Border Strategies Program provides federal policy leadership, coordination and coherence on a variety of border issues such as customs, immigration, and cross-border law enforcement in order to ensure that security objectives are achieved in a manner that facilitates the flow of legitimate trade and travel and reduces security related risks. The intent of this program is to promote the safety and economic well being of Canadians through supporting secure and efficient management of Canada's borders. This program also advances critical infrastructure objectives through effective coordination among federal departments and agencies and partnerships with industry sectors. In order to achieve this result, the program develops and supports a focused border management agenda, leads ongoing dialogue between Canada and the United States on strategic and operational border policy issues, implements cross-border arrangements relating to the movement of goods and people during emergencies, and provides policy advice, leadership and horizontal coordination to Public Safety Portfolio agencies and other federal departments regarding border issues. It also ensures collaboration and integrated coordination of all public communications. This program plays a central role in supporting the Government in making fully informed decisions concerning border policy, border management and cross-border law enforcement for the benefit of Canadians.

Financial Resources (\$000s)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
4,297.7	4,297.7	3,910.9	4,051.7

Human Resources (Full-time Equivalent)

2013-14	2014-15	2015-16
31	31	32

Planning Highlights

Expected Result	Performance Indicators	Targets
Secure borders that facilitate legitimate trade and travel	Percentage of border wait times standards that are achieved	≥95%
	Percentage of people examined who are inadmissible and/or arrested	Benchmark: 0.5%
	Percentage of goods examined that are seized	Benchmark: 0.3%

Public Safety Canada provides federal policy leadership and coordination on a variety of border and immigration issues. The flow of goods and people between Canada and the U.S., and all of the processes and organizations that facilitate this border traffic, collectively represent an integral part of cross border critical infrastructure. Recognizing that Canada's national security and economic stability depend on cross border critical infrastructure, the Department will contribute to a safer and more resilient Canada through the implementation of various cross-border initiatives.

This year, Public Safety Canada will continue work with the U.S. in advancing the implementation of the Canada-U.S. Perimeter Vision *Beyond the Border: a shared vision for perimeter security and economic competitiveness*. Under this perimeter approach to the security of North America, Canada and the U.S. are working together to address threats at the earliest point possible within, at, and away from our border. This is essential for strengthening our security and for facilitating the lawful movement of people, goods, and services across our shared border. The shared vision also builds on successfully integrated law enforcement and enhancing the resilience of cross-border critical and cyber infrastructure and cyber systems.

A number of initiatives and arrangements under the *Canada-US Beyond the Border Action Plan* will require information sharing between Canada and the U.S. in order to establish a new long-term partnership built on a perimeter approach to security and economic competitiveness. In order to ensure that personal information continues to be shared responsibly, and in accordance with the domestic laws of both countries, an overarching statement of privacy principles has been developed to guide how information will be shared. In 2013-14, the Department will work to ensure these principles are implemented through the various arrangements and initiatives that make up the Action Plan. Other initiatives under the *Canada-US Beyond the Border Action Plan* include the continued negotiations towards a comprehensive approach to preclearance, including an agreement for land, rail and marine modes and amendments to the existing air preclearance agreement between Canada and the U.S. In addition, the Department, in coordination with partners in Canada and the U.S., will move forward on the implementation of the pilot project on truck cargo pre-inspection. Other activities include the implementation of a bi-national radio interoperability system to facilitate effective communications to better respond to border threats or incidents, and the establishment of a pilot project based on the National Information Exchange Model (NIEM)⁸. This pilot project aims to increase the cross-border sharing of information, and will contribute to enhancing the security and accelerating the legitimate flow of people, goods and services between the two countries. The Department will also establish a NIEM Centre of Excellence to provide leadership and guidance across the Government of Canada.

⁸ The National Information Exchange Model (NIEM) is designed to bridge the information gap between systems, facilitating the flow of knowledge and enabling faster, more effective cooperation between two or more organizations.

Starting in 2013-14, Public Safety Canada will report on the *Canada-US Beyond the Border Action Plan* Horizontal Initiative, on behalf of participating departments and agencies, through its Departmental Performance Report. This report will elaborate on the progress made by departments and agencies of the Government of Canada toward achieving the goals set out in the Action Plan. While departments and agencies working on implementing the *Canada-US Beyond the Border Action Plan* will report on their specific initiatives individually, Public Safety Canada will provide a broad perspective on progress as a whole over the coming years.

The Department will also support the Canada Border Services Agency (CBSA), the RCMP and Citizenship and Immigration Canada in advancing other commitments relating to border management, including the Entry / Exit System, the Interactive Advance Passenger Information and the Small and Remote Ports of Entry strategy, as well as immigration, including the Electronic Travel Authorization, Enhanced Documentary Entry Requirements and immigration information sharing. Working with the U.S., particular focus in 2013-14 will be given to creating a vision for new, jointly deployed technology to address identified gaps relating to border management and immigration, and to establishing a process for the joint procurement and deployment of technology along the border. In addition, the Department will continue its work with the U.S. Department of Homeland Security and the CBSA to implement the *Considerations for United States-Canada Border Traffic Disruption Management Guide*, which provides a framework for the development of traffic management plans for the border.

Finally, the Department will prepare for the 13th annual Canada-U.S. Cross-Border Crime Forum⁹ to be hosted by the U.S. in late 2013 or early 2014.

⁹ The Cross-Border Crime Forum (CBCF) is a joint effort of Public Safety Canada, the Department of Justice Canada the U.S. Department of Justice and the U.S. Department of Homeland Security. It brings together senior law enforcement and justice officials from various organizations in Canada and the U.S. The CBCF addresses transnational crime issues such as organized crime, counter-terrorism, smuggling, economic crime and other emerging cross border threats. It also focuses on resolving obstacles and impediments – primarily with regard to policy, regulations and legislation – faced by law enforcement and justice officials who work on cross-border crime issues.

Program: Countering Crime



A safe and resilient Canada

1.1
National Security

1.2
Border Strategies

1.3
Countering Crime

1.4
Emergency Management

1.5
Internal Services

Crime continues to be a significant preoccupation among Canadians and they recognize the importance of the federal government's role in responding to crime issues across the country. The Countering Crime Program provides federal policy leadership, coordination and program support on a continuum of activities related to the prevention of crime, the enforcement of law, and the rehabilitation of those who have committed criminal offences. The intent of this program is to reduce the likelihood of criminality by working in close collaboration with federal partners, and those in the provinces, territories and communities to design and deliver national programs that are specific and appropriate to regions and communities.

Financial Resources (\$000s)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
189,707.9	189,937.9	188,114.4	179,798.8

Human Resources (Full-time Equivalent)

2013-14	2014-15	2015-16
240	233	230

Planning Highlights

Expected Results	Performance Indicators	Targets
Canadian communities are safe	Percent of Canadians that think that crime in their neighbourhood remained unchanged or decreased over the previous five years	≥ previous period (68%, 2009)
Safe and effective reintegration of eligible offenders into Canadian communities	Percentage of successfully completed day paroles	≥80%
	Percentage of successfully completed full paroles	≥70%

In 2013-14, Public Safety Canada will continue to advance the crime and safety agenda by supporting communities in the development, implementation and evaluation of evidence-based crime prevention initiatives. Through the continued implementation of the National Crime Prevention Strategy, which focuses on the development, dissemination and use of effective crime prevention practices to prevent offending among at-risk groups of the population, Public Safety Canada will work to strengthen federal efforts toward the prevention of youth violence by fostering the development and integration of more evidence-based crime prevention approaches. In addition, the

Department will focus on the implementation and evaluation of projects that are designed to address youth gangs, violence among youth ages 12 to 17 years, Aboriginal youth delinquency in urban centres, school-based bullying, and hate crime in vulnerable communities.

As a result of the decision of Federal/Provincial/Territorial Ministers of Justice and Public Safety to make crime prevention a priority, the Department will work closely with provincial and territorial representatives at the senior level to develop proposals on the sustainability of evidence-informed crime prevention as a mechanism to reduce the pressures on the criminal justice system. In addition, following the evaluation of Public Safety's Crime Prevention Program and the government's Grants and Contribution Reform Initiative, the Department will work toward streamlining funding programs including looking at innovative ways to support crime prevention.

Public Safety Canada is also responsible for developing legislation and policies governing corrections, implementing innovative approaches to community justice, and providing research expertise and resources to the corrections community. In 2013-14, the Department will work with Portfolio partners to reduce offender recidivism and contribute to the successful reintegration of eligible offenders into Canadian communities consistent with the principle of public safety. The Department will also continue to advance correctional policy and legislative reform proposals to strengthen the efficiency and effectiveness of corrections and conditional release.

Public Safety Canada will continue to expand the Strategic Training Initiative in Community Corrections (STICS), which brings evidence-based practice to community corrections to reduce recidivism. Research results demonstrate that STICS can improve the skills of community supervision officers, and reduce the recidivism rate of the offenders. The Department is currently working with partners and stakeholders to implement and evaluate the STICS model in Alberta, British Columbia, and PEI for women offenders in the correctional system of Canada.

As part of the Department's effort to develop innovative strategies to generate sustainable economic and social value for Canadians, Public Safety Canada is working in partnership with the Correctional Service of Canada (CSC) and Habitat for Humanity to provide on-the-job training and skill development to offenders. This will enable suitable offenders on conditional release, as well as ex-offenders, to provide skilled employment services, which will heighten their chances of obtaining employment and enhance their potential for successful reintegration.

The Department's contribution programs provide the opportunity for Aboriginal communities and organizations to take a holistic healing approach to offender treatment, urban corrections strategies for Aboriginal offenders, and community wellness. The Department will also continue to implement the Aboriginal Community Safety Development Contribution Program as part of the Government's five-year initiative on *Missing and Murdered Aboriginal Women*.

The Department recognizes the unique public safety challenges in some First Nations and Inuit communities. To address these challenges, in 2013-14 the Department will continue to administer the First Nations Policing Program (FNPP) and provide funding on a cost-share basis with provinces and territories for professional police services to approximately 400 First Nations and Inuit communities, while exploring opportunities to leverage resources and to promote collaboration with police services. The Department will also continue to enhance collaboration with provinces and territories, First Nations and Inuit communities, and the RCMP to sustain the impact of the FNPP.

Public Safety Canada recognizes that women with complex mental health problems present many challenges. The Department is working with CSC to determine the optimal strategy for ensuring that these women receive the most effective care. To this end, discussion with provincial forensic psychiatric institutions will be undertaken in order to negotiate expanding in-patient hospital bed spaces where appropriate.

The Department will also support a number of legislative changes to enhance effectiveness of the criminal justice system, such as the implementation of Bill C-51, the *Safer Witnesses Act*, and will continue efforts to advance initiatives for a common-sense legislative and regulatory firearms framework in Canada. The Department will also continue to examine existing legislation, such as the *International Transfer of Offenders Act*; the *Criminal Records Act*, and the *Corrections and Conditional Release Act* to assess its effectiveness. Finally, the Department will support the Government in advancing the *Enhancing RCMP Accountability Act* (Bill C-42), introduced June 20, 2012. The Act will serve to strengthen public confidence in the RCMP by bolstering the powers of its review and complaints body, by bringing increased transparency to the way in which serious incident investigations involving the RCMP members are conducted, and by modernizing the discipline and grievance processes as well as the human resources management system.

In 2013-14, Public Safety Canada will work with provinces, territories as well as other policing stakeholders to strengthen the efficiency and effectiveness of policing in Canada through the development of a shared Forward Agenda. In January 2013, the Minister of Public Safety Canada hosted the Summit on the Economics of Policing¹⁰, which brought together a wide range of stakeholders and experts to identify best practices, provide practical tools to address challenges facing police forces, and ultimately work towards more efficient and effective policing in Canada. In collaboration with provinces and territories and police stakeholders, the Department will build on the positive outcomes of the Summit to develop a framework and actions to advance the the Economics of Policing. The Department will coordinate further consultations with all levels of government, police services, police associations, and stakeholders towards the collaborative development of a policing strategy that contributes to innovation and

¹⁰ The Economics of Policing is about the evolution and sustainability of policing. It is about keeping people safe in an environment where, regardless of the challenges, we are open to innovation and reform.

reform, through a range of activities including sharing best practices and practical tools to maintain Canada's policing advantage.

In addition, a national research agenda will be developed to identify research priorities to support policy needs in advancing the work on the Economics of Policing, as well as advancing the National Coordinating Committee on Organized Crime (NCC) priorities towards enhancing a common understanding of organized crime.

In collaboration with the RCMP and contract jurisdictions, the Department will also continue to implement and manage the 2012 Police Services Agreements that exist in the eight provinces, the three territories and over 150 municipalities across the country, with a focus on building and modernizing the relationships between Public Safety Canada, the RCMP and the contract parties, and on improving the efficiencies and effectiveness of the overall management of the agreements.

The RCMP will work with Public Safety Canada, the National Police Services (NPS) National Advisory Committee, and provinces and territories to ensure NPS services are aligned with priorities and are provided in a sustainable manner to law enforcement and criminal justice communities.

Public Safety Canada will continue to develop and implement strategies to combat contraband tobacco, and will continue to implement the *National Action Plan on Human Trafficking* and the *National Strategy for the Protection of Children from Sexual Exploitation on the Internet*, including in the area of Canadian travelling child sex offenders.

The Department will also take a leadership role in supporting law enforcement efforts to reduce drug supply in Canada, with a focus on synthetic drug and marijuana grow operations. Further, the Department will work in collaboration with law enforcement and health partners to reduce the illicit use and traffic of pharmaceuticals through a national "Drop Off" initiative.

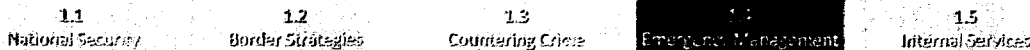
In addition, Public Safety Canada will implement the recommendations emerging from the Expert Panel on the Integrated Market Enforcement Teams¹¹ on the program's strategic orientation and performance. In 2013-14, Public Safety Canada will also complete its new proposal on the Security Cost Framework for Major International Events and will be implementing the management response and action plan based on the departmental evaluation results. Finally, the Department will also provide continued policy support for the Parliamentary Precinct Security and the International Police Peacekeeping Program through the Canadian Police Arrangement.

¹¹ The Integrated Market Enforcement Teams (IMETs) are special RCMP-led units that detect, investigate and deter capital markets fraud. They promote compliance with the law in the corporate community and assure investors that Canada's markets are safe and secure. The IMET program is a partnership with Justice Canada's Federal Prosecution Service, provincial and municipal forces and securities commissions and market regulators.

Program: Emergency Management



A safe and resilient Canada



Public Safety Canada works to protect Canada and Canadians by providing national leadership and setting a clear direction for emergency management and critical infrastructure protection for the Government of Canada as stipulated in the *Emergency Management Act* of 2007. This is achieved through emergency management policy and planning, provision of training and exercises and research activities that support a common emergency management system. The Program develops and maintains the federal government's capacity to manage whole-of-government emergencies, monitors and coordinates the federal response and provides support to provinces and territories when federal assistance is needed. The Program also promotes public awareness of emergency management to Canadians and businesses directly through outreach and various emergency management fora. Working closely with international counterparts, federal institutions, provinces, territories, the first responder community and industry to address all hazards (natural, technological and human induced), this Program aims to foster a safe and resilient Canada through policy and program development and coordination across the four components of emergency management: prevention/mitigation, preparedness, response and recovery.

Financial Resources (\$000s)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
166,255.0	166,255.0	135,896.3	124,322.3

Human Resources (Full-time Equivalent)

2013-14	2014-15	2015-16
217	193	190



Planning Highlights

Expected Result	Performance Indicators	Targets
Canadians are prepared and can respond to major disasters, accidents and intentional acts	Number of individuals impacted by major events and emergencies	N/A
	Cost incurred by Canadians from major disasters, accidents and intentional acts, as reported by governments	N/A
	Number of federal departments and agencies participating in emergency management initiatives	N/A

Public Safety Canada provides leadership and coordination with a range of partners from the local to international levels to prevent, mitigate, prepare for, respond to and recover from risks and hazards affecting all Canadians. Public Safety Canada delivers an integrated emergency response to disasters (natural or human-induced) that threaten the safety and security of Canadians across all regions, or undermines the integrity of Canada's critical infrastructure. The Government Operations Centre (GOC) provides strategic level coordination on behalf of the Government of Canada, in response to potential and occurring events affecting the national interest. This year Public Safety Canada will make progress towards ensuring that the GOC is equipped with the necessary infrastructure to fulfill its mandate, to provide an all hazards integrated federal response to emergencies, which is integral to the Government's ability to provide swift and effective responses to emergencies. Without an all-hazards emergency management program, Canada would be vulnerable to a range of threats and disasters, and federal-provincial-territorial governments would be unable to plan for, and respond to, emergencies in a coordinated and systemic manner.

In 2013-14, the Department will also continue to build community and national capacity to reduce the occurrence of disasters and negative impacts through the development of a *National Resilience Strategy for Canadians*. The Strategy is grounded in the empowerment of citizens, emergency responders, organizations, communities and governments to share the responsibility to prevent hazards from becoming disasters.

Public Safety Canada is also committed to building community and national resilience, and will focus its efforts over time towards national disaster mitigation to reduce disaster risks, help reduce economic losses for Canadians and support community resilience.

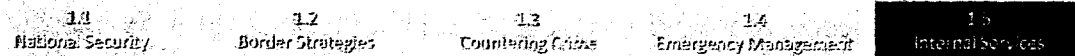
The Department will also assess the Disaster Financial Assistance Arrangements (DFAA) to ensure program sustainability. As part of the DFAA, Public Safety Canada will also continue to assist provinces and territories in meeting costs of response and recovery following large-scale natural disasters. Public Safety Canada will provide guidance to federal institutions in the preparation, maintenance, testing and implementation of strategic emergency management plans and business continuity plans to assist in reducing the impact of emergencies that could affect Canada's population and infrastructure. Furthermore, it will assist in maintaining the continuation of essential services and enhance the Government of Canada's readiness to respond to all types of emergencies.

In partnership with Environment Canada, in 2013-14 Public Safety Canada will be responsible for implementation strategies for environmental disasters, accidents and emergencies, a new target under Theme III – Protecting Nature of the FSIDS.

Program: Internal Services



A safe and resilient Canada



Financial Resources (\$000s)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
55,403.0	55,403.0	50,780.9	50,254.1

Human Resources (Full-time Equivalent)

2013-14	2014-15	2015-16
396	380	378



Planning Highlights

In 2013-14, Public Safety Canada will continue to transform and modernize its human resources function in an effort to improve its efficiency and effectiveness by continuing the Generic Work Description Project, which involves the development and implementation of generic work descriptions for similar positions at the same occupational group and level in the Department. It will also be implementing the Common Human Resources Business Process, which defines an integrated business process for the delivery of HR across government. This year, the Department will also begin implementing risk and results-based approaches to HR management.

Public Safety Canada will continue to ensure the accountable, prudent stewardship of public funds, the safeguarding of public assets and the effective, efficient use of public resources by continuing to implement the Financial Management Framework in support of the Policy on Internal Controls. The Department will continue efforts to strengthen departmental forecasting and budget reallocation processes, as well as improve the risk-based management of departmental grants and contributions programs.

With regard to information technology and information management, in 2013-14, the Department will continue to ensure the delivery of efficient and effective operations and services by participating in government-wide initiatives on the expansion of secret capability and information exchange gateways, and by continuing to advance IT Security Awareness across the Department. Public Safety Canada will also continue the implementation of the *Information Management Strategic Action Plan* in an effort to improve the effectiveness and efficiency of the information management function.

In 2013-14, Public Safety Canada will implement its updated three-year Departmental Security Plan in order to safeguard employees, information, assets and services. The Department will focus on ensuring the presence of robust business continuity plans that can be operationalized in the presence of security incidents, disruptions, or emergencies, allowing for the Department's critical service and assets to be maintained.

Public Safety Canada will also work with Public Works and Government Services Canada to modernize accommodation policies and practices to reflect Workplace 2.0 principles and incorporate those principles into accommodations/workplace fit-ups.

In addition, this year Public Safety Canada and its Portfolio agencies will develop a single set of International Strategic Framework (ISF) principles and priorities to promote the coordination and coherence of their international policy development and engagements. This framework will deliver results for Canadians by supporting the alignment of Canada's security, development, diplomatic and defense activities abroad with its domestic security objectives. Guided by the ISF, international partnerships and capacity building initiatives will be leveraged to mitigate the most pressing risks to public safety in Canada.

Furthermore, in 2013-14 Public Safety Canada will focus on building more capacity to share, support, and coordinate research activities in support of the policy priorities of the Public Safety portfolio. There are already strong models for collaborative participation on research connected to policy priorities. The Kanishka Project, for example, involves representatives from multiple government departments and agencies who have been brought together by Public Safety Canada to support and work with a growing and diverse range of researchers on high-quality, relevant research projects. This year, Public Safety Canada will focus on developing tools to support similar collaborative work and a creating a stronger evidence base which is more readily available to support policy development, medium term planning, and similar needs.

Finally, the Department will continue to participate in the FSDS. Public Safety Canada remains committed to contributing to the FSDS targets and departmental goals of greening government operations. This year, the Department will expand wireless technology, further reduce the number of printers, and continue the Department's transition to a Virtual Library, which includes the digitization of print materials and the collection of electronic resources to support the Department's greening goals. Public Safety Canada, through its contributions to Theme IV – Shrinking the Environmental Footprint – Beginning with Government, will continue to make contributions to the following target areas as part of Greening Government Operations:

- Surplus Electronic and Electrical Equipment Target;
- Printing Unit Reduction Target;
- Paper Consumption Target;
- Green Meetings Target; and
- Green Procurement Target.

Section III: Supplementary Information

Financial Highlights

Future-Oriented Condensed Statement of Operations and Departmental Net Financial Position

For the Year (ended March 31)

(\$ millions)

	2012-13	2013-14 Forecast	Estimated Results 2012-13
TOTAL EXPENSES*	14	359	345
TOTAL REVENUES	0	2	2
Net cost of operations before government funding and transfers	14	357	343
Departmental net financial positions	101	-948	-1,049

Future-Oriented Condensed Statement of Financial Position

For the Year (ended March 31)

(\$ millions)

	2012-13	2013-14 Forecast	Estimated Results 2012-13
Total net liabilities**	-101	1,255	1,356
Total net financial assets	0	289	289
Departmental net debt**	-101	966	1,067
Total non-financial assets	0	18	18
Departmental net financial position	101	-948	-1,049

*The Total Expenses in 2013-14 is \$14M higher than 2012-13 due primarily to the write-off of DFAA payables in 2012-13 of \$20M and a decrease of operating expenses of \$6M (Professional Services at \$3M and Accommodation at \$3M) in 2013-14.

** The decrease of \$101M in Liabilities or Net Debt is caused by the projected net decrease of \$100M in Disaster Financial Assistance Arrangement (DFAA) in 2013-14.

Financial Statements

An electronic version of the financial statements^{vii} can be found on Public Safety Canada's website.

List of Supplementary Information Tables

All electronic supplementary information tables found in the *2013-14 Report on Plans and Priorities* can be found on the Public Safety Canada's Departmental Reports website^{viii}.

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiative – Integrated Market Enforcement Teams (IMET) Program
- Sources of Respendable and Non-Respendable Revenue
- Status Report on Transformational and Major Crown Projects
- Summary of Capital Spending by Program
- Upcoming Internal Audits and Evaluations over the next three fiscal years

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*^{ix} publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Other Items of Interest

Organizational Contact Information

General enquiries	613-944-4875 or 1-800-830-3118
Media enquiries	613-991-0657 or media@ps-sp.gc.ca
Cross-Cultural Roundtable on Security	1-866-222-3006
National Crime Prevention Centre	1-800-830-3118 or prevention@ps.gc.ca
National Office for Victims	1-866-525-0554
Teletypewriter (TTY)	1-866-865-5667
Fax	613-954-5186
Post	269 Laurier Avenue West Ottawa, Canada K1A 0P8

Endnotes

ⁱ Public Safety Canada, "Building Resilience Against Terrorism: Canada's Counter-terrorism Strategy", <http://www.publicsafety.gc.ca/prg/ns/2012-cts-eng.aspx>

ⁱⁱ "Beyond the Border Action Plan", <http://actionplan.gc.ca/en/page/bbg-tpf/border-action-plan>

ⁱⁱⁱ Treasury Board of Canada Secretariat, "Government Expenditure Plan and Main Estimates", <http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp>

^{iv} Public Safety Canada, "Public Safety Canada's Sustainable Development and Strategic Environmental Assessment", <http://www.publicsafety.gc.ca/abt/dpr/2011-2012/sdsea-eng.aspx>

^v Environment Canada, "Federal Sustainable Development Strategy", <http://www.ec.gc.ca/dd-sd/>

^{vi} Public Safety Canada, "The Government of Canada Response to the Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182", <http://www.publicsafety.gc.ca/prg/ns/ai182/res-rep-eng.aspx>

^{vii} Public Safety Canada, "Financial Statements", <http://www.publicsafety.gc.ca/abt/dpr/2013-2014/fofs-eng.aspx>

^{viii} Public Safety Canada, "Departmental reports", <http://www.publicsafety.gc.ca/abt/dpr/index-eng.aspx%20>

^{ix} Department of Finance, "Annual Tax Expenditures and Evaluation", <http://www.fin.gc.ca/purl/taxexp-eng.asp>

Public Safety Canada

2011-12

Departmental Performance Report

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

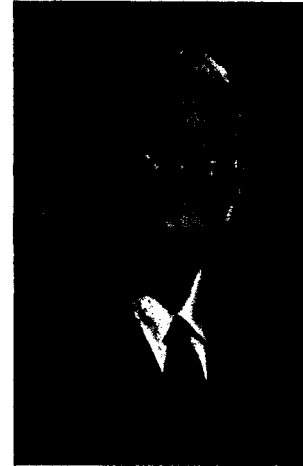
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Minister's Message

It is my pleasure to present Public Safety Canada's 2011-12 Departmental Performance Report. The initiatives highlighted in this report reflect the progress made towards achieving the Department's strategic outcome of a safe and resilient Canada.

This year, Public Safety Canada continued to demonstrate its commitment to enhancing the safety and security of Canadians. The country's ability to counter terrorism and violent extremism was advanced through a number of achievements, such as the release of a counter-terrorism strategy, realizing commitments under the Government's *Air India Action Plan*, and investing in terrorism-focused research.



In December 2011, the Prime Minister of Canada and the President of the United States signed the *Beyond the Border Action Plan: A Shared Vision for Perimeter Security and Economic Competitiveness*. Great strides in the protection of our borders were made through this long-term partnership built on a perimeter approach to security. Throughout 2011-12, the Department worked to prevent crime through tougher laws and targeted programs. This includes, among others, the passing of the *Safe Streets and Communities Act* (Bill C-10), implementing the *National Strategy for the Protection of Children from Sexual Exploitation on the Internet*, and successfully completing negotiations with the provinces and territories to renew RCMP contract policing agreements.

The Department also continued to implement *Canada's Cyber Security Strategy* by developing policies and building partnerships to secure vital cyber systems and critical infrastructure across Canada. The Department also exercised leadership in coordinating the Government of Canada's response to a number of events of national significance, including the response to the severe flooding in Manitoba, Saskatchewan and Quebec. Public Safety Canada worked with provinces and territories on a national mitigation program in an effort to support resilient communities and lessen the impact of natural disasters, as well as reduce the costs associated with these events.

These are some of the highlights from last year that illustrate Public Safety Canada's ongoing commitment to the safety and security of all Canadians. Charged with a complex and multi-faceted mandate, we will continue to build on these accomplishments to contribute to the country's ability to ensure safe and resilient communities for the benefit of all Canadians.

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

Section I: Organizational Overview

Raison d'être and Responsibilities

Public Safety Canada plays a key role in discharging the Government's fundamental responsibility for the safety and security of its citizens. The *Department of Public Safety and Emergency Preparedness Act 2005* and the *Emergency Management Act 2007* set out two essential roles for the Department: (i) support the Minister's responsibility for all matters, except those assigned to another federal minister, related to public safety and emergency management, including national leadership; and (ii) coordinate the efforts of Public Safety's Portfolio agencies (outlined below), as well as provide guidance on their strategic priorities.

The Department provides strategic policy advice and support to the Minister of Public Safety on a range of issues, including: national security, border strategies, countering crime and emergency management. The Department also delivers a number of grant and contribution programs related to emergency management and community safety.

Operations across Canada and Internationally

Public Safety Portfolio

- Public Safety Canada (PS)
- Canada Border Services Agency (CBSA)
- Canadian Security Intelligence Service (CSIS)
- Correctional Service Canada (CSC)
- Parole Board of Canada (PBC)
- Royal Canadian Mounted Police (RCMP)
- RCMP External Review Committee (ERC)
- Commission for Public Complaints Against the RCMP (CPC)
- Office of the Correctional Investigator (OCI)

The Public Safety Portfolio encompasses nine agencies which directly contribute to the safety and security of Canadians. While Portfolio agencies deliver public security operations according to their mandates, Public Safety Canada, in its portfolio coordination role, brings strategic focus to the overall safety and security agenda.

Public Safety Canada is structurally organized into five branches: Emergency Management and National Security, Community Safety and Partnerships, Law Enforcement and Policing, Strategic Policy, and Corporate Management; it also has a Chief Audit Executive. The Branches are supported by the Communications Directorate and the Legal Services Unit. The Department has regional presence in all provinces, as well as in the North. Public Safety Canada's regional offices are a primary contact in the regions to deliver a coordinated federal response to emergencies; facilitate the effective delivery of emergency management, Aboriginal policing and crime prevention programs; and improve partnerships with other levels of government and key regional stakeholders. The Department also has representation in Washington, D.C. and London, England.

¹ We exercise national leadership to ensure the safety and security of Canada and Canadians. We contribute to Canada's resiliency through the development and implementation of innovative policies and programs and the effective engagement of domestic and international partners.

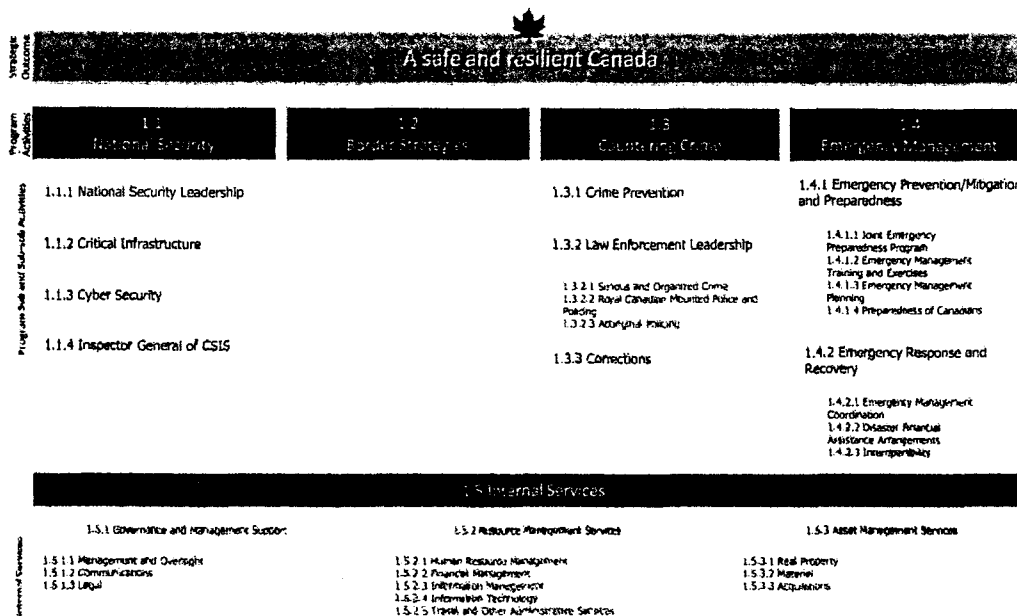
Mission
*Building a safe and resilient
Canada¹*

Vision
*Through outstanding leadership,
achieve a safe and secure Canada
and strong and resilient
communities*

Departmental Performance Report 2011-12

Strategic Outcome and Program Activity Architecture

The chart below illustrates Public Safety Canada's strategic outcome and its new Program Activity Architecture (PAA) for 2011-12.



PAA Crosswalk

This crosswalk illustrates the redistribution of the 2010-11 actual spending made at the program activity level between the former and new PAAs.

PAA Crosswalk (\$000s)	New PAA					Total
	National Security	Border Strategies	Countering Crime	Emergency Management	Internal Services	
National Security	8,127.8					8,127.8
Emergency Management	5,913.3			136,332.6		142,245.9
Law Enforcement			252,557.1			252,557.1
Corrections			8,568.7			8,568.7
Crime Prevention			51,367.2			51,367.2
Border Management		1,999.3				1,999.3
Interoperability				942.8		942.8
Internal Services					66,788.3	66,788.4
Total Actual Spending	14,041.1	1,999.3	312,493.0	137,275.4	66,788.3	532,597.2

Departmental Performance Report 2011-12

Organizational Priorities

Summary of Progress against Priorities

PRIORITY 1 – Enhance Canada’s approach to national security including a focus on countering violent extremism and improving information sharing

Type²: New

PAA link: National Security, Countering Crime

An effective national security framework remains key to ensuring Canada and its allies are protected from new, evolving threats and challenges to national security. Public Safety Canada implemented a number of initiatives to enhance Canada’s national security during the reporting period. In 2011-12, the Department continued to work towards the tabling of Bill C-43, the *Faster Removal of Foreign Criminals Act*, which includes provisions to amend the *Immigration and Refugee Protection Act* to impose prescribed minimum conditions on non-citizens in Canada reported or found inadmissible to Canada on security grounds. In addition, Public Safety Canada released *Building Resilience Against Terrorism: Canada’s Counter-Terrorism Strategy*. The Department refined legislative and policy options to improve information sharing within the Government of Canada for national security purposes. Public Safety Canada also continued to work with partners to develop a proposal to enhance the federal Witness Protection Program. Finally, the Department has been working with key departments and agencies to develop options to conduct effective review and accountability of national security activities involving multiple departments and agencies. In an effort to obtain different perspectives on a range of national security matters, the Department continued to participate in dialogue with members of Canada’s diverse and pluralistic society through the Cross-Cultural Roundtable on Security, and shared the results of those discussions with the Government of Canada.

PRIORITY 2 – Strengthen the emergency management function with a particular focus on modernizing the operations of the Government Operations Centre

Type: New

PAA link: Emergency Management

Public Safety Canada plays a federal leadership role in strengthening the Government’s emergency management function and enhancing the Government’s readiness to respond to emergencies that could affect Canada’s population and infrastructure. Last year, the Department undertook a review of the Government Operations Centre (GOC) and clarified its mandate as the organization that supports the response coordination of events affecting the national interest on behalf of the Government of Canada. The GOC continually evaluates its performance using a formal review process and implements changes approved by Assistant Deputy and Deputy Head committees as required. In addition, the Department implemented all commitments set in Public Safety Canada’s management action plan in response to Chapter 7 of the Auditor General’s Fall 2009 Report on Emergency Management¹ to strengthen a coordinated, integrated federal response to emergencies. Also in 2011-12, an All-Hazards Risk Assessment (AHRA) Framework was developed and implemented.

² Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year before the subject year of the report; **ongoing**—committed to at least three fiscal years before the subject year of the report; and **new**—newly committed to in the reporting year of the Report on Plans and Priorities or Departmental Performance Report.

4 Public Safety Canada

Departmental Performance Report 2011-12

PRIORITY 3 – Provide national leadership to support policing in Canada, including finalizing and ratifying the RCMP Police Services Agreements and renewing the First Nations Policing Program Agreements

Type: Ongoing

PAA link: Countering Crime

Public Safety Canada works towards the development of effective policies and law enforcement tools that support policing and the fight against serious and organized crime. Progress was achieved in modernizing the Royal Canadian Mounted Police (RCMP) by advancing a legislative proposal that led to the *Enhancing RCMP Accountability Act* (Bill C-42). In addition, RCMP Police Services Agreements with eight provinces and three territories and over 150 municipalities were finalized and ratified. Efforts also continued towards ensuring a strong forensic analysis regime in Canada, and in advancing the National Work Plan to Combat Organized Crime, a national research agenda related to the use of conducted energy weapons, the *National Strategy for the Protection of Children from Sexual Exploitation on the Internet*, and the *National Action Plan to Combat Human Trafficking*. On February 14, 2012, the Minister of Public Safety introduced the *Protecting Children from Internet Predators Act*³ (Bill C-30), which will enable law enforcement and national security agencies to access vital investigative information. The Department also continued to increase knowledge of child sexual exploitation and human trafficking through various fora. In 2011-12, Public Safety Canada led the renewal of the International Police Peacekeeping and Peace Operations Program. The Department also advanced work on proposals to combat issues related to contraband tobacco and advanced regulations on firearms renewal while conducting research on issues related to the import and export of firearms. Public Safety Canada also renewed 167 First Nations Policing Program (FNPP) agreements for a two-year period, with continuing progress to develop and implement a standard approach to FNPP policing agreements, while continuing to advance findings of the FNPP comprehensive review.

PRIORITY 4 – Provide national leadership in implementing Canada's Cyber Security Strategy including a focus on threats to Canada's critical infrastructure

Type: New

PAA link: National Security

Canada's national security and economic stability depend on secure and reliable critical infrastructure and cyber systems. In 2011-12, the Department advanced the implementation of *Canada's Cyber Security Strategy* by developing policies and building partnerships to secure vital cyber systems, including critical infrastructure across Canada. The Department conducted engagement activities with provinces, territories and the private sector on the implementation of the Strategy and launched the GetCyberSafe.ca public awareness campaign. In addition, Public Safety Canada developed tools to strengthen information protection and information sharing among governments and critical infrastructure sectors and shared methodologies for identifying critical infrastructure interdependencies. As part of the all-hazards risk management approach outlined in the *National Strategy and Action Plan for Critical Infrastructure*, sector overviews have been developed for each of the ten critical infrastructure sectors, outlining critical services, key dependencies and risks. The Department continued to collaborate with the interdepartmental community to identify and address policy and legislative gaps in the area of cyber security, specifically with regard to information sharing challenges. The Department also worked with U.S. counterparts to facilitate critical infrastructure information sharing as part of the Perimeter Security and Economic Competitiveness Action Plan.

³ Bill C-52 was introduced in the House of Commons on November 1, 2010. It died on the *Order Paper* when the 40th Parliament was dissolved on March 26, 2011. Bill C-30, introduced on February 14, 2012, integrated the provisions of former Bills C-50, C-51 (both of which also died on the *Order Paper* on March 26, 2011) and C-52 (now Part 1 of C-30, also known as the *Investigating and Preventing Criminal Electronic Communications Act*)

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PRIORITY 5 – Strengthen departmental policy leadership through enhanced Portfolio engagement

Type: New

PAA link: All program activities

In 2011-12, Public Safety Canada collaborated with the Portfolio in reviewing departmental and agency spending to generate ongoing savings, increase operational efficiencies and improve productivity. The Public Safety Portfolio also joined forces in bringing together the work of regional offices and headquarters to collectively advance departmental operations in an integrated way that will enhance program and service delivery and better support policy development. The Department also played a leadership role in coordinating and engaging with the Portfolio in support of policy and program objectives. In 2011-12, Public Safety Canada coordinated the development of the *Preventing Human Smugglers from Abusing Canada's Immigration System Act* (Bill C-4) and the subsequent *Protecting Canada's Immigration System Act* (Bill C-31). In addition, the Department continued to work with the Portfolio and other federal partners to lead efforts to bring corrections and justice bills before Parliament. The Department also supported federal partners in the debate and study of the *Safe Streets and Communities Act* (Bill C-10). Public Safety worked with US partners, as well as key government and non-governmental stakeholders in Canada, to develop a joint action plan that will advance the shared vision for Canada-U.S. perimeter security and economic competitiveness. The resulting *Beyond the Border Action Plan*ⁱⁱ, which consists of 32 initiatives, was announced by President Obama and Prime Minister Harper on December 7, 2011. Public Safety Canada revised its International Strategic Framework to promote priority partnerships with countries that have information or expertise which are relevant to Canadian public safety objectives, and to align international security activities in a way that mitigates evidence-based threats to Canada. The Department also made progress toward the commitment to establish an interoperable software capability to facilitate the exchange of information across the Portfolio. Finally, the Department worked with Statistics Canada on initiatives related to measuring community resilience and critical infrastructure resilience.

Risk Analysis

This year, Public Safety Canada developed the 2011-12 Corporate Risk Profile which outlines the top 15 risks and 14 opportunities by program activity. Its development not only facilitated the priority-setting exercise, but also allowed for improved resource allocation, as well as the identification of key departmental deliverables and activities.

For 2011-12, the Department committed to focusing its efforts on top risks related to cyber security, national security threats related to new technology, and the renewal of police services agreements.

Public Safety Canada's 2011-12 Risk Focus*

- That the Department may lack the authority and tools to secure cyber space, and that the Canadian Cyber Incident Response Centre may be unable to effectively coordinate the national response to cyber security.
- That the Department may not have modern tools or mechanisms to support law enforcement and intelligence agencies in protecting the public from national security threats that involve new technologies.
- That the Department may not be able to ratify police services agreements with provinces and territories in a timely manner.

**As identified in the 2011-12 Corporate Risk Profile*

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Digital infrastructure underpins the day-to-day functions of government, industry and critical infrastructure sectors, and enables commercial and industrial activity, as well as military and national security operations. As such, Public Safety Canada's authority to secure cyber space and its ability to effectively respond to cyber security incidents is critical to the protection of Canada's digital infrastructure. In an effort to mitigate the associated risks, a *Critical Infrastructure Information Sharing Framework* was established to strengthen information sharing among governments and critical infrastructure sectors. The Department also continued working on disseminating a wider range of information products, including risk assessments, incidents reports and best practices to cyber security stakeholders.

Similar to digital infrastructure, the global nature of today's telecommunications industry is making Canada's networks more vulnerable to external threats. Therefore, it is critical for the Department to have modern tools and mechanisms in place in order to mitigate possible threats. In 2011-12, Public Safety Canada engaged other government departments, through regular meetings with Industry Canada and by other means, in order to maximize the efficiency of the current licensing regime for wireless providers.

In addition to cyber security and national security threats related to new technology, Public Safety Canada focused on the risk related to the ratification of police services agreements. Failure to reach agreement in a timely manner would have resulted in a need for interim arrangements with contract jurisdictions, which would have led to uncertainty with respect to operational planning and resource allocation. Continued negotiations took place throughout 2011-12 with provinces and territories at the Deputy Minister level, and all contract jurisdictions either re-signed or agreed in principle to renewing agreements for 20 years (until 2032). The ratification of these agreements eliminated the risk.

In addition to risk-related achievements, Public Safety Canada made progress on various opportunities identified in the 2011-12 Corporate Risk Profile. Notably, the Department moved closer to achieving the opportunity for the critical infrastructure community to leverage innovative approaches to resilience developed by owners/operators and first responders, as well as risk management models developed by international allies. This was achieved through the development of critical infrastructure risk management tools and products.

Throughout 2011-12, Public Safety Canada made significant advances in the implementation of integrated risk management. The Department continued to further develop a common understanding of risk principles and emphasize the importance of integrated risk management in all departmental activities. In the upcoming fiscal year, the Department will continue to work towards the establishment of a strong risk management function by monitoring the top risks and opportunities and continuing to apply lessons learned, including linking external risks identified through the All-Hazards Risk Assessment.

Departmental Performance Report 2011-12

Summary of Performance

The tables below provide a summary of Public Safety Canada's overall performance and demonstrate linkages between resources and results. It depicts the Department's total financial resources, total authorities and actual spending for the 2011-12 fiscal year, in addition to a summary of the total planned and actual human resources.

2011-12 Financial Resources (\$000s)

Planned Spending	Total Authorities*	Actual Spending*
418,008.5	413,956.4	401,564.8
*Excludes amount deemed appropriated to Shared Services Canada		

2011-12 Human Resources (full-time equivalents⁴ [FTEs])

Planned	Actual*	Difference*
1,085	1,098	13
*Excludes FTEs deemed transferred to Shared Services Canada		

The increase in actual compared to planned FTEs is mainly attributable to funding received to support activities related to the solicitation, development and delivery of targeted prevention interventions aimed at reducing youth violence and youth gangs among those most at-risk, the Kanishka Project Research Initiative, the Continuity of Government program, and a transfer from Transport Canada for the Passenger Protect Program. The increase was partially offset by a transfer to Shared Services Canada.

Summary of Performance Tables

Progress Toward Strategic Outcome

Strategic Outcome: A safe and resilient Canada		
Performance Indicators*	Targets	2011-12 Performance
Proportion of incidents where there was a timely response to events affecting the national interest	100%	100%
Number of hours that any border service point is closed due to a security concern	0	52
Percentage of the Canadian population satisfied with their personal safety from crime	≥93% by 2014	93% (48% very satisfied, 45% somewhat satisfied) ⁵

*The Department is currently implementing a phased approach to developing a measurement framework and, in the interim, is reporting on three proxy indicators to measure the strategic outcome.

Performance Summary, Excluding Internal Services

⁴The calculation of full-time equivalents (FTE) differs from the actual number of employees in that the former combines part-time employment, term employment, job sharing, etc., to indicate the total aggregate use of the equivalent to a full-time employee. For instance, half-time employees constitute a single FTE. Figures presented above include students and executive interchange.

⁵ As per the 2009 Statistics Canada General Social Survey (Criminal Victimization in Canada Module).

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Program Activity	2010-11 Actual Spending	Main Estimates	Planned Spending	2011-12 (\$000s)		Alignment to Government of Canada Outcome
				Total Authorities*	Actual Spending*	
National Security	14,041.1	12,193.5	14,090.7	18,464.4	17,685.1	<i>A safe and secure Canada</i>
Border Strategies	1,999.3	2,236.5	2,236.5	2,855.3	2,946.1	
Countering Crime	312,493.0	191,171.3	191,401.3	172,920.8	170,120.2	
Emergency Management	137,461.1	158,114.9	159,226.9	145,656.3	143,735.0	
Sub-total	465,994.5	363,716.1	366,955.3	339,896.8	334,486.4	

*Excludes amount deemed appropriated to Shared Services Canada

Performance Summary for Internal Services

Program Activity	2010-11 Actual Spending	2011-12 (\$000s)			
		Main Estimates	Planned Spending	Total Authorities*	Actual Spending*
Internal Service	66,602.6	50,920.4	51,053.2	74,059.7	67,078.4
Departmental Total	532,597.16	414,636.5	418,008.5	413,956.4	401,564.8

*Excludes amount deemed appropriated to Shared Services Canada

Explanation of change:

Planned Spending (\$418.0M) is reflective of the Main Estimates and other known funding approved in the fiscal framework as presented in the 2011-12 Report on Plans and Priorities.

The Total Authorities of \$413.9M refer to total authorities received during the fiscal year. The Department's Total Authorities are \$4.1M lower than the Planned Spending, which can be explained by:

- increases of \$25.6M due to additional funding and other adjustments authorized through the Supplementary Estimates process, as follows:
 - sustainability of agreements under the First Nations Policing Program (\$15M);
 - activities related to the solicitation, development and delivery of targeted prevention interventions aimed at reducing youth violence and youth gangs among those most at-risk (\$7.3M);
 - financial assistance to provinces and territories for costs incurred during the repatriation of Canadian evacuees from Haiti following the earthquake (\$1.5M); and
 - other initiatives (\$1.8M).
- increases of \$20.7M due to the 2010-11 Carry Forward (\$6.9M), the reimbursement of the Eligible Paylist Expenditures from TB Vote 30 (\$12.4M) as well as additional Employee Benefit Plans (\$1.4M).

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- The above funding was offset by decreases of \$50.4M mainly due to:
 - a transfer to the Royal Canadian Mounted Police for First Nations community policing services (\$41M);
 - a transfer to Shared Services Canada (\$5M);
 - some items remaining in the fiscal framework (\$3.4M); and
 - reprofile for the Implementation of Canada's Cyber Security Strategy (\$0.8M) and funds to further augment emergency management capacity (\$0.2M).

Actual spending of \$401.6M was \$12.4M less than the Total Authorities provided, resulting in a lapse that can be explained as follows:

a) Vote 1 – Operating Expenditures – Lapse of \$10.5M

Operating funding of \$10.5M remained unspent at the end of the fiscal year largely due to:

- a planned carry-forward to 2012-13 (\$6.6M);
- some frozen allotments totalling \$2.0M (\$1.7M conversion factor for operating to salary transfer, \$0.1M for Minister's office budget savings and a reprofile of \$0.2M for funds to further augment Emergency Management Capacity);
- a liability for outstanding collective agreements available for carry forward of \$0.5M; and
- a reprofile of \$1.4M from 2011-12 to 2012-13 is being sought in the 2012-13 Supplementary Estimates 'B' for accommodations related to emergency management core capacity to support regional coordination.

b) Vote 5 – Grants and Contributions – Lapse of \$1.9M

Grants and contributions funding (\$1.9M) remained unspent at the end of the fiscal year. The lapse is mainly attributable to:

- the National Crime Prevention Strategy (\$0.8M);
- the First Nations Policing Program (\$0.7M);
- the Joint Emergency Preparedness Program (\$0.2M); and
- the International Association of Fire Fighters (\$0.1M).

It is the lowest grants and contributions lapse for the Department since its inception in 2003. It equates to a lapse of 0.8%.

Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. Public Safety Canada ensures that consideration of these outcomes is an integral part of its decision-making processes. The Department contributes to the following FSDS theme as denoted by the visual identifier and associated program activity below.



Program Activity 1.5 – Internal Services

For further information on Public Safety Canada's activities to support sustainable development and strategic environmental assessments, please visit the departmental website.ⁱⁱⁱ For complete information on the FSDS, please visit the Environment Canada website.^{iv}

Expenditure Profile

During 2011-12, Public Safety Canada spent \$401.6M to meet its objectives. This resulted in a significant net decrease of \$131.0M in the Department's spending level compared to 2010-11. The decrease is mostly attributable to:

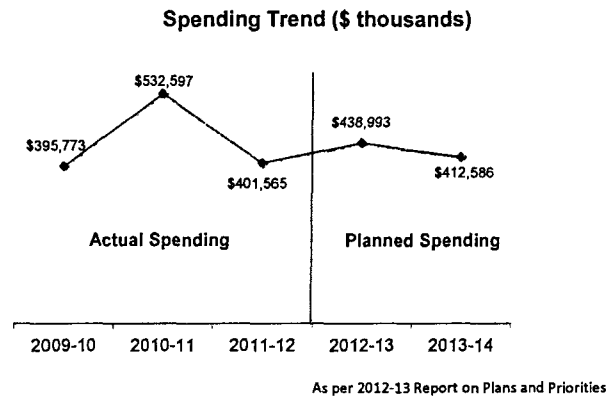
- transfer payments of \$145.0M in 2010-11 in relation to the costs incurred in support of the security requirements of the 2010 G8 and G20 Summits;

which are offset by:

- an increase in spending of \$11.2M for the Disaster Financial Assistance Arrangements (DFAA); and
- costs of \$2.2M related to the Repatriation of Canadian evacuees from Haiti following the earthquake in 2010.

Departmental Performance Report 2011-12

In 2011-12, Public Safety Canada did not have any spending on Canada's Economic Action Plan (CEAP) Initiatives. However, the Department did spend \$2.6M in 2010-11 for critical policing infrastructure for the First Nations Policing Program (FNPP).



The planned growth in spending of \$37.4M between 2011-12 Actual Spending and 2012-13 Planned Spending is mainly attributed to the following:

- a budget transfer of \$41.0M to the RCMP for the First nations community policing services, made through the Supplementary Estimates in 2011-12 that is not reflected in the 2012-13 Planned Spending;
- new funding of \$7.9M to implement the Ex-Gratia payments to the families of the victims of the Air India Flight 182;
- additional funding of \$3.4M to implement Canada's Cyber Security Strategy;
- funds in the amount of \$2.1M earmarked in the fiscal framework for Lawful Access; and
- additional funding totalling \$1.6M for the Kanishka Research Project Initiative;

which are offset by:

- the reimbursement of \$12.4M in 2011-12 for Eligible Paylist Expenditures;
- an additional \$3.5M reduction in funding due to a transfer to Shared Services Canada under the Administrative Services Review;
- an additional \$1.5M reduction from the 2009 Strategic Review; and
- a reprofile of \$1.4M from 2011-12 to 2012-13 that is being sought in the 2012-13 Supplementary Estimates 'B' for accommodations related to Emergency Management Core Capacity to Support Regional Coordination.

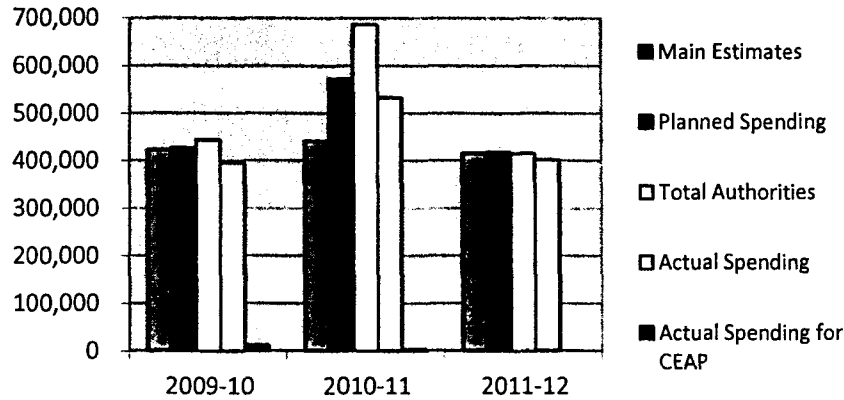
The decrease of \$26.4M in planned spending from 2012-13 to 2013-14 is primarily due to:

- the termination of \$15.0M in temporary funding received for the sustainability of agreements under the First Nations Policing Program;
- the termination of the Ex Gratia payments to the families of the victims of Air India Flight 182 valued at \$7.9M; and
- the reduction of \$1.9M for the implementation of Canada's Cyber Security Strategy.

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The planned spending for future years stabilizes in 2013-14. The following graph illustrates Public Safety Canada's trend from previous years and planned spending for future years to 2013-14.

Spending Trend Comparison (\$ thousands)

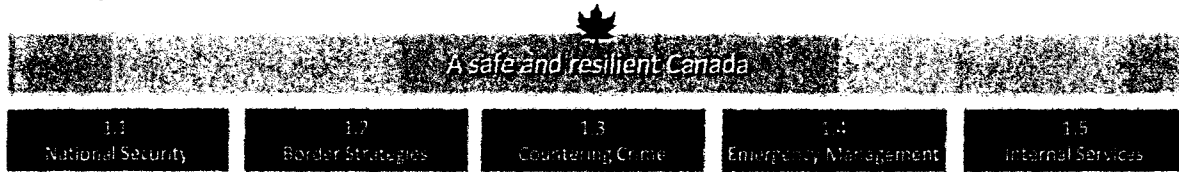


Estimates by Vote

For information on Public Safety Canada's organizational Votes and/or statutory expenditures, please see the 2011-12 Public Accounts of Canada (Volume II). An electronic version of the Public Accounts is available on the Public Works and Government Services Canada's webpage, Public Accounts of Canada 2012.^v

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome



Performance Indicators	Targets	Actual Results
Proportion of incidents where there was a timely response to events affecting the national interest	100%	100%
Number of hours that any border service point is closed due to a security concern	0	52 hours*
Percentage of the Canadian population satisfied with their personal safety from crime	≥93% by 2014	93% (48% very satisfied, 45% somewhat satisfied)

* The majority of these hours (46.5) reflect closures at mail centres where CBSA operates and where the discovery of a military ordinance in the mail resulted in a procedural closure.

Public Safety Canada's strategic outcome of a safe and resilient Canada is a core responsibility of government that provides enduring benefits to Canada and Canadians in terms of social well-being and economic development.

While this field is in its infancy, there is widespread recognition that the data generated by a comprehensive measurement framework would be critical to advancing the Government of Canada's objectives. This measurement framework would be useful not only in terms of allocating resources to priority areas to address its responsibilities, but also in terms of working with provinces and territories on joint priorities. It can also empower citizens and communities to be accountable for their individual safety and resilience, and potentially enabling other stakeholders, such as private-sector insurers, to better gauge risks based on safety and resilience scores to be developed.

Public Safety Canada is strengthening its national leadership and coordination role by leading the development of a comprehensive approach that will measure the safety and resilience of Canada. With safety being a more established concept to define and measure, the Department has focused much of its recent efforts on the measurement of resilience. To begin, a feasibility study was completed in 2011-12, in partnership with Statistics Canada, to determine how to best define and measure resilience in communities. Consultations were conducted with other federal departments, provincial and territorial governments, non-governmental organizations, subject-matter experts and academia. The information gathered identified community resilience information needs and priorities, as well as the type of related information currently collected to help guide the development of a national collection strategy.

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Public Safety Canada is also exploring the feasibility of measuring critical infrastructure resilience on a national level and has partnered with the U.S. Department of Homeland Security to launch a Regional Resilience Assessment Program to identify and address vulnerabilities and risks to critical infrastructure.

Public Safety Canada will continue to advance initiatives that will allow the Department and partner organizations to develop reliable measures which could predict how communities and organizations will perform during a disaster. It is anticipated that resilience and safety indexes will be in place by 2014-15.

In the interim, Public Safety Canada will continue to report on three proxy indicators to measure a safe and resilient Canada:

- proportion of incidents where there was a timely response to events affecting the national interest;
- number of hours that any border service point is closed due to a security concern; and
- percentage of the Canadian population satisfied with their personal safety from crime.

Departmental Performance Report 2011-12

Program Activity 1.1: National Security



A safe and resilient Canada

1.1 National Security	1.2 Border Strategies	1.3 Countering Crime	1.4 Emergency Management	1.5 Internal Services
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This program activity ensures Canada is prepared for and can respond to a range of national security threats. The threat environment faced by Canadians is becoming increasingly complex, underlining the relevance of this program for the security of Canadians. This program activity coordinates the efforts of the Public Safety Portfolio and broader government departments and agencies on matters relevant to national security. In order to achieve this, the program works cooperatively with operational and policy partners to provide the Government with strategic advice on rapidly evolving and often sensitive issues. It complements the advice from Portfolio agencies that have operational expertise in areas such as intelligence collection and analysis, investigations or border control. The program also assists the Minister and Deputy Minister in fulfilling key statutory obligations; coordinates, analyses and develops policy on complex issues, including the listing and delisting of terrorist entities; radicalization leading to violence; the proliferation of weapons of mass destruction; and seeks to identify and close the gaps in Canada's ability to deal with national security related threats. Due to its complexity, importance, and potential impact on individual rights, national security legislation, programs and policies must be well founded, well governed, and well executed; this program plays a central role in supporting decision makers in achieving this goal on behalf of Canadians.

2011-12 Financial Resources (\$000s)

Planned Spending	Total Authorities*	Actual Spending*
14,090.7	18,464.4	17,685.1

*Excludes amount deemed appropriated to Shared Services Canada

2011-12 Human Resources (full-time equivalents [FTEs])

Planned	Actual*	Difference
118	125	7

*Excludes FTEs deemed transferred to Shared Services Canada

Expected Results	Performance Indicators	Targets	Actual Results
Canada is prepared for and can respond to national security threats	Number of actions taken to address identified national security threats	Baseline TBD	20
Canada's critical infrastructure is resilient	Critical Infrastructure Resilience Score	Baseline TBD	Under development

Performance Summary and Analysis of Program Activity

In 2011-12, Public Safety Canada exercised leadership to ensure the Government has an effective national security framework of laws, policies, and priorities to address national security threats.

The Department led the development of the *2011 Progress Report on the Air India Inquiry Action Plan*^{vi} which provided details on the status of each of the Air India Inquiry Action Plan's 17 commitments. The first Progress Report showed that two commitments were fully implemented. With regard to the 15 remaining commitments, the Progress Report indicated that five were partially implemented with work continuing towards full implementation of all outstanding commitments, including enhancements to the federal Witness Protection Program. The Department also continued to improve the timeliness and effectiveness of information sharing for national security purposes within the Government of Canada, which is a key commitment under the *Air India Inquiry Action Plan*. This year also saw the completion of all commitments under the Air India Memorials Program. The final memorial to honour the victims of Air India Flight 182 was unveiled in Montreal, Quebec, on June 23, 2011. In addition, Public Safety Canada developed and launched, in partnership with Service Canada, the Air India Flight 182 Ex Gratia Payment program on December 1, 2011, offering a one-time payment to the families of the victims in recognition of the suffering each have endured due to years of unanswered questions related to this tragedy.

The Department continued supporting the advancement of the *Justice for Victims of Terrorism Act*, which received Royal Assent on March 13, 2012⁶. It complements Canada's existing counter-terrorism measures by deterring terrorism, responding to the needs of victims, and demonstrating Canada's leadership against terrorist activities. Furthermore, during the reporting period, one terrorist entity, the Tehrik-i-Taliban Pakistan, was added to Canada's list of terrorist entities. The listing of terrorist entities impedes terrorist financing by freezing the assets of listed terrorist groups, denying access to financing for terrorist activities. It also facilitates the prosecution of individuals who knowingly support the activities of a listed terrorist entity.

In 2011-12, the Department continued to pursue legislative efforts to prevent human smuggling and the irregular arrival of asylum seekers through the advancement of the *Preventing Human Smugglers from Abusing Canada's Immigration System Act* (Bill C-4). Migrant smuggling continues to be a worldwide issue that puts human lives at risk, and poses challenges to national security. Public Safety Canada and its portfolio partners continue to work with the Office of the Special Advisor for Human Smuggling and Illegal Migration at the Privy Council Office to further advance a whole-of-government approach to addressing this issue. Bill C-4 is an integral element of the Government's overall approach to combating human smuggling and illegal migration.

⁶ The *Justice for Victims of Terrorism Act* was included in Bill C-10, the *Safe Streets and Communities Act*.

Departmental Performance Report 2011-12

In an effort to bolster the Government's ability to counter violent extremism, Public Safety Canada released *Canada's Counter-Terrorism Strategy* in February 2012. The Strategy provides a vehicle to enhance Canada's approach to preventing, detecting, denying and responding to terrorism by promoting an open discussion with citizens on the threats facing Canada and by enhancing Canada's ability to cooperate with our allies and partners to address shared threats. As part of the implementation of *Canada's Counter-Terrorism Strategy*, the Department pursued engagement opportunities with a variety of partners both at home and abroad. The Department also undertook a comprehensive review of the federal government's approach to countering violent extremism and identified eight concrete areas to further enhance Canada's capacity in this area, including through the development of a government-wide communications strategy and increased engagement with provincial and territorial counterparts. In 2011, the Government also announced the Kanishka Project, a new five-year \$10M initiative which will invest in research on pressing questions for Canada on terrorism and counter-terrorism, such as preventing and countering violent extremism.

As the Department continues to develop national security policies and programs, it also continues to participate in discussions on national security issues with members of the Cross-Cultural Roundtable on Security (CCRS). The CCRS provides policy-makers with insight into community views and perspectives on a range of national security policies and programs, thereby strengthening the national security framework and supporting the achievement of a safe and resilient Canada. In 2011-12, the CCRS held three meetings, covering themes including community resilience, radicalization leading to violence, and Canada-U.S. relations. Furthermore, in December 2011, the CCRS sub-group examined the issue of preventing and countering violent extremism, completed its work, and submitted a report to the Ministers of Public Safety and of Justice. Both Ministers responded to the report and the Minister of Public Safety tasked the CCRS with further work in this regard. Finally, in 2011-12, the CCRS undertook six community outreach activities on the topic of national security.

Canada's national security and economic stability depend on secure and reliable critical infrastructure and cyber systems. Cyber systems support almost every aspect of Canadian society, including business transactions, personal communications and government services. The Department's ongoing efforts to implement *Canada's Cyber Security Strategy* represent a comprehensive approach to strengthening resilience of Canada's critical assets and systems. The Department expanded the capacity of the Canadian Cyber Incident Response Centre, which is responsible for coordinating the national response to major cyber incidents. Public Safety Canada also developed the GetCyberSafe.ca public awareness campaign. Officially launched in October 2011 during Cyber Security Awareness Month, GetCyberSafe.ca provides simple steps Canadians can take to stay safe online. In delivering the campaign, the Department worked with domestic and international partners to develop common messaging and promote cyber security. Finally, the Department conducted engagement activities with provinces, territories and the private sector to improve the cyber security of Canada's vital assets and systems.

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Recognizing that Canada's national security and economic stability depend on a secure and reliable critical infrastructure, Public Safety Canada continues to coordinate the national effort to implement the *National Strategy and Action Plan for Critical Infrastructure*, including raising awareness of risks, sharing risk management tools, and improving information sharing among stakeholders. In 2011-12, the Department advanced a number of initiatives to improve the resilience of Canada's critical infrastructure, including sharing a compendium of risks confronting critical infrastructure sectors; developing methodologies to identify interdependencies; and establishing an information sharing framework to guide how information is shared among critical infrastructure owners, operators and governments. In addition, the Department launched the Critical Infrastructure Information Gateway to provide stakeholders with a web-based forum to share critical infrastructure information within and across sectors.

Finally, Public Safety Canada organized and hosted a meeting of the National Cross Sector Forum, which brought together senior representatives from all 10 sectors, as well as provinces and territories to share information and advanced shared priorities.

Lessons Learned

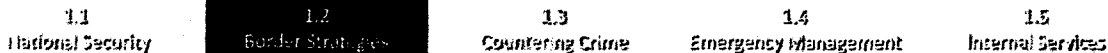
Given the complexity of the commitments made under the *Air India Inquiry Action Plan*, the Department will require that appropriate time and attention be dedicated to ensure that outstanding commitments are adequately addressed.

Departmental Performance Report 2011-12

Program Activity 1.2: Border Strategies



A safe and resilient Canada



This program activity provides federal policy leadership, coordination and coherence on a variety of border issues such as customs, immigration, and cross-border law enforcement in order to ensure that security objectives are achieved in a manner that facilitates the flow of legitimate trade and travel and reduces security related risks. The intent of this program is to promote the safety and economic well-being of Canadians through supporting secure and efficient management of Canada's borders. This program also advances critical infrastructure objectives through effective coordination among federal departments and agencies and partnerships with industry sectors. In order to achieve this result, the program develops and supports a focused border management agenda, leads ongoing dialogue between Canada and the United States on strategic and operational border policy issues, implements cross-border arrangements relating to the movement of goods and people during emergencies, and provides policy advice, leadership and horizontal coordination to Public Safety Portfolio agencies and other federal departments regarding border issues. This program plays a central role in supporting the Government in making fully informed decisions concerning border policy, border management and cross-border law enforcement for the benefit of Canadians.

2011-12 Financial Resources (\$000s)

Planned Spending	Total Authorities*	Actual Spending*
2,236.5	2,855.3	2,946.1

*Excludes amount deemed appropriated to Shared Services Canada

2011-12 Human Resources (FTEs)

Planned	Actual*	Difference
18	23	5

*Excludes FTEs deemed transferred to Shared Services Canada

Expected Result	Performance Indicators	Targets*	Actual Results*
Secure borders that facilitate legitimate trade and travel	Percentage of border wait times standards that are achieved	TBD	Land: 96.2% Air: 99.4% Commercial: 99.1%
	Number of inadmissible individuals refused entry and/or removed from Canada	TBD	Refused: TBD Removed: 16,458
	Percentage of goods examined that results in an enforcement action	TBD	Commercial goods: 12%

* Target sources and results defined by the Canada Border Services Agency are being revised.

Performance Summary and Analysis of Program Activity

In 2011-12, Public Safety Canada continued to provide federal policy leadership and coordination on a variety of border issues, and worked with key domestic agencies and stakeholders, as well as U.S. partners, to meet security objectives in a manner that facilitated the flow of legitimate trade and travel.

The management of cross-border threats and risks affecting Canada continued to be a priority for the Government. In 2011-12, operations under the Shiprider Framework Agreement were delayed due to the absence of enabling legislation which has since, been introduced to regularize Shiprider operations. Shiprider will greatly strengthen border integrity by enabling joint, seamless, cross-border maritime law enforcement operations in shared waterways. In addition, and as part of the Canada-U.S. Cross-Border Crime Forum (CBCF), Public Safety Canada advanced discussions on the implementation of the Next Generation of Integrated Cross-Border Law Enforcement pilot project. The CBCF is a key bilateral collaborative mechanism established in 1997 to advance cross-border law enforcement, security and prosecution issues. The 12th Canada-U.S. CBCF Ministerial Meeting was held in March 2012 in Canada, to advance initiatives and share information on strategies to combat cross-border criminality. Of particular interest at this year's Forum was progress being made on the *Beyond the Border Action Plan*.

The *Beyond the Border Action Plan* was announced by Prime Minister Harper and President Obama on December 7, 2011. The objective is for both countries to work together, at and beyond the border, to enhance security and accelerate the legitimate flow of people, goods and services. The free movement of legitimate goods and services between Canada and the U.S., facilitated by effective border management, creates immense economic benefits for both countries. Each of the Action Plan's 32 initiatives features a well-defined outcome and clear timetable for implementation over the next three to five years. Three formal bilateral meetings which focused on the implementation and continued progress of the Action Plan took place in 2011-12 between the Minister of Public Safety and the Secretary of Homeland Security. In addition, Public Safety Canada began work with U.S. counterparts to develop a comprehensive approach to preclearance across all modes of transportation. Work will continue towards the negotiation of a comprehensive preclearance agreement with the U.S.

Public Safety Canada also made progress in increasing the safety and security of cross-border critical infrastructure. In keeping with its commitments under the *Beyond the Border Action Plan* and the *Canada – United States Action Plan for Critical Infrastructure*, Public Safety Canada worked with the Department of Homeland Security to launch the cross-border Regional Resilience Assessment Program (RRAP), to assess vulnerabilities of regional infrastructure and identify actions to mitigate risks. A pilot RRAP is being jointly undertaken by Public Safety Canada, the U.S. Department of Homeland Security, the State of Maine and the Province of New Brunswick. In addition, Public Safety Canada and the U.S. Department of Homeland Security established a Virtual Risk Analysis Cell (VRAC), to conduct joint risk analyses of cross-border assets and systems.

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Under the *Beyond the Border Action Plan*, Public Safety Canada and the U.S. Department of Homeland Security are also working together to enhance bilateral cyber security cooperation to better protect vital government and critical digital infrastructure. The Department is working to improve bilateral collaboration to increase our ability to effectively respond to cyber threats.

In addition to these security and economic activities related to border policy, the Department made advances in the coordination of Canada's response to the U.S. Secure Flight program. In October 2011, the *Concerning Information Required by Foreign States Regulations*⁷ were amended to allow Canadian airlines to comply with requirements of the U.S. Secure Flight program. Finally, Public Safety Canada and the U.S. Department of Homeland Security published *Considerations for Canada-U.S. Border Traffic Disruption Management*, which provides guidance and key issues to consider when developing or updating existing regional and local border traffic management plans.

In 2011-12, the Department also worked with U.S. partners to exchange information and best practices on citizen engagement and countering violent extremism, and outlined a work plan to advance bilateral collaboration. In May 2011, the Department convened a meeting of the Canada-United States Countering Violent Extremism Working Group, which meets regularly to share information, exchange best practices, collaborate on projects to advance mutual interests, learn from each other's experiences, and implement joint projects that address cross-border threats.

With regard to building capacity in the international security sector, the Department contributed to the development of a Canada-U.S. Work Plan for Central America that will see departments of defence increase the capacity of civilian institutions to assert the rule of law in Mexico, Guatemala and Belize, and to reduce the impact of transnational organized crime from these countries on Canadian public safety.

Lessons Learned

Canada and the U.S. have had a successful air preclearance agreement in place for decades. In addition, Canada and the U.S. engaged in land preclearance negotiations in 2005-2007, which ended without an agreement. The lessons learned from the experience of air preclearance and the detailed policy and legal analysis for the air agreement negotiations and the land preclearance discussions led to a better understanding of the needs of both Canada and the U.S. in conducting preclearance activities in each other's country. This will facilitate meeting the aggressive timeline for a comprehensive preclearance agreement in all modes of transportation, and guide the negotiation of the comprehensive preclearance agreement with the U.S. as part of the *Beyond the Border Action Plan*.

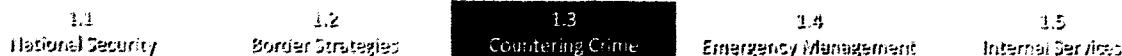
⁷ The *Concerning Information Required by Foreign States Regulations* are made under the *Aeronautics Act*.

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Program Activity 1.3: Countering Crime



A safe and resilient Canada



Crime continues to be a significant preoccupation among Canadians and they recognize the importance of the federal government's role in responding to crime issues across the country. This program activity provides federal policy leadership, coordination and program support on a continuum of activities related to the prevention of crime, the enforcement of law, and the rehabilitation of those who have committed criminal offences. The intent of this program activity is to reduce the likelihood of criminality working in close collaboration with partners in the provinces and territories to design and deliver programs that are specific and appropriate to regions and communities.

2011-12 Financial Resources (\$000s)

Planned Spending	Total Authorities*	Actual Spending*
191,401.3	172,920.8	170,120.2

*Excludes amount deemed appropriated to Shared Services Canada

2011-12 Human Resources (FTEs)

Planned	Actual*	Difference
247	259	12

*Excludes FTEs deemed transferred to Shared Services Canada

Expected Results	Performance Indicators	Targets	Actual Results
Canadian communities are safe	Percent of Canadians that feel safe in their communities	≥64% by 2014*	TBD
Safe and effective reintegration of eligible offenders into Canadian communities	Rate of return to federal custody for a violent conviction within five years of warrant expiry	TBD	N/A
	Rate of return to federal custody for a non-violent conviction within five years of warrant expiry	TBD	N/A

*The 2009 Statistics Canada General Social Survey on Victimization^{vii} indicated that 64% of Canadians believed that crime in their neighbourhood remained unchanged or decreased over the previous five years. This survey is conducted every 5 years.

Performance Summary and Analysis of Program Activity

In 2011-12, the Department advanced initiatives to reduce offender recidivism and enhance public safety. Examples include the Strategic Training Initiative in Community Supervision, which explores the model of community supervisions as a form of correctional control and the

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development of pilot projects regarding Community Benefit Investments that target a decreased rate of recidivism in the correctional system, in collaboration with Correctional Services Canada.

Last year, Public Safety Canada was successful in the ratification of Police Services Agreements with eight provinces, three territories and over 150 municipalities, setting in place the modernization and continuation of Canada's Police Services model for the next 20 years. In addition, the Department took steps to modernize RCMP oversight, management and contract partner relationships by advancing a proposal that led to Bill C-42 – the *Enhancing RCMP Accountability Act*, which is based on former Bill C-38 – *Ensuring the Effective Review of RCMP Civilian Complaints* and elements of former Bill C-43 – *RCMP Modernization Act*. The proposal seeks to create a new RCMP review and complaints commission; impose statutory obligations on the RCMP in the handling of serious incident investigations involving its officers; and modernize the discipline, grievance and human resources management framework for members of the RCMP.

Public Safety Canada continued to lead the advancement of the National Workplan to Combat Organized Crime, which advances coordinated federal, provincial and territorial efforts in the collective fight against organized crime. Throughout 2011-12, the Department finalized preparations for the 2012 Organized Crime Summit, *Enhancing Partnerships: Technology – A Piece of the Puzzle*, which is scheduled for October 23-24, 2012, in Vancouver. In addition, the Department, in collaboration with the RCMP, continued to develop a proposal to enhance the federal Witness Protection Program. Effective witness protection is a cornerstone in the fight against organized crime and terrorism. Public Safety Canada also produces a variety of research reports to broaden understanding and to better target efforts to combat organized crime^{viii}.

During spring 2012, the Department led the Canadian Delegation to the fifth and final negotiation session for a protocol to eliminate illicit trade in tobacco products. The draft protocol was finalized at this session, and will be presented in November 2012 at the Conference of the Parties to the Framework Convention on Tobacco Control. The Department also continued to lead the Enforcement Action Plan component of Canada's National Anti-Drug Strategy. In response to growing concerns related to the abuse and trafficking of prescription drugs, Public Safety Canada hosted a national workshop on the *Illicit Use of Pharmaceuticals* in Vancouver in June 2011, which was attended by 100 participants from law enforcement and health sectors from across Canada.

In 2011-12, Public Safety Canada continued to lead the National Strategy for the Protection of Children from Sexual Exploitation on the Internet. The Strategy supports the National Child Exploitation Coordination Centre at the RCMP, for the provision of investigative coordination, victim identification, as well as management of multi-jurisdictional cases, research, specialized training, and immediate response to children at risk. The Department also funds the Canadian Centre for Child Protection, for the operation of *Cybertip.ca*, Canada's national tipline for public reporting of suspected cases of online child sexual exploitation, and for the development of

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public education and awareness materials. In 2011-12, the Department also hosted the first-ever Workshop on Travelling Child Sex Offenders, in response to the emerging issue of Canadian travelling child sex offenders, who use the Internet to build networks with like-minded individuals and to collect or trade child sexual abuse images based on their sexual offending against children abroad.

With regard to the continued fight against human trafficking, the Department led the development of a National Action Plan to Combat Human Trafficking and advanced knowledge related to human trafficking by supporting a number of initiatives through the Contribution Program to Combat Child Sexual Exploitation and Human Trafficking. As a result of regional, national, and international roundtables, sponsored by Public Safety Canada in March 2011, on the identification of populations and places at risk of human trafficking, as well as on the prevention of human trafficking and related forms of sexual and labour exploitation, work was advanced to develop a local-level diagnostic tool to guide communities in strengthening preventative action against human trafficking.

In January 2012, Public Safety Canada, in consultation with the RCMP, received endorsement from Federal, Provincial and Territorial (FPT) Ministers Responsible for Justice and Public Safety to establish a governance structure to inform the way forward for National Police Services (NPS). NPS provide specialized services, such as forensic analysis of criminal evidence, which is vital in the fight against organized crime.

Furthermore, the Department is leading the newly created FPT Assistant Deputy Minister Crime Prevention Committee to provide a forum that will make recommendations on ways to advance evidence-based policies and practices for effective crime prevention and reduction; to reduce crime and victimization; and to enhance the safety of individuals and communities.

Public Safety Canada also continued to work to strengthen the framework for DNA analysis in Canada, contracting a study entitled "A Feasible and Sustainable Model for Forensic Services Delivery in Canada". The study examines what particular models of forensic service delivery are both feasible and sustainable in the Canadian political, constitutional, legislative and regulatory context. The report was completed on March 31, 2012. The Department also continued to administer the Biology Casework Analysis Program that provides contributions to the governments of Ontario and Quebec. This program operates forensic laboratories that undertake biological casework analysis for the purpose of criminal identification, and which provide crime scene DNA profiles to the National DNA Data Bank. The Department also administered Biology Casework Analysis Agreements with a number of provincial jurisdictions, in support of forensic analysis across Canada.

The Department made advances with regard to firearms renewal compliance regulations by extending the firearms fee waiver, conducted research and analysis on firearms marking, gun show and import/export regulations, and worked with federal partners to address information sharing issues in relation to the importation and exportation of firearms. In addition, officials

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developed a legislative proposal to end the long gun registry, known as Bill C-19 – *Ending the Long-gun Registry Act*. Bill C-19 received Royal Assent and came into force on April 5, 2012, thereby removing the requirement for individuals and businesses to register non-restricted firearms. It also requires that existing records in the long-gun registry be destroyed as soon as feasible.

Public Safety Canada continued to advance a national research agenda to further advance evidence-based knowledge regarding the testing and use of conducted energy weapons (CEW). This research project is intended to satisfy immediate questions required by law enforcement stakeholders regarding the testing of CEWs and to clearly identify the medical and technical knowledge areas requiring additional research. All three research priorities⁸ are progressing according to established timelines.

In 2011-12, Public Safety Canada implemented changes to the International Police Peacekeeping and Peace Operations Program (IPP) as part of the management action plan stemming from an evaluation of the program including more enhanced reporting mechanisms, increased financial oversight, and the creation of a Director Generals' Advisory Committee.

The Department also continued to provide financial assistance to the provinces and territories in support of the National Flagging System (NFS) for High-Risk Offenders. The NFS enhances the capacity of provinces and territories to identify and track high-risk, violent offenders who pose a risk of re-offending, and facilitates appropriate prosecution and sentencing of these offenders. Program funding for the NFS was renewed for a five-year term in 2011 by the Minister of Public Safety. The Department also continued to support the National Office for Victims, which increases awareness of services available to victims of crime, victim service providers and the general public.

During the reporting period, the Department continued to provide funding for dedicated and responsive policing services in First Nation and Inuit communities through the First Nations Policing Program (FNPP). The Department continued efforts to renew the FNPP agreements by signing 167 agreements for a two-year period, thereby ensuring that more than 1,200 police officers are dedicated to First Nation and Inuit communities. These officers provide professional and culturally-responsive policing services in order to strengthen public safety and address crime in close to 400 First Nation and Inuit communities across Canada, serving a total population of approximately 340,000.

⁸ The project will address the following three research priorities: provide national guidance to testing organizations by recommending a CEW test procedure as the basis for ongoing testing of devices; provide an independent evaluation, by medical subject matter experts, of existing research to examine the physiological impact of CEWs, identify gaps in the research, and recommend steps to address those gaps; and will include development of a Less Lethal Weapons (LLWs) approval process that could be applied to emerging less lethal technologies.

Lessons Learned

The Department will work to implement recommendations brought forward from the comprehensive review of the FNPP, including developing longer-term agreements and increasing financial stability for FNPP-funded police services, strengthening governance of police services providers, developing performance measurement tools for the FNPP, and continuing to explore innovative approaches to service delivery. The Department is also making progress in the development and implementation of a standard approach to FNPP policing agreements, with draft templates for all provinces and territories to be completed by fall/winter 2012.

As a result of experiences with the administration of the previous Police Services Agreements (PSAs), Public Safety Canada and contract jurisdictions are taking steps to improve the implementation of the new agreements through the creation of a Contract Management Committee (CMC). The objective of the new CMC is to strengthen engagement between Canada, the provinces and territories, and municipal representatives. The CMC will bring focus and strong collaboration to the management of the PSAs to ensure that contract policing remains efficient, effective and responsive to evolving policing requirements within the terms of the contract.

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Program Activity 1.4: Emergency Management



A safe and resilient Canada

1.1 National Security	1.2 Border Strategies	1.3 Countering Crime	1.4 Emergency Management	1.5 Internal Services
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Without an all-hazards emergency management program, Canadians would be more vulnerable to a range of threats and disasters, and federal/provincial/territorial governments would be unable to plan for, and respond to, emergencies in a coordinated and systemic manner. Public Safety Canada works to protect Canada and Canadians by providing national leadership and setting a clear direction for emergency management for the Government of Canada as stipulated in the *Emergency Management Act* of 2007. This is achieved through emergency management policy and planning, provision of training and exercises and research activities that support a unified emergency management system. The Department develops and maintains the federal government's capacity to manage emergencies, monitors and coordinates the federal response and provides support to provinces and territories when federal assistance is needed. The Department also promotes public awareness of emergency management to Canadians and businesses directly. Working closely with international counterparts, federal departments, provinces, territories, the first responder community and industry to address all hazards (natural, technological and human induced), this program aims to foster a safe and resilient Canada through policy and program coordination across the four pillars of emergency management: prevention/mitigation, preparedness, response and recovery.

2011-12 Financial Resources (\$000s)

Planned Spending	Total Authorities*	Actual Spending*
159,226.9	145,656.3	143,735.0

*Excludes amount deemed appropriated to Shared Services Canada

2011-12 Human Resources (FTEs)

Planned	Actual*	Difference
287	259	-28

*Excludes FTEs deemed transferred to Shared Services Canada

Expected Result	Performance Indicators	Targets	Actual Results
Canadians are prepared and can respond to major disasters, accidents and intentional acts	Number of individuals impacted by major disasters, accidents and intentional acts	TBD	TBD
	Costs incurred by Canadians from major disasters, accidents and intentional acts	TBD	TBD

Performance Summary and Analysis of Program Activity

Effective emergency management results from a coordinated approach across federal government institutions. To support this objective, Public Safety Canada has developed an Emergency Management Planning Guide, which is intended to assist all federal government institutions in developing their all-hazards Strategic Emergency Management Plans (SEMPs). A SEMP establishes a federal government institution's objectives, approach and structure for protecting Canadians and Canada from threats and hazards in their areas of responsibility and sets out how that institution will assist the coordinated federal emergency response. Furthermore, an All-Hazards Risk Assessment Framework was developed and implemented in 2011-12. The Framework supports all federal government institutions in fulfilling their legislative responsibility to conduct a risk assessment that is specific to their mandate.

In an effort to better understand the external risks of concern to the Government of Canada, the Department is continuing to lead the All-Hazards Risk Assessment initiative, a federal process aimed at developing a whole-of-government risk picture to support emergency management planning in federal institutions. This initiative supports the Department in its leadership and coordination role, and assists Ministers in meeting their legislative responsibility under the *Emergency Management Act*, which is to identify risks within or related to their mandate.

In 2011-12, the Department liaised with provincial and territorial partners to further support the response coordination of events affecting the national interest. The Government Operations Centre (GOC) maintained close collaboration with its counterparts in the U.S. including the Department of Homeland Security and the Federal Emergency Management Agency. The GOC also collaborated as required with counterparts in the non-governmental organization community, such as the Red Cross, and with private sector agencies. To facilitate cooperation in the management of border issues during crises, the Department has engaged U.S.-Canada regional emergency management entities and participates on both the U.S.-Canada Emergency Management Consultative Group and the Permanent Joint Boards of Defence.

Public Safety Canada continued to advance its commitment to provide strategic-level coordination on behalf of the Government in response to events affecting the national interest by clarifying the mandate of the GOC. Several horizontal exercises were conducted to identify areas of improvement and ensure the continued effectiveness of the Government's emergency response capability. Furthermore, all commitments made under Public Safety Canada's management action plan in response to Chapter 7 of the Auditor General's Fall 2009 Report were implemented.

In early 2011, Public Safety Canada published the Federal, Provincial, Territorial Ministers Responsible for Emergency Management-approved *Communication Interoperability Strategy for Canada* and its supporting five-year Action Plan. During the reporting period, a total of 18

Departmental Performance Report 2011-12

action items from the Action Plan were completed. Critical progress was made in key enabling areas of governance, public alerting, recommendations for public safety 700 megahertz (MHz) spectrum allocation, and future communications systems such as the Multi-Agency Situational Awareness System. The Department also released the federal, provincial, territorial Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Resilience Strategy for Canada and its supporting five-year Action Plan in early 2011. A total of 13 action items from the CBRNE Resilience Strategy's action plan were completed during 2011-12 or will be continued in Phase 2. Phase 1 action items completed over the past year have allowed for stocktaking and a better understanding of the CBRNE policy, programs, exercises and general landscape across the country.

In 2011-12, the Department began work to develop the National Disaster Mitigation Program (NDMP), recognizing that mitigation can lessen the impact of natural disasters on vulnerable communities and reduce the costs associated with these events. The Department is developing a comprehensive prevention and mitigation approach to reduce the vulnerability of communities to disasters, in consultation with provinces, territories and key stakeholders. Since summer 2011, Public Safety Canada has consulted with provinces, territories and other government departments on possible program components of a cost-shared NDMP. Consultations with other stakeholders (e.g. non-governmental organizations, academia, etc.) were held in October 2011 at the Second Annual Roundtable for Canada's Platform for Disaster Risk Reduction.

Public Safety Canada also continued to encourage Canadians to be prepared to cope on their own, in the case of an emergency, through the "72 Hours...Is Your Family Prepared?" social marketing campaign.

Lessons Learned

The GOC has instituted a formal exercise and operations lessons-learned process, which aims to ensure that it is capable of reporting 100% compliance with the departmental performance target of *A Safe and Resilient Canada*. The results of the performance evaluations are used to guide process improvement activities.

In addition, while the Department will continue to provide leadership in emergency management training, exercises and evaluation, it will also explore alternative delivery models and expanded partnership arrangements to deliver these programs in a cost-effective and collaborative manner. This approach will contribute to the standardization of national preparedness activities and the advancement of a safe and resilient Canada.

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9 Program Activity 1.5: Internal Services



A safe and resilient Canada

1.1 National Security

1.2 Border Strategies

1.3 Countering Crime

1.4 Emergency Management

1.5 Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

2011-12 Financial Resources (\$000s)

Planned Spending	Total Authorities*	Actual Spending*
51,053.2	74,059.7	67,078.4

*Excludes amount deemed appropriated to Shared Services Canada

2011-12 Human Resources (FTEs)

Planned	Actual*	Difference
415	432	17

*Excludes FTEs deemed transferred to Shared Services Canada

Performance Summary and Analysis of Program Activity

Public Safety Canada is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to the Greening Government Operations targets through the Internal Services program activity. The Department contributes to the following target areas of Theme IV – Shrinking the Environmental Footprint Beginning with Government, of the FSDS: electronic/electrical equipment, printing units, paper consumption, green meetings and green procurement. For additional details on Public Safety Canada's Greening Government Operations activities, please see the List of Supplementary Information Tables in Section III.

In 2011-12, Public Safety Canada maintained its commitment to the promotion and integration of its mission, vision and values into daily activities by incorporating the statement into Departmental documents, reports and Web content, as well as promotional products.

During the reporting period, the Department participated in exercises led by the Treasury Board Secretariat to develop a common approach to measuring the performance of internal services across all governmental organizations. Starting in 2013-14, a new standardized approach to measuring the performance of internal services will be implemented. Public Safety Canada

Departmental Performance Report 2011-12

continued to support a results and evidence-based culture by implementing its first Performance Management Framework in 2011-12. Central to the success of this tool was the development of relevant expected results, performance indicators and appropriate targets for each of the program activities within the Program Activity Architecture.

Public Safety Canada is a lead security agency in the Government of Canada with responsibility for many programs and services that require classified and/or protected information. In 2010-11 Public Safety Canada developed and implemented a certified and accredited secret network for processing classified information internal to the Department. By the end of March 2012, over 40% of departmental staff had access to this system. In 2011-12, Public Safety Canada completed a "Full Authority to Operate" for a Protected B corporate network. This was based on a certification and accreditation based on Communications Security Establishment Canada guidance and in conjunction with the implementation of IT network security zones, increased technical security measures and a suite of policy direction and user guidance for the department.

In 2011-12, Public Safety Canada took positive measures to promote the development of Official Language Minority Communities (OLMCs) and foster recognition and use of English and French in Canadian society, as per section 41 of the *Official Languages Act*. Public Safety Canada hosted bilingual workshops in various regions (Montreal, St. John's, Calgary) with OLMCs, to provide two-day training and community building sessions aimed at assisting Canada's critical infrastructure owners and operators to better secure their control systems and information technology assets. The Department's National Crime Prevention Centre facilitated a unique partnership between a small francophone community in Brooks, Alberta, with its school *École Le Ruisseau* and the Association for Children and Families, for their project entitled *Connections, Leadership and Resiliency*. Public Safety Canada also submitted, on a voluntary basis, an annual report on the implementation of section 41 of the *Official Languages Act*, to demonstrate how the Department incorporated the perspectives of OLMCs into decision-making, policy-development and program-planning processes.

Public Safety Canada's talent management program seeks to maximize the contribution of employees by ensuring better use of their skills and experience as a means of achieving workplace excellence. The program supported the goals of the Department by ensuring that a process to identify key positions is developed; and by focusing on attracting, retaining and developing the right people with the skills required to deliver on the Department's mandate. The 2011-12 Executive (EX) Talent Management exercise enabled the Department to identify high-potential executives and list the main areas for improvements within its EX community. Eighty-two executives completed the EX Talent Management exercise, identifying risk areas within the Department with regard to departures and the impact of potential departures on the organization. The exercise also provided information on EXs' readiness for movement.

Focused and coherent collaboration with the provinces and territories provides for effective sharing of resources and best practices among intergovernmental partners in all areas of public

safety. The Department's federal-provincial-territorial (FPT) relations strategic framework strengthens the ability to monitor existing FPT activities and priorities, as well as to identify emerging priorities. Based on the request by the FPT Clerks and Cabinet Secretaries to adopt new, strategic, and innovative practices in intergovernmental affairs, the Department completed a re-examination and redesign of the FPT framework in 2011-12. Changes were developed for the FPT Table of Deputy Ministers of Justice and Public Safety to support its efficient and effective consideration of issues of common interest. This included reducing the number of face-to-face meetings from two to one, with teleconferences or videoconferences to be used by FPT Deputy Ministers and senior officials as required. Additionally, priorities of all jurisdictions at the Table were jointly identified to better integrate the collection, analysis and sharing of public safety information.

Canada continued to work with international partners to advance domestic public safety priorities and mitigate international risks to the country. As part of the *International Strategic Framework*, the Department undertook international engagements to address the most pressing international challenges to Canadian public safety, including transnational crime, terrorism, malicious cyber activity, and irregular migration. The Department met with traditional security partners, such as the United States, the United Kingdom, the G8 and the United Nations, as well as non-traditional partners from Africa, Asia and the Middle East, through the Global Counter Terrorism Forum, to develop collaborative approaches to shared security threats. In addition, the Department supported international security system capacity-building initiatives in places such as Mexico, Mali, the Palestinian Authority, Haiti and Afghanistan to bolster local capacity, and reduce the risk of criminal and terrorist activity impacting Canadian public safety. As well, the Department continued to strengthen international partnerships using bilateral and multilateral instruments to identify and address risks to critical infrastructure.

The Department also continued to support the Government's Anti-Crime Capacity Building Program in the Americas as well as an international NGO to develop and consolidate knowledge on crime prevention that benefits Canada and beyond; engaged in policy advice and knowledge exchange with Mexico and Chile, in the area of prevention; and met with key U.S. partners to advance collaboration in relation to evidence-based prevention.

Lessons Learned

The FPT relations strategic framework is a mechanism based on many changing elements such as evolving federal and provincial priorities, budget challenges, changing PT partnerships, as well as evolving technology. An ongoing challenge of the FPT framework will be to continue to monitor the full range of these elements, to identify gaps and opportunities for improved management of the Department's relations with provinces and territories, and to implement changes to strengthen the framework's ability to respond effectively to a rapidly changing FPT environment and to the needs of citizens and other stakeholders. It will also be important that innovation and efficiencies are identified on an ongoing basis and modifications are made to facilitate effective FPT relations.

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Although 2011-12 was the first year the Department implemented a PMF, all branches reported on the status of the key performance indicators at mid-year and end-of-year, as well as performance measures and expected results. During this first year of the PMF, management also realized that some of the indicators initially proposed could be improved and, through education and consultation sessions, the measurability and relevance of indicators found in the new 2012-13 PMF have been greatly improved. The Department will continue to promote the use of performance information for priority identification and resource allocation.

To meet human resources challenges of today and tomorrow, further work will be made to continue the identification of critical positions and to develop succession plans. As well, talent management mechanisms, competency profiles and learning curriculums will be explored for employees who do not receive performance pay. Competency profiles will clarify the skills, abilities, personal attributes and leadership qualities that staff will require in positions at each level across the Department. Efforts will be made to create profiles which are easily understood and useful in the development of performance expectations and learning plans. Competency profiles will also be used in recruitment and succession planning.

Departmental Performance Report 2011-12

Changes to Government Structure

Impacts on Financial and Human Resources Resulting from the Establishment of Shared Services Canada (SSC):

2011-12 Financial Resources		
(\$000s)		
	Planned Spending	Total Authorities*
Net transfer post Orders in Council (OIC)** to Shared Services Canada	5,162.5	5,162.5
<p>* Pursuant to section 31.1 of the <i>Financial Administration Act</i> and Orders in Council P.C. 2011-0881, P.C. 2011-0877 and P.C. 2011-1297, this amount is deemed to have been appropriated to Shared Services Canada, which results in a reduction in the appropriation for Public Safety Canada. It represents the annual SSC transfer amount minus expenditures, up to and including November 14, 2011, which became the deemed appropriation for SSC for fiscal year 2011-12 (i.e. covering the period of November 15, 2011 to March 31, 2012). Figures shown above include Employee Benefit Plans (EBP) of \$120.2K.</p> <p>** Total authorities, as presented in the "2011-12 Financial Resources" table (and other relevant tables) in the "Summary of Performance" section, is the net of any transfers to SSC. Actual spending does not include expenditures incurred on behalf of SSC as of the OIC date.</p>		
2011-12 Human Resources (full-time equivalents [FTEs])		
	Planned	Actual
Deemed to SSC	13	13

Note: the 13 FTEs are based on 34 encumbered FTEs prorated on 4.5 months.

Departmental Performance Report 2011-12

Section III: Supplementary Information

Financial Highlights

(\$000s)

Condensed Statement of Financial Position (Unaudited) For the year (ended March 31)	Change %	2011-12	2010-11
Total net liabilities	66.3%	1,523,874	916,574
Total net financial assets	-38.4%	173,229	281,419
Departmental net debt	112.6%	1,350,645	635,155
Total non-financial assets	-3.5%	15,160	15,706
Departmental net financial position	115.6%	(1,335,485)	(619,449)

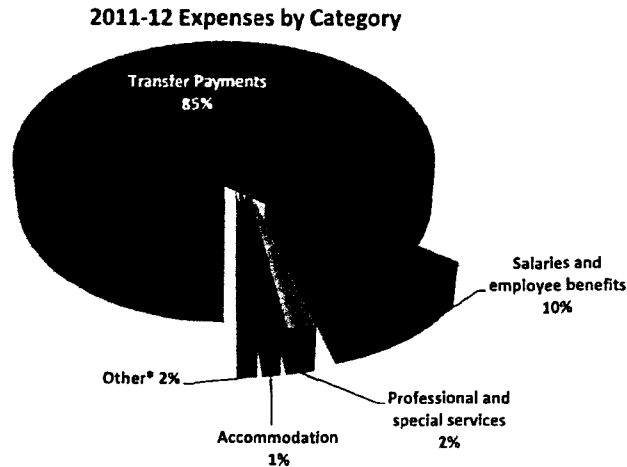
Condensed Statement of Operations For the year (ended March 31)	% Change	2011-12	2010-11
Total Expenses	73.0%	1,156,298	668,482
Total Revenues*	100.0%	1,596	-
Net cost of operations before government funding and transfers	71.4%	1,157,937	675,387
Departmental net financial position	115.6%	(1,335,485)	(619,449)

* The Treasury Board Accounting Standard 1.2 changed the accounting treatment for revenues. Consequently, non-responsible revenue is now netted against revenues earned on the behalf of government due to an accounting change. Therefore, the Department's 2010-11 revenues were restated to zero and 2011-12 revenues only include responsible revenue.

The increase in total net liabilities and departmental net debt is mainly due to an increase on Disaster Financial Assistance Arrangements program accrual for 2011-12 of \$754M offset by \$138M decrease of accounts payable.

The following chart presents the Statement of Operations by showing expenses by category as a percentage of total departmental accrual accounting expenses. Transfer payments represent 85% of the total \$1,156M Department expenses. Major variances with information previously presented on an appropriation/cash basis in this document are attributed to the factoring of accruals in respect to grants and contributions liabilities primarily related to the Disaster Financial Assistance Arrangements program.

Departmental Performance Report 2011-12



*Other expenses consist of travel and relocation, equipment, communication, equipment rentals, amortization, repairs, bad debt expense, utilities, material and supplies.

Financial Statements

An electronic version of the financial statements can be found on Public Safety Canada's website^{ix}.

List of Supplementary Information Tables

Electronic supplementary information tables listed in the 2011-12 Departmental Performance Report can be found on the Public Safety Canada^x website.

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiative
- Internal Audits and Evaluations
- Response to Parliamentary Committees and External Audits
- Sources of Respendable and Non-Respendable Revenue
- User Fees Reporting

Departmental Performance Report 2011-12

Section IV: Other Items of Interest

Organizational Contact Information

General enquiries	613-944-4875 or 1-800-830-3118
E-mail	enquiries.enquetes@ps.gc.ca
Media enquiries	613-991-0657
Cross-Cultural Roundtable on Security	1-866-222-3006 or roundtable@ps.gc.ca
National Crime Prevention Centre	1-800-830-3118 or prevention@ps.gc.ca
National Office for Victims	1-866-525-0554
Teletypewriter (TTY)	1-866-865-5667
Fax	613-954-5186
Post	269 Laurier Avenue West Ottawa, Ontario, Canada K1A 0P8

ⁱ Chapter 7 of the Auditor General's Fall 2009 Report on Emergency Management, http://www.oag-bvg.gc.ca/internet/English/parl_oag_200911_07_e_33208.htm

ⁱⁱ Beyond the Border Action Plan, <http://actionplan.gc.ca/en/page/bbg-tpf/border-action-plan>

ⁱⁱⁱ Public Safety Canada Sustainable Development Strategy, <http://www.publicsafety.gc.ca/abt/dpr/2011-2012/sstnbl-prfrprt-eng.aspx>

^{iv} Federal Sustainable Development Strategy, <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1>

^v Public Accounts of Canada 2012, <http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html>

^{vi} 2011 Progress Report on the Air India Inquiry Action Plan, <http://www.publicsafety.gc.ca/prg/ns/ai182/ai-prg-rep-eng.aspx>

^{vii} 2009 Statistics Canada General Social Survey on Victimization, <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=4504&lang=en&db=imdb&adm=8&dis=2>

^{viii} Public Safety Canada reports on organized crime, <http://www.publicsafety.gc.ca/prg/ie/ocr/ocr-eng.aspx>

^{ix} Public Safety Canada 2011-12 Financial Statements, <http://www.publicsafety.gc.ca/abt/dpr/2011-2012/fin-eng.aspx>

^x Public Safety Canada, <http://www.publicsafety.gc.ca/abt/dpr/dprmt-prfrm/2011-2012/dprmt-prfrm-eng.aspx>

2013-14

Integrated Human Resources and Business Plan (IHRBP)



BUILDING A SAFE AND RESILIENT CANADA



Public Safety
Canada

Sécurité publique
Canada

Canada¹¹
000532

*Our mission is to build a safe and resilient Canada.
We exercise national leadership to ensure the safety
and security of Canada and Canadians. We contribute
to Canada's resiliency through the development and
implementation of innovative policies and programs
and the effective engagement of domestic and
international partners.*

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Message from the Deputy Minister



I am pleased to present Public Safety Canada's *2013-14 Integrated Human Resources and Business Plan*. This plan sets out Public Safety Canada's five key policy/program and management priorities, and the strategies to sustain and strengthen our skilled and diverse workforce to effectively advance our business and objectives as articulated in this year's Report on Plans and Priorities. The 2013-14 priorities respond to key corporate risks and are based on our medium-term policy environmental drivers of change, as well as recommendations from internal audits from 2012-13. The priorities also take into account the impacts of Budget 2012, with a focus on efficiency and effectiveness to achieve excellence in all aspects of our business.

I am impressed by your accomplishments over the past year. Public Safety Canada hosted summits on Organized Crime and the Economics of Policing, as well as the first annual Kanishka Conference. The Department's efforts led to a successful decision to maintain funding for the First Nations Policing Program over the next five years, providing multi-year stability for policing services in many First Nation and Inuit communities. Public Safety also advanced commitments with respect to building resilient communities through the pilot Regional Resilience Assessment Program that was launched in New Brunswick. In addition, the Department released a Cybersecurity Action Plan between Public Safety Canada and the Department of Homeland Security to enhance the resiliency of cyber infrastructure in our respective countries. The internal audit function is one year ahead of schedule in meeting the requirements of the new Treasury Board Policy on Internal Audit Suite, as well as the Internal Auditing Standards for the Government of Canada and the Institute of Internal Auditors. Our Corporate Management Branch also developed the Public Safety Canada Information Management System for the management of Grants and Contributions, while Communications successfully launched the Public Safety 2.0 Ideas Campaign.

This year will also be another year of transformation for the Department. As such, we must continue to focus our attention on how we will do business, now and in the future, and take this opportunity to modernize, streamline and transform our activities. We will endeavour to improve the efficiency and effectiveness of our internal management framework, while maintaining our commitment to excellence in people management and fiscal responsibility. The Department will also continue to strengthen its collaboration with its partners in the Public Safety Portfolio, in order to better inform policy and program decision-making to

achieve business and policy objectives. During the coming year, the Department will focus on addressing national security challenges, including counter terrorism and transnational crime, as well as increasing the efficiency and effectiveness of the criminal justice system. In addition, Public Safety Canada will strengthen our country's ability to intervene and respond to cyber security threats and critical infrastructure disruptions.

Together, we will continue to build an organization that exemplifies excellence and leadership. It is my hope that this plan will offer a clear view of what Public Safety Canada is doing to create a workplace that challenges and supports our employees in the important work that we do to ensure the safety and security of Canadians.

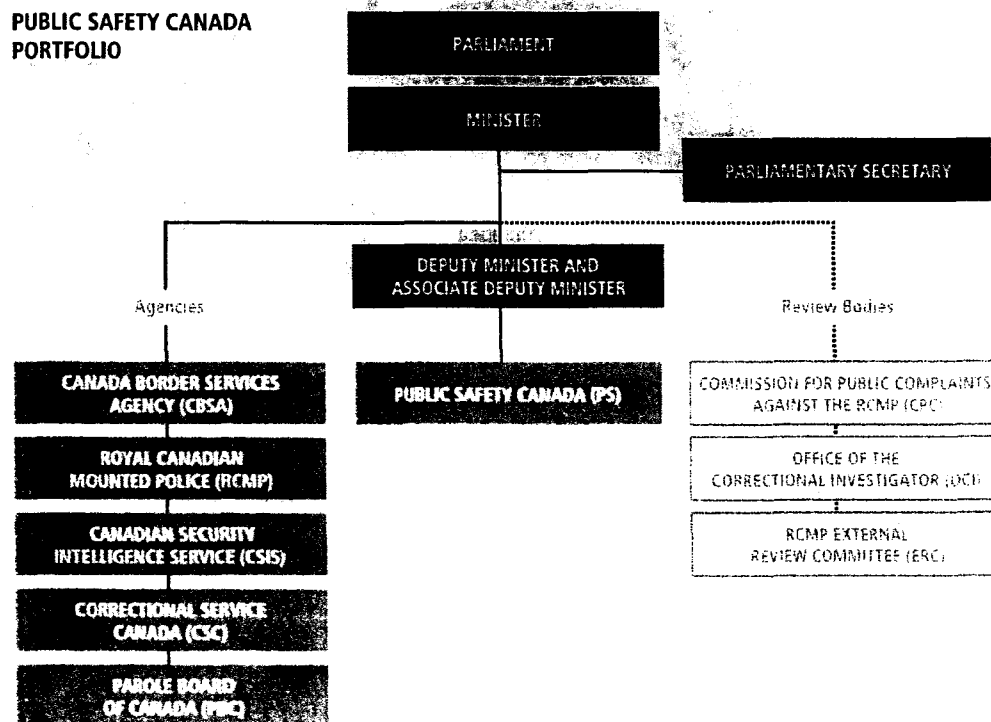


François Guimont
Deputy Minister, Public Safety Canada

Who We Are and What We Do

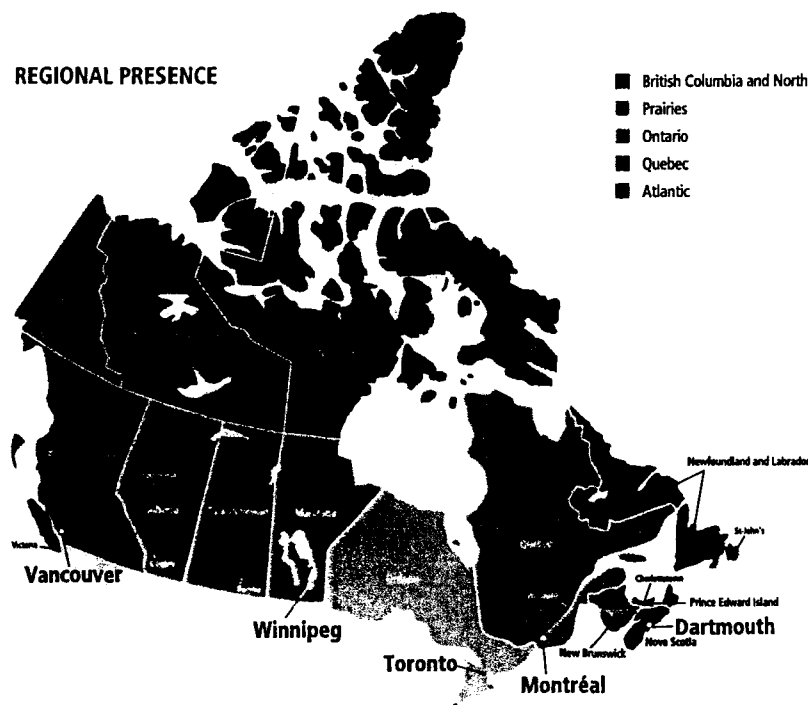
The Department of Public Safety and Emergency Preparedness (PS) plays a key role in discharging the Government's fundamental responsibility for the safety and security of its citizens. The *Department of Public Safety and Emergency Preparedness Act, 2005*, and the *Emergency Management Act, 2007*, set out two fundamental roles for the Department: (i) to support the Minister's responsibility for all matters, except those assigned to another federal minister, related to public safety and emergency management, including national leadership and (ii) to coordinate the efforts of Portfolio agencies as well as provide guidance on their strategic priorities.

The Department's leadership role is reflected in its strategic outcome, a safe and resilient Canada, and through the pursuit of the following programs: National Security, Border Strategies, Countering Crime, Emergency Management and Internal Services. The Department also delivers a number of grant and contribution programs related to emergency management and community safety. While portfolio agencies deliver public security operations according to their individual mandates, Public Safety Canada, in its portfolio coordination role, brings strategic focus to the overall safety and security agenda. In this capacity, the Department also contributes to the safety and security of Canadians. In fulfilling its mandate, Public Safety Canada works in consultation with other organizations and partners—federal departments and agencies, provinces and territories, non-government organizations, the private sector, foreign states, academia and communities.



Public Safety Canada is structurally organized into six branches: Community Safety and Partnerships, Corporate Management, Emergency Management and Regional Operations, Law Enforcement and Policing, National Security and Strategic Policy. These branches are supported by the Internal Audit and Evaluation Directorate, the Communications Directorate, and the Legal Services Directorate.

The Department has regional presence in all provinces, as well as in the North. Public Safety Canada's regional offices are a primary contact in respective regions to deliver a coordinated federal response to emergencies; ensure effective delivery of emergency management programming, Aboriginal policing and crime prevention programs; as well as improve partnerships with other levels of government and key regional stakeholders. *Further information about the Department can be found on InfoCentral.*



MISSION, VISION AND VALUES STATEMENTS

Public Safety Canada's Mission, Vision and Values statements are as follows:

Mission: Building a Safe and Resilient Canada

Vision: Through outstanding leadership, achieve a safe and secure Canada, and strong and resilient communities.

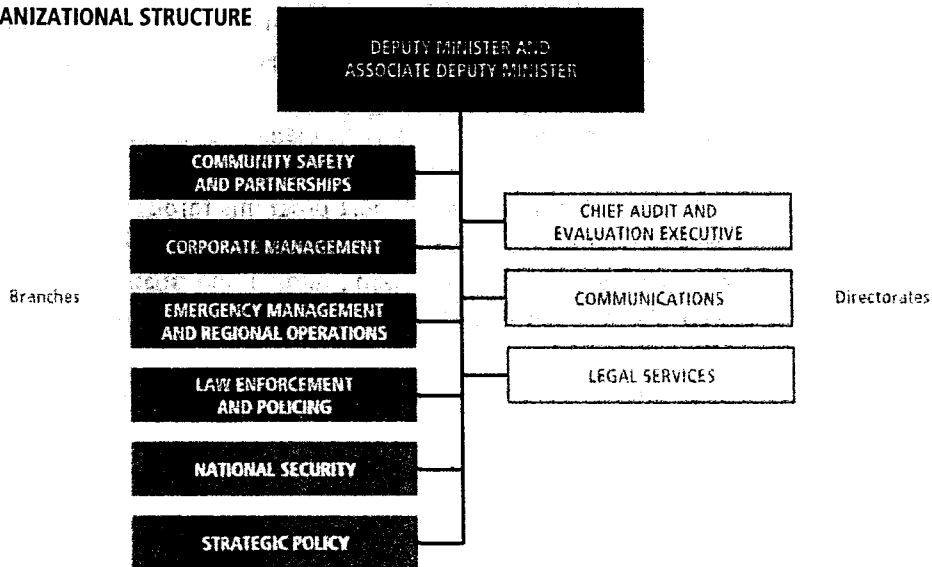
Values: Service, unity, respect and excellence.

Further explanation on these statements can be found on InfoCentral.

GOVERNANCE

The Deputy Ministers are responsible for the overall direction and management of Public Safety Canada and report to the Minister in accordance with the Ministers' policy directions. The Deputy Ministers oversee the management of the Department, in accordance with the expectations defined in the Management Accountability Framework, via four senior level committees: the Executive Committee (Excom); the Departmental Management Committee (DMC); the Departmental Audit Committee; and the Departmental Evaluation Committee.

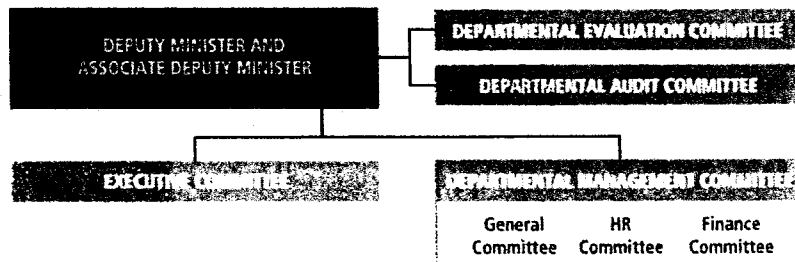
ORGANIZATIONAL STRUCTURE



Excom serves as a forum for the Deputy Minister and Associate Deputy Minister to provide strategic direction, debrief on meetings, receive updates, review the departmental agenda and discuss substantive key policy issues.

DMC refers to three separate but related committees (human resources, financial and general management) and provides oversight and a forum for decision-making on the Department's operation and direction. *Further explanation on the senior level committees can be found on InfoCentral.*

GOVERNANCE STRUCTURE



OUR PROGRAMS

Public Safety Canada's Program Alignment Architecture (PAA) captures all programs being delivered to achieve its strategic outcome of a safe and resilient Canada. The PAA demonstrates how the Department allocates and manages its resources to achieve intended results.

Through last year's Management, Resources and Results Structure (MRRS) amendment process, the Department made revisions to both its PAA and Performance Measurement Framework (PMF). For the PAA, minor revisions were made to reflect changes in the organizational structure. A number of improvements were made to the PMF to better align expected results to program objectives; ensure indicators are measurable and can be used for decision-making; develop targets linked to program plans; and stabilize the framework to allow trend analysis.

Given that the Department now has greater autonomy in managing its MRRS components, it must focus its efforts to foster a results-based management culture within the Department. To do so, Public Safety Canada will continue to support programs through the appropriate use of performance information within the PMF. This includes developing logic models and performance measurement strategies, as well as linking human and financial resources to results through corporate initiatives such as the Branch Business Planning Process.

The following table indicates MRRS changes that the Department will continue to implement in 2013-14:

MRRS ELEMENT	CURRENT STATUS	2013-14 CHANGES
PERFORMANCE MEASUREMENT FRAMEWORK	Collection and development of performance information, including output indicators	<p>Introduction of an efficiency indicator for each program.</p> <p>Standardized measurement of internal services.</p> <p>Continued focus on stability of PAA and PMF to establish trends to support decision-making.</p> <p>Planned and actual spending by program.</p>

The chart on the opposite page illustrates the Department's strategic outcome and its programs, as well as each Branch's contribution to the PAA. *For more information on Public Safety's programs, please visit InfoCentral.*

PROGRAM ALIGNMENT ARCHITECTURE (PAA)

**STRATEGIC OUTCOME:
A SAFE AND RESILIENT CANADA**

1.1 NATIONAL SECURITY <small>100 Employees</small>	1.2 BORDER STRATEGIES <small>31 Employees</small>	1.3 COUNTERING CRIME <small>243 Employees</small>	1.4 EMERGENCY MANAGEMENT <small>217 Employees</small>	1.5 INTERNAL SERVICES <small>379 Employees</small>
<p>1.1.1 National Security Leadership \$12,898,322</p> <p>1.1.2 Critical Infrastructure \$2,922,800</p> <p>1.1.3 Cyber Security \$9,049,008</p> <p>RESPONSIBLE BRANCHES: COMMS / NS / SPB</p>	<p>RESPONSIBLE BRANCHES: COMMS / LPB / NS / SPB</p>	<p>1.3.1 Crime Prevention \$50,728,691</p> <p>1.3.2 Law Enforcement Leadership \$131,200,800</p> <p>1.3.2.1 Serious and Organized Crime 1.3.2.2 RCMP and Policing 1.3.2.3 Aboriginal Policing</p> <p>1.3.3 Corrections \$7,779,431</p> <p>RESPONSIBLE BRANCHES: CSP / EM&RO / LPB</p>	<p>1.4.1 Emergency Prevention / Mitigation and Preparedness \$50,169,736</p> <p>1.4.1.1 EM Mitigation Investments 1.4.1.2 EM Training and Exercises 1.4.1.3 EM Planning</p> <p>1.4.2 Emergency Response and Recovery \$116,085,267</p> <p>1.4.2.1 EM Coordination 1.4.2.2 DFAA 1.4.2.3 Interoperability</p> <p>RESPONSIBLE BRANCHES: COMMS / CMB / EM&RO</p>	<p>1.5.1 Governance and Management Support \$28,658,109</p> <p>1.5.1.1 Management and Oversight 1.5.1.2 Communications 1.5.1.3 Legal</p> <p>1.5.2 Resource Management Services \$17,790,044</p> <p>1.5.2.1 HR Management 1.5.2.2 Financial Management 1.5.2.3 Information Management 1.5.2.4 Information Technology 1.5.2.5 Travel and Other Administrative Services</p> <p>1.5.3 Asset Management Services \$9,332,025</p> <p>1.5.3.1 Real Property 1.5.3.2 Materiel 1.5.3.3 Acquisitions</p> <p>RESPONSIBLE BRANCHES: COMMS / CMB / EM&RO / SPB / LS / IA</p>

All programs are supported by
Public Safety Canada Regional Offices

Our Environment

OUR ACHIEVEMENTS

Public Safety Canada had a number of achievements in 2012-13. The accomplishments identified below are not an exhaustive list, but demonstrate how the Department is building a safe and resilient Canada through policy, programs, and research.

Policy/Program Achievements

- Implemented the annual cycle of All Hazards Risk Assessment process.
- Established a National Advisory Committee on National Police Services.
- Hosted the first-ever Summit on the Economics of Policing.
- Co-hosted the third annual Organized Crime Summit in the fall of 2012.
- Finalized a guide on Canada – United States border traffic disruption management.
- Successfully created a logic model for the Beyond the Border Action Plan to facilitate horizontal reporting.
- Launched the pilot Regional Resilience Assessment Program in Maine/New Brunswick.
- Released a Public Safety Canada – Department of Homeland Security Cybersecurity Action Plan.
- Brought forward legislation to regularize Shiprider operations and to enhance accountability of the RCMP.
- Royal Assent of Bill C-10 and ratification of amendments to the *International Transfer of Offenders Act*, *Corrections and Conditional Release Act*, and the *Criminal Records Act*.
- Successful implementation of the Reforming the Refugee Determination System Project.
(*PS Deputy Minister's Achievement Award*)
- Hosted the first annual Kanishka Conference.
(*PS Service Excellence Award*)

Internal Services Achievements

- Developed a Risk-and Results-Based Staffing process.
- Launched the Departmental mentoring program.
- Introduced significant improvements to the integrated Branch Business Planning Process within the Department.
- Developed the Public Safety Canada Information Management System (PSIMS), a common system for management of Grants and Contributions.
(*PS Creativity and Innovation Award*)
- Launched Public Safety 2.0 Ideas Campaign.
(*PS Deputy Ministers Achievement Award*)
- Mitigated Impacts of Budget Reduction Measures on Employees (Workforce Adjustment).
(*PS Deputy Minister's Achievement Award*)

OTHER INFLUENTIAL RISKS FROM 2013-14 CRP

- That the Department may be unable to provide a level of service that meets the expectations and needs of communities and Provinces under the First Nations Policing Program (FNPP).
- That the Department may not have the modern tools or mechanisms to support law enforcement and intelligence agencies in addressing emerging threats to Canada's national security.
- That a delay in the sharing of information linked to newly discovered vulnerabilities or active cyber events reported to the Canadian Cyber Incident Response Centre (CCIRC) may lead to the ineffective coordination of the national response to cyber-security incidents.
- That the Department may not be able to effectively identify and address all emerging threats to Canada's national security.
- That the focus on the Beyond the Border initiatives may cause the Department to overlook other challenges related to borders.
- That the increasing complexity of the Beyond the Border Action Plan initiatives may lead to difficulties/delays in meeting commitments.
- That the Department's forecasting and budget reallocation processes may not be responsive to risks, priorities and pressures.

OTHER INFLUENTIAL OPPORTUNITIES FROM 2013-14 CRP

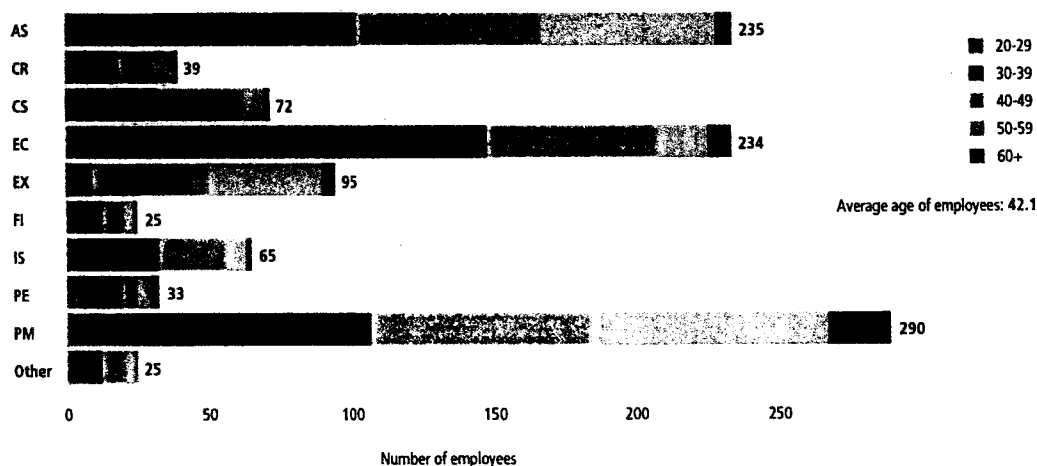
- There may be an opportunity to alleviate pressure on the criminal justice system by increasing the focus on crime prevention programs for youth at risk.
- With the rising costs in policing, there may be an opportunity for the Department to assert its leadership role in the development of alternative/new/improved policing models.
- There may be an opportunity to leverage community and private sector resources in the implementation of social innovations initiatives.
- There may be an opportunity to leverage the expertise of partners outside the national security community, such as academics and Canadian communities.
- There may be an opportunity to take advantage of new mitigation programming and enhanced partnerships with the provinces and territories to strengthen mitigation across the country, advance national leadership, and reduce federal and other governments' liabilities following natural disasters going forward.
- There may be an opportunity to more systematically leverage partnerships with stakeholders and partners as various elements of emergency management programming are recalibrated, in order to enhance the strategic direction, coordination and overall effectiveness of emergency management efforts.
- There may be an opportunity to use Policy Committee and the results from the Policy, Priority-setting and Planning Audit to increase policy coherence and cohesion, and improve engagement across the Portfolio.
- There may be an opportunity to leverage regional capacity through the implementation of the Functional Management Model, to enhance national and regional leadership, and to support departmental priorities.

INTERNAL SCAN

Our People¹

The Human Resources Directorate (HRD) launched the Human Resources (HR) Transformation Initiative in 2011-12. The objective of this initiative is to create a long-term vision and strategy to ensure that Public Safety Canada has the appropriate human resources governance and practices to support its corporate change priorities, including developing new ways of doing business to advance Public Service Renewal. In 2013-14, the Directorate will continue to deliver its core mandate - to ensure the Department has a high performing and sustainable workforce - while focusing its efforts on priorities and activities that will transform and modernize the human resources function.

COMPOSITION OF OCCUPATIONAL GROUPS BY AGE BANDS



As of January 1, 2013, Public Safety Canada's workforce comprised 1,113 employees. While the Department had previously grown in size since 2008-09, the workforce decreased by 3.1% since March 31, 2012 – an expected result of the Government of Canada's reduction measures announced in Budget 2012. Over this same period, employee turnover decreased from 11.4% to an annualized rate of 8.7%, calculated on January 1, 2013. The decrease can be attributed in large part to the decrease in opportunities for transfers within the federal Public Service. Departures to other government organizations have historically represented approximately 80% of Public Safety Canada's employee separations but account for only 36% to date in the 2012-13 fiscal year. As expected, the rate of retirement among Public Safety Canada employees remained fairly stable at 1.7% of the workforce in 2012-13. The Department's workforce remains young: the average age of a Departmental employee is 42.1 years, in comparison to the core public service at 44.1 years². As a result, proportionally fewer Public Safety Canada employees are or will be eligible to retire in the next five years. Among the Department's occupational

¹ All figures are as of January 1, 2013 unless otherwise indicated.

² Clerk of the Privy Council, 2011.

needs and will provide the framework in which more immediate resourcing decisions are made. HR planning at the Branch and Directorate levels will be further supported through the maintenance of the Staffing and Classification Plans, which will be updated continuously and made available to all Departmental employees via InfoCentral.

This work will complement a continued corporate focus on Public Service renewal, respond to the results of the 2011 Public Service Employee Survey, and pursue excellence in the Public Service to continue to make Public Safety Canada an adaptable, values-based organization that is characterized by a high-performing and sustainable workforce and a fair and healthy working environment. *Please refer to InfoCentral for more information.*

Our Workplace

Management Accountability Framework

The Management Accountability Framework (MAF) is a tool to assess the management capacity and performance of federal organizations against fact-based lines of evidence within 14 specific areas of management³ (AoM). While the TBS-led annual MAF process is primarily meant as an evaluation tool, Public Safety Canada also uses the AoM assessments, along with the rating methodologies, to identify best practices and gaps that should be addressed within the organization.

Six core AoMs were assessed in 2012-2013: AoM1 – Values and Ethics, AoM5 – Internal Audit, AoM6 – Evaluation, AoM7 – Financial Management & Control, AoM9 – Integrated Risk Management, and AoM10 – People Management. This past year, we made improvements in many areas, including, for the first time, receiving an overall strong rating in Integrated Risk Management.

MAF RATING	2009-10	2010-11	2011-12	2012-13
ATTENTION REQUIRED	~	~	~	~
OPPORTUNITY FOR IMPROVEMENT	4	1	~	1
ACCEPTABLE	15	9	7	4
STRONG	~	~	1	1
Total AoM's Assessed	19	10	8	6

³ The AOMs include: Values and Ethics, Managing for Results, Citizen-focused Service, Effectiveness of Internal Audit, Quality and Use of Evaluation, Effectiveness of Financial Management and Control, Effective Management of Security, Effectiveness of Corporate Risk Management, People Management, Effective Procurement, Effectiveness of Information Management, Effectiveness of Information Technology Management, as well as Investment Planning and Management of Projects.

Over the coming years, the Department will strive to achieve a "Strong" rating across all AoMs. To make best use of this process, Public Safety Canada will ensure each senior management-level AoM champion is actively involved, make greater use of the Director General-level MAF steering committee to identify and address issues, as well as develop recommendations for senior management consideration and subsequent implementation, and continue to integrate MAF action plans within the Branch Business Plans.

Contribution to the Federal Sustainable Development Strategy (FSDS)

Public Safety Canada exercises national leadership to ensure the safety and security of Canada and Canadians. The Department contributes to Canada's resilience through the development and implementation of innovative policies and programs, as well as the effective engagement of domestic and international partners. The Department is committed to managing its business in the most environmentally sustainable manner possible.

In 2013-14, the Government will be consulting the public regarding the second three-year cycle of the FSDS (2013-16). The 2013-16 FSDS will be finalized in 2013-14 and will be presented as part of the year-end performance reporting for 2013-14.

In 2013-14, Public Safety Canada will begin contributing to Theme III – Protecting Nature and will continue to contribute to Theme IV - Shrinking the Environmental Footprint, of the FSDS. These contributions are components of the Emergency Management Program and the Internal Services' activity respectively.

The Department will work to protect nature and shrink its environmental footprint by incorporating sustainable measures into its business processes. This includes using a sustainable development lens when updating and developing new internal policies; aligning and streamlining processes to reduce paper and toner consumption; improving the Green Meeting Guide; and supporting the accommodation of green meetings. For instance, in 2012-13, Public Safety Canada launched the iPad initiative to facilitate the reduction of paper meeting materials and encourage the use of e-binders during management committee meetings. *For complete details on the FSDS, please visit the following website: <http://www.ec.gc.ca/dd-sd/>*

Our Financial Resources

Public Safety Canada has a robust Financial Management Framework (FMF) and Transfer Payment Management Framework (TPMF) and is in the process of implementing these frameworks to strengthen the stewardship of its entrusted resources.

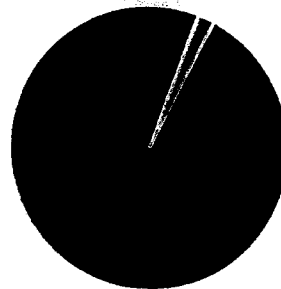
Specific initiatives to strengthen the FMF and the TPMF are as follows: Use of Systems Application and Products (SAP) to forecast Departmental financial requirements; Automation of the Financial Signing Authorities; and Training of Program Officers in financial accounting to strengthen grants and contributions payment processes of record for Gs & Cs Program Recipient Risk Assessments.

DEPARTMENTAL RESOURCES

PROGRAM ALIGNMENT ARCHITECTURE (PAA)	BUDGET	FULL-TIME EMPLOYEES
NATIONAL SECURITY	\$24,870,130	186
BORDER STRATEGIES	\$4,297,690	31
COUNTERING CRIME	\$189,707,922	240
EMERGENCY MANAGEMENT	\$166,255,003	217
INTERNAL SERVICES	\$55,780,178	396
Total	\$440,910,923	1070

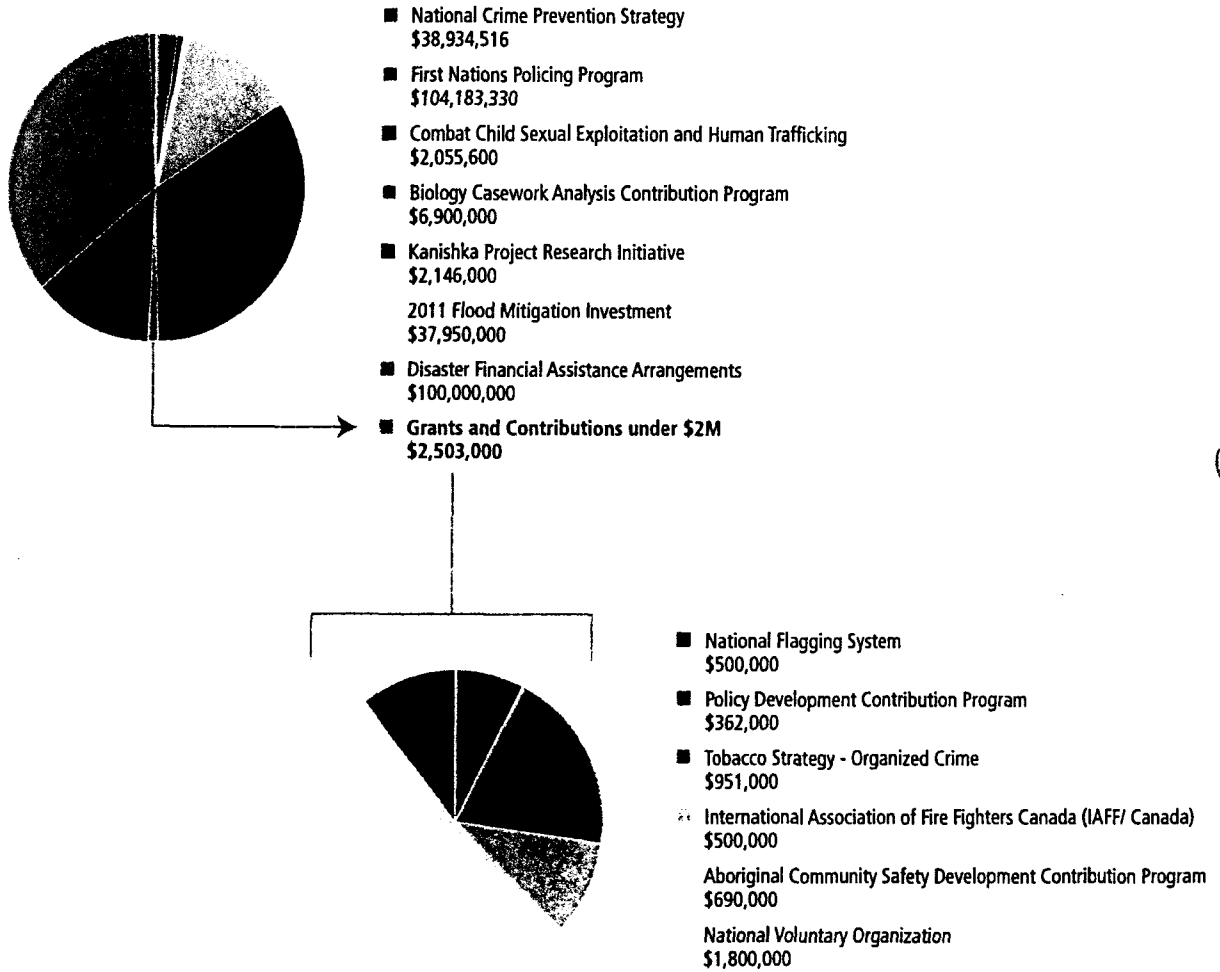
Departmental Grants and Contributions

Over 65% of Public Safety Canada's annual budget is allocated to grants and contributions (Gs & Cs) designed to promote community safety and emergency preparedness. While most Gs & Cs are funded through the Main Estimates, some are funded through internal reallocations. The largest programs include: Disaster Financial Assistance Arrangements, Financial Support to Provinces and Territories for 2011 Flood Mitigation Investments, National Crime Prevention Strategy, and the First Nations Policing Program. A new tool for the management of Grant & Contribution agreements (the Public Safety Information Management System (PSIMS)) will be utilized by Program area to manage risk assessments and develop service standards related to delivery of their Programs.

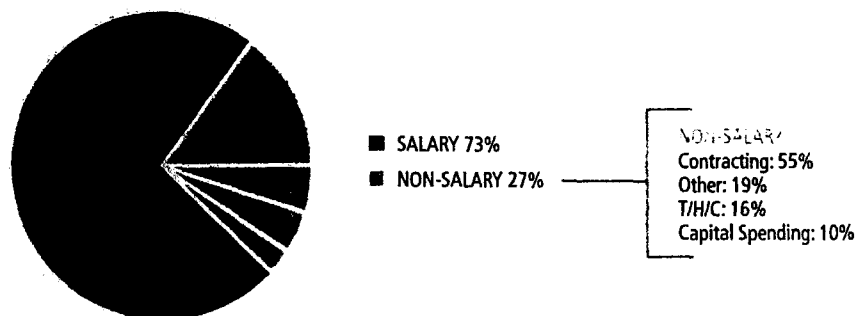


■ CONTRIBUTIONS 98%
 ■ GRANTS 2%

TRANSFER PAYMENTS



Public Safety Canada's Vote 1 Budget is divided into salary (73%) and non-salary (27%) dollars. The non-salary component is allocated to contracting (55%), travel/hospitality/conference (T/H/C) activities (16%), capital spending (10%), and other (19%).



Investment Planning and Management of Projects

Two years ago, Public Safety Canada developed its first investment plan (iPlan) with a five-year outlook, which was approved by the Treasury Board in December 2011. The iPlan describes the Department's approach to identifying key investments in assets, acquired services and projects. It also serves as guidance for the planning, processes, and governance associated with identifying, prioritizing and acquiring investments, as well as managing projects in support of departmental outcomes and program objectives. In order to complete its iPlan, Public Safety Canada conducted an exercise to assess its capacity to manage projects using the Organizational Project Management Capacity Assessment tool (OPMCA), receiving a "level 2⁴ - Tactical" rating. This assessment is sufficient to meet the number and complexity of projects currently undertaken and is the most cost-effective way to manage major projects outlined in the plan. This assessment is valid until the formal triennial renewal.

In 2013-14, the Department will continue collaborating with branch planners and project managers to assess and rank the risk and complexity of departmental projects. Investment planning development and performance will continue to be integrated into corporate reporting documents and reported to the Departmental Management Committee. The MAF departmental Champion of Investment Planning and Project Management will also ensure that Public Safety Canada meets all the action items included in the iPlan.

⁴ According to Treasury Board's Policy on the Management of Projects, organizations, at this class, tend to have standardized project management processes; project information is often collected centrally; and projects tend to be approved and overseen by a designated governance body.

Focusing our Efforts – 2013-14 Priorities

This year, in preparation for the priority-setting exercise, the Strategic Policy Branch shared an array of information from strategic input exercises with the Director's General Policy Committee as well as with the Assistant Deputy Ministers within the Department. Information from the strategic inputs included: results from the corporate risk profiling exercise, results of the medium term policy driver profiles, mid-year review data, Public Safety Canada priorities from the last five years, and current Portfolio priorities. Using this information as the foundation for the priority setting exercise ensured that there was strong alignment between the strategic inputs and the resulting priorities and key initiatives.

The five priorities and proposed indicators, referenced below, for the upcoming fiscal year were developed through consultations with branch planners, DGs, ADMs, Portfolio agencies, and Deputy Ministers. The indicators came, in large part, from the departmental PMF.

Throughout the course of 2013-14, the Department will focus its efforts on a streamlined list of priorities to continue building a safe and resilient Canada. These priorities, which are complemented by those developed in the 2013-14 Branch Business Plans, will help guide the Department's work this year.

	PROGRAM LINK	BRANCH RESPONSIBLE
PRIORITY 1 Increase the efficiency and effectiveness of the criminal justice system through innovation and cost-effective approaches	<i>Countering Crime</i>	CSPB / LPB
PRIORITY 2 Address emerging threats to the security of Canada, with a focus on cyber security	<i>National Security</i> <i>Border Strategies</i> <i>Countering Crime</i>	NS / LPB / SPB
PRIORITY 3 Enhance resilience to prevent, prepare for, respond to and recover from disasters	<i>Emergency Management</i>	EM&RO
PRIORITY 4 Strengthen horizontal policy development to enhance decision-making in the Department and Portfolio	<i>All five programs</i>	All Branches with SPB Lead
PRIORITY 5 Improve the efficiency and effectiveness of the management framework to make it more responsive to risks, business requirements and resource pressures	<i>Internal Services</i>	CMB Lead with support from EM&RO

ACHIEVING RESULTS – POLICY/PROGRAM PRIORITIES 1, 2, 3 AND 4

PRIORITY 1

Increase the efficiency and effectiveness of the criminal justice system through innovation and cost-effective approaches

KEY INDICATORS	KEY INITIATIVES
<ul style="list-style-type: none">• Percentage of direct intervention projects with impact evaluations that report a decrease in participants' contact with the criminal justice system• Percentage of successfully completed day paroles	<ul style="list-style-type: none">• Advance work on the economics of policing• Renew the First Nations Policing Program• Advance priorities in crime prevention through proven and innovative approaches

Public Safety Canada is committed to building safe and resilient communities through increasing the efficiency and effectiveness of the criminal justice system and exploring innovative and cost-effective approaches to policing, crime prevention, and offender management without compromising the safety of our communities.

Given the rising costs of policing, the Department recognizes the need for greater coordination, focus and leadership across all levels of government, police services and policing stakeholders in order to strengthen Canada's policing advantage and meet the expectations of Canadians. To that end, in 2013-14, Public Safety Canada will work with provinces, territories as well as other policing stakeholders to strengthen the efficiency and effectiveness of policing in Canada through the development of a shared Forward Agenda.

In January 2013, the Minister of Public Safety hosted the National Summit on the Economics of Policing, which brought together a wide range of stakeholders and experts to identify best practices, provide practical tools to address challenges facing police forces, and ultimately work towards more efficient and effective policing in Canada. Building on the Summit on the Economics of Policing, the Department will coordinate consultations with all levels of government, police services, police associations, and stakeholders towards the collaborative development of a policing strategy that contributes to innovation and reform, through a range of activities including sharing best practices and practical tools to maintain Canada's policing advantage.

In addition, the Department recognizes the unique public safety challenges in some First Nations and Inuit communities. To address these challenges, in 2013-14 the Department will

continue to administer the First Nations Policing Program (FNPP) and provide funding on a cost-shared basis with provinces and territories for professional police services to approximately 400 First Nations and Inuit communities, while exploring opportunities to leverage resources and to promote collaboration with police services. The Department will also continue to enhance collaboration with provinces and territories, First Nations and Inuit communities, and the RCMP to sustain the impact of the FNPP.

In 2013-14, Public Safety Canada will continue to advance the crime and safety agenda by supporting communities in the development, implementation and evaluation of evidence-based crime prevention initiatives. Through the continued implementation of the *National Crime Prevention Strategy*, which focuses on the development, dissemination and use of effective crime prevention practices to prevent offending among at-risk groups of the population, Public Safety Canada will work to strengthen federal efforts toward the prevention of youth violence by fostering the development and integration of more evidence-based crime prevention approaches. For example, the Aggression Replacement Training (ART) program is a 10-week cognitive behavioural intervention designed to target youths aged 12 to 17 who display chronically aggressive and violent behaviour. The program is centered on skill building, group discussions to enhance tolerance of different perspectives, and reinforcement techniques that enhance transfer of learning from the group sessions to the real world. Evaluation studies of the ART program have shown that participation resulted in fewer additional arrests for 80% of the participants and behavioural improvements.

The Department is also dedicated to implementing and evaluating projects that are designed to address youth gangs, violence among youth ages 12 to 17 years, Aboriginal youth delinquency in urban centers, school-based bullying, and hate crime in vulnerable communities.

Following the evaluation of Public Safety Canada's Crime Prevention Program and the government's Grants and Contribution Reform Initiative, the Department will work toward streamlining funding programs including looking at ways to support crime prevention through the use of proven and innovative approaches.

PRIORITY 2

Address emerging threats to the security of Canada, with a focus on cyber security

KEY INDICATORS

- Percentage of annual national security priorities where action has been taken
- Percentage of identified cyber threats to Canada for which a mitigation strategy has been implemented

KEY INITIATIVES

- Advance priority national security initiatives, particularly with respect to cyber security, counter terrorism and critical infrastructure
- Advance a coordinated approach to address transnational organized crime
- Advance cross border initiatives with the U.S. (e.g., the *Beyond the Border Action Plan*)

In order to protect the safety and security of Canadians, Public Safety Canada plays a leadership role in ensuring that Canada's framework of national security laws, regulations and policies is robust and is able to respond to threats as they emerge and evolve. The Department collaborates with domestic and international partners, helping to protect Canada and its allies from new, rapidly evolving threats and challenges to national security, while balancing the need for oversight, accountability and the protection of civil liberties.

In 2013-14 the Department will coordinate the release of the *Annual Report to Canadians on the Evolving Threat Environment*, which is a central commitment under "Building Resilience Against Terrorism: Canada's Counter-Terrorism Strategy"⁵. Under this Strategy, the Department will continue to advance federal efforts to prevent violent extremism by increasing policy coherence and coordination among partner agencies, other federal departments and community stakeholders.

The Department will also continue to collaborate with partners and stakeholders to meet the Government's commitments under the *Air India Inquiry Action Plan*, which includes facilitating increased domestic information sharing for national security purposes; exploring disclosure obligations of national security agencies; developing proposals to enhance the Passenger Protect Program; and enabling the review of national security activities involving multiple departments and agencies.

⁵ The aim of the Strategy: to counter domestic and international terrorism in order to protect Canada, Canadians and Canadian interests. By clearly articulating the Government of Canada's approach, the Strategy helps to focus and galvanize Canadian law enforcement, and the security and intelligence community around a clear strategic objective; provides a common basis to discuss Canada's approach and guiding principles; assists in shaping future counter-terrorism priorities; and through periodic review, assists in regularly taking stock of the nature of the terrorist threat and how Canada is dealing with it.

The Department will also collaborate with partner agencies and departments to fulfill obligations under the *Investment Canada Act*, maritime and arctic security, as well as the listing of terrorist entities and states that support terrorism and human smuggling. In addition, the Department will continue to lead efforts to modernize the tools and mechanisms used by law enforcement and national security agencies to protect Canadians in the digital age.

The country's national security, its economic prosperity and Canadians' quality of life depend on the resilience of critical infrastructure and the security of cyberspace. Public Safety Canada will continue to lead the implementation of the *National Cyber Security Strategy* to meet the cyber threat. In particular, a Cyber Incident Management Framework will be developed to provide a consolidated approach to the management of cyber threats by setting out the roles and responsibilities of all levels of government, critical infrastructure owners and operators and other public and private sector partners.

In addition, in 2013-14, the Canadian Cyber Incident Response Centre (CCIRC), which focuses on the protection of national critical infrastructure against cyber incidents, will build its capacity to coordinate responses to cyber incident events with its domestic and international partners. The Department will continue to collaborate with Portfolio partners and other government departments, to advance a coordinated approach to cyber security and critical infrastructure risk management and information sharing, through the Critical Infrastructure Sector Networks.

The Department will also develop and implement a Cyber Security Partnership Program, which will have four areas of activity: assessments, best practices, research and innovation, and alternative measures, all of which have the objective of improving Canada's cyber security systems.

In addition, the Department remains committed to working with industry partners, provinces and territories to advance a collaborative approach to strengthening the resilience of vital assets and systems. The implementation of the *National Strategy and Action Plan for Critical Infrastructure* will advance a public-private sector approach to managing risks, responding effectively to attacks, and recovering swiftly when disruptions occur. In 2013-14, the Department will engage the Public Safety Portfolio Critical Infrastructure Information and Intelligence Working Group to coordinate security briefings for critical infrastructure owners and operators and inform the development of targeted information products to facilitate risk management activities. The Department will also renew the *Action Plan for Critical Infrastructure*, with a focus on building resilience and a regional approach to risk management. The Department will also expand the Regional Resilience Assessment Program (RRAP) and the Virtual Risk Analysis Cell (VRAC)⁶.

⁶ The RRAP features site assessments and interdependency analysis with critical infrastructure sectors, regional offices and provinces/territories. The RRAP also includes exercises, training and interactive resilience dashboards for owners/operators. PS will conduct risk analyses under the VRAC to model the potential impacts of critical infrastructure disruptions. The VRAC will also share methodologies and best practices to enhance critical infrastructure resilience.

Transnational organized crime groups are a serious threat to public safety and are at the nexus of several important law enforcement and national security initiatives, including strengthening border security, tackling illicit drugs, preventing money laundering, human smuggling and human trafficking, and thwarting the corruption of public officials. In 2013-14, Public Safety Canada will collaborate with enforcement and intelligence partners to address existing and emerging threats and gaps related to transnational organized crime.

Public Safety Canada will continue to develop and implement strategies to combat contraband tobacco, and will continue to implement the *National Action Plan on Human Trafficking* and the *National Strategy for the Protection of Children from Sexual Exploitation on the Internet*, including in the area of Canadian travelling child sex offenders.

Finally, the Department will continue to work closely with the U.S. to identify and address threats to North America early by undertaking joint threat assessments as part of the continued implementation of the Canada-U.S. *Beyond the Border Action Plan*. Public Safety Canada's ongoing activities include negotiations towards a comprehensive approach to preclearance, including an agreement for land, rail and marine modes and amendments to the existing air preclearance agreement between Canada and the U.S. In addition, the Department, in coordination with partners in Canada and the U.S., will move forward on the implementation of the pilot project on truck cargo pre-inspection.

PRIORITY 3

Enhance resilience to prevent, prepare for, respond to and recover from disasters

KEY INDICATORS

- Percentage of eligible funds supporting mitigation activities committed during the fiscal year
- Percentage of federal institutions that have achieved a readiness level in their business continuity plans

KEY INITIATIVES

- Ensure the Government Operations Centre (GOC) has the necessary infrastructure to fulfill its mandate
- Reinforce the partnerships for national disaster mitigation, while managing the increased costs of disaster recovery
- Ensure federal institutions are identifying risks related to emergencies and are developing plans to mitigate them

Public Safety Canada provides leadership and coordination, in collaboration with diverse partners, to prevent/mitigate, prepare for, respond to and recover from risks and hazards affecting all Canadians. Over the next three years, the Department will develop a *National Resilience Strategy* to build community and national capacity, which in turn, will help reduce the occurrence and negative impacts of disasters. The Strategy is grounded in the empowerment of citizens, emergency responders, organizations, communities and governments to share the responsibility to prevent hazards from becoming disasters.

Public Safety Canada delivers an integrated emergency response to disasters (natural or human-induced) that threaten the safety and security of Canadians across all regions, or undermines the integrity of Canada's critical infrastructure. The Government Operations Centre (GOC) provides strategic level coordination on behalf of the Government of Canada, in response to potential and occurring events affecting the national interest. This year Public Safety Canada will make progress towards ensuring that the GOC is equipped with the necessary infrastructure to fulfill its mandate, to provide an all hazards integrated federal response to emergencies, which is integral to the Government's ability to provide swift and effective responses to emergencies. The GOC program is currently housed in a building that Public Works and Government Services Canada intends to remove from the federal government inventory within the next three years. As a result, the GOC must soon be relocated to a new accommodation if it is to contribute to the Department's mandate. Public Safety Canada is working with Public Works and Government Services Canada to secure new accommodations for the GOC. Options to address this priority will be presented to senior government officials for consideration during 2013-14.

The recent, dramatic increase in costs related to natural disasters indicates a broader trend in Canada and globally. Worldwide costs of natural disasters have increased steadily from an annual average of losses of \$25 million in the 1980s to \$130 billion in the 2000 (constant USD 2010). Public Safety Canada is also committed to building community and national resilience and will focus its efforts over time towards national disaster mitigation to reduce disaster risks, help reduce economic losses for Canadians and support community resilience. Through reinforcing partnerships with key stakeholders, Public Safety Canada will be able to reduce the impact of disasters on communities, increase disaster resiliency and sustainability of Canadian communities through public awareness and other activities; and create conditions to engage the private sector in disaster risk reduction. Through such actions, the Department will assist communities to build resilience through targeted investments and by supporting the development of disaster mitigation strategies. A risk-based approach will be used to guide investment decisions to address vulnerabilities and strengthen our preparedness capacity through planning, training, exercising and process improvement activities.

The Department will also assess the Disaster Financial Assistance Arrangements (DFAA) to ensure program sustainability. As part of the DFAA, Public Safety Canada will also continue to assist provinces and territories in meeting costs of response and recovery following large-scale natural disasters. Finally, Public Safety Canada will provide guidance to federal institutions in the preparation, maintenance, testing and implementation of strategic emergency management plans and business continuity plans to assist in reducing the impact of emergencies that could affect Canada's population and infrastructure. Furthermore, it will assist in maintaining the continuation of essential services and enhance the Government of Canada's readiness to respond to all types of emergencies.

Lastly, in support of its strategic outcome of "a safe and resilient Canada", Public Safety Canada will continue to measure both resilience and safety in Canada in ways that shape future policies and inform policy decisions and resource allocation. A number of synergies have emerged across the Government of Canada with other departments and agencies that are undertaking work in resilience, notably in the areas of critical infrastructure resilience; disaster resilience; resilience to violent ideologies; and the measurement of community resilience. Given the many situations where resilience is an important concept to prevent and limit the consequences of severe events, there is a need to define the concept more broadly based on a "whole-of-society" approach.

Moving forward, the Department will continue to collaborate with federal stakeholders and continue to implement its multi-phased approach to measuring resilience. The Department organized an interdepartmental workshop on resilience at the end of the 2012-13 fiscal year. This workshop brought together federal stakeholders to explore the complex issue of resilience and established guiding principles that will inform the development of a coordinated approach to resilience for Canadians.

PRIORITY 4

Strengthen horizontal policy development to enhance decision-making in the Department and Portfolio

KEY INDICATORS	KEY INITIATIVES
<ul style="list-style-type: none">• Number of implemented initiatives from the Internal Audit of Policy, Priority-Setting and Planning Management Action Plan	<ul style="list-style-type: none">• Develop recommendations on governance to reinforce policy integration• Develop a Portfolio strategic policy framework• Review and enhance Portfolio management processes (e.g., research, Cabinet business, medium-term policy planning)

Public Safety Canada exercises a broad leadership role that brings coherence and integration to the activities of the departments and agencies responsible for public safety and security. The Department continues to recognize the importance of working together with key stakeholders and partners to develop horizontal policies to achieve policy goals. Enhanced portfolio partnership and strengthened departmental policy leadership will foster decision-making processes and create effective policies, which contribute to building a safe and resilient Canada.

A recent Internal Audit acknowledged the challenges in ensuring coherence and integration on policy and program priorities within and across the Portfolio. With a view to strengthening horizontal policy development to enhance decision-making across the Department and the Portfolio, the Audit proposed that the Department move forward on the development of an integrated strategic policy framework (SPF) that sets out the overarching medium- to long-term policy directions. The SPF will establish a shared Portfolio-wide framework on matters of strategic policy direction in support of better alignment of Departmental and Portfolio priorities, as well as support horizontal policy decision-making. In addition, a renewed governance structure for the Assistant Deputy Minister and Portfolio Policy Committees will be proposed in 2013-14, to reinforce policy integration.

This year, the Department will continue to advance an integrated Portfolio approach to developing horizontal policies, identify policy gaps, research challenges and opportunities within the Portfolio, and, as a result, provide advice to the Minister to address public safety priorities and objectives. This will bolster integration across the Public Safety Portfolio to support a large percentage of the Government's safety and security legislative agenda to ensure a safe and resilient Canada. For instance, in 2013-14, Public Safety Canada and its Portfolio Agencies will develop a single set of International Strategic Framework (ISF) principles and

priorities to promote the coordination and coherence of their international policy development and engagements. This framework will deliver results for Canadians by supporting the alignment of Canada's security, development, diplomatic and defense activities abroad with its domestic security objectives. Guided by the ISF, international partnerships and capacity building initiatives will be leveraged to mitigate the most pressing risks to public safety in Canada.

Public Safety Canada will continue to develop its Medium Term Policy (MTP) planning process with a view to engaging horizontally across the Department and the Portfolio, where appropriate, developing useful products that can help inform our ongoing policy work as well as our future strategic policy agenda. Similarly, the implementation of the Department's approach to gender- and diversity-based analysis will remain an important complement to MTP analyses, the results of which will also help support informed and effective decision-making.

Other horizontal policy initiatives in the areas of crime prevention, violence, anti-drug strategy, Northern strategy and human trafficking are being pursued throughout the Department. Public Safety Canada continues to work closely with the Correctional Service of Canada's and the Parole Board of Canada's Victim Services in the development of legislative and policy proposals to enhance victim support and to continue preventing victimization of vulnerable persons.

In 2013-14, the Department will continue to collaborate with Portfolio partners and other government departments to advance a coordinated approach to cyber security and critical infrastructure risk management and information sharing. For example, the department will engage the Public Safety Portfolio Critical Infrastructure Information and Intelligence Working Group to coordinate security briefings for critical infrastructure owners and operators and inform the development of targeted information products to facilitate risk management activities. In addition, the Department will leverage the results of the Policy 2.0 initiative to inform horizontal policy development, including the renewal of the *Action Plan for Critical Infrastructure*, and implementation of the Cyber Security Partnership Program.

Finally, in 2013-14, Public Safety Canada will provide leadership on research by setting priorities for data collection, knowledge dissemination, and engagement with outside researchers and networks, in coordination with the departmental and Portfolio research community, to support and shape policy development and the policy priorities of the Department. There are already strong models for collaborative participation on research connected to policy priorities. The Kanishka Project, for example, involves representatives from multiple government departments and agencies who have been brought together by Public Safety Canada to support and work with a growing and diverse range of researchers on high-quality, relevant research projects. This year, Public Safety Canada will focus on developing tools to support similar collaborative work and creating a stronger evidence base, which is readily available to support policy development, medium term planning, and similar needs.

ACHIEVING RESULTS - MANAGEMENT PRIORITY 5

PRIORITY 5

Improve the efficiency and effectiveness of the management framework to make it more responsive to risks, business requirements and resource pressures

KEY INDICATORS

- Percentage of total lapse or deficit relative to the total departmental authorities at year-end
- Percentage of planned internal services activities that are completed in accordance with service standards
- TBS assessment of the department's "Managing for Results" Line of Evidence (LoE) 2.1 of the Management Accountability Framework
- Percentage of generic work descriptions covering common jobs at the non-executive level

KEY INITIATIVES

- Advance the implementation of the functional management model
- Further enhance departmental forecasting and budget reallocation processes
- Continue the HR transformation, including work on the generic work description project, Common Human Resources Business Process and implementing risk-and results-based approaches to HR management

Public Safety Canada will continue to transform its business practices, foster a workplace of excellence, support innovation and find ways to work more efficiently and effectively. The increasingly integrated departmental planning and reporting cycle will continue to play a key role in guiding the Department in aligning its resources with departmental priorities, and to exercise control and accountability for its activities while achieving excellence in all aspects of its business.

The Department will also continue to implement its Human Resources Transformation initiative to improve the HR function to enable the Department to ensure the right people are in the right positions at the right time. Public Safety Canada will continue to transform and modernize its Human Resources function in an effort to improve its efficiency and effectiveness by continuing the Generic Work Description Project (GWDP), which involves the development and implementation of generic work descriptions for similar positions at the same occupational group and level in the Department; the HR Report Card; and Risk-and Results-Based Staffing. In addition, the Department is moving towards evidence-based decision-making for human

resources management and is building a solid infrastructure to become more adaptable in its ability to respond to departmental challenges. HR will develop an HR Performance Measurement Framework, which identifies the indicators required to monitor and gauge the performance of departmental HR management and set out the way in which the indicators will be monitored and reported upon. Finally, the Human Resources Directorate will continue to implement the Common Human Resources Business Process (CHRBP), which defines an integrated business process for the delivery of HR across government.

In 2013-14, the Department will also continue to strengthen the Department's Financial Management Framework and further enhance departmental forecasting and budget reallocation processes. Public Safety Canada will continue to ensure the accountable, prudent stewardship of public funds, the safeguarding of public assets and the effective, efficient use of public resources by continuing to implement the Financial Management Framework in support of the Policy on Internal Controls. The Department will continue efforts to strengthen departmental forecasting and budget reallocation processes, as well as improve the risk-based management of departmental grants and contributions programs. Finally, Public Safety Canada will continue to advance the implementation of the functional management model, which will allow the Department to more effectively link program performance to resource allocations and program expenditures. This model, currently being utilized regionally, allows the Department to identify horizontal priorities effectively and align its financial and human resources to enhance service delivery.

As the Department matures, business and resource allocation decisions are increasingly being made on the basis of risks, performance and financial information. The recent Audit on Policy, Priority-setting and Planning recommended holding regular senior management discussions on the results achieved against our priorities and risks. These recommended senior management discussions will begin after the completion of the first performance summary process in 2013-14.

Fostering collaborative management in achieving our business and policy objectives has been an on-going initiative of the Department for several years. Integration sessions, which are part the Branch Business Planning process, provide an opportunity for all stakeholders to seek clarification on engagements that require their support and foster a common understanding of Branch priorities and deliverables. New this year, regions will have their own integration sessions, consequently promoting collaborative management with Regions.

In order to improve the efficiency and effectiveness of the management framework to make it more responsive to business requirements, Public Safety Canada developed an Information Management (IM) Strategic Plan in 2012-13, under which the Department will work towards compliance with the Treasury Board Secretariat (TBS) Directive on Record Keeping. Specifically, in 2013-14, the Department will build on its engagement (including awareness and training) of Departmental employees in IM; develop improved IM monitoring and reporting; in collaboration with IT undertake a project to improve management of Departmental emails;

and seek to obtain disposition authorization from Library and Archives Canada for Public Safety Canada information resources.

In addition, Public Safety Canada will advance its commitment to develop a Virtual Library by focusing on three key targets. Firstly, the Department will digitize and make accessible legacy documents from the PS collection and the Parole Board of Canada, and reduce the paper/print collection. Secondly, it will increase the Library's e-resources by working with vendors and PWGSC to obtain e-journals, databases, and e-books. And finally, Public Safety Canada will enhance the Library's e-services for clients by working through the Library Advisory Group and the PS-CSC Network Library Group, and by developing a Services Strategy.

Public Safety Canada will also continue to focus on ensuring a stable, secure and available IT environment. The Chief Information Officer Directorate will expand the classified capabilities to regional offices and additional departmental clients, in order to support the departmental mandate that has evidenced a growing requirement for IT processing at both the Secret and Top Secret levels. In addition, technology-based social media tools will support the departmental direction to provide additional social media and web 2.0 capabilities in a coordinated and managed way, ensuring the security and operation of our networks and IT services, while providing a necessary tool for all Public Safety Canada staff.

With respect to improving our response to risk, the Department has established a three-year Security Plan (DSP), from 2013-2016, to improve the effectiveness and efficiency of its Corporate Security Program and Posture. The 2013-16 DSP, which is currently under development, is focused on risk and emphasizes results to ensure that Public Safety Canada reaches a mature and appropriate Corporate Security Posture. To do this, the Department will continue with a phased approach to informing, engaging, and empowering its employees in order for the Corporate Security Program to become an exemplary leader in the field of Corporate Security. Informing this change agenda are two key strategic activities planned for 2013-14: Conducting the Departmental Security Threat Risk Assessment (TRA) and completing a Business Impact Analysis (BIA). In 2013-14, the Department will also develop a tool for managers to review their employees' compliance with security.

Way Forward

The Public Safety Canada IHRBP for 2013-14 captures our vision for moving our workforce and workplace into the future. It takes into consideration the important developments in the past year, particularly with respect to strategic and operational reviews and the context of fiscal restraint.

In 2012-13, the Department reduced spending and derived savings from business transformation and organizational restructuring. The Department was able to achieve these savings while minimizing impact on its employees through careful planning. By fiscal year 2014-15, the Department will achieve Budget 2012 savings of \$24.7 million through organizational restructuring as well as by transforming some of its business activities, outlined above, while also minimizing service reductions to priority policies and programs. The initiatives arising from Budget 2012 will further enable Public Safety Canada to focus its resources on the Department's key priorities and core mandate, while at the same time ensuring we continue to keep our streets and communities safe.

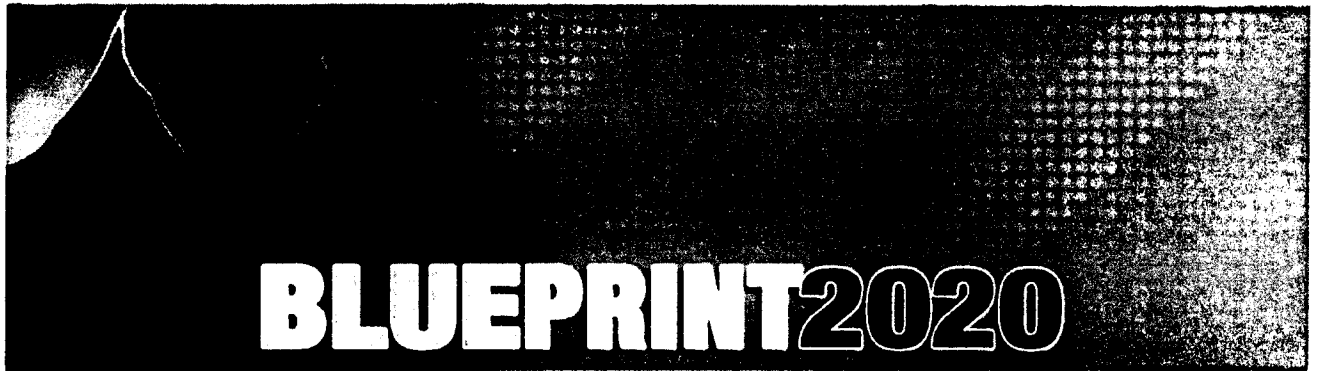
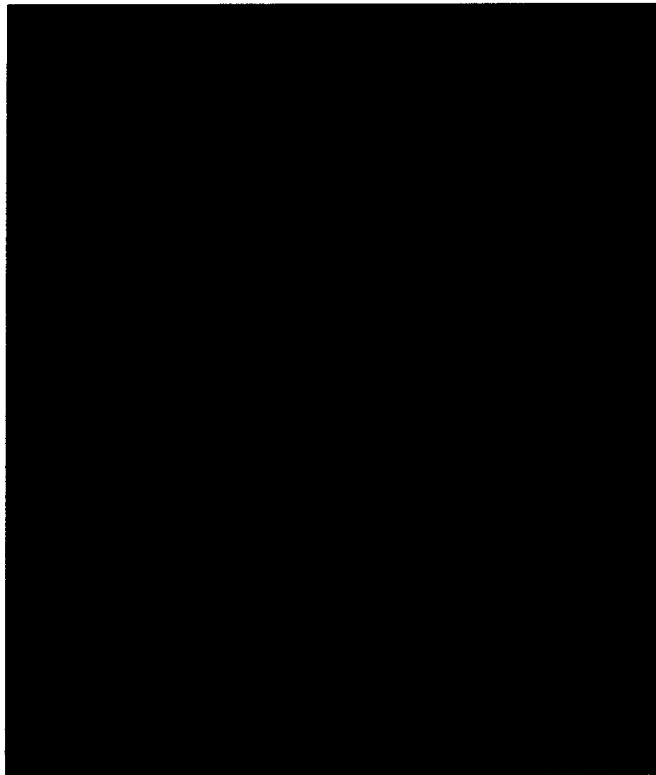
The commitments detailed in this plan will be monitored and reported on throughout the 2013-14 fiscal year by way of mid-year and year-end reviews to ensure continuous improvement and the advancement of our key objectives as described above. In support of the IHRBP process, the Communications Directorate will help to raise awareness of this plan and encourage all Public Safety Canada employees to contribute to the corporate priorities of the Department.

It is important to remember that this plan is supported by many other corporate plans and strategies. Significant advancement of this IHRBP across the Department comes from the multiple Business Plans at the Branch and Regional levels that advance and promote effective people by aligning HR strategies with the corporate direction of this plan. Employees remain Public Safety Canada's greatest asset. Guided by values of service, unity, respect and excellence, the Department will continue to contribute to a safer and more secure Canada.



Public Safety
Canada

Sécurité publique
Canada



BLUEPRINT 2020

GETTING STARTED—GETTING YOUR VIEWS

**BUILDING TOMORROW'S
PUBLIC SERVICE
TOGETHER**

OVERVIEW, JULY 2013
RDIMS #855420

BUILDING A SAFE AND RESILIENT CANADA

Canada

Context

BLUEPRINT
2020 BUILDING
TOMORROW'S
PUBLIC SERVICE
TOGETHER

- Deputy Minister Committee on Public Service Renewal (DMPSR) initiated a foresight study on the future of the federal Public Service (November 2011), collaborating with the Privy Council Office, Policy Horizons Canada and the Canada School of Public Service.
- Vision document presented to the Deputy Minister Board of Management and Public Service Renewal, “the Board” (fall 2012). Sub-Committee on Public Service Engagement struck to refine vision and develop an engagement strategy.
- Deputies reviewed proposed vision (January 2013 retreat). Offered suggestions to refine vision document and proposed an engagement process to reach out to all public servants and interested Canadians.



Vision's Guiding Principles

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TOGETHER

- An open and networked environment that engages citizens and partners for the public good.
- A whole-of-government approach that enhances service delivery and value for money.
- A modern workplace that makes smart use of new technologies to improve networking, access to data and customer service.
- A capable, confident and high-performing workforce that embraces new ways of working and mobilizing the diversity of talent to serve the country's evolving needs.



Government-wide Objectives

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BUILDING
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PUBLIC SERVICE
EXCELLENCE

- Describe what the Public Service needs to be in the near future.
- Serve as a platform to frame the changes required to get from here to there.
- Use the vision as a guide to transform the Public Service for the long term.
- Inspire and reinvigorate people on the important role of the Public Service.



Departmental Objectives and Timing

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2020 BUILDING
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PUBLIC SERVICE
CAPABILITY

- To build a common understanding of the Blueprint 2020 vision;
- To engage all employees in action at the public-service-wide, organizational and individual level; and
- To gather innovative ideas to help formulate a course of action for the department and the public service as a whole.

At PS, employee engagement will kick off on June 28 with a special edition of InfoBulletin, culminating in a presentation to staff at our proposed December town hall meeting.

A departmental report is due in the fall of 2013. We will implement our own action plan stemming from that report, leading up to and beyond the Government-wide action plan in 2014.



Departmental Communications Approach

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- Communications will be based on the principles of change management. It will focus on the benefits of participating—for the department as a whole, for the public service as well as for employees themselves.
- Blueprint 2020 messaging will be reflected in other corporate communications pieces throughout the six-month campaign.
- Ideas Campaign will be positioned as a building block for Blueprint 2020—helping to shape the future vision of our work. Ideas Campaign submissions will be reviewed through the lens of Blueprint 2020 and appropriate/feasible ideas brought forward.



Departmental Engagement Plan

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PUBLIC SERVICE
TOGETHER

- Departmental Champion to assemble a Project Engagement Group to be co-chaired by leaders from the Young Professionals' and Managers' Networks. Membership will include representatives from all Branches (or equivalents), the Ideas Campaign Team and advisors from Communications and Human Resources Directorates (July 2013).
- Project Engagement Group will:
 - Develop an engagement strategy for Branches or equivalents (including PS Portfolio review bodies) as well as departmental Networks for use in leading their individual brainstorming activities over the summer (July 2013).
 - Design a Branch (or equivalent) reporting template to facilitate roll up of ideas into a Department-wide document (July 2013).
 - Consult portfolio colleagues to ensure a portfolio-wide approach to the visionary work being undertaken (August 2013).
 - Incorporate views of local bargaining agents (engage through HR rep).
 - Draft the departmental report, using standardized templates, to contribute to the Clerk's Government-wide process (fall 2013).



Departmental Engagement Plan (cont'd)

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2020
BUILDING
TOMORROW'S
PUBLIC SERVICE
TOGETHER

- Branch Heads (or equivalents) will:
 - Promote and support the Clerk's Public Service-wide project by encouraging PS employees to participate in the Government-wide online discussions and ideas submission process.
 - Lead their own employee engagement processes within their respective organizations and feed into the larger Department-wide process through their Project Engagement Group representative and eventually, submit their Branch (or equivalent level) report.
 - Highlight a "marquee" item: an innovative project within their organizations that is forward-thinking and applicable to the larger Government community.
- Champion will provide updates to DMC colleagues and present final report to staff at proposed December Town Hall meeting.



Departmental Reporting

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2020 BUILDING
TOMORROW'S
PUBLIC SERVICE
TOGETHER

Departmental report will highlight:

- 1) A description of our methodology and approach to employee engagement.
- 2) Comments and suggestions we're submitting to be considered for Government-wide action plan to realize the vision for 2020.
- 3) Initiatives we're already working on that improve systems and practices helping us to work together more efficiently and effectively across the Public Service and with external partners.

NOTE: Final report submission to the Clerk on Blueprint 2020 is expected to be in December—the same month of the 10th anniversary of the Public Safety Portfolio. A proposed Town Hall is in the works which would offer an excellent venue for reporting to staff on PS' contribution to Blueprint 2020.





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SECRET
ADVICE TO THE MINISTER



Public Safety Canada
Volume 3: Ministerial Handbook

JULY 2013

Canada

000575

Volume 3 – Ministerial Handbook Table of Content

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Practical Considerations for MO Staff

Given the nature of the portfolio's activities, it is especially important that your exempt staff be aware of the considerations that arise around the activities of minister's office (MO) staff, and how their actions relate to your accountability. Some general principles are laid out below that your staff will want to bear in mind from day one.

At a more detailed level, the fundamental standards for the sound and accountable management of the MO and its staff are found in two publications, with which your staff should familiarize themselves:

- *Accountable Government: A Guide for Ministers and Ministers of State* sets out the Prime Minister's authoritative instructions on a range of ministerial responsibilities, including standards of conduct for Ministers and their political staff in interactions with departments and agencies.
- *Policies for Minister's Offices* is issued by Treasury Board (TB) and consolidates financial, administrative and personnel rules that govern activity of Ministers and their offices, including rules on expenditures, security, contracting, record keeping and conflict of interest.

Security of information

- All persons working in the MO in any capacity require a Secret security clearance prior to appointment.
- Certain members of your staff will have access to very sensitive and highly classified information, and some will be permanently bound by the *Security of Information Act*.
- It is essential that your staff be vigilant in protecting classified records and information at all times, including safeguarding records in their office or while in transport, and observing the "need-to-know" principle, even within the MO. The Department will provide both general and specific security awareness briefings.

Criminal investigations

- Members of your staff may from time to time be privy to information about criminal investigations that is conveyed to you by law enforcement agencies. Like



you, they must respect the principle that the investigative role of the police is not subject to political direction.

- Your staff must not intervene in a police investigation, and must not create the appearance that they seek to do so, either on their own initiative or on your behalf.

Direction to decision-makers

- Many administrative decision-making processes are performed by officials exercising authority that you have delegated to them e.g., Access to Information, grants and contributions, etc. Although you are able to direct officials in these functions, your exempt staff are not themselves able to direct public servants.
- *Accountable Government* provides that: "Exempt staff can ask departmental officials for information, transmit the Minister's instructions, or be informed of decisions... However, they do not have a role in departmental operations and have no legal basis for exercising the delegated authority of ministers. Nor may exempt staff give direction to departmental officials on the discharge of their responsibilities."
- Exempt staff should not purport to exercise themselves powers that have been vested in public servants or in you personally as Minister. Nor should they be seen to involve themselves in quasi-judicial processes in the portfolio, e.g., the Parole Board of Canada's role to grant record suspensions ("pardons").
- Your staff should be familiar with the legal and practical limits on their authority, and the nature of their roles. When it is necessary for MO staff to convey direction on your behalf, direction should be given the Deputy Minister's (DM) office.

MO budget

- MO budgets are subject to close governmental and parliamentary scrutiny. TB requires that "the expenditure of funds in [MO] budgets must be made only with the usual high standards of prudence and probity." To ensure these standards are upheld, TB has put in place special rules for the management of both the exempt staff budget and the operating cost budget.
- Ministers are answerable to TB and personally accountable to Parliament for the expenditures of their office. MO budgets may not be exceeded and the Public Accounts provide annual detailed reporting of MO spending in addition to routine proactive disclosure. MO expenditures are part of the Department's Vote 1 appropriation and as such the DM is the responsible accounting officer for them and they are subject to the Department's internal audit function.

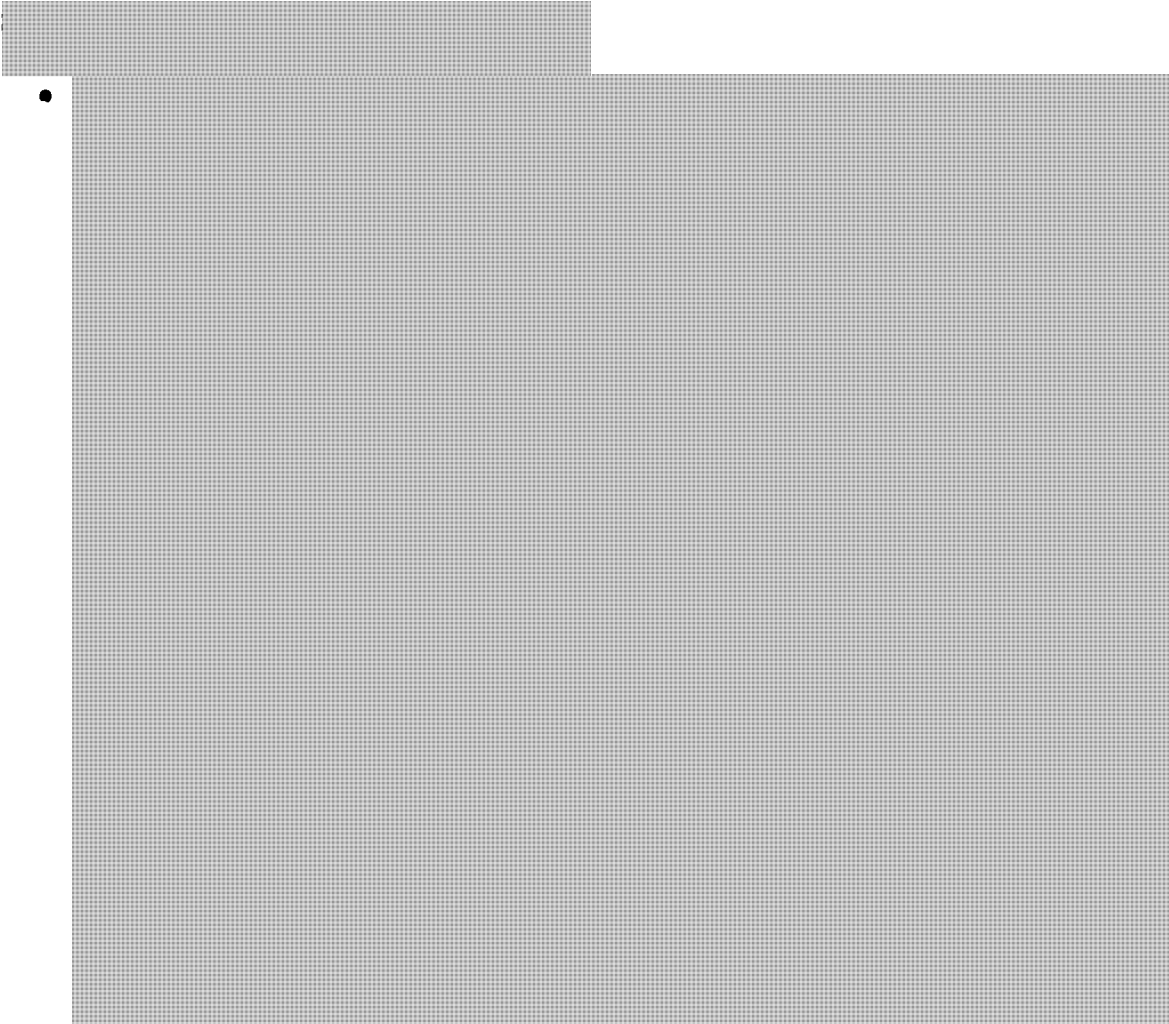


ADVICE TO THE MINISTER

- You may delegate to your chief of staff or other senior staff the authority to initiate and approve expenditures. The Department will prepare the necessary delegation instruments to reflect your preferences about who in your office will manage the MO budget.
- You may not delegate hiring, pay, or termination of exempt staff; these will remain your responsibility. You may configure your staff complement as you see fit within your budget, subject to TB rules and direction from PMO.

s.21(1)(a)

s.23



**Pages 580 to / à 581
are withheld pursuant to sections
sont retenues en vertu des articles**

21(1)(a), 21(1)(b), 23

**of the Access to Information
de la Loi sur l'accès à l'information**



Major Incident in Canada or in the United States (U.S.)

Roles and Responsibilities of the Minister of Public Safety

- In the event of a major incident in Canada or in the U.S., the Deputy Minister of Public Safety (PS) will inform you directly. The National Security Advisor will inform the Prime Minister.
- As the Minister of PS, you are responsible for providing national leadership across the Government of Canada and a coordinated response through the Government Operations Centre (GOC) to events of national interest including terrorism, man-made and natural disasters, as well as cyber incidents occurring in Canada or in the U.S.
- As a result of this type of incident, you will be expected to:
 - Lead discussions with your Cabinet colleagues for policy direction;
 - Act as the primary Ministerial spokesperson for the Government of Canada;
 - Lead discussions with Federal/Provincial/Territorial (FPT) colleagues, as required; and
 - Contact your foreign counterparts to discuss the Government of Canada's response, as required.

Roles and Responsibilities of Public Safety

- The Department will support you in exercising your responsibilities by providing policy, operational, communications and legal support and assisting in the preparation of a government-wide response.
- The GOC will provide strategic-level management on behalf of the Government of Canada in response to an emerging or occurring event in the national interest.
- In a Canada/U.S. context, the Department will support you in your leadership role in response to emergencies. For U.S. events, you will exercise your leadership role in consultation with the Minister of Foreign Affairs.
- Departments and agencies with related mandates will be contacted, as necessary, and asked to provide subject-matter experts and liaison officers to the GOC. These representatives of the other departments and agencies will assist the GOC in managing a government-wide response.
- PS Communications will coordinate the Government of Canada's communications response and will prepare holding lines and possibly a statement for your use.



Roles of Portfolio agencies, other federal departments and provinces

- During any event that may have a border implication, the President of the Canada Border Services Agency (CBSA) and the Commissioner of the U.S. Customs and Border Protection will activate the *Communication and Coordination Protocol*, which is an agreement between the two agencies to engage in dialogue during an event and coordinate responses and public messaging.
- Depending on the nature of the incident, CBSA will adjust operations based on guidance from other agencies such as the Public Health Agency of Canada or the Canadian Food Inspection Agency. For example, CBSA could initiate measures at the border including, potentially, screening incoming travellers under the *Quarantine Act*, attempting to identify targeted interests or goods threatening Canadian health, safety or security, or processing urgently needed aid and supplies transiting Canada towards the affected regions.

Key Messages: Terrorist Incident IN Canada

- Canada has suffered a national tragedy.
- My heartfelt sympathies go out to the victims of today's attack and their families.
- The Government of Canada remains unwavering in its commitment to protect the safety and security of Canadians and to advance the global fight against terrorism.
- The Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS) are working closely with local law enforcement officials to investigate.
- The Government of Canada is assisting the local authorities to save lives and help victims.

Key Messages: Terrorist Incident IN the U.S.

- A tragic event has taken place in [city or state] and our heartfelt sympathies are with those directly affected and their families.
- Terrorism is a global phenomenon and Canada is not immune.
- The Government of Canada remains unwavering in its commitment to protect the safety and security of Canadians and to advance the global fight against terrorism.
- We continue to work closely with our domestic and international partners to protect against security threats. We face the same threats and share the same concerns.
- I have been in contact with my U.S. counterpart, the Secretary of Homeland Security, and have offered both our sympathy and our assistance to the U.S.



Key Messages: Major Natural or Man-Made Disaster IN Canada

- Our heartfelt sympathies are with the families and friends of those affected by this terrible [type of incident] in [city or town].
- The Government of Canada is committed to protecting the safety and security of Canadians.
- The Government of Canada is in contact with its [provincial/territorial] counterparts and will continue to share information as it becomes available.
- First responders and [provincial/territorial] officials are responsible for addressing the immediate needs of citizens in the affected area.
- Public Safety will work with the [provincial/territorial government] to ensure that requests for federal assistance are handled without delay.
- In order to allow for an effective recovery to take place, it is important that people in the affected area(s) cooperate with their local authorities.

Key Messages: Major Natural or Man-Made Disaster IN the U.S.

- Our heartfelt sympathies are with the families and friends of those affected by this terrible [type of incident] in [city or state].
- [If applicable] I have been in close contact with my U.S. counterparts.
- The Government of Canada is monitoring the situation.
- The Government of Canada is ready to coordinate a national response – should assistance be requested by the U.S. Government.

Key Messages: Major Cyber Security Incident IN Canada

- Cyber attacks are a global phenomenon. Canada and other countries face escalating cyber threats - these threats are real and continue to mature.
- While I won't provide specific details about the nature of this incident, I can assure you the Government of Canada has plans in place to prevent, minimize and address the impacts of cyber threats.
- Government agencies are working closely together to take appropriate action and implement mitigating measures. The Government of Canada is also working closely with its national and international partners, private industry, law enforcement and other levels of government to encourage information sharing and to prevent, detect and defeat cyber incidents.



- We are committed to protecting Canada's cyber networks and defending against malicious cyber activity.

Key Messages: Major Cyber Security Incident IN the U.S.

- The Government of Canada is closely monitoring the situation.
- We take these threats seriously and have measures in place to address them.
- We are committed to protecting Canada's cyber networks and defending against malicious cyber activity.



Major Incident Outside Canada and Outside the United States (U.S.)

Roles and Responsibilities of the Minister of Public Safety

- In the event of a major incident outside Canada and outside the U.S., the Deputy Minister of Public Safety (PS) will inform you directly. The National Security Advisor will inform the Prime Minister.
- You will be contacted by the Minister of Foreign Affairs. You may wish to contact your foreign counterparts directly, and may also be contacted by them.
- The Minister of Foreign Affairs is responsible for managing the response to incidents outside Canada and outside the U.S. The Minister of PS is usually involved in overseas events that have implications for Canada.
- As a result of this type of incident, you will be expected to:
 - Act as the primary Ministerial spokesperson for the Government of Canada on domestic aspects of an incident, including issuing a Minister's statement or holding an on-camera media session;
 - Lead discussions with Federal/Provincial/Territorial (FPT) colleagues and your foreign counterparts, as appropriate; and
 - Liaise with the Minister of Foreign Affairs.

Roles and Responsibilities of Public Safety

- The roles and responsibilities of Public Safety (PS) as well as those of Portfolio agencies and other departments remain identical to those outlined at TAB 3. The Government Operations Centre (GOC) will support the Minister of Foreign Affairs if and when required.

Roles and Responsibilities specific to the situation in Afghanistan

- In the event of serious incidents in Afghanistan, it is important to manage communications and messaging in light of activities in theatre. During a serious incident involving Government of Canada civilian personnel working in Afghanistan, excluding Department of National Defence/Canadian Forces personnel, the federal government's response is managed and coordinated by the Afghanistan Task Force of the Department of Foreign Affairs and International Trade (DFAIT) in partnership with key departments and agencies, including the PS Portfolio, using the Afghanistan Critical Incident Strategy.



Key Messages: Terrorist Incident OUTSIDE Canada and the U.S.

- We extend our heartfelt sympathies to those in [country or countries] affected by this act of terrorism.
- The Government of Canada takes the threat of terrorism seriously. Terrorism is a global phenomenon and Canada is not immune.
- The federal government remains unwavering in its commitment to protect Canadians and advance the global fight against terrorism.
- We continue to work closely with our international partners to protect against security threats. We face the same threats and share the same concerns.



Major Incident Involving the Royal Canadian Mounted Police (RCMP)

Roles and Responsibilities of the Minister of Public Safety

- You will be notified of a major incident involving the Royal Canadian Mounted Police (RCMP) by the Commissioner of the RCMP or his designate.
- You can offer reassurance about the government's commitment to public safety and communicate that the matter is being responded to/ investigated by the RCMP.
- Questions relating to an ongoing RCMP investigation should be referred to the RCMP.
- In the case of an incident where the RCMP has jurisdiction for provincial/territorial or municipal policing (all provinces and territories outside of Ontario and Quebec), you may be asked by the Commissioner of the RCMP to approve significant redeployments of RCMP personnel and resources from one province to another. Consultation with provincial ministers will be required.

Roles and Responsibilities of the Royal Canadian Mounted Police and Public Safety

- Public Safety (PS) and the Royal Canadian Mounted Police (RCMP) will work together to ensure that you are kept abreast of developments.
- Departmental officials will work in collaboration with the RCMP to ensure consistency with respect to communications material produced for you and RCMP spokespersons. PS Communications will coordinate the Government of Canada's communications response (if necessary) and will prepare holding lines and possibly a statement for your use.
- PS works with all levels of government and operators of critical infrastructure to ensure essential services will be available during an emergency.
- Requests for information with respect to RCMP operations or investigations received by the Department will be redirected to the RCMP.

Roles of other Portfolio agencies, other federal departments, agencies or organizations

- Where an incident requires the involvement of other federal departments and agencies, the Royal Canadian Mounted Police (RCMP) will make appropriate arrangements directly with those departments and agencies. In certain cases your authority may be required (e.g. requests by the RCMP for assistance from the Canadian Forces).
- The RCMP has the primary police responsibility for national security offences and has arrangements in place to coordinate investigative and response activities with local and provincial police.



Key Messages: Major Incident involving the Royal Canadian Mounted Police

If a death is involved:

- A tragic event has taken place in Canada and our thoughts and prayers are with those directly affected and their families.
- The Government of Canada is committed to the safety of all Canadians.
- The Royal Canadian Mounted Police (RCMP) is taking the necessary actions to respond to the incident.

In the instance of redeployment of resources, in accordance with Article 8 of the *Provincial Police Services Agreement* (redeployment), once approved by the Minister.

- The Royal Canadian Mounted Police (RCMP) is redeploying appropriate resources to the affected area in order to support the response and the recovery of those communities.
- The RCMP is working closely with its partners to help ensure the safety of the community.
- Given that at this point an investigation is underway, it would be inappropriate for me to comment further.



Major Incident involving the Canada Border Services Agency (CBSA)

Roles and Responsibilities of the Minister of Public Safety

- When a significant event occurs at a local office, your office will be advised by the President of the Canada Border Services Agency (CBSA) or his designate.
- Examples of a significant event include, but are not limited to:
 - Events that cause border closures or major delays: e.g. vehicle accidents, or bomb threats requiring evacuation at a port of entry and/or demonstrations at or near a CBSA office;
 - Events that cause, or may cause significant impacts to transportation modes: e.g. train derailments leading to the evacuation of nearby operations; extreme weather requiring closure of a bridge or highway; incident at an airport requiring diversion of flights;
 - Events related to public health, the food supply chain and/or agriculture: e.g. arrival of a traveller showing symptoms of the human form of avian influenza; interception of an animal suspected of having Mad Cow disease;
 - Events involving threats that may have a national security context: e.g. interception of a suspected terrorist; interception of a possible improvised explosive device; and
 - Events involving threats to physical assets: e.g. fire or flood at a CBSA operation.
- CBSA will keep you informed of the impact of the incident on border operations.
- If contacted by media, you should indicate that you are fully aware of the incident and that CBSA has taken steps to put the necessary arrangements in place. You should also provide assurances that actions will be taken to minimize the impact of the incident on CBSA operations. Detailed questions should be referred to the CBSA Media Relations for a response.
- As appropriate, you may need to engage in discussions with the U.S. Secretary of Homeland Security.

Roles and Responsibilities of the Canada Border Services Agency and Public Safety

- During a major incident outside Canada and the U.S., the Canada Border Services Agency (CBSA) will take appropriate measures to ensure the integrity of the border during the heightened risk, while facilitating the movement of legitimate travellers and traders.



- In the case of a temporary disruption at a single border crossing, management of the incident is coordinated at the regional level through regular contacts established with U.S. Customs and Border Protection (CBP), crossing operators and municipal officials.
- Whenever there is a significant change in the status of border operations, there are notification protocols established to enable strategic discussions between CBSA and CBP.
- The CBSA delivers programs on behalf of other government departments (OGDs), such as the Public Health Agency of Canada and the Canadian Food Inspection Agency, which may be the lead Canadian agency in responding to a major event. Based on the nature of the incident, and the information provided by international agencies, the CBSA will adjust operations based on guidance from the lead agency. During an event, the CBSA will work with the OGDs and follow their guidance and activate measures at the border to address the situation. The CBSA will work with PS, which coordinates the broader Government of Canada response.
- In the event of an incident that has the potential to cause, or causes, significant and measurable disruption to the normal flow of trade between Canada and the U.S, at ports of entry, the Vice-President of the CBSA Operations and the Commissioner's designee of CBP will activate the *Joint CBSA/CBP Business Resumption Communication and Coordination Plan (CCP)*. The CCP is an agreement between the two agencies to engage in a greater level of dialogue and coordination during a major incident to coordinate actions, responses and public messaging.
- If necessary, PS Communications, working closely with the CBSA, will prepare holding lines and possibly a statement for your use.

Roles of other Portfolio agencies, other federal departments and provinces

- Canada Border Services Agency (CBSA) will coordinate with the broader federal government community through the Government Operations Centre (GOC). CBSA will link to the provinces through the GOC. Regional offices will be involved with provincial partners.
- Key Portfolio partners for CBSA are the Canadian Security Intelligence Service (CSIS), the Royal Canadian Mounted Police (RCMP), and Public Safety (PS).
- The scope and nature of an incident will determine the scope and nature of assistance that may be requested of other federal departments.



Key Messages: Major Incident Involving the Canada Border Services Agency

Change in U.S. security level

- The Government of Canada is committed to ensuring the safety and security of Canadians.
- We continue to closely monitor the situation and will put the necessary arrangements in place should there be a need to increase security measures.
- **[If applicable]** I have been in contact with my counterpart at the U.S. Department of Homeland Security.
- Canada and the United States have a long history of close collaboration, and will continue to work to ensure the legitimate movement of people and goods, while mitigating any threats to our shared security.

Border closure

- We continue to closely monitor the situation and will modify operations as necessary.
- I have been in contact with my counterpart at the U.S. Department of Homeland Security.
- Canada and the United States have a long history of close collaboration, and will continue to work to ensure the legitimate movement of people and goods, while mitigating any threats to our shared security.
- We are working hard to get the border reopened for goods and people so that trade and travel can resume.



Major Incident Involving the Correctional Service of Canada (CSC)

Roles and Responsibilities of the Minister of Public Safety

- You will be notified of a major incident by the Commissioner of the Correctional Service of Canada (CSC).
- CSC's Commissioner will notify you of the major incident and will follow-up as required.
- If contacted by media, you should confirm the Government of Canada's commitment to public safety. Detailed questions should be referred to the CSC regional spokesperson for response.
- You should not comment on the specifics of any police or CSC investigation that may be underway.

Roles and Responsibilities of the Correctional Service of Canada and Public Safety

- The Correctional Service of Canada (CSC) will also contact your Issues Manager and your Policy Advisor via email of the major incident.
- When required, CSC will open its crisis centres at the institutional, regional and national levels during the major incident to monitor and manage the situation.
- Institutional officials will immediately notify the appropriate police forces, as required and provide them with all available information to assist in the subsequent investigation, if needed.
- Institutional officials will issue a News Release as soon as feasible to inform the public of the major incident. A local CSC media spokesperson contact will be provided.
- CSC may decide to hold a news conference at the institution and provide updates to media outlets on a regular basis, depending on the gravity of the major incident.
- CSC will investigate the circumstances surrounding the major incident.
- If necessary, PS Communications, working closely with the CSC, will prepare holding lines and possibly a statement for your use.



Roles of other Portfolio agencies, other federal departments and provinces

- Depending on the scope of the major incident and its location, the Royal Canadian Mounted Police (RCMP) and provincial and municipal police may be involved in communications. If the incident occurs in a Correctional Service of Canada (CSC) facility, CSC will lead communications, with support from police forces during news conferences.
- Emergency medical response teams will be on site in the event of injuries requiring medical attention.
- The appropriate police force will investigate, if required.
- In the event of a major public health related incident, CSC will seek direction from the appropriate federal and/or provincial public health authorities and local public health units.
- In the event of a death, the Coroner will be notified and will attend the institution.

Key Messages: Major Incident Involving the Correctional Service of Canada

Disturbance

- Ensuring the safety and security of institutions, staff, and the public remains the highest priority in the operations of the federal correctional system.
- The Government of Canada takes this incident very seriously and Correctional Service of Canada (CSC) has taken immediate action to ensure the safety and security of everyone at the institution.
- The institution (or a portion thereof) has been locked down to allow CSC officials to assess the situation; the lockdown will be lifted only when institutional management determines it is safe to do so.
- Correctional staff are trained to handle difficult situations to reach a safe and timely resolution.
- CSC and the police will be conducting an investigation into the circumstances of this incident.

Hostage taking

- I have been advised of a hostage taking at [name of facility].
- Trained Correctional Service of Canada (CSC) staff are working to safely resolve this situation.
- The safety and security of our correctional staff and the inmate population remains our priority.
- CSC will provide more information as it becomes available.



Escape of offender

- The **[name of appropriate police force]** has been notified by the Correctional Service of Canada (CSC) and has been given all available information, including a recent photo, to assist in the offender's recapture.
- CSC is working with the police in an effort to locate the offender as quickly as possible.
- As in all escapes, CSC and the police will be conducting an investigation into the circumstances of this incident.
- The **[name of appropriate police force]** and the CSC will provide further information as it becomes available.

Tragic incident involving an offender in the community

If a crime suspected to be connected to an escaped inmate or an inmate on conditional release:

- The Government's highest priority is the safety and security of all Canadians. The **[name of appropriate police force]** is investigating the incident and will provide any further information as it becomes available.

For developments on a major incident in the community:

- The Correctional Service of Canada (CSC) has been advised that **[name of inmate/offender]** **[has been arrested]** **[will be charged]** with **[include offence]** stemming from an incident in **[location]** on **[date]**.
- CSC and the police will be conducting an investigation into the circumstances of this incident.
- As the case will now go before the courts, it would be inappropriate for me to comment any further at this time.
- CSC works closely with the police, community partners, and other agencies to ensure public safety.
- CSC remains committed to working with municipal officials and community organizations to foster the safe return of offenders to communities. This is done while taking into consideration the sensitivities of the victims and the affected communities.

Health related incident

- I have been informed of a **[major health incident]** at **[name of facility]**.
- The safety and security of our correctional staff and the inmate population remains our priority.
- Staff are responding to the incident and will work closely with public health authorities as required.



Death of a Royal Canadian Mounted Police (RCMP) Officer while On Duty

Roles and responsibilities of the Minister of Public Safety

- In the event of the death of a Royal Canadian Mounted Police (RCMP) officer while on duty, the Commissioner of the RCMP will notify you.
- You may be called upon to make a statement to the media.
- It is important that you not comment on the specifics of any police investigation.

Roles and Responsibilities of the Royal Canadian Mounted Police and Public Safety

- There will be continuous cooperation between the Royal Canadian Mounted Police (RCMP) and other departments and agencies to react to incidents, including in the circumstances surrounding the tragic deaths of employees.
- PS Communications, working closely with the RCMP, will prepare holding lines and a statement for your use.

Key Messages: The Death of a Royal Canadian Mounted Police Officer

- I would like to extend my most heartfelt condolences and deepest sympathy to the family, friends and colleagues of [name of staff member] who lost [his/her] life while on duty.
- This is a very sad day for all Canadians.
- The death of a police officer is a sobering reminder of the sacrifices and bravery of the men and women who serve each day to keep our communities safe.
- The Royal Canadian Mounted Police (RCMP) takes the safety and security of its members very seriously.
- I realize that people are looking for answers surrounding this tragic incident, and that is what the investigations are for.
- The RCMP will share any further information as soon as it becomes available.



Death of a Canada Border Services Agency (CBSA) Official while On Duty

Roles and Responsibilities of the Minister of Public Safety

- You will be notified of a death of a Canada Border Services Agency (CBSA) official by the President of the CBSA as soon as the information is available.
- If contacted by media, you should indicate that you are fully aware of the incident and confirm CBSA's commitment to the safety and security of staff and the public. You should also provide assurances that follow-up action will be taken to investigate the incident while stating that appropriate measures will be put in place to address key issues. Detailed questions should be referred to the CBSA Media Relations for a response.
- You should not comment on the specifics of any police or CBSA investigation that is underway.

Roles and Responsibilities of Canada Border Services Agency and Public Safety

- The President will immediately notify the appropriate police forces and provide them with all available information to assist in the subsequent investigation, should this be required.
- The Canada Border Services Agency (CBSA) officials will issue a News Release as soon as feasible.
- Public Safety (PS) Communications, working closely with the CBSA, will prepare holding lines and a statement for your use.
- CBSA will investigate the circumstances surrounding the death.

Roles of other Portfolio agencies, other federal departments and provinces

- Emergency medical response teams will be on site in the event of injuries requiring medical attention of Canada Border Services Agency (CBSA) staff or members of the public.
- The appropriate police force will investigate.



KEY MESSAGES FOR THE DEATH OF A CBSA OFFICIAL

- I would like to extend my most sincere condolences and deepest sympathy to the family, friends and colleagues of **[name of staff member]** who lost **[his/her]** life while on duty.
- The death of an officer is a tragic reminder of the sacrifices, bravery and commitment of the men and women who work each day to keep our country safe and secure.
- This incident is the focus of a detailed investigation by **[CBSA, Police, RCMP]**.
- The Canada Border Services Agency (CBSA) will share any further information as soon as it becomes available.



Death of a Correctional Service of Canada (CSC) Official while On Duty

Roles and Responsibilities of the Minister of Public Safety

- You will be notified of the incident by the Commissioner of the Correctional Service of Canada (CSC).
- If contacted by media, you should confirm CSC's commitment to staff and the safety of the public and state that the matter is being investigated by both the police and CSC.
- You should not comment on the specifics of any police or CSC investigation underway.

Roles and Responsibilities of the Correctional Service of Canada and Public Safety

- Institutional officials will immediately notify the appropriate police forces and provide them with all available information to assist in the investigation.
- After the victim's family is notified, institutional officials will issue a News Release as soon as feasible indicating full cooperation is being provided in the case of the ongoing police or Correctional Service of Canada (CSC) investigation.
- Public Safety (PS) Communications, working closely with CSC, will prepare holding lines and a statement for your use.

Roles of other Portfolio agencies, other federal departments and provinces

- The appropriate police force has the primary responsibility to investigate the death.

Key Messages for the Death of a Correctional Service of Canada Official

- I would like to extend my most sincere condolences and deepest sympathy to the family, friends and colleagues of [name of staff member] who lost [his/her] life while on duty.
- The death of a staff member is a sobering reminder of the sacrifices and bravery of the men and women who serve each day to keep our communities safe.
- This tragic incident is the focus of a detailed investigation by the police and the Correctional Service of Canada (CSC).
- CSC will share any further information as soon as it becomes available.



KEY CONTACTS

<i>General Number 24-7</i>	
<p>Prime Minister's switchboard <i>to reach all Ministers, the Prime Minister's Office, and senior officials including Deputy Ministers and Heads of Agencies</i></p>	<p>613-992-4211</p>
<i>Public Safety</i>	
<p>Deputy Minister of Public Safety François Guimont</p>	<p>Office: 613-991-2895 BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] FAX: [REDACTED] E-mail: Francois.Guimont@ps-sp.gc.ca</p>
<p>Associate Deputy Minister of Public Safety John Ossowski</p>	<p>Office: 613-949-0322 BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] FAX: [REDACTED] E-mail: John.Ossowski@ps-sp.gc.ca</p>
<i>Portfolio Agencies</i>	
RCMP	
<p>Commissioner Robert Paulson</p>	<p>Office: [REDACTED] BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] Fax: [REDACTED] E-mail: bob.paulson@rcmp-grc.gc.ca</p>
CBSA	
<p>President Luc Portelance</p>	<p>Office: 613-952-3200 or [REDACTED] BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] FAX: 613-948-3177 E-mail: Luc.Portelance@cbsa-asfc.gc.ca</p>
<p>Executive Vice-president Malcolm Brown</p>	<p>Office: 613-952-3200 / [REDACTED] BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] Fax: 613-952-1851 E-mail: Malcolm.Brown@cbsa-asfc.gc.ca</p>



CSIS	
Interim Director Michel Coulombe	Office: [REDACTED] BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] FAX: [REDACTED] E-mail: [REDACTED]
Deputy Director Administration [REDACTED]	Office: [REDACTED] BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] FAX: [REDACTED] Email: [REDACTED]
CSC	
Commissioner Don Head	Office: 613-995-5781 (Monday to Friday - 8:00 am to 6:30 pm) BB: [REDACTED] (24/7) Home: [REDACTED] (week-end only) PIN: [REDACTED] FAX: 613-943-1630 E-mail: [REDACTED]
NPB	
President Harvey Cenaiko	Office: 613-954-1154 BB: [REDACTED] Home: [REDACTED] PIN: [REDACTED] FAX: [REDACTED] E-mail: [REDACTED]
<i>U.S. Counterparts</i>	
DOJ Attorney General Eric H. Holder	Phone: 202-514-2003 switchboard to direct line Fax (Scheduling): [REDACTED]
Secretary of Homeland Security Janet Napolitano	Phone: 202-282-8203 switchboard to direct line Fax: [REDACTED]
<i>U.K. Counterpart</i>	
UK Home Secretary Theresa May	Phone: +44 [REDACTED] Email (Chief of Staff): [REDACTED]



<i>Provincial and Territorial Ministers responsible for emergency management</i>	
Alberta The Honourable Doug Griffiths Minister of Municipal Affairs of Alberta	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]
British Columbia The Honourable Shirley Bond Ministry of Public Safety and Solicitor General	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]
Manitoba The Honourable Steve Ashton Minister of Infrastructure and Transportation	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]
New Brunswick The Honourable Robert Trevors Minister of Public Safety of New Brunswick	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]
Newfoundland & Labrador The Honourable Kevin O'Brien Minister of Municipal Affairs and Minister Responsible for Fire and Emergency Services	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]
Northwest Territories The Honourable Robert C. McLeod Minister of Municipal and Community Affairs; Minister Responsible for Youth; Minister Responsible for the Workers Safety and Compensation Commission	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]
Nova Scotia The Honourable Denise Peterson-Raffuse Minister of Emergency Management The Honourable Ross Landry Attorney General and Minister of Justice	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED] Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]
Nunavut The Honourable Lorne Kusugak Minister of Community and Government Services; Minister of Energy	Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]



<p>Ontario The Honourable Madeleine Meilleur Minister of Community Safety and Correctional Services</p> <p>The Honourable Linda Jeffrey Minister of Municipal Affairs and Housing</p>	<p>Phone: [REDACTED] Fax: [REDACTED] E-mail : [REDACTED]</p> <p>Phone: [REDACTED] Fax: [REDACTED] E-mail : [REDACTED]</p>
<p>Prince Edward Island The Honourable Janice Sherry Minister of Justice and Public Safety; Attorney General; Education and Early Childhood Development</p>	<p>Phone : [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]</p>
<p>Quebec L'honorable Stéphane Bergeron Ministre de la Sécurité publique du Québec</p>	<p>Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]</p>
<p>Saskatchewan The Honourable Christine Tell Minister of Corrections, Public Safety, and Policing</p>	<p>Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]</p>
<p>Yukon The Honourable Elaine Taylor Minister of Community Services; Minister of Highways and Public Works</p>	<p>Phone: [REDACTED] Fax: [REDACTED] E-mail: [REDACTED]</p>



Minister's Briefing

Thursday, July 18th, 2013

Minister's Boardroom

AGENDA

BRIEFING MATERIALS:

1. Royal Canadian Mounted Police (RCMP)
Presenter: Bob Paulson, *Commissioner*
2. Canadian Security Intelligence Service (CSIS)
Presenter: Michel Coulombe, *Interim Director*
3. Canada Border Services Agency (CBSA)
Presenters: Luc Portelance, *President*
Malcolm Brown, *Executive Vice-President*
4. Correctional Service of Canada (CSC)
Presenter: Don Head, *Commissioner*
5. Parole Board of Canada (PBC)
Presenter: Harvey Cenaiko, *Chairperson*

TAB 1

RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Royal Canadian Mounted Police

Introductory Ministerial Briefing July 2013



RCMP-GRC



Mandate

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- The national police force
- Clear mandate defined in the *RCMP Act* (Sec. 18):

It is the duty of members who are peace officers, subject to the orders of the Commissioner [...] to perform all duties that are assigned to peace officers in relation to the preservation of the peace, the prevention of crime and of offences against the laws of Canada and the laws in force in any province in which they may be employed, and the apprehension of criminals and offenders and others who may be lawfully taken into custody; [...]

- But also complex, broad and diverse – derived from hundreds of federal and provincial statutes and regulations
- Focused on the prevention of harm and the preservation of Canada's political, economic, and social integrity
- Accountable to the Minister of Public Safety, operationally independent

RCMP-GRC



One Force

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- 29,000 employees, 19,000 Police Officers
- **750** offices in Canada, missions in 30+ countries around the world
- An average of **7,500** service calls daily
- \$4.6 billion in planned spending annually (including \$1.8 billion generated from contract revenues), \$3.8 billion of which is spent on day-to-day operations
 - 67% deliver **municipal and provincial policing** under contract in 8 provinces, 3 territories, and 200 municipalities;
 - 26% conduct **federal enforcement, intelligence, protection and technical services**; and,
 - 7% provide backbone capabilities for **police forces nationwide including forensics, criminal records, intelligence sharing, and investigative support and training.**

RCMP·GRC



Operating Environment

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- Increasing... public expectations for service
- Increasing... public expectations of service
- Increasing... demands for police oversight and accountability
- Increasing... complexity of criminality
- Increasing... evidentiary standards
- Increasing... pace of communications
- Decreasing... purchasing power

RCMP·GRC



Modernizing Underway

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- Changing the culture
- Strengthening the *RCMP Act*
- Implementing the *Gender and Respect Action Plan*
- Transforming the RCMP Human Resources framework
- Reengineering Federal Policing
- Creating National Division
- Automating criminal records checks

RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

The Next 100 Days: Operations

- Expected Outcomes
 - Developments on recent spike in heroin seizures
 - Operations targeting vulnerabilities at key ports and airports
 - Action against Traditional Organized Crime in central Canada
 - Prevention of additional Canadians from engaging in terrorism overseas
- Predictability of '*unexpected unknowns*'
 - Idle-no-More...a long "Sovereignty Summer" of protest?
 - Day-to-day policing as a high-risk business

RCMP-GRC



The Next 100 Days: Key Policy Discussions

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- Implementing the *Enhancing RCMP Accountability Act*
- Developing Government response to Senate report on harassment in the RCMP
- Supporting ongoing reviews of murdered and missing persons
- Increasing focus on cyber crime
- Strengthening security on Parliament Hill
- Sustaining National Police Services
- Leading whole-of-government efforts on transnational organized crime

TAB 2

SECRET
Advice to Minister



Canadian
Security
Intelligence
Service

Service
canadien du
renseignement
de sécurité

The Canadian Security Intelligence Service

An Overview for the Minister of Public Safety - July 2013

The people of CSIS are dedicated to the protection of
Canada's national security interests and the safety of Canadians

Canada

SECRET
Advice to Minister

The CSIS Act (1984)

- Mandate: collect information and intelligence on threats to Canada and advise government (s.12)
- “Threats to the Security of Canada” (s.2) defined as terrorism, espionage, foreign interference, and subversion
- Security screening program (ss.13-15): refugees, immigration applicants, GoC employees, and other sensitive industries
- Foreign intelligence collection in Canada at the request of the Minister of National Defence or the Minister of Foreign Affairs (s.16)

Oversight and Accountability

Two-thirds of the *CSIS Act* relates to ministerial direction, judicial oversight, external review, and accountability:

- Written direction on management and control of CSIS provided through Ministerial Direction (s.6(2))
- Provides for judicially warranted operations (s.21)
- Defines role of Security Intelligence Review Committee (SIRC)
 - * Mandate to investigate complaints against CSIS – full access to all CSIS information (except Cabinet Confidences)
 - * Issues certificate based on review of s.6(4) letter to the Minister on operational activities
 - * Publishes annual classified report for Minister of Public Safety, who tables unclassified version in Parliament

Additional review: Privacy and Information Commissioners, Auditor General, and other officers of Parliament

SECRET
Advice to Minister

The Service Today

- Canada's Top 100 Employers, National Capital Region's Top 25 Employers, Top Employer for Canadians over 40
- 3,177 employees, even gender distribution
- 75% of employees speak both official languages
- 45% of IOs speak a language other than English or French
- 2013-2014 budget of \$464.6 million (appropriated)
- ████████ of budget allocated to intelligence operations and support
- Across Canada: 6 Regional Offices, 9 District Offices, National Headquarters in Ottawa

SECRET
Advice to Minister

CSIS Regions



SECRET
Advice to Minister

The Business of Intelligence Collection

- Interviews, physical surveillance, and human sources provide vital intelligence
 - CSIS works with human sources [REDACTED]
 - As of 31 March 2013 [REDACTED] human sources
[REDACTED]
- Intelligence Officers (IOs) coordinate all collection platforms in an effort to maximize intelligence-gathering and to further investigations
 - Approximately [REDACTED] of employees are IOs
 - [REDACTED] handle human sources, gather intelligence, and leverage Foreign Liaison partnerships
 - [REDACTED] IOs working in Regional Offices in Canada and abroad

SECRET
Advice to Minister

Court Warranted Operations

- The *CSIS Act* (s.21) authorizes the Service to acquire federal court warrants:
 - * On reasonable grounds (when less intrusive techniques exhausted)
 - * For both s.12 and s.16 investigations
 - * With the approval of the Minister
- Warrants enable use of more intrusive investigative techniques, including:
 - * [REDACTED]
 - * [REDACTED]
- Service currently holds warrants against [REDACTED] targets of s.12 investigations [REDACTED] countries subject to s.16 investigations
 - * Only [REDACTED] of CSIS targets are subjects of warranted operations

SECRET
Advice to Minister

Cooperation: Domestic Partners

- CSIS and the RCMP have a historical partnership and continue to work in parallel to address national security threats
 - “One Vision” framework for cooperation and deconfliction
- CSIS also maintains strong relationships with domestic security and intelligence partners
 - PSC, CSEC, PCO, DFAIT, DND/CF, CBSA, CIC
- CSIS is accountable to the Minister of Public Safety, who provides Ministerial Direction on the policies and operations of the Service
 - The Minister approves s.17 arrangements with domestic and foreign partners and approves warrant applications
 - S.6(4) requires the Service to report annually to the Minister on its operations
 - The Minister represents the Service in Parliament and tables the Public Report
- The Service also maintains partnerships with authorities in provinces and territories under s.17(1) of the *CSIS Act*

SECRET
Advice to Minister

Cooperation: Foreign Partners

- *CSIS Act* (s.17(1)(b)) authorizes cooperation with foreign partners with approval from the Minister in consultation with DFAIT
- Information exchange with foreign intelligence, law enforcement, and military agencies provides essential intelligence on threats to the security of Canada
- CSIS has a growing international footprint
 - 291 s.17 arrangements with foreign agencies in 151 countries
 - █ Service employees at █ foreign stations in █ countries
 - Only acknowledge presence in Washington, London, and Paris
- “Five Eyes” Intelligence Community
 - US, UK, Australia, and New Zealand key intelligence partners

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15(1) - Subv

**of the Access to Information
de la Loi sur l'accès à l'information**

SECRET
Advice to Minister

Integrated Terrorism Assessment Centre (ITAC)

- Community-wide resource, staffed by personnel from 13 federal departments and agencies, reporting to CSIS Director and NSA
- Functional component of CSIS, subject to provisions of *CSIS Act* and to review by SIRC
- Mandate: To produce integrated, comprehensive, and timely assessments of the terrorist threat to Canadian interests, both domestically and internationally
- Assessments distributed within intelligence community, to law enforcement and first responders, and critical infrastructure stakeholders in the private sector
- Partnerships with “Five-Eyes” counterparts

SECRET
Advice to Minister

The Threat Environment

- Domestic Radicalization: Driven by Sunni Islamist extremism
- Al Qaeda (AQ) and affiliates: AQ core has persistent influence and demonstrated intent to target Canada; affiliates a growing threat
- [REDACTED] Espionage targeting Canadian technology, resources, politicians
- Cyber: Evolving threat of covert, state-sponsored cyber operations targeting full array of Canadian interests
- Iran: [REDACTED]
[REDACTED] continuing to support Hizballah, Syrian regime
- Other: [REDACTED] Hizballah, Illegal Migration, Multi-Issue Extremists

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15(1) - Subv, 21(1)(a)

**of the Access to Information
de la Loi sur l'accès à l'information**

TAB 3

Dear Minister:

On behalf of the Canada Border Services Agency (CBSA), I would like to congratulate you on your appointment as the Minister of Public Safety. I look forward to meeting with you at the earliest opportunity to discuss the issues that are most likely to be brought to your attention in the early days of your mandate, and to discuss the Agency's key priorities in the year ahead.

The CBSA was created 10 years ago this December, by integrating the legacy border services previously provided by the Canada Customs and Revenue Agency, Citizenship and Immigration Canada (CIC) and the Canadian Food Inspection Agency. Today, the CBSA comprises approximately 14,000 employees, distributed across Canada at ports of entry, airports, postal facilities, inland offices, and overseas in various Canadian missions. Since its creation, the CBSA has evolved into a legitimate and professional law enforcement agency with a uniformed workforce totalling 8,010 officers.

In its first five years, the Agency worked to establish itself as an integrated, functional, and independent organization and took major steps towards achieving its security mandate through the arming of the front line. In the last five years, building on a solid foundation, much progress has been made to develop a more cohesive operational and strategic direction that strengthens the lines of accountability and helps the Agency deliver its programs and services more effectively. During this time, policy emphasis moved towards developing an approach to border management which seeks to assess the admissibility of people and goods closer to the country of origin and to identify threats as early as possible through enhanced information sharing, screening, targeting and risk management. Ever present over the last decade has been a dedication to leveraging technology, improving internal services, investing in infrastructure, enhancing performance measures, and a focus on client service.

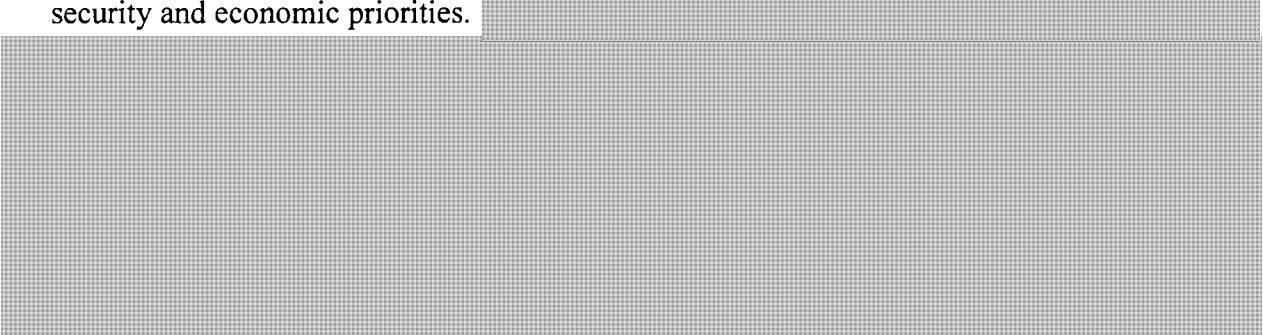
Today, as we approach our 10th anniversary, the CBSA continues to manage a growing business. In 2012, the CBSA welcomed over 100 million travellers to Canada, representing an 18 percent increase over a four-year period, meeting and exceeding our pre-recession volumes. Our increasing volumes are also evident in our enforcement of Canada's immigration laws, as we removed over 18,000 failed refugee claimants and other inadmissible individuals last year, a 27 percent increase from 2009. In addition, the CBSA collects approximately 25 billion dollars annually, making it the government's second largest revenue collector.

.../2

SECRET

To effectively carry out our responsibilities, the CBSA works primarily with the *Customs Act* and the *Immigration and Refugee Protection Act* (IRPA). As Minister of Public Safety, you have sole responsibility for customs legislation, and share a joint responsibility with the Minister of Citizenship, Immigration and Multiculturalism for IRPA-related matters. In addition, the CBSA administers and enforces over 90 domestic laws that govern trade and travel, as well as international agreements and conventions on behalf of other government departments. The CBSA, along with our partners at CIC, will continue to work within its legislative framework to deliver a robust immigration agenda in support of government priorities.

As you are aware, Prime Minister Stephen Harper and President Barack Obama signed the Beyond the Border Declaration in February 2011, which led to the development of the Beyond the Border Action Plan in December 2011. The Action Plan outlines 32 joint border-related initiatives, 10 of which are led by the CBSA, and another 18 in which the CBSA has a role that is integral to the initiative. Within your first 100 days as Minister of Public Safety, you will be asked to continue to turn the Action Plan commitments into concrete initiatives that support the Government's security and economic priorities.



From a financial perspective, the CBSA received \$1.68 billion in total funding in the 2013-2014 Main Estimates, representing a \$95.9 million or 5.4 percent decrease from the previous fiscal year. The Agency will achieve its Budget 2012 savings of \$143.4 million and reductions of 976 positions by fiscal year 2014-2015 through efficiency measures and program reductions that align resources to our core mandate, re-focusing efforts and investments on higher priorities, as well as consolidating and streamlining programs and services. In terms of workforce adjustments, the Agency will reach its target of reducing 976 positions with fewer than 100 involuntary departures. The CBSA was recently recognized by the Treasury Board Secretariat as one of the most effective organizations in the federal public service with respect to developing and implementing our plan of reductions and efficiencies.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

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SECRET

Early in your mandate, it is anticipated that you will be contacted by the Customs and Immigration Union (CIU). The CIU, a component of the Public Service Alliance of Canada (PSAC) representing CBSA employees in the Border Services (FB) occupational group, is an engaged and vocal advocate of its members in both the media and before parliamentary committees. The FB collective agreement, which applies to over 9,390 CBSA employees including front-line officers, expired on June 20, 2011. Collective bargaining between the Treasury Board Secretariat (TBS) and the Public Service Alliance of Canada (PSAC) began in March 2011. As negotiations have not been successful, the Public Service Labour Relations Board submitted a final offer of settlement to the bargaining agent and will directly invite members to vote on the offer during the month of August, 2013. In light of the circumstance of the vote, we can anticipate further scrutiny by the media and could face unexpected disruptions in our operations. I would propose an early briefing related to the impending vote.

The Agency is also moving forward to develop and implement our newly-launched Border Modernization initiative. Through Border Modernization, the CBSA will focus on ensuring that programs and policies complement each other and are managed in a consistent and cost-effective manner aligned with integrated planning and performance measurement. The focus of our efforts will be on initiatives that "push out the border", make enforcement more effective and integrated, as well as client service excellence, as these concepts form the building blocks for the border experience of the future. Another component of Border Modernization is focused on employee engagement, including open discussions about shaping the future of the CBSA and how employees can contribute to our common goals. Our plan to promote innovation and improve employee engagement is aligned with the Clerk of the Privy Council's Blueprint 2020 initiative to engage federal public servants on how we operate as a public service.

Building a secure and efficient border requires strong leadership and a dedicated workforce. I am very proud of the transformation that has taken place over the last 10 years. We have evolved into a professional armed enforcement agency, and witnessed a renewed commitment to professionalism and service excellence. I assure you that our priorities and results will continue to demonstrate that the CBSA is delivering on its modern border management goals of protecting Canada from the entry of unlawful people and goods, while keeping our country open to legitimate travel and trade.

In closing, I would like to draw your attention to the enclosed briefing material. Book 1 presents the strategic overview of the Agency, its priorities and its operational environment. Book 2 contains summary briefing notes and speaking points on the nine priority items I would like to discuss with you, some of which will require your early decision, as well as material on a number of other key and ongoing issues on which you will likely need to be briefed in your first 100 days.

.../4

SECRET

I look forward to discussing our priorities with you and seeking your views at your earliest convenience. Should you be interested, I would be pleased to arrange a program of visits to some of our key front-line facilities, which would allow you to experience our operational environment first-hand.

Yours sincerely,

Luc Portelance

Enclosure



Canada Border Services Agency

Agence des services frontaliers du Canada

SECRET



Canada Border Services Agency Overview

Ministerial Transition July 2013

Final

PROTECTION
SERVICE

INTEGRITY



SERVICE

PROTECTION

INTÉGRITÉ

PROTECTION • SERVICE • INTEGRITY

Canada



Mandate

- The CBSA provides integrated border services which support national security priorities and facilitate the free flow of people and goods, including food, plants, and animals, that meet all requirements under the program legislation.



Who We Are

- Established in 2003, the Canada Border Services Agency (CBSA) is celebrating its 10th anniversary, and is an integral part of the Public Safety Portfolio.
- The CBSA employs approximately 14,000 staff, including 8,010 uniformed officers who provide services throughout the country and internationally, with a budget of \$1.68 billion.
- The Agency provides services at 1,280 locations across Canada and abroad ranging from large scale operations (i.e. Ambassador Bridge) to small, remote, unstaffed marinas. These locations include (but are not limited to) 47 international offices, 224 airports and 117 land borders. Of the 117 land border crossings, the 26 largest ports of entry account for 85% of total traveller volumes.



What We Do

- The CBSA works primarily with the *Customs Act* and the *Immigration and Refugee Protection Act* (IRPA).
- The Minister of Public Safety has sole responsibility for customs legislation, and shares a joint responsibility with the Minister of Citizenship, Immigration and Multiculturalism for IRPA related matters.
- In addition to the food plant and animal program, the Agency administers and enforces numerous acts and associated regulations and international agreements that govern trade and travel.



What We Do

- **Manage the movement of goods across the border:**
 - Promote Canadian economic benefits by administering trade legislation and agreements.
 - Collect applicable duties and taxes on imported goods.
 - Interdict illegal goods entering or leaving Canada.
 - Protect food safety, plant and animal health, and Canada's resource base.

- **Manage the movement of people across the border:**
 - Detain people who may pose a threat to Canada.
 - Identify and remove people who are inadmissible to Canada, including those involved in terrorism, organized crime, and war crimes.



Border Operations at a Glance

In 2012-13, the CBSA:

- seized \$312 million in drugs;
- initiated \$9.2 million in suspected proceeds of crime seizures;
- interdicted 4,754 prohibited weapons;
- processed over 100 million travellers and 14.2 million commercial releases;
- collected \$25.1 billion on behalf of the government in the traveller and commercial streams; and
- removed 18,946 inadmissible individuals from Canada.



Key Policy Drivers

- **Increasing Volumes of Cross-Border Activity**
 - 22% increase in commercial shipments and 18% increase in travellers, over four years
 - A large volume of commercial and traveller traffic enter Canada through a small number of large ports; while a border presence at small and remote ports (with traditionally low volumes) continues to be seen as vital to local communities
 - Significant increase in online shopping resulting in more low value and postal shipments
- Our major Business risks, such as “Food, Plant, Animal”, “Contraband”, and “Terrorist Activities” have remained at a high level since the Agency began formally tracking its enterprise risks in 2007.
- **Government Priorities**
 - Beyond the Border Action Plan
 - Immigration and Enforcement Agenda
 - Continued commitment to maintain service levels while contributing to the Government of Canada’s priority for fiscal restraint and reducing the deficit
 - Canada’s expansion of trade with emerging markets (China and India)



Key Priorities – Beyond the Border Action Plan

- In partnership with the United States (US), the CBSA will strengthen border security and promote economic competitiveness by developing, implementing, managing, and monitoring security and facilitation initiatives.
- The Action Plan will enhance and modernize our integrated border management approach with our US counterparts and Canadian partners.
- In particular:
 - The CBSA leads on 10 of the 32 Action Plan initiatives and is integral to another 18. These initiatives cover the core objectives of the Action Plan and address key Government of Canada priorities.
 - Treasury Board recognizes the CBSA IM/IT investments associated with the Action Plan as the single largest, most complicated IM/IT project in government.
 - Over five years, \$388.2M has been allocated to the CBSA for Action Plan initiatives, with \$44.1M ongoing.
 - Industry stakeholders, with whom the CBSA is actively engaged, is highly supportive of the Action Plan and its goal of promoting economic competitiveness.



Key Priorities – Border Modernization

- Improve the Agency's ability to facilitate international trade and travel across Canada's border and enhance the security of Canada's population by:
 - **Pushing the Border Out** by targeting and intercepting high-risk travellers and goods as early as possible in the continuum;
 - **Facilitating Low Risk** through fast and secure processing of low-risk travellers and goods;
 - **Making Enforcement more Effective and Integrated** by using the full extent of the CBSA's tools and capabilities to conduct more targeted and timely enforcement activities;
 - **Improving Efficiency** by modernizing business systems and streamlining processes to reduce red tape for travellers and businesses;
 - **Increasing Harmonization with International Partners** particularly with the US; and
 - **Excelling at Client Service** by providing quality service and prompt redress processes.



Key Priorities – Reductions and Efficiencies

- As part of the Government's efforts to reduce the deficit, the CBSA will deliver \$143.4 million in ongoing savings by 2014-2015.
- The CBSA's plan is based on fostering efficiencies through restructuring, modernizing programs and transforming business practices. These fall under five broad themes:
 - streamlining internal services;
 - optimizing efficiency programs;
 - transforming internal programs;
 - transforming external programs; and,
 - adjusting service delivery levels.
- To date, the CBSA is on track to meet its savings target, and will reach its target of reducing 976 positions with fewer than 100 involuntary departures.
- The CBSA was recently recognized by the Treasury Board Secretariat as having been one of the most effective organizations in the development and implementation of our reductions and efficiencies.



The First 30 Days

- I would appreciate an opportunity to seek your direction and to discuss the following issues with you early in your mandate:
 - Implications of the FB Group Collective Agreement Vote
 - Entry/Exit
 - NEXUS Program
 - Tariff Classification 9948 (Clarification of the Imported Goods Regulations)
 - Five Country Conference
 - Simplified Reporting
 - Cruise Ships (First Point of Arrival)
 - Private Boaters
 - - s.69(1)(g) re (a)
 - s.69(1)(g) re (c)
 - s.69(1)(g) re (f)
 - Ratification of the Canada-European Union Agreement on the Provision of Passenger Name Record Data
 - Small and Remote Ports of Entry
 - Short-Term Immigration Issues



Annex A: Key Partners/Stakeholders

Given its broad mandate, the Agency works closely with several key federal partners including:

- Public Safety Portfolio Partners
- Citizenship and Immigration Canada
- Canadian Food Inspection Agency
- Foreign Affairs and International Trade Canada
- Transport Canada
- Justice Canada
- Treasury Board Secretariat
- Public Works and Government Service Canada
- Human Resources and Skills Development Canada (Labour Program)
- Public Health Agency of Canada
- Shared Services Canada
- Canada Post Corporation

The CBSA further collaborates with international partners, including the:

- Five Country Conference
- World Customs Organization
- United States Department of Homeland Security
- Asia-Pacific Economic Cooperation



Annex A: Key Partners/Stakeholder (cont'd)

The CBSA also works closely with industry stakeholders on the design and evaluation of policies, work force, programs and services, including:

- Association of International Customs and Border Agencies
- Canadian/American Border Trade Alliance
- Canadian Association of Importers and Exporters Inc.
- Canadian Chamber of Commerce
- Canadian Courier and Logistics Association
- Canadian Federation of Independent Business
- Canadian International Freight Exporters
- Canadian Manufacturers and Forwarders Association
- Canadian Society of Customs Brokers
- Canadian Vehicle Manufacturers Association
- International Air Transport Association
- Railway Association of Canada
- Shipping Federation of Canada
- Customs and Immigration Union
- Canadian Bar Association

TAB 4



Correctional Service
Canada

Service correctionnel
Canada



SAFETY, RESPECT
AND DIGNITY
FOR ALL

LA SÉCURITÉ,
LA DIGNITÉ
ET LE RESPECT
POUR TOUS

OVERVIEW OF THE CORRECTIONAL SERVICE OF CANADA

Transition Briefing
Minister of Public Safety Canada

July 2013

Canada



Organization and Mandate

- The Correctional Service of Canada (CSC) is an agency within the Public Safety Portfolio.
- CSC has a legal mandate for the administration of court-imposed sentences for offenders sentenced to a term of two years or more. This includes:
 - Care and custody of inmates;
 - Provision of programs that contribute to the rehabilitation of offenders and their successful integration into the community;
 - Preparation of inmates for release;
 - Supervision of offenders under parole, statutory release and long-term supervision orders; and
 - Maintenance of a program of public education about the operations of the Service.
- The Commissioner, who reports to the Minister of Public Safety, is responsible for the control and management of CSC and all matters connected with the Service.
- The Commissioner is supported by an Executive Committee of national and regional officials. The organizational structure of CSC reflects the work of staff in institutions, parole offices, and communities all across Canada.



Legal Framework

- The *Corrections and Conditional Release Act (CCRA)* provides CSC with its legislative framework:
 - CCRA, Part I – Institutional and Community Corrections;
 - CCRA, Part II – Parole Board of Canada; and
 - CCRA, Part III – Office of Correctional Investigator.
- In addition to the *Charter of Rights and Freedoms*, approximately 70 other Acts and Regulations impact CSC (e.g., *Criminal Code*, *Access to Information Act*, *Privacy Act*, *Official Languages Act*, etc.).
- This legal framework is operationalized through the *Regulations (CCRR)*, Commissioner's Directives, Standard Operating Practices, and Institutional Standing Orders.



Priorities

- **CSC's priorities** reflect what is necessary to help ensure public safety in communities across Canada. CSC's efforts for 2013-2014 continue to focus on the following:
 1. Safe transition to and management of eligible offenders in the community;
 2. Safety and security of staff and offenders in our institutions and in the community;
 3. Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders;
 4. Improved capacities to address mental health needs of offenders;
 5. Strengthening management practices; and
 6. Productive relationships with increasingly diverse partners, stakeholders and others involved in public safety.

- CSC also remains committed to its ongoing transformation and renewal process through its **Transformation Priorities**:
 - Enhanced offender accountability
 - Eliminating drugs and ensuring safety and security
 - Strengthening Community Corrections
 - Enhancing Correctional Programs and Interventions
 - Modernizing Physical Infrastructure



Key Points – Geography

- Across Canada, 24 hours a day, 365 days of the year, CSC operates:
 - **1 National Headquarters:**
 - Ottawa, Ontario
 - **5 Regional Headquarters:**
 - Atlantic (Moncton), Quebec (Laval), Ontario (Kingston), Prairies (Saskatoon), Pacific (Abbotsford)
 - **56 federal institutions** (6 for women – includes 1 multi-level Healing Lodge; 50 for men – includes 3 minimum-level Healing Lodges):
 - 7 Maximum-security (including the Special Handling Unit);
 - 19 Medium-security;
 - 16 Minimum-security;
 - 14 Multi-Level-security; including 5 Treatment Centres
 - **84 Parole locations and 8 Parole District Offices**
 - **16 Community Correctional Centres**
 - **Approximately 200 Community Residential Facilities** (owned and operated by Non-Governmental Organizations under contract to provide accommodation and services)



Key Points – Human Resources

- CSC employs approximately **18,600** staff, of which:
 - 84% work in institutions or the community; and
 - 16% work in national and regional headquarters.
- 41% of staff in institutions and in the community are employed under the Correctional Officer category and 15% are under the Welfare Programs group, which includes Parole and Program Officers.
- The rest of CSC's workforce reflects the wide variety of skills needed to operate institutions and community offices such as health professionals, electricians, food service staff, and staff providing corporate and administrative functions at local, regional and national levels.
- CSC strives to maintain a workforce that reflects Canadian society and has a diverse workforce at all levels:
 - 48.3% women;
 - 8.4% Aboriginal peoples (CSC is the largest employer of Aboriginal peoples in the federal public service);
 - 7.1% visible minority groups; and
 - 4.8% persons with disabilities.



Key Points – Offender Population

- As of April 13, 2013, CSC was responsible for **23,244** offenders.
 - Of the 14,745 offenders currently incarcerated, approximately:
 - 23% are lifers;
 - 77% are at various stages in their fixed sentence; and
 - 3% are incarcerated past their Statutory Release dates (detained).
 - There are 8,499 offenders currently supervised in the community, of which approximately:
 - 15% are on Day Parole;
 - 40% are on Full Parole;
 - 41% are on Statutory Release; and
 - 4% are under Long Term Supervision Orders.
- The average annual cost of maintaining an offender in 2011-2012 in an institution is **\$117,364** and in the community is **\$31,101**.



Key Points – Partners/Stakeholders

- One of CSC's key priorities is to maintain productive relationships with increasingly diverse partners, stakeholders, and others involved in public safety; for instance:
 - Public Safety portfolio partnerships (in particular, the Parole Board of Canada);
 - Community-based and non-government organizations;
 - Citizens' Advisory Committees;
 - Police – local, provincial and national;
 - Provinces and territories (Heads of Corrections); and
 - Victims and Federal Ombudsman for Victims of Crime.
- CSC's relationship with the Office of the Correctional Investigator (OCI) is also important:
 - It is the function of the Correctional Investigator to conduct an independent review into issues related to decisions, recommendations, acts or omissions of the Commissioner or CSC staff that affect offenders either individually or as a group;
 - The OCI's Annual Report, including CSC's response to the recommendations, is tabled in the House of Commons.



Key Points – Annual Budget

- As per the 2013-2014 Main Estimates, CSC's annual budget is **\$2,597.6 million**, composed of:
 - \$2,241.1M in Operating, including Employee Benefit Plans;
 - \$355.5M in Capital funding; and
 - \$1.0M in Grants and Contributions.
- This represents a \$428.4M, or 14.2%, decrease over the previous year. The reduction is mainly attributable to:
 - The return of funds related to projected inmate population growth that has not materialized, which resulted in a total return of \$203.9M (\$165.3 in operating, \$18.8 Employee Benefit Plans and \$19.9M capital funds) for 2013-2014.
 - The total savings of \$170.2M (\$154.3M operating, \$15.9M Employee Benefit Plans) identified as part of the Budget 2012 Economic Action Plan.



Element of Impact – Resources

- Budget 2012 Economic Action Plan
 - As announced in Budget 2012, the Government has met its target of finding at least \$4 billion in ongoing savings. Budget 2012 also outlined the Government's commitment to return to a balanced budget, by implementing cost-saving measures to help modernize government, making it easier for Canadians and businesses to deal with their Government, and refocusing the cost of operations and program delivery.
 - CSC identified cost-saving measures that will increase offender accountability and realize operational efficiencies at national, and regional, headquarters, as well as at operational sites across the country.
 - As stated in the Budget, the planned savings for CSC is outlined as follows:
 - \$85.5M in 2012-2013;
 - \$170.2M in 2013-2014; and
 - \$295.4M in 2014-2015 (and ongoing).
 - CSC has fully achieved its target for 2012-2013. For the next two fiscal years, all initiatives are on track for completion within identified timelines.



Element of Impact – Resources

- **Population Management:**
 - The originally projected growth in the federal inmate population, as a result of legislative changes in the criminal justice system, has not materialized. However, CSC continues to monitor the actual growth in its offender population and allocate the related resources accordingly.
 - CSC's Accommodation Strategy for 2013 through 2018 provides a blueprint to how CSC intends to safely manage a complex and diverse offender population over the next five years.
- **Infrastructure and accommodation enhancement:**
 - CSC continues to be challenged by an ageing institutional physical infrastructure, combined with requirements to expand bed capacity at both the institutional and community levels as the offender population increases.
 - To meet the challenges, the Service is implementing a multi-faceted approach to facilitate and support its transformation initiatives and provide a more effective, efficient, and sustainable physical infrastructure. Double-bunks have been placed in many institutions as a temporary measure and steps are being taken to ensure full use of all available beds. New living units are being built in many of its existing institutions and additional staff is being hired where necessary.
 - Through measures such as Program Integrity, and an annual, quasi-statutory Treasury Board submission, CSC has been able to position itself, from a resource perspective, to ensure that it: meets basic legal and policy obligations; maintains basic safety and security in penitentiaries ensuring the safety of visitors, staff, and inmates; addresses infrastructure rust-out issues; and adapts to a more diverse and challenging offender population.



Element of Impact – Resources

- Human resource renewal:
 - CSC must manage the challenges associated with recruiting and retaining staff because of the government-wide aging workforce that also affects this organization.
 - A major driver for hiring additional staff in CSC is the inmate population. However, CSC will not hire any new staff or build any new facilities that are not needed to effectively manage its actual population levels.
 - CSC's goal remains to be an employer of choice. Therefore, in addition to maintaining a fully-functioning correctional service delivery system while instituting the government's cost-saving measures, CSC is working to attract, recruit and retain the best and brightest people in order to maintain a dedicated and skilled workforce, which is diverse and reflective of Canadian society, now and in the future.

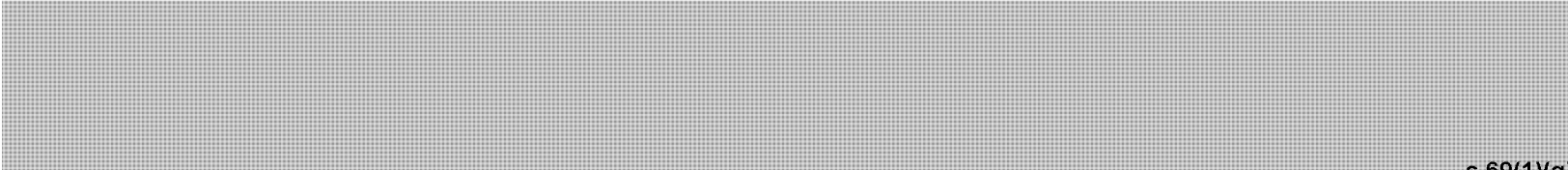


Element of Impact – Key Issues

- Offender Employment and Employability
 - CORCAN is a key rehabilitation program of CSC that contributes to safe communities by providing employment training and employability skills to offenders in federal penitentiaries and in the community.
 - As part of CORCAN's plan for the period of April 1, 2015, to March 31, 2020, CSC continues to develop the policies and strategies that will be required to implement the new offender incentives.
- Chaplaincy
 - CSC recently embarked on a review of the means by which it delivers chaplaincy services to offenders in CSC institutions.
 - This review has now been completed and the organization will be moving forward with implementing a new approach based exclusively on a single, comprehensive chaplaincy service delivery contract model, with continued reliance on the voluntary support of CSC's community partners.



Element of Impact – Key Issues

- Coroner's Inquest into the Death of Ashley Smith
 - Ashley Smith was a 19-year old offender who died in custody in October 2007. The circumstances of her death are currently subject to an Inquest by the Ontario Coroner's office.
 - CSC is voluntarily participating in the Inquest and understands the importance of the Inquest in making public some of the events surrounding the death in hopes of receiving recommendations that will prevent similar deaths in the future.
- Victims
 - Responding to victims of crime is a priority for the Government of Canada, and CSC is committed to ensuring that victims of federal offenders have an effective voice in the federal correctional and justice systems. In February 2013, the government announced the creation of a victims' bill of rights.
 - 
 - There are 4,091 offenders with registered victims currently serving a sentence and the number of active registered victims for offenders currently serving a sentence is 7,585 (March 2013). In 2012-2013, CSC Victim Services staff had 57,621 contacts with registered victims. Of these, 51,334 contacts constituted notifications to disclose 175,103 pieces of information to which the CCRA entitles victims and 6,287 contacts were made for purposes other than disclosing information (answering questions, providing referrals, etc.).

s.69(1)(g) re (a)
s.69(1)(g) re (c)



Element of Impact – Legislation

- Recent criminal justice legislative changes:
 - The ***Safe Streets and Communities Act*** (former Bill C-10) came into force June 13, 2012.
 - Part 3 has the greatest impact on CSC.
 - It contains reforms in four main areas of the CCRA: enhancing sharing of information with victims; increasing offender responsibility and accountability; strengthening the management of offenders and their reintegration; and modernizing disciplinary actions.
 - This part also amends the Criminal Records Act to substitute the term “record suspension” for the term “pardon”, which impacts eligibility periods to apply for record suspensions.
 - In addition, Part 3 amends the International Transfer of Offenders Act to emphasize public safety and add new considerations for approving transfers of Canadian offenders back to Canada.
- Current Private Members’ Bills of Interest to CSC:
 - Bill C-350 (accountability of offenders)
 - Bill C-478 (increasing parole ineligibility)
 - Bill C-479 (fairness to victims)
 - Bill C-483 (escorted temporary absences)
 - Bill C-489 (restrictions on offenders)

Page 661

**is withheld pursuant to sections
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69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g) re (f)

**of the Access to Information
de la Loi sur l'accès à l'information**



Additional Information

- Arrangements can be made, should the Minister require a more detailed briefing from the Commissioner on any CSC-related topics.
- Possible briefings may include:
 - An update on the status of CSC's Budget 2012 Economic Action Plan initiatives, including the closure of Kingston Penitentiary, the Ontario Regional Treatment Centre, and Leclerc Institution;
 - A detailed overview of CORCAN's operations and future plans.

TAB 5



Parole Board
of Canada

Commission des libérations
conditionnelles du Canada

Ministerial Briefing *Parole Board of Canada*

July, 2013



¹
Canada

THE PAROLE BOARD OF CANADA

- PBC is an independent administrative tribunal which makes decisions about parole and record suspensions.

OUR MISSION

- As part of the Criminal Justice System, the Board makes independent, quality conditional release and record suspension decisions and clemency recommendations.
- The Board contributes to the protection of society by facilitating, as appropriate, the timely reintegration of offenders as law-abiding citizens.

OVERVIEW OF PBC

- Makes quality conditional release and record suspensions decisions
- Makes clemency recommendations
- Currently there are 44 full-time and 39 part-time Board members (as of July 2013).
- Approximately 440 public servants
- Over 25,000 parole decisions each year

BOARD MEMBERS

- The members are appointed by the Governor in Council.
- Legislation provides for 60 full-time members including the Chairperson, the Executive Vice-Chairperson.
- There are also approximately 40-45 part-time members.
- Board members are appointed for 3 to 5-year terms, which can be renewed.

BOARD MEMBER QUALIFICATION PROCESS

1. Advertisements in the Canada Gazette, PBC and PCO websites and in newspapers of the specific region.
2. A pre-selection review based on criteria and specific needs, such as having Board members of varied representation, of career background and of diverse population.
3. Three parts follow in the process: Written exam; if successful, interview by a panel of 4: Chairperson or Executive Vice-Chairperson, Regional Vice-Chairperson, Regional Director or Executive Director and community representative; references.
4. List of qualified candidates is sent to the Minister of Public Safety who recommends appointments to the Government.

NATIONAL AND REGIONAL OFFICES

- The National Office, which is located in Ottawa, includes the Appeal Division and the Record Suspensions & Clemency Division.
- The Board also has offices in 5 regions of Canada:
 - **Pacific Region** - Abbotsford
 - **Prairies Region** - Edmonton and Saskatoon (2 offices)
 - **Ontario Region** - Kingston
 - **Quebec Region** - Montréal
 - **Atlantic Region** - Moncton

PBC/CLCC

Budget 2013-14 (\$000s)

	Salary	O & M	Total
Main Estimates	32,657.6	9,781.0	42,438.6
2012-2013 Carryforward	0.0	2,277.5	2,277.5
Record Suspension Revenue Estimate	3,208.8	2,436.0	5,644.8
Less:			
CSC Portion of Record Suspension Revenue	0.0	(420.0)	(420.0)
Reduction of Travel Costs (5%)	0.0	(83.1)	(83.1)
TB Funds	35,866.4	13,991.4	49,857.8

PBC/CLCC

DRAP MEASURES

Savings Measures by Category	Planned Savings (thousands)						Planned Personnel Reductions				
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Ongoing	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
<i>List by category</i>									<i>Full-Time Equivalents</i>		
Efficiency Measures											
Internal Efficiencies	300	300	389								
Standardize appointments of Board members to keep orientation training to four preset times per year	40	40	40				0	0	0		
Standardize remuneration for new Board members	68	275	275				0	2	2		
Reduce participation of staff in Annual Training on Risk Assessment (ATRA) to bi-annually to annually	87	87	87				1	1	1		
Replace panel hearings with file reviews for all decisions made following an offender's suspension on conditional release	0	0	1,621				0	0	12		
Reduce quorum from two to one Board member to approve postponement requests	44	88	88				0	1	1		
Reduce quorum from two to one Board member for certain types of reviews	241	482	482				2	3	3		
Use videoconferencing for 20% of the Board's hearings	65	260	260				0	1	1		
Reduce funding for Mandatory Minimum Penalties for serious drug offences by 10%	97	195	195				0	1	1		
Tele-work by part-time Board members	133	267	538				0	1	1		
Reduce the number of hearings attended by hearing officers	86	216	345				1	2	4		
Sub-Total - net savings	1,161	2,210	4,320				4	10	25		
Program Activity - Conditional Release Openness and Accountability											
Reduce outreach services	452	452	452				5	5	5		
Sub-Total - net savings	452	452	452				5	5	5		
TOTAL - net savings	1,613	2,662	4,772				9	15	30		

JURISDICTION

- The Board
 - all adult offenders serving two years or more in a federal penitentiary
 - offenders serving less than two years in the eight provinces and three territories that do not have their own paroling authority
- Provincial Parole Boards (Ontario & Quebec)
 - all adult offenders sentenced to less than two years and federal offenders incarcerated in their provincial prisons

CORRECTIONS AND CONDITIONAL RELEASE ACT (CCRA)

- The protection of society is paramount consideration in determination of any case.
- The Board makes decisions based on risk.
- Decision-making process is inquisitorial, not adversarial (as in a court of law).
- It operates free from external influence or interference.

CONDITIONAL RELEASE

- Majority of offenders in federal custody (4/5) are serving fixed-length sentences.
- They will inevitably and eventually be released.
- Conditional release provides a gradual and supervised release with conditions before sentence ends.
- There are specific **eligibility** dates for each type.

TYPES OF CONDITIONAL RELEASE

- Temporary absences
- Day Parole
- Full Parole
- Statutory release

PBC/CLCC

LEGAL ELIGIBILITY FOR CONDITIONAL RELEASE – AVERAGE (FEDERAL)

BASED ON 72 MONTH (6 YEAR) SENTENCE



NEEDS OF VICTIMS



- 5 PBC regions involved in outreach to victims
- Inform victims of dates for hearings
- Victim statements ensure their voices are heard
- **Victims may:**
 - attend hearings
 - present victim statements
 - receive copies of written decisions

RECORD SUSPENSIONS & CLEMENCY

- A record suspension allows people who were convicted of a criminal offence, but have completed their sentence and demonstrated they are law-abiding citizens, to have their criminal record kept separate and apart from other criminal records.
- The Royal Prerogative of Mercy is a largely discretionary power to apply exceptional remedies under exceptional circumstances to deserving cases.
- Clemency requests are, as a rule, forwarded to the Federal Cabinet for a decision rather than to the Governor General who exercises power only when the remedy sought cannot be granted by recourse to the relevant sections on the *Criminal Code*.
- The Governor General or the Governor in Council may grant clemency upon recommendation from any Minister, but normally from the Minister of Public Safety.

PBC/CLCC

Grant Rates

	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Federal										
• Day Parole	71%	74%	75%	75%	71%	73%	71%	68%	63%	65%
• Full Parole	22%	24%	25%	22%	21%	20%	21%	18%	17%	23%
Provincial										
• Day Parole	70%	73%	76%	68%	66%	72%	54%	47%	42%	41%
• Full Parole	57%	65%	70%	65%	71%	64%	43%	37%	30%	30%

GRANT RATES, SUCCESSFUL COMPLETIONS

10-year average (between 2003/04 and 2012/13)

- Number of Board decisions rendered/year (all types) over 25,000
- Federal Day Parole grant rate/year over 69%
- Federal Full Parole grant rate/year over 21%

Completions

- No re-offending on Federal Day and Full Parole
(prior to supervision completion) over 94%
- No violent re-offending on Federal Day and Full Parole
(prior to supervision completion) over 99%



OUTCOME RATES of FEDERAL CONDITIONAL RELEASE

Release Type/Yr.	Successful Completion		Revocation for Breach of Condition		Total Without Re-offending		Revocation with Offence				Total Revocation with Offence	
	#	%	#	%	#	%	#	%	#	%	#	%
Day Parole												
2010/11	2,621	88.0	286	9.6	2,907	97.6	62	2.1	10	0.3	72	2.4
2011/12	2,275	87.7	268	10.3	2,543	98.0	44	1.7	7	0.3	51	2.0
2012/13	2,749	89.3	282	9.2	3,031	98.4	45	1.5	4	0.1	49	1.6
10Yr. Avg	2,505	83.4	373	12.4	2,879	95.9	105	3.5	19	0.6	124	4.1

Note: The 10 year average is between 2002/03 and 2011/12. The year 2012/13 is shown but not included in the calculation because the number of convictions will often fluctuate higher during the 12 to 18 months after a fiscal year ends because charges for offences often take that long to proceed through the courts.

OUTCOME RATES of FEDERAL CONDITIONAL RELEASE

Release Type/Yr.	Successful Completion		Revocation for Breach of Condition		Total Without Re-offending		Revocation with Offence				Total Revocation with Offence	
	#	%	#	%	#	%	#	%	#	%	#	%
Full Parole*												
2010/11	1,024	76.4	223	16.6	1,247	93.1	80	6.0	13	1.0	93	6.9
2011/12	1,022	78.7	200	15.4	1,222	94.1	70	5.4	7	0.5	77	5.9
2012/13	1,014	85.2	134	11.3	1,148	96.5	39	3.3	3	0.3	42	3.5
10Yr. Avg	1,018	73.0	244	17.5	1,262	90.6	114	8.2	18	1.3	132	9.4

*Full parole includes only those offenders serving determinate sentences.

Indeterminate sentences are considered 'successful completions' for statistical purposes when the offender dies.

Note: The 10 year average is between 2002/03 and 2011/12. The year 2012/13 is shown but not included in the calculation because the number of convictions will often fluctuate higher during the 12 to 18 months after a fiscal year ends because charges for offences often take that long to proceed through the courts.

PBC/CLCC

OUTCOME RATES of FEDERAL CONDITIONAL RELEASE

Release Type/Yr.	Successful Completion		Revocation for Breach of Condition		Total Without Re-offending		Revocation with Offence				Total Revocation with Offence	
	#	%	#	%	#	%	#	%	#	%	#	%
Statutory Release												
2010/11	3,456	61.9	1,481	26.5	4,937	88.4	527	9.4	120	2.1	647	11.6
2011/12	3,438	61.5	1,566	28.0	5,004	89.6	470	8.4	112	2.0	582	10.4
2012/13	3,736	60.6	1,894	30.7	5,630	91.4	439	7.1	92	1.5	531	8.6
10Yr. Avg	3,296	58.2	1,612	28.5	4,908	86.7	575	10.2	177	3.1	752	13.3

Note: The 10 year average is between 2002/03 and 2011/12. The year 2012/13 is shown but not included in the calculation because the number of convictions will often fluctuate higher during the 12 to 18 months after a fiscal year ends because charges for offences often take that long to proceed through the courts.



SECRET

Strategic Overview for the Minister of Public Safety


Transition Book 1

Canada Border Services Agency (CBSA)

July 2013



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Canada Border Services Agency Strategic Overview

CONTEXT

Created in 2003, the Agency is celebrating its 10th anniversary. The Canada Border Services Agency (CBSA) integrated the legacy border services previously provided by the Canada Customs and Revenue Agency, Citizenship and Immigration Canada and the Canadian Food Inspection Agency. With a mandate to protect Canada and Canadians from a wide range of offshore threats and risks, while facilitating legitimate trade and travel across Canada's borders, the Agency is an integral part of the Public Safety Canada portfolio.

Operating in a 24/7 global environment, the Agency manages national policies related to the international movement of people and goods. Its workforce of over 14,000 employees operate in a variety of environments across Canada and internationally, and under diverse conditions ranging from busy international airports, land ports of entry, marine ports, remote border crossings serving isolated communities and missions abroad. In 2012-2013, CBSA officers processed over 100 million people and 14.2 million commercial releases across Canada. They also collected approximately 25 billion dollars in duties and taxes.

In its first five years (2003 – 2008), the Agency worked to establish itself as an integrated, functional, independent and streamlined organization. Between 2008 and 2013, the Agency increased its focus on developing a more cohesive operational and strategic direction that would strengthen the lines of accountability and help the Agency deliver its programs and services more effectively. Policy emphasis moved towards developing an approach to border management which seeks to assess the admissibility of people and goods closer to the country of origin and to identify threats as early as possible through enhanced information sharing in order to interdict risks.

Also during our first five years, the CBSA began to arm our officers, a key milestone in our evolution towards becoming a professional law enforcement agency. The CBSA adopted a phased-in strategy to ensure that its officers are armed in a proper, safe and efficient manner. In 2006, the CBSA launched a ten year commitment to train 4,800 officers to carry a duty firearm. The first six years of arming implementation resulted in the development of training, the procurement of the duty firearms, the establishment of three regional training campuses and approximately 2,500 officers being trained and equipped. A landmark in our efforts to arm offices was the recent opening of the expanded facilities at the CBSA College in Rigaud, Quebec. The College now includes a state-of-the-art firearms training facility, which is further contributing to our goal to produce a professionally trained armed workforce.



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In 2009, the Agency embarked on a four-year initiative known as the Change Agenda to address gaps resulting from the initial amalgamation of responsibilities. Key components of the Change Agenda included a new headquarters structure, a streamlined governance structure, the introduction of a functional management model, the development of a Border Management Action Plan, the launch of a new Agency brand, clearer priorities, the implementation of Agency performance measurement, and prudent fiscal and resource management.

Over the past few years, the Agency has taken steps to transform and modernize the way it manages the border. Postal Modernization is improving the CBSA's ability to detect and interdict threats by mail and align processes with the future direction of the Canada Post Corporation. Automated Border Clearance (ABC) is changing the way that Canadians and permanent residents returning by air report to the CBSA. The eManifest program is revolutionizing the way that the CBSA facilitates commercial imports, while improving the ability to detect illicit goods and providing more efficient service to commercial clients. The CBSA Assessment and Revenue Management (CARM) project is overhauling many outdated accounting and payment processes to provide the Agency and its commercial clients with a fully modernized suite of accounting and revenue management capabilities.

Furthermore, the Canada-United States (U.S.) Beyond the Border Declaration, signed by Prime Minister Stephen Harper and President Barack Obama in February 2011, led to the development of the Beyond the Border Action Plan (Action Plan) in December 2011. The Action Plan outlines 32 joint border-related initiatives, most of which involve the CBSA, and will provide the Agency with new tools that will serve as the foundation of continual modernization efforts to meet evolving demands.

STRATEGIC DIRECTION

Looking forward, the Agency is continuing to build upon this strong foundation of a modern border management model that excels in the delivery of border services in a dynamic and fluid operating environment. The CBSA Strategic Framework lays out an enduring strategic direction for the Agency over the medium-term. Further information on the CBSA Strategic Framework is provided in Annex A.

To keep pace with changing times, emerging threats, new trade and travel trends, and new technologies, the CBSA must continue to evolve. The Agency must also operate within a tighter fiscal environment and ensure that future investments bring maximum value. Several initiatives are currently underway that will expand our ability to identify and mitigate risks as early as possible in the travel and trade continuums; to focus our examination efforts on the travelers and traders of high or unknown risk; and to facilitate the movement of low-risk people and goods across our borders.

Implementing the 32 Action Plan initiatives that affect the CBSA under the Beyond the Border banner will require the Agency to place an additional emphasis on accelerating the legitimate flow of people and goods, strengthening economic competitiveness, perimeter security, as well as addressing threats early in the border continuum. The Agency has been working closely with partner departments, Public Safety portfolio, Citizenship and Immigration Canada and Transport Canada to put forward a unified approach.

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To date, in support of commitments of the Action Plan, the CBSA has made enhancements to the NEXUS trusted-traveller program; developed an Integrated Cargo Security Strategy and run a pilot project in Prince Rupert to validate the strategy; achieved mutual recognition with the United States of our respective air cargo security programs for passenger aircraft; and initiated a joint entry/exit pilot project at four ports of entry on our shared land border with the United States. Key priorities moving forward include implementing the Entry/Exit initiative in the air mode; implementing alternative reporting at small and remote ports of entry; and regularizing the Integrated Cargo Security Initiative pilot projects. Further information on the Beyond the Border initiatives is provided in Transition Book 1.

The combination of Action Plan projects and other government priorities, such as advance information systems like Electronic Travel Authorization (ETA) and Interactive Advance Passenger Information (IAPI) and the use of biometrics to capture and confirm the identity of travellers, is allowing the Agency to modernize processes and demonstrate a higher standard of efficiency. By building on previous government initiatives, such as eManifest, under which the CBSA receives electronic cargo manifests in all modes of transportation, the Agency continues to streamline processes, reduce administrative burden on industry, and improve client service. These benefits will be even further enhanced through the implementation of the Single Window Initiative. Progress in these areas is critical not only to the Agency's ability to work with its partners, most notably the United States, but also to ensure that Canada's defences in this regard remain strong and continue to deter those who might pose a threat.

Border Modernization is the next step in the Agency's evolution. This initiative complements Blueprint 2020, the Government-wide initiative introduced by the Clerk of the Privy Council to engage the federal public service on a vision of the future, and supports commitments under the Beyond the Border Action Plan. The Agency has developed six broad principles which form the basis of our Border Modernization efforts:

1. **Pushing the Border Out** – Targeting and intercepting high-risk travellers and goods as early as possible in the continuum;
2. **Facilitating Low Risk** – Fast and secure processing of low-risk travellers and goods;
3. **Making Enforcement more Effective and Integrated** – Using the full extent of the CBSA's tools and capabilities to conduct more targeted and timely enforcement activities;
4. **Improving Efficiency** – Modernizing business systems and streamlining processes to reduce red tape for travellers and businesses;
5. **Increasing Harmonization with International Partners** – Harmonizing CBSA processes, particularly with the U.S.; and
6. **Excelling at Client Service** – Providing quality service and prompt redress processes.



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Finally, as part of the Government's efforts to reduce the deficit and improve the efficiency of operations, the CBSA remains committed to optimizing efficiency and providing value for money. To date, the CBSA is on track to meet its savings targets. The CBSA's plan is based on fostering efficiencies through internal restructuring; streamlining internal services; transforming programs; and adjusting service delivery levels without compromising core services to Canadians. In terms of work-force adjustments, the Agency will be able to reach its target to reduce 1,000 positions with fewer than 100 involuntary departures. The CBSA was recently recognized by the Treasury Board Secretariat as one of the most effective organizations in the federal public service with respect to developing and implementing reductions and efficiencies.

CONCLUSION

Building a secure and efficient border requires strong leadership and a dedicated workforce. This will be achieved through targeted recruitment and development programs, providing core management training to CBSA managers, strengthening bilingualism on the front line, and implementing the renewed CBSA Code of Conduct to reinforce Public Service and Agency values. Through these efforts, the CBSA will continue to evolve into a professional armed enforcement agency, with a renewed commitment to professionalism and service excellence.

As the Agency enters its 10th year, the CBSA is well-positioned to continue building on our solid foundation and move towards becoming a leader in modern border management. This approach will enable the Agency to fulfill its border responsibilities to ensure Canada's security and economic prosperity, and realize the vision of a border agency recognized for service excellence. The Agency will continue to keep cross-border trade and travel flowing smoothly while, at the same time, helping to keep Canada safe from threats.



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Annex A: 2013-14 CBSA Strategic Priorities Framework

Agency Mandate

The Agency is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under the program legislation.

Agency Mission

To ensure the security and prosperity of Canada by managing the access of people and goods to and from Canada

Strategic Outcome

International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks.

Priorities

1. Implement Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness with the United States.

Plans for meeting the priority

- Continue to develop a harmonized approach to screening inbound cargo arriving from offshore that will result in increased security and the expedited movement of secure cargo across the Canada-U.S. border, under the principle of "cleared once, accepted twice".
- Enhance the screening of travellers prior to their departure for Canada by using a common approach to screening.
- Implement preclearance and pre-inspection at key locations to facilitate cross-border trade and travel while preserving security.
- Enhance the benefits of programs that help trusted businesses and travellers move efficiently across the border.
- Enhance facilities to support trusted traveller programs.
- Accelerate implementation of the single window initiative and align it as much as possible to the U.S. single window equivalent.
- Establish an integrated entry and exit information system, in conjunction with a similar system in the U.S., which permits the record of an entry into one country to be used to establish an exit record from the other.
- Develop action plans for physical infrastructure upgrades at small and remote ports of entry.
- Implement radio frequency identification technology at appropriate crossings.
- Implement a border wait time measurement system at key border crossings.



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2. Modernize the Agency's business

Plans for meeting the priority

- Advance the electronic reporting of cargo, conveyance, crew, and importer trade data to facilitate the risk assessment of shipments before arrival in Canada (eManifest).
- Modernize postal systems and processes and the Courier Low Value Shipment Program.
- Implement a new targeting business model.
- Develop engagement strategies and strengthen international relationships with border management agencies, administrations and organizations to promote facilitation and security for trade.
- Improve client service and the efficiency of processes for travellers by expanding the use of self-service kiosks (Automated Border Clearance).
- Strengthen the Criminal Investigations Program.
- Enhance the integration of the CBSA's intelligence, criminal investigation, and inland enforcement responsibilities to leverage commonalities and achieve greater efficiency and effectiveness.
- Continue to support the Government of Canada's commitment to reform immigration and refugee processing.
- Re-engineer and modernize recourse processes as well as develop and implement a recourse feedback mechanism.
- Modernize the assessment and collection of revenue from importers to improve accuracy and minimize time delays through the CBSA's Assessment and Revenue Management initiative.
- Support the Government of Canada's Free Trade Agreement negotiations.

3. Implement the Change Agenda

Plans for meeting the priority

- Frontline Service Delivery – Entrenching service excellence across the spectrum of border services provided by the Agency.
- People Management – Creating a motivated, high-performing workforce capable of leading and adapting to change in pursuit of the Agency's objectives.
- Management Excellence – Realizing a forward-looking and horizontal approach to managing the business of the Agency.

Agency Values

Integrity
Respect
Professionalism

Agency Motto

Protection, Service, Integrity



Luc Portelance
President
Canada Border Services Agency

Luc Portelance began his career with the Royal Canadian Mounted Police in 1979, moving to the Royal Canadian Mounted Police Security Service, Quebec Region, in 1982.

Mr. Portelance joined the Canadian Security Intelligence Service (CSIS) in 1984. He held a number of senior positions at CSIS, including Deputy Director General, Counter Intelligence Branch; Director General, Quebec Region; Assistant Director, Corporate, Headquarters; and Deputy Director, Operations, Headquarters.

On November 15th 2010, Mr. Portelance became the President of the Canada Border Services Agency, having previously been named to the position of Executive Vice-President for the Agency in August 2008.

Mr. Portelance holds a Bachelor of Arts degree in Political Science from the University of Ottawa.



Malcolm Brown
Executive Vice-President
Canada Border Services Agency

Malcolm Brown began his federal public service career at the Federal Provincial Relations Office. He then worked at Health Canada and the Privy Council Office in various positions including Assistant Deputy Minister responsible for the Reference Group of Ministers on Aboriginal Policy, PCO.

Between 2003 and 2009, Mr. Brown occupied assistant deputy minister-level positions with Human Resources Development Canada, Citizenship and Immigration Canada, and Human Resources and Skills Development Canada (HRSDC), culminating with the position of Senior Assistant Deputy Minister, Strategic Policy and Research, HRSDC. In October 2009, Mr. Brown was named Associate Deputy Minister of Natural Resources Canada.

On January 31, 2011, Mr. Brown became Executive Vice-President of the Canada Border Services Agency.

Mr. Brown holds a Bachelor of Arts degree in Political Studies from Queen's University and a Master of Arts degree in Political Science from York University.

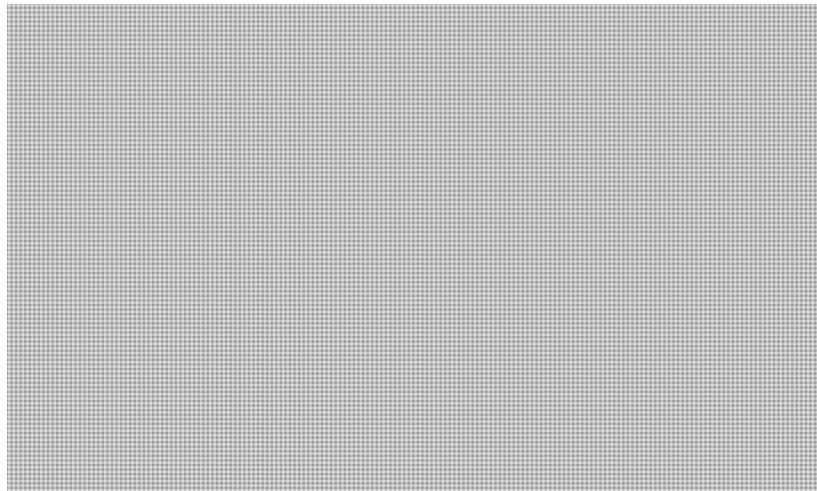
**Claude Rochette
Vice-President
Comptrollership**

Mr. Claude Rochette was appointed the Vice-President of Comptrollership on June 4, 2012.

In August 2010, Mr. Rochette was appointed Director General, Finance of the Communications Security Establishment. In that capacity, he served as the strategic financial advisor to the Chief of Communications Security Establishment Canada and the Deputy Chief to the Chief Financial Officer of National Defence. His responsibilities included resource allocation, financial operations, contracting and procurement, and internal and public reporting among others.

Prior to joining the Communications Security Establishment Canada, Claude served from 1984 to 2010 in a number of senior executive positions in the Canadian Forces. Over his career, he took on many roles in finance such as: Public and Non-Public Funds Accounting Officer; Senior Auditor; Station and Base Comptroller; and Director, Budget; as well as administration such as: Base Administration Officer; Director General, Compensation and Benefits; and Commandant of the Canadian Forces Support Unit, Ottawa. Claude also led numerous projects such as "Claims X", "Cashier Automation" and the Canadian Forces Pension Modernization Project. It is during the latter project that Claude was awarded the Chief of Defence Staff Commendation for leadership qualities. Claude retired in August 2010 as the Comptroller of the Canadian Forces and the Deputy Chief Financial Officer of National Defence with the rank of Brigadier-General.

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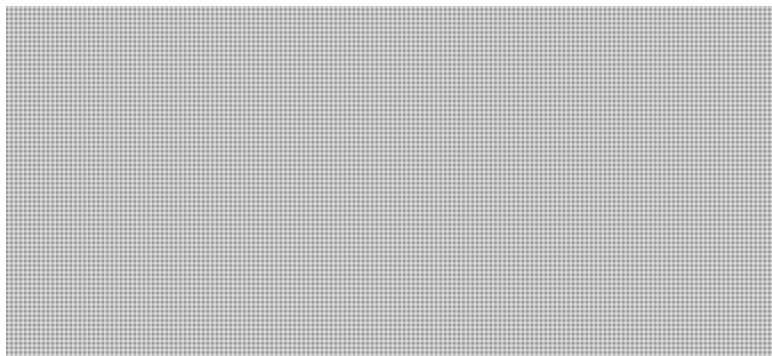


Caroline Weber
Vice-President
Corporate Affairs Branch

Caroline Weber joined CBSA in June 2013 as Vice President, Corporate Affairs, responsible for coordinating corporate governance, planning, and communications, as well as the recourse function.

Prior to joining CBSA, Ms. Weber was the Assistant Deputy Minister of Corporate Services and Strategic Policy at Public Works and Government Services Canada for 5 years, and before that she held a variety of positions at the director general level at Human Resources and Social Development Canada and Health Canada for the period 2002-2008.

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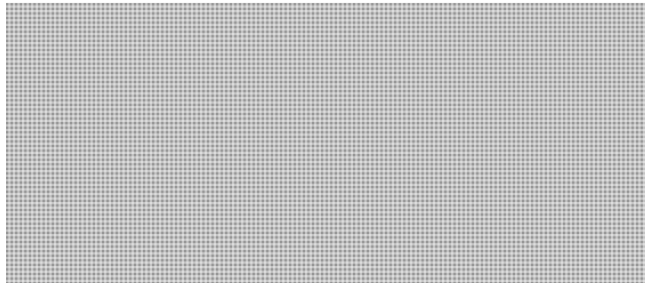
Camille Therriault-Power
Vice-President
Human Resources Branch

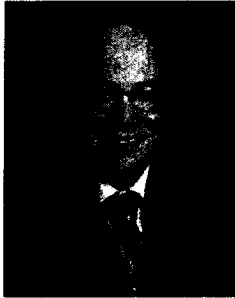
Camille Therriault-Power began her career in 1984 at the Canada Post Corporation and has worked in roles of progressive responsibility in various departments and central agencies in the field of audit and human resources management.

Prior to joining the Canada Border Services Agency (CBSA), Camille served as the Director General, Human Resources and Professional Development at the Department of Justice.

Camille joined the CBSA as Vice-President, Human Resources on May 9, 2009. In this role, she is responsible for all human resources programs and services for the Agency, including: labour relations, compensation, values and ethics, talent management, national coordination of the Agency's training and learning program including design, development and delivery of training, the implementation strategy for Arming through the integrated Use of Force and Arming Program, the CBSA College, its satellite campuses across the country as well as the Marine Centre of Expertise (MCE).

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Maurice Chénier
Vice-President
Information, Science and Technology
Branch

As Chief Information Officer and Vice-President of the Information, Science and Technology Branch, Mr. Maurice Chénier provides strategic direction and management for the implementation, maintenance and evolution of information, science and engineering, and technology solutions in support of the Canada Border Services Agency (CBSA) and its program delivery.

Maurice has held Senior Assistant and Assistant Deputy Minister-level positions with Shared Services Canada and Public Works and Government Services Canada, respectively. His experience as the President of the Association of Public Sector Information Professionals from 1999 to 2000 has helped him maintain a strong focus on the growth and contributions of Information Technology professionals.

Maurice also held several leadership positions at Citizenship and Immigration Canada, Justice Canada, and Treasury Board of Canada Secretariat. He is an industry- and Government-recognized seasoned expert in the field of relationship management, program and project management towards predictable service delivery performance.

Maurice joined the CBSA in April 2013 and is a strong advocate of bilateral internal communication.

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**Martin Bolduc
Acting Vice-President
Operations Branch**



On June 1, 2013, Martin Bolduc became the A/Vice-President of Operations Branch, having been named to the position of Associate Vice-President of the Branch in April 2010. In his new role, Martin oversees four directorates and seven regions, which include about 11,000 employees.

Prior to moving to Headquarters, Martin was the Director General for Quebec Region from 2007 to 2010, and in 2009, he joined the Change Agenda team where he was very active.

Martin started his career in the federal government as a Customs Inspector for Revenue Canada, Customs and Excise, in July 1988. He was quickly promoted to superintendent followed by Chief of Operations at Montréal-Dorval International Airport.

Martin has held various executive positions within the former Canada Customs and Revenue Agency in the Montréal and Ottawa areas. These positions covered a broad range of fields including programs, intelligence and contraband, tax services and corporate services.

Over the course of his career, Martin has taken part in several international missions related to capacity building, illegal migration as well as negotiation of customs cooperation agreements.

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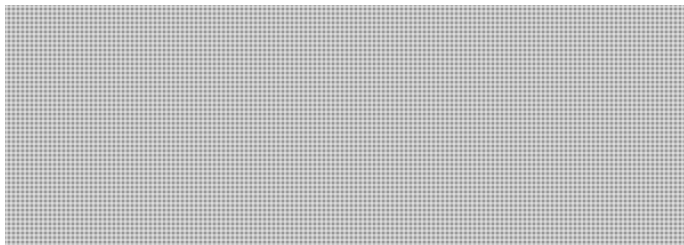
Roslyn MacVicar
Acting Associate Vice-President
Operations Branch

Currently Acting Associate Vice-President of the Operations Branch, Roslyn MacVicar is the Regional Director General (RDG) for Canada Border Services Agency in the Pacific Region. Appointed in May 2011, she manages an expansive geographically diverse region with 43 land, air and marine ports of entry and approximately 2,200 employees that include over 1,200 uniformed officers.

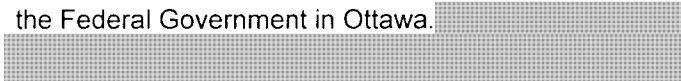
Ms. MacVicar brings a wealth of knowledge and leadership experience to the position, most recently as the Regional Director Western Region at the Immigration and Refugee Board (IRB), Canada's largest administrative tribunal. Prior to the IRB, Roslyn worked for the former Canada Customs and Revenue Agency as Assistant Director, Client Services, of the Vancouver Tax Services, where she was the executive lead for all client service programs and operations. Roslyn brings extensive experience in operational and program management, organizational change management, and project planning and delivery.

A recipient of the 2011 Public Service Award for demonstrating excellence in achievement of results for Canadians, Roslyn and the Marine Migrants Team at IRB were recognized under the category of Exemplary Contribution under Extraordinary Circumstances for their outstanding handling of the unanticipated influx of marine migrants aboard the MV Sun Sea in August 2010.

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Originally from Ontario, Roslyn started her career with the Federal Government in Ottawa.





**Cathy Munroe
Vice-President
Programs Branch**

Cathy Munroe joined the public service in 1981 as a human resources officer at Revenue Canada, Taxation. She then occupied progressively more senior positions in areas of human resources, taxation and customs and excise, including Chief of Personnel at the Ottawa Taxation Centre, Chief of Review and Verification at the GST Interim Processing Centre and Chief of T1 Interest Programs in the Assessment and Collections Branch at headquarters.

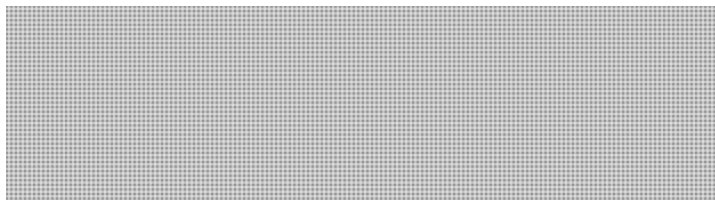
In January 1996, Cathy joined the Customs Branch of Revenue Canada, first as the Executive Assistant to the Director General of the Traveller's Directorate and then as the Director of Travellers Program Design and Development. In May 2001, Cathy was appointed as the Regional Director of Customs Border Services in the Northern Ontario Region. She remained in this position until December 2003 when she became a member of the Transition Team that helped create the Canada Border Services Agency (CBSA).

In February 2005, Cathy took on the position of Director General of Programs and Operational Services in the Operations Branch at the CBSA. She was responsible for providing advice and guidance to the regions and for establishing controls and mechanisms to ensure consistent program delivery and efficient use of resources.

On May 19, 2008, Cathy assumed her duties as Vice-President of the CBSA's Admissibility Branch where she was responsible for developing a broad range of national programs and operational policies relating to the movement of people and goods, as well as the trade and recourse programs.

As the result of a new organizational structure implemented on April 1, 2010, Cathy became the Vice-President of the Programs Branch. Under Cathy's leadership the Programs Branch is responsible for all programs administered by the CBSA, including the development of policy and procedures in support of new initiatives. An International and Partnerships Directorate is also housed within the Branch, in support of the Agency's relationships with international and domestic partners and stakeholders.

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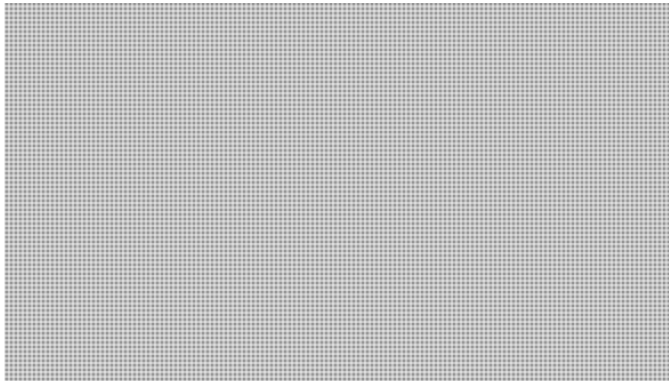
Richard Wex
Associate Vice-President
Programs Branch

Mr. Wex was appointed Associate Vice-President, Programs Branch, in February 2013. In this capacity he is accountable, along with the Vice-President, for all programs administered by the CBSA, including the development of related policies and procedures, and relationships with international and domestic partners and stakeholders.

From May 2007 to February 2013, Mr. Wex was the Assistant Deputy Minister of the Law Enforcement and Policing Branch at Public Safety Canada, where he provided strategic leadership and policy advice to the Minister of Public Safety in carrying out his responsibilities for both the RCMP and the CBSA.

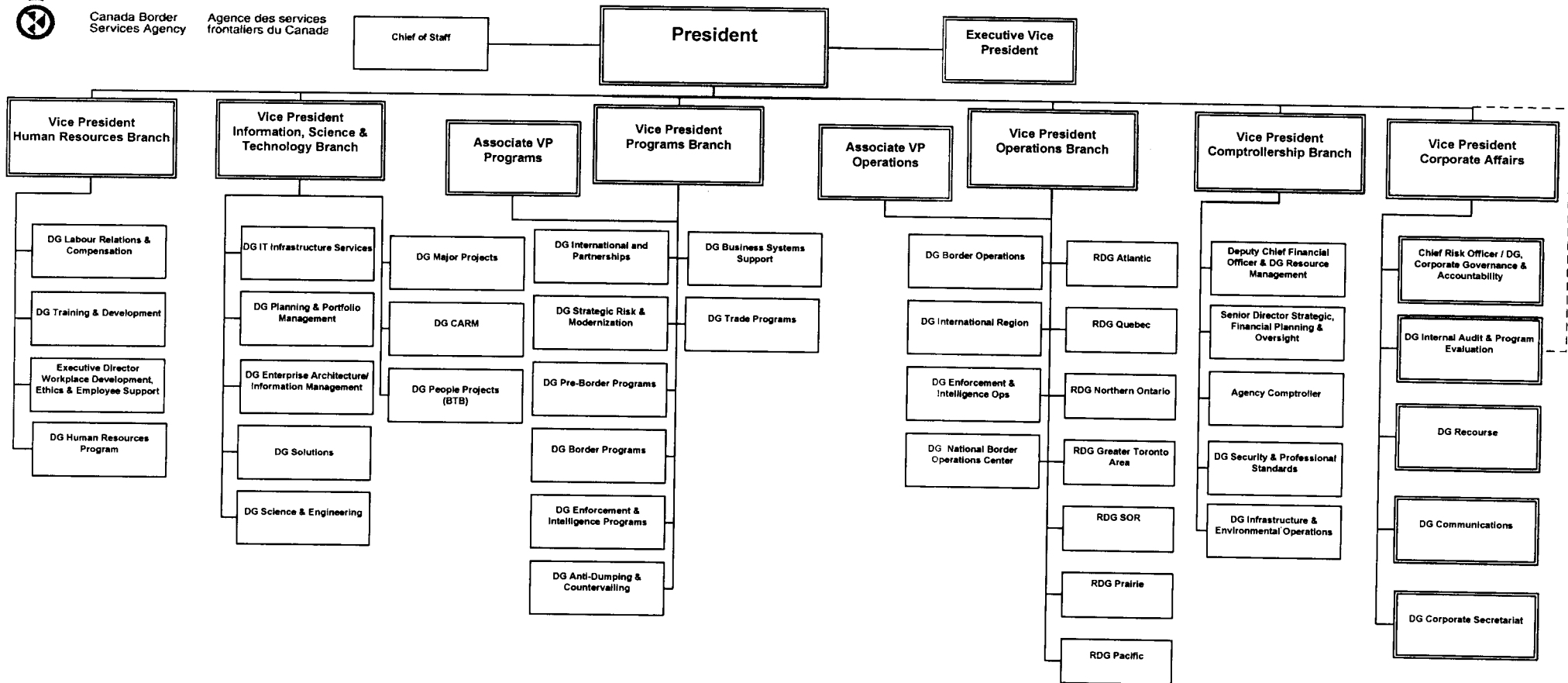
Mr. Wex began his public service career in 1993 with the Department of Justice, practising in the areas of Public and Aboriginal law, where he worked on the Indian Residential School file, various land claim and aboriginal self-government negotiations, including lead legal counsel for the Ipperwash land claim, and litigated numerous cases before boards and Commissions of Inquiry. In 1998, Mr. Wex assumed increased management responsibilities when he was appointed Senior Counsel of the Specific Claims Legal Services Unit and then, in 1999, when he served as General Counsel of the Comprehensive Claims and Northern Affairs Legal Services Unit, with the Department of Aboriginal Affairs and Northern Development Canada.

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Canada Border Services Agency
Agence des services frontaliers du Canada



June 2013



For information

LEGISLATIVE AND STATUTORY POWERS

For the Minister

PURPOSE

To provide a general overview of some of the key pieces of legislation administered and/or enforced by the Canada Border Services Agency (CBSA).

BACKGROUND

The CBSA administers more than 90 acts, regulations and international agreements, many on behalf of other federal departments and agencies, the provinces and the territories. This section will focus on three of the key pieces of legislation affecting the CBSA: the *Canada Border Services Agency Act*, the *Customs Act*, and the *Immigration and Refugee Protection Act*.

Canada Border Services Agency Act

The *Canada Border Services Agency Act* (CBSA Act), which came into force on December 12, 2005, is the enabling and operative piece of legislation related to the CBSA. The CBSA Act establishes the Agency and identifies some of the legislation that the Agency administers and/or enforces.

The CBSA Act sets out the Agency's mandate, and it also provides the authority on which officers are designated under various acts. The Agency's mandate is set out in section 5(1) of the CBSA Act:

5. (1) The Agency is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all requirements under the program legislation [...]

Under subsection 6(1) of the CBSA Act, the Minister of Public Safety is responsible for the CBSA. The President of the CBSA, under the direction of the Minister, is responsible for the day-to-day control and management of the Agency.

Under subsection 6(2) of the CBSA Act, the Minister “may delegate to any person any power, duty or function conferred on the Minister under this Act or under the program legislation”. Note that this provision does not apply if an Act of Parliament, other than the CBSA Act, authorizes the Minister to delegate the power, duty or function. For example, the *Immigration and Refugee Protection Act* includes a clause related to delegation of ministerial powers. As such, subsection 6(2) of the CBSA Act cannot be used to delegate ministerial powers – the specific clause of the *Immigration and Refugee Protection Act* must be cited instead. Moreover, the delegation power in section 6(2) of the CBSA Act does not apply in respect of a power to make regulations.

Subsection 8(1) of the CBSA Act sets out the role of the President of the Agency. The President, under the direction of the Minister, has the control and management of the Agency and all matters connected with it. Thus, the CBSA was created to operate at arm’s length from the Minister of Public Safety. Subsection 8(3) provides that the Executive Vice President shall exercise the powers and perform the duties and functions assigned by the President and replaces the President when absent or incapacitated.

Subsection 9(1) allows the President to delegate any power, duty or function that the President is authorized to exercise or perform under the CBSA Act or under any other enactment. Subsection 9(2) allows the President to designate officers to perform various duties and functions under the Customs Act. This subsection also authorizes the President to designate persons as inspectors, veterinary inspectors or other officers for the enforcement of any act or instrument made under that Act that the Minister, the Agency, the President or an employee of the Agency is authorized to enforce. Subsection 9(3) allows the President to exercise any power that the Minister has to designate officers under subsection 6(1) of the *Immigration and Refugee Protection Act*.

Section 12 of the CBSA Act provides that the Agency may exercise the powers, and shall perform the duties and functions, relating to the program legislation that are given to the Minister, subject to any directions given by the Minister and subject to any designations or delegations that may be applicable.

Customs Act

The *Customs Act* is the primary piece of legislation administered and enforced by the CBSA. It deals mostly with the presentation of persons and reporting of goods upon their arrival in Canada. Among other things, it sets out the legislative authority to control the importation and exportation of goods.

The *Customs Act* gives CBSA officers the authority to perform many of their common functions including searching persons, examining goods being imported or exported, and detaining or seizing goods in cases of non-compliance. It provides the Agency with the authority to regulate different types of warehouses (e.g. Customs sufferance warehouses) as well as duty-free shops. The *Customs Act* also contains provisions relating to the transportation and storage of goods; the

accounting for and release of imported goods; the determination of value for duty of imported goods; refunds; and dispute resolution.

Section 2 of the *Customs Act* is noteworthy because it deals with delegations. In particular, subsection 2(3) provides that the powers, duties and functions of the President of the CBSA may be exercised or performed by any person authorized by the President. Subsection 2(4) allows the Minister to delegate any of the Minister's duties under the *Customs Act*, including judicial or quasi-judicial functions.

Subsection 2(5) allows the Minister to make delegations, as necessary, to Canada Revenue Agency personnel, while subsection 2(6) allows the Minister of National Revenue to make delegations as appropriate. The Minister of Public Safety has overall responsibility for the *Customs Act*, with the exception of the portion dealing with the collection of customs debt, which is the responsibility of the Minister of National Revenue.

The *Customs Act* is linked with numerous other pieces of legislation, such as the *Customs Tariff*, the *Special Import Measures Act*, and with numerous international agreements, including free trade agreements, but the overall policy responsibility for these rests with the Minister of Finance. The *Customs Tariff* sets out the application of duties and other charges as well as duty relief measures. The *Special Import Measures Act* is Canada's anti-dumping and countervailing duty statute to counter the effects of dumped or subsidized goods that harm Canadian producers.

Immigration and Refugee Protection Act

The Minister of Public Safety and the Minister of Citizenship and Immigration share responsibility for the *Immigration and Refugee Protection Act*. While much of the Act falls under the ambit of the Minister of Citizenship, Immigration and Multiculturalism, there are certain provisions under the Act that are the sole responsibility of the Minister of Public Safety. Important for the CBSA's purposes, the Act sets out the circumstances under which certain individuals may be considered inadmissible to Canada. It also sets out the circumstances under which individuals may be removed from Canada.

Subsection 4(2) sets out the authority of the Minister of Public Safety related to the administration and enforcement of the Act. These authorities include examinations at ports of entry; enforcement actions (including arrest, detention and removal); the establishment of policies respecting the enforcement of the Act and inadmissibility on the grounds of security, organized criminality or violating human rights, and any Ministerial determinations under any of subsections 34(2), 35(2) and 37(2).

Section 6 allows the Minister to designate any persons or class of persons as officers to carry out any purpose or any provision of the *Immigration and Refugee Protection Act* and to delegate, in writing, any ministerial powers granted by the Act.

Under the *Immigration and Refugee Protection Act*, CBSA officers have the authority to examine people seeking entry to Canada, board and inspect any means of transportation, and arrest and detain people who may be a danger to the public.

CBSA officers are often required to determine the admissibility of people seeking entry to Canada. Sections 34 to 42 of the *Immigration and Refugee Protection Act* set out the grounds for which a person can be found inadmissible to Canada. Some of these grounds are under the authority of the Minister of Citizenship and Immigration (e.g. health, financial, etc.), but the following sections fall under the purview of the Minister of Public Safety:

- Section 34 – Inadmissibility related to security grounds
- Section 35 – Inadmissibility related to the violation of human or international rights
- Section 37 – Inadmissibility related to organized criminality

Delegation and Designation Instruments

Under the *Customs Act* and the *Immigration and Refugee Protection Act*, the Minister is authorized to delegate powers to allow a given function or duty to be performed by an individual in a different position. Similarly, where they refer to "an officer" or "any officer designated by the President" the Minister or President, as the case may be, may designate the specific officer position title(s) in order to identify the officer(s) who may perform the relevant function or duty. The CBSA's delegations and designations are posted on the Agency's website.

Ministerial Relief

Persons who are inadmissible to Canada under the *Immigration and Refugee Protection Act* on grounds of security, organized crime or senior members of a designated war crimes regime may make an application to the Minister of Public Safety to overcome their inadmissibility on the basis that their presence would not be detrimental to the national interest ("Ministerial Relief").

Members of Parliament often make inquiries on behalf of their constituents regarding the status of relief applications. The CBSA does not generally provide timeframes regarding how long it will take for a decision to be rendered; however, applicants have gone to the media to bring attention to long delays in rendering a decision, and have also sought judicial recourse, such as civil suits.

Approved by: Caroline Weber Vice President/Corporate Affairs Branch/June 27, 2013



CBSA Media Coverage Synopsis 2012-2013 fiscal year

PURPOSE

This note provides a synopsis of the media coverage of the Canada Border Services Agency (CBSA) throughout the past fiscal year and outlines some of the challenges facing the CBSA and our communications efforts.

BACKGROUND

At CBSA, we have taken a proactive approach to our media and social media relations. With over 6,934 Twitter followers, 1,847 Facebook members, and 29,898 YouTube views, we have been actively communicating the activities of the CBSA. In 2012, we created "Arriving by Air: Welcome home. Welcome to Canada", available on YouTube and also being shown by major airlines. We have also taken the opportunity of an innovative approach to educate the public through Force Four Production's documentary TV series *Border Security* with over 15 million viewers in Canada. We have responded to the public's desire for mobile access by creating a mobile site with an average of 2,188 page views per day. And we continue to reach out to Canadians through more traditional media approaches with over 3,000 responses to media enquiries in 2012/13.

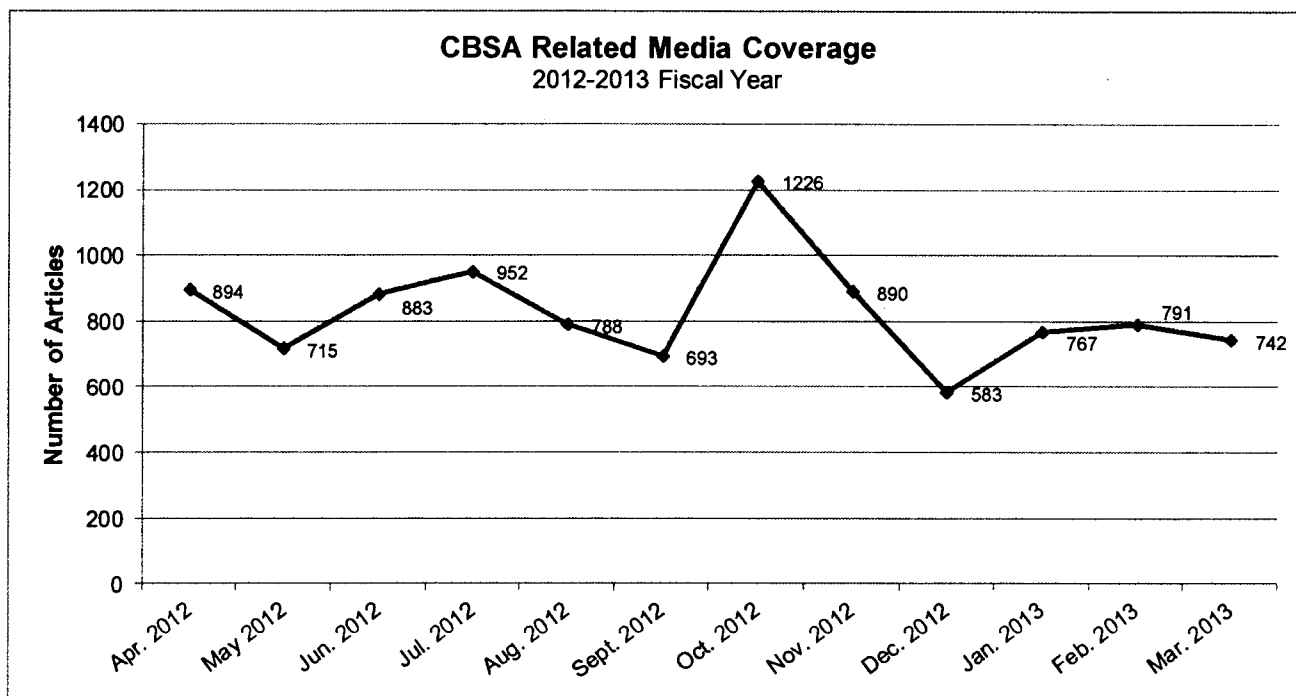
The CBSA is the operational or enforcement arm of many regulations and policies that are under the strategic policy authority of other Ministers and departments. Our dual mandate of enforcement and facilitation at the border generates media coverage that very often includes reference to these enforcement activities we carry out on behalf of our partner Canadian organizations such as the RCMP, Public Safety, Citizenship and Immigration, Transport Canada, and the Canadian Food Inspection Agency. Additionally, media coverage involving United States Customs and Border Protection very often result in questions to CBSA from American and Canadian media seeking comment on our involvement in various initiatives and activities.

Of note, under the provisions of the Privacy Act, the CBSA is often limited when providing information to the media and/or the public as the details of many CBSA cases (for example, deportations, detainments, arrests) are protected by privacy laws before the courts and cannot be revealed to the public without their consent.

The reality of this complex network of inter-connected organizations and issues highlights the importance of effective communications processes through which real-time communications activities can be coordinated within the network and with the Privy Council Office and your office to ensure that our messages are timely, accurate, and consistent with Government of Canada priorities.

MEDIA COVERAGE

The predominant areas of CBSA-related national media interest include: immigration issues - including removal cases and issues arising from amendments to legislative and regulatory frameworks; Canada-USA border related issues – such as the Beyond the Border initiatives; enforcement activities – including seizures; and, our interactions with the Customs and Immigration Union (CIU). A total of 9,924 articles appeared in the media regarding the CBSA during the 2012-2013 fiscal year. A breakdown of the coverage by month is provided in the graph below.



The synopsis that follows offers an overview of the predominant coverage by month:

APRIL 2012

Auditor General's report

- Media reported on the Auditor General's report, noting that deficiencies had been found in the inspection by Border Services Officers (BSO) of imported consumer goods which fall under Health Canada regulations. The Auditor General recommended increased inter-agency cooperation to improve the CBSA's ability to inspect and detain shipments which may be a risk to the health and safety of Canadians (*Edmonton Sun*, April 4, 2013).

Federal Budget

- There was significant media coverage on the tabling of the 2012 federal budget and the CBSA's deficit reduction plans. Customs and Immigration Union (CIU) President Jean-Pierre Fortin held a press conference shortly afterwards, during which he heavily criticized the federal government for placing the security of Canadians in danger by reducing the Agency's budget (*CBC*, April 12, 2012).
- CIU President Fortin later criticized CBSA executives for hosting a three day conference in downtown Montreal just days after CBSA employees were told to reduce costs by using alternatives to large events, such as teleconferencing. Fortin said that the officials will be protesting to remind CBSA executives "that they should be applying their own rules to themselves" (*Montreal Gazette*, April 17, 2012).

MAY 2012

Cross-border policing

- Concerns were raised regarding the proposed Integrated Cross-Border Law Enforcement Operations Act, which would allow for American authorities to participate in integrated cross-border operations within Canadian borders (*Montreal Gazette*, May 17, 2013).



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JUNE 2012

Increased personal exemption limits

- On June 1, 2012 the federal government increased the personal exemption limits for travelers. Duty-free limits for stays of 24 hours or more increased from \$50 to \$200, while stays of 48 hours or more increased from \$400 to \$800. Mary Ann Dewey-Plante, a spokesperson with the Department of Finance, said the aim is to smooth cross-border traffic and allow border guards to focus on security (*Hamilton Spectator*, June 1, 2012).
- Numerous Canadian retailers and retail associations criticized the decision to increase personal exemption limits, warning that cross-border shopping will cripple their livelihood as they already struggle to match American prices (*Ottawa Citizen*, June 2, 2012).

Audio-visual equipment

- It was widely reported that the CBSA had installed audio-video recording equipment in customs controlled areas at major ports of entry (POEs). CBSA spokesperson Chris Kealey said that although the audio surveillance equipment has been installed, "no audio is recorded at this time." (*Ottawa Citizen*, June 16, 2012).
- CIU President Fortin said that the union only learned of the new surveillance equipment through the *Ottawa Citizen's* inquiries into the subject and raised concerns regarding the recording of personal workplace conversations between border services officers that could become part of employees' official record (*Ottawa Citizen*, June 16, 2012).
- Public Safety spokeswoman Julie Carmichael later said that, "Minister Toews has directed the CBSA to halt audio monitoring until a privacy impact assessment can be submitted, and recommendations from the privacy commissioner can be reviewed by the government" (*Edmonton Journal*, June 20, 2012).

JULY 2012

Baljinder Singh Kandola

- Former border services officer (BSO) Baljinder Singh Kandola was found guilty of conspiracy to commit an indictable offence, importing cocaine, breach of trust and accepting a bribe for his role in a cross-border smuggling ring that was busted by police in 2007 (*Vancouver Sun*, July 4, 2012)

AUGUST 2012

NEXUS

- Reports indicated that the government is increasing the number of airports that accept NEXUS cards in a bid to speed up the border clearance process and reduce wait times for travellers. Card holders are now said to be able to use the passes at five new airports in St. John's, Moncton, Québec City and Kelowna, as well as Toronto's Billy Bishop Airport (*Toronto Sun*, August 15, 2012).

Outbound narcotics smuggling

- An internal CBSA memo revealed that due to a lack of resources, Border Services Officers (BSO) should focus less "on outbound smuggling of narcotics" and rather focus their efforts on three priorities - stopping the export of illicit nuclear material, stolen vehicles, and enforcing other departments' export bans (*Times Colonist*, August 24, 2012).



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SEPTEMBER 2012

American war resister Kimberly Rivera

- Significant media coverage pertained to the deportation of American war resister Kimberly Rivera. The War Resisters Support Campaign says Kimberly Rivera was immediately arrested, detained and transferred to U.S. military custody after presenting herself at the border. The parliamentary secretary to Immigration Minister Jason Kenney confirmed the deportation and says the federal Government doesn't believe she will be persecuted in the United States (*Calgary Herald*, September 21, 2012).

OCTOBER 2012

Integrity questionnaire

- It was reported that the CBSA had introduced a new "voluntary integrity questionnaire" for its employees in September which asks respondents over 57 questions on a wide range of topics, including alcohol consumption, gambling habits, and prescription medication. The questionnaire was summed up as a "23 page document which basically asks employees to admit to anything bad that they've ever done" (*Globe and Mail*, October 1, 2012).
- In a statement, the office of Public Safety Minister Vic Toews affirmed that CBSA employees are "the best of the best" and that the goal of the questionnaire is to prevent employees from being subject to blackmail (*CBC*, October 2, 2012).
- MP Brian Masse, the NDP Critic for the Canada-U.S. border, described the questionnaire as "beyond absurd" and warned that the federal government is undermining its own department by asking such questions of its employees (*CBC*, October 2, 2012).
- CIU Vice-President Jason McMichael said that the questionnaire "repeatedly crosses the line" and that many of the questions, such as those regarding prescription medications, could create potential biases in the workplace (*Windsor Star*, October 3, 2012).

Alleged "drunkfest"

- According to an anonymous complaint filed with the Public Sector Integrity Commissioner (PSIC) and was leaked to the *Toronto Sun*, five senior CBSA officials participated in a dinner with Chinese Embassy officials on August 3, 2012 which turned into a "drunkfest" (*Ottawa Sun*, October 5, 2012).
- Goran Vragovic, the CBSA Regional Director for the Greater Toronto Area, released a statement on October 5, 2012 addressing the PSIC complaint. Vragovic stated that the CBSA is taking the allegations "very seriously" and that he has taken "immediate steps" to determine the facts of the incident (*Toronto Sun*, October 6, 2012).

Terry Jones

- U.S. Pastor Terry Jones, known for publicly burning copies of the Qu'ran, was scheduled to attend a debate in Toronto regarding freedom of speech. In the days leading up to his arrival at the Canada-U.S. border, there was widespread speculation regarding his admissibility (*Toronto Sun*, October 11, 2012).
- It was reported that after hours of questioning at the Windsor-Detroit border, Pastor Jones was denied entry to Canada because of a fine he received in Germany in the 1990's. Border services officers also seized some of his protest signs which were deemed anti-Islamic and searched his vehicle extensively during a secondary inspection (*Toronto Sun*, October 12, 2012).



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Shooting at Douglas POE

- On October 16, 2012, at approximately 14h00 PDT, BSO Lori Bowcock was shot in the neck by a lone gunman while working at the Douglas POE. She was immediately airlifted to the New Westminster's Royal Columbian Hospital (CBC, October 17, 2012).
- It was later widely reported that Officer Lori Bowcock was expected to make a full recovery, and that her mother and brothers were visiting her in the hospital (*Vancouver Sun*, October 18, 2012).
- CBSA President Luc Portelance expressed his sympathy towards Officer Bowcock's family, saying that the shooting "is a profound reminder of the risks that border services officers assume every day" and that "the courage and dedication of our officers are second to none" (*Vancouver Sun*, October 18, 2012).
- Concerns were raised by a large majority of media outlets regarding the CBSA arming initiative given that Officer Bowcock had not yet received firearms training. CBSA Pacific Regional Director General Roslyn MacVicar confirmed that Officer Bowcock had only been with the Agency for a few months and that, as a recent graduate, she had not yet completed her firearms training (*Vancouver Sun*, October 18, 2012).
- Public Safety Minister Vic Toews dismissed suggestions of accelerating the current training level of 1,000 BSOs a year in light of the shooting, saying that he would be "very reluctant to tell the Agency to speed up if that meant compromising the security training" (*Windsor Star*, October 18, 2012).

Removal case of Nigerian students

- During the month of October there were numerous rallies and vigils against the planned removal of Nigerian scholarship students Victoria Ordu and Ihuoma Amadi, who face deportation after working at a local Walmart in violation of their student visas. Ordu and Amadi have been living in the basement of a Regina church since June (*Leader Post*, October 23, 2012)

Illegal immigration in Stanstead

- NDP MPs Jean Rousseau, Pierre Jacob, and Rosane Doré Lefebvre all raised concerns regarding the influx of refugee claimants illegally entering Canada via the Stanstead POE. Lefebvre, who is the Deputy Critic for Public Safety, said that federal budget cuts to the CBSA were in part to blame for the inward flow of illegal immigrants, suggesting that the Agency was not able to address the problem (*La Presse*, October 22, 2012).
- The *Globe and Mail* described the Stanstead POE as a "scene of growing chaos" where cars loaded with illegal immigrants blow through outbound lanes and zip by "helpless Canadian border officials." The article also stated that the federal government is "scrambling" to address the issue. Additionally, NDP MP Jean Rousseau said he was told by border services officers and the RCMP that they are too understaffed to do anything (*Globe and Mail*, October 26, 2012).

NOVEMBER 2012

Removal case of Nigerian students

- Coverage on the Nigerian students Victoria Ordu and Ihuoma Amadi continue throughout the month of November, with the two young women arguing that certain comments made by Conservative MPs during Question Period last week were either untrue or irrelevant. Immigration Minister Jason Kenney said information provided by the CBSA indicated one of the students withdrew from courses in the 2011 winter semester because she did not meet academic standards (*Leader Post*, November 7, 2012).
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Black Friday protests

- It was reported that border services officers were planning on using Black Friday to inform travelling Canadians of the impact that federal budget cuts will have on frontline services. It was also reported that different union locals would be "taking different actions" (*Kingston Whig-Standard*, November 23, 2012).
- Border services officers, led by CIU President Jean-Pierre Fortin, held a "surprise" rally at the Montreal Trudeau International Airport. Fortin warned that budget cuts will make Canada a sieve for drugs and illegal immigrants (*La Presse*, November 23, 2012).
- Border services officers also held a rally at the Halifax Stanfield International Airport. Brett Evan, CIU President of Nova-Scotia, said that the cuts were impacting front-line security, stating that "these cuts are not to the backroom, they are to front-line security" (*Chronicle-Herald*, November 23, 2012).
- Border services officers working at ports of entry along the St. Lawrence Seaway were reported to have backed off the plan to talk to travellers about budget cuts. Local CIU Branch President Sean Smith stated that they had initially planned to have off-duty officers present to offer information sessions, but that "those plans have changed" (*Kingston Whig-Standard*, November 23, 2012).

DECEMBER 2012

Designation of irregular arrivals

- On December 5, 2012, Minister of Citizenship and Immigration Jason Kenney held a press conference in Stanstead, Quebec to announce that Public Safety Minister Vic Toews had designated a total of 85 foreign nationals as irregular arrivals for allegedly being a part of a human smuggling ring. The ability to apply such a designation was introduced in June 2012 with the passing of the *Protecting Canada's Immigration System Act*, and this incident marked the first time the new authority has been used (*CBC*, December 5, 2012).
- During the press conference, Minister Kenney affirmed that Minister Toews had made the designation based on "an examination of the facts" and that there was "reasonable motive to suspect that these arrivals were organized by a criminal organization" (*CBC*, December 5, 2012).
- Numerous members of the Opposition criticized Minister Kenney's press conference, saying that it was "political showcasing" for the Conservative government's new refugee laws. NDP Deputy Public Safety Critic Rosane Doré Lefebvre contended that the irregular arrivals designation does not address the "real problem" of border security, and warned that Stanstead has been declared an "unmanned border crossing" (*Ottawa Citizen*, December 6, 2012).

Introduction of mandatory name tags

- On December 11, 2012 the CBSA introduced a mandatory name tag policy for border services officers (BSOs). The Agency asserted that the use of personalized name tags by BSOS would reflect the CBSA's "commitment to service excellence" and "reinforce the professionalism and integrity" for which BSOs are known (*CBC*, December 11, 2012).
- Representatives from the CIU were very vocal in their disapproval of the new policy, with CIU President Fortin saying that the union "vehemently opposes CBSA's new name tag policy." Fortin also suggested that wearing name tags exposes BSOs to "unnecessary risks" (*CBC*, December 11, 2012).
- Several BSOs working in southern Ontario and Quebec subsequently walked off the job on December 11, 2012, a move which significantly increased border wait times at multiple POEs (*Windsor Star*, December 12, 2012).



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- Following the suit of their colleagues in Ontario and Quebec, BSOs working at the Emerson POE in Manitoba later walked off the job on December 13, 2012 because of safety concerns stemming from the introduction of name tags. However, the CBSA was prepared for the possibility of more work refusals, and as such, there were no service disruptions to cross border traffic (*Winnipeg Free Press*, December 14, 2012).

JANUARY 2013

Idle No More (INM) protest activities

- It was reported that certain activist groups in the INM movement are preparing to create border blockades at various POEs across the country on Saturday, January 5, 2013. On the social media sites promoting the planned blockades, organizers called on protesters to "show the government that we are willing to escalate this to a point where we shut down the country" (*National Post*, January 3, 2012).
- On January 5, 2013, hundreds of members from the Akwesasne Mohawk community, as well as outside supporters, marched across the Seaway International Bridge (*North Country Public Radio*, January 7, 2013). INM rallies and protests were also held at various other POEs across the country on January 5, 2013, including Fort Erie, the Queenston/Lewiston Bridge, and the Blue Water Bridge (*Toronto Sun*, January 6, 2013). There was also a peaceful INM gathering at the Osoyoos POE which had the co-operation of the RCMP and the CBSA (*Penticton Western News*, January 9, 2013).
- Another series of INM rallies were held on January 16, 2013, including a protest march at the Ambassador Bridge POE in Ontario which took place without incident. Nearly a thousand INM activists blocked traffic while marching northbound down Huron Church Road, but subsequently moved into an emptied CBSA parking lot next to the bridge for the remainder of the rally (*Windsor Star*, January 17, 2013).

FEBRUARY 2013

Fiona Johnstone

- On February 1, 2013 Federal Court Justice Leonard Mandamin upheld a 2010 ruling by the Canadian Human Rights Tribunal which found that the CBSA discriminated against BSO Fiona Johnstone by denying her request for regular work hours after she returned to work from maternity leave in April 2004. At the time, Johnstone and her husband were both working irregular shifts as BSOs at the Toronto Pearson International Airport and, according to Johnstone, could not make child-care arrangements with their continuously changing schedules. (*Toronto Star*, February 5, 2013).

Jeffrey Paul Delisle

- On February 8, 2013, Sub-Lieutenant Jeffrey Paul Delisle was sentenced to 20 years in prison for selling military secrets to Russia over a period of nearly five years. Delisle came under the suspicion of BSOs after returning from Brazil in September 2011 with no tan, little awareness of the tourist sites in Rio de Janeiro, three prepaid credit cards, thousands of dollars in U.S. currency and a handwritten note with an email address (*Telegraph-Journal*, February 9, 2013).

U.S. sequestration

- It was reported that the Beyond the Border Action Plan could be shelved with U.S. Customs and Border Protection poised to cut almost 8,000 positions as the result of sequestration; an array of massive, mandated spending cuts aimed at slashing America's \$16-trillion national debt (*Globe and Mail*, February 25, 2013).



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MARCH 2013

Cross-border shopping

- Canadian businesses expressed frustration at a 13-year-old policy that allows BSOs to “wave through” travellers without charging them duty, particularly during peak cross-border shopping periods. According to internal CBSA documents, the government acknowledges the concerns and has received “many complaints” about the policy that is said to “place Canadian businesses at a competitive disadvantage” (*Windsor Star*, March 5, 2013).

Filming of a CBSA raid

- It was reported that an “ordinary day” at a Vancouver construction site “took a turn for the dramatic” when border services officers (BSOs) “burst in” as part of a raid searching for illegal migrant workers. The BSOs were said to have been “shadowed by a camera crew apparently recording footage for a reality TV show” (*Vancouver Sun*, March 14, 2013).
- Immigration lawyer Doug Cannon suggested that if the intention of the Border Security documentary series was to promote the work of the CBSA, then it “may have backfired” since border services officers (BSOs) have “an important job to do” and the television show is “unprofessional” and “highly manipulative” (*Vancouver Sun*, March 18, 2013).
- An online petition demanding that National Geographic cease airing the Border Security documentary series was reported to have garnered over 11,000 signatures by March 19, 2013 (*Globe and Mail*, March 19, 2013).

NEXT STEPS

CBSA will continue to work your office to seek opportunities, in partnership with our portfolio partners that proactively communicate the activities of the CBSA in supporting the government's priorities.



For information

BEYOND THE BORDER ACTION PLAN

For the Minister

PURPOSE

The *Action Plan for Perimeter Security and Economic Competitiveness*, or the Beyond the Border Action Plan (Action Plan), is a collaborative agreement with the United States (US) to modernize border practices to enhance security and facilitate trade in a way that reflects the integrated nature of the Canadian and American economies and shared security concerns. The Action Plan is a partnership that will see both nations working together within, at and away from the border.

The Action Plan aligns with the Canada Border Services Agency's (CBSA) mandate to ensure national security and facilitate the flow of legitimate travel and trade. The Action Plan provides a vehicle to focus and drive Agency priorities while complementing other Agency priorities aimed at modernizing business processes and promoting management and service excellence. Many of the initiatives under the Action Plan have been long-standing priorities for the Agency. Some elements will improve the design of existing programs, while others will create new programs.

BACKGROUND

The *Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness* declaration was made by Prime Minister Stephen Harper and US President Barack Obama in February 2011, and called for the development of a joint action plan. The Declaration established a new long-term partnership built upon a perimeter approach to security and economic competitiveness. This means working together, not just at the border, but beyond the border to enhance our security and accelerate the legitimate flow of people, goods and services.

Based on the February 2011 Declaration, the Action Plan was announced on December 7, 2011, and established 32 initiatives to implement in partnership. The CBSA serves as the lead department in 10 initiatives and plays a secondary role in nine other initiatives. The Action Plan seeks to enhance perimeter security while providing greater consistency, efficiency and predictability in the processes that affect trade and travel between Canada and the US. The Agency's ability to identify persons and shipments of high or unknown risk away from the

border while facilitating the movement of low risk persons and goods between Canada and the US will be strengthened through implementation of Action Plan initiatives.

In collaboration with the Other Government Departments (OGDs) and partners in the US, the Action Plan will be implemented with timelines for initiatives ranging from one to five years. The Agency's principal federal partners in this initiative include Citizenship and Immigration Canada, Transport Canada and Public Safety Canada, though the Agency will also work with other partners to ensure effective implementation.

ISSUE

The Action Plan is an ambitious undertaking, involving multiple federal entities; a number of American government entities whose recent sequestration has affected their milestones; and, a varied international stakeholder community representing business, border communities, and a multitude of cargo and passenger transportation (air, rail, surface, truck, and marine) groups. The number of interdependencies requires vigilant coordination.

The Privy Council Office (PCO) chairs two interdepartmental committees which the CBSA participates in (Core Border Action Plan Assistant Deputy Minister and Deputy Minister Committees). These committees are a forum for tabling issues and managing progress.

To support the Action Plan at the Agency-level, a governance structure has been established at the CBSA to set strategic direction, ensure proper management and implementation of the CBSA-led initiatives. This structure includes the Perimeter Vision Senior-Level Committee senior management forum chaired by the Executive Vice-President and an accompanying Director General-level Steering Committee. These Committees are supported by a dedicated Governance and Implementation Coordination Directorate who, in partnership with project and program leads, provide regular monitoring and reporting functions to these Committees, Deputy Minister and Minister Offices, PCO, and the Treasury Board Secretariat.

STATUS

The Action Plan initiatives are monitored closely; issues which do arise are addressed and managed by the lead department. The CBSA and PCO have worked to establish common milestones with our American counterparts to ensure alignment. Furthermore, the CBSA is monitoring the expectations established in the Action Plan for public reporting to ensure effective communication and engagement in alignment with key milestones. The CBSA is also contributing to the 2013 Implementation Report, an annual public document with contribution from all lead departments and coordinated through the PCO.

The CBSA continues to implement and evaluate pilot projects as part of a variety of CBSA-led Action Plan initiatives. In collaboration with our American counterparts, the CBSA is conducting pilot projects in Prince Rupert, Montreal, and Newark, as part of the Integrated Cargo Security Strategy initiative. Another Action Plan milestone for the CBSA is the launch of Phase II of the Entry /Exit initiative, which will be implemented on June 30, 2013. Other key initiatives include the Small and Remote Ports of Entry and Interactive Advance Passenger Information initiatives. These projects have recently received approval for funding and policy coverage and will now begin project implementation. A number of other CBSA-led initiatives will be seeking policy and funding approvals this fall.

COMMUNICATIONS CONSIDERATIONS

The CBSA makes every effort to be transparent with stakeholders and communicate the progress of the CBSA initiatives when possible. The CBSA conducts public outreach and consultation, as well as updating relevant websites. Regular dialogue with key stakeholder groups, such as the Border Commercial Consultative Committee, enables CBSA to consult as well as promote proposed changes and opportunities. The CBSA engages with our American counterparts, all levels of government and also with our communities, non-governmental organizations, the private sectors, as well as with our citizens, on innovative approaches to security and competitiveness.

NEXT STEPS

The CBSA will continue to align and coordinate strategic and operational priorities of the Action Plan initiatives within the Agency, and with other government departments and American partners so that the *Shared Vision for Perimeter Security and Economic Competitiveness* is achieved for the Government of Canada.

Approved by: Cathy Munroe/Vice President/Programs Branch/ June 27, 2013/613-954-7220



For information

BORDER MODERNIZATION / BLUEPRINT 2020

For the Minister

PURPOSE

To provide an overview of the Canada Border Services Agency's (CBSA) Border Modernization initiative and its links to the Public Service of Canada's Blueprint 2020.

This is time-sensitive because all departments and Agencies must provide an interim Report to the Clerk of the Privy Council in September 2013 followed by a final report in December 2013. An action plan will be developed in early 2014 and released in the spring.

BACKGROUND

Since its creation in 2003, the CBSA has implemented a number of key initiatives to help achieve an integrated border agency that is recognized for service excellence in ensuring Canada's security and prosperity. The CBSA Change Agenda was launched in 2009 as a foundation to accelerate the Agency's progress toward implementing the structure, capacity, processes and corporate culture needed to continue to improve on the delivery of the CBSA's mandate.

In this, its 10th anniversary year, the CBSA continues on its path to border management excellence with its launch of the Border Modernization initiative.

The Border Modernization initiative seeks to strengthen the Agency's capacity to ensure effective security and trade facilitation, while also delivering tangible operational efficiencies. Border Modernization aims to achieve this through the streamlining and simplifying of the CBSA's approaches to doing business both internally and externally, and to optimize and align programs so that resources are allocated to achieve better results. Border Modernization initiatives are rigorously assessed using a risk-based approach both during development and post-implementation to ensure the appropriate balance between facilitation and enforcement concerns.

There are 2 key components to Border Modernization. The first is the policy agenda or framework which is inspired by the 6 principles at the heart of our vision. These are: pushing the border out; facilitating low risk; making enforcement more effective and integrated; improving efficiency; increasing harmonization with international partners; and excelling at client service.

Border Modernization organizes the CBSA's operations into two continuums – the Traveller and Commercial Continuums, and establishes the Agency's direction and trajectory for the next 5 to 7 years. This trajectory begins with the Canada-US Beyond the Border Action Plan commitments and other current Agency modernization initiatives (e.g., eManifest, CBSA Accounting and Revenue Modernization (CARM), and Postal Modernization), and identifies ways to build upon these investments over the longer term.

The CBSA has engaged key partners on Border Modernization, including the Public Safety Portfolio. CBSA is also working on a number of guiding documents with other strategic partners that include Citizenship and Immigration Canada (CIC), the Canadian Security intelligence Service (CSIS) and the Royal Canadian Mounted Police (RCMP).

The second piece of Border Modernization aims to engage employees to help identify additional ways to build upon our transformation agenda. In short, Border Modernization proposes the vision and enlists employee participation in modeling it and enhancing it over the longer term.

The Agency's plan for employee engagement is linked to the Clerk of the Privy Council's Blueprint 2020, an initiative to engage federal public servants on how we operate as a public service. A key component of Blueprint 2020 is opening a dialogue about Public Service modernization with public servants. Border Modernization offers a means by which to engage CBSA employees about how the Agency can better deliver on its mandate and as such, the Border Modernization and Blueprint 2020 go hand-in-hand. In building a modern CBSA, the Agency is also helping to build a modern public service.

ISSUE

Border Modernization actively enlists and engages its Agency workforce and works to establish a culture of inclusion and collaboration across its employees. Managing the expectations of Agency stakeholders (employees and management) in relation to the adoption of a more inclusive environment, social media tools, and culture shift remains an issue of reflection for the Agency leads, as it does for the BP2020 leads.

STATUS

Both Border Modernization and Blueprint 2020 were launched during National Public Service Week this year. As part of its Border Modernization and BP2020 engagement strategy, the CBSA has developed regional and HQ engagement plans and established horizontal oversight and engagement planning groups. The emphasis for this collaborative approach is on the use of existing forums for discussion and interactive technology such as Wikis and Webinars with little to no additional costs.

External stakeholders such as the Air Consultative Committee (ACC) and the Border Commercial Consultative Committee (BCCC) have been engaged to solicit their input into the future opportunities as well. The engagement sessions to date have been well received as they facilitate industry's forward planning and ensure our objectives are aligned and inclusive.

COMMUNICATIONS CONSIDERATIONS

The Border Modernization initiative is the CBSA's business transformation way forward and is expected to receive little external attention except from stakeholders directly involved. It is expected to generate employee enthusiasm as forums and processes are clearly identified for idea sharing and the advancement of positive change to improve border management.

NEXT STEPS

Throughout the year internal and external stakeholders will continue to be engaged to further identify ideas to improve border management and consider longer term planning options to modernize the CBSA. Processes are being put into place to ensure a sustained commitment and momentum to engagement efforts, tracking of engagement activities, and reporting on idea to implementation actions.

SUGGESTED SPEAKING POINTS (Border Management / Blue Print 2020)

- Effective government requires high-performing public servants. An agile, efficient and effective Public Service is essential to the well-being of Canadians, fuels productivity and supports sound governance of the country.
- Border Modernization and Blueprint 2020 both achieve this vision, with a notable difference in emphasis. While Border Modernization is about the border management of the future, Blueprint 2020 is about the future of the Public Service.
- As such, engagement at the CBSA will combine both discussions on the future of the Agency and the future of the public service. In building a modern border management organization, the CBSA is also helping to build a modern public service.
- Border Modernization articulates the potential future state of the Agency's programs and services while *Blueprint 2020* envisions a capable, high-performing, and engaged Public Service that embraces innovation, transformation and continuous renewal. Both are being further shaped and expanded upon via the engagement with employees and stakeholders.

Approved by: Cathy Munroe/Vice President/ Programs Branch/June 27, 2013/613-954-7220

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**Pages 721 to / à 724
are withheld pursuant to sections
sont retenues en vertu des articles**

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**of the Access to Information
de la Loi sur l'accès à l'information**



For information

WORKFORCE PROFILE AND LABOUR RELATIONS OVERVIEW

For the Minister

PURPOSE

The purpose of this briefing note is to provide an overview of the workforce profile and key labour relations considerations at the Canada Border Services Agency (CBSA).

ISSUE

The majority of CBSA's workforce is unionized. The Customs and Immigration Union (CIU), a component of the Public Service Alliance of Canada (PSAC), represents approximately 11,067 CBSA employees, 8,707 of which are included in the Border Services (FB) bargaining unit. The CIU frequently advocates in the media and to parliamentarians on issues of concern to the union and their membership.

BACKGROUND

As of April 1, 2013, the CBSA had a total of 14,404 employees on active duty. Approximately 94% of CBSA's workforce is comprised of indeterminate, full-time employees; the balance of employees are students, casual, term or seasonal. Almost half (46%) of the CBSA workforce is under the age of 40 and 65% have less than 15 years of public service. Only 20% of our employees will be eligible to retire without penalty in the next four fiscal years.

With respect to employment equity, based on the results of the employee self-identification questionnaire, the CBSA's population meets or exceeds the Department's targets in all areas (women, visible minorities and Aboriginals) except representation of persons with disabilities in operational roles.

Most of the CBSA's workforce is employed in the regions (71% or 10,276). The majority of CBSA's employees are in the Border Services (FB) group (68% or 9,744), with the majority of the FB employees (82% or 8,010) in operational regional roles.

Of CBSA's 14,404 active employees, 12,177 are unionized. The following outlines the distribution of employees, by bargaining agent.

Bargaining Agents	Total Employees Represented	Percentage of CBSA's Active Employees
Public Service Alliance of Canada (PSAC) - - Customs and Immigration Union	11,067	76.8%
Professional Institute of the Public Service of Canada (PIPSC)	832	5.8%
Association of Canadian Financial Officers (ACFO)	142	1.0%
Canadian Association of Professional Employees (CAPE)	87	0.6%
Professional Association of Foreign Services Officers (PAFSO)	42	0.3%
International Brotherhood of Electrical Workers (IBEW)	7	<0.1%

The remaining 2,227 employees are excluded or unrepresented.

One of the primary focuses of the Labour Relations Program over the past year has been collective bargaining for the Border Services (FB) group, who has been without a collective agreement since June 2011. A separate note has been prepared on this issue.

The relationship with the CIU is strained at this time given the collective bargaining context and the implementation of the Economic Action Plan 2012. Therefore, it is anticipated that the CIU will leverage every opportunity to publicly voice its concerns with the current government and agency agenda and will likely contact your office to request a meeting. Recent files of interest to the CIU include the arming of CBSA officers, the requirement for uniformed officers to wear Name tags, Officer Powers and the implementation of Deficit Reduction Action Plan measures.

STATUS

The CBSA is actively working to improve union-management relations and pro-actively address issues of concern to the Unions through regular union-management meetings and consultations.

Luc Portelance
President

ATTACHMENT

1. **Appendix A - Suggested Key Speaking Points**

APPENDIX

SUGGESTED KEY SPEAKING POINTS

- We would recommend that any questions associated with the CBSA workforce be referred to the CBSA for response.
- Communications regarding the bargaining process is managed by the Employer. It will be important for the CBSA to remain factual in all of its communications with respect to the vote. Any messages perceived as an attempt at influencing the outcome of the vote could be perceived as interfering with union business.
- All media inquiries associated with collective bargaining should be referred to the Treasury Board Secretariat (TBS), as the Employer, for response. Suggested TBS speaking points are included in the briefing note entitled FB Collective Bargaining Update.



For information

KEY FEDERAL PARTNERS

For the Minister

PURPOSE

Building and managing relationships with other federal government departments is essential to achieving the Canada Border Services Agency's (CBSA) mandate of providing integrated border services that support national security and public safety priorities and facilitating legitimate trade and travel.

BACKGROUND

The CBSA administers more than 90 acts, regulations and international agreements, many on behalf of other federal departments and agencies. Regular interaction with federal partners takes several different forms including: joint senior management meetings, Deputy Minister-level committees, joint policy/program development and ongoing operational interactions. Key examples of these interactions are listed below:

Citizenship and Immigration Canada (CIC)

Both CIC and the CBSA share the responsibility of administering the *Immigration and Refugee Protection Act* (IRPA). The CBSA is responsible for investigations, detentions, removals, admissibility hearings and inland enforcement, while CIC is responsible for facilitating the arrival of people and their integration into Canada and supporting strong access management.

The continuum of a visitor's or immigrant's interaction with the federal government requires constant interaction between CIC and the CBSA, depending on the specifics of the case. To manage this relationship, a governance structure to provide oversight for the shared administration of the IRPA is managed through quarterly meetings at the Deputy Minister and Assistant Deputy Minister-level.

Multiple reports from the Office of the Auditor General have led the CBSA and CIC to develop a joint performance report. Through this report, CIC and the CBSA are working to ensure that we can accurately measure the success of our joint enforcement priorities and in particular, our efforts to maintain the integrity of the immigration system. An action plan has also been initiated to renew our shared enforcement and intelligence priorities for the next fiscal year (2014/15) to reflect any changes to the immigration inadmissibility and fraud landscape that merit more effort.

Royal Canadian Mounted Police (RCMP)

The CBSA has the primary responsibility of enforcing and administering border, customs and immigration legislation at the ports of entry while the RCMP is responsible for investigating matters that occur between the ports, First Nations reservations, and matters of national security and organized crime.

The CBSA-RCMP relationship is governed by the Joint Executive Committee led by the President and Commissioner and the Joint Working Group which is led by the Vice-President, Operations and the Deputy Commissioner of Federal Policing. Committee members will represent their respective agencies, but will work as a group to achieve integrated goals, including: coordination of engagement with the United States (US); a joint border strategy; and the development and maintenance of written collaborative arrangements and agreements.

Canadian Security Intelligence Service (CSIS)

CSIS is an important partner in terms of the national security aspect of the CBSA's mandate. Both organizations have responsibilities relating to protecting the safety and security of Canadians, and collaborate regularly on issues such as security screening and intelligence.

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The CBSA is currently working closely with CSIS, the RCMP and CIC to [REDACTED] the current security screening process for visitors and permanent residents. Positive steps forward include the implementation of a governance structure and service standards for security screening. At this time, service standards are being met consistently.

Canadian Food Inspection Agency (CFIA)

The CBSA is responsible for administering and enforcing certain acts and regulations governing the import, export and in-transit movement of food, plant and animal and related products at all Canadian ports of entry on behalf of the CFIA. Both organizations work together to ensure the proper application of these legislative requirements on a day-to-day basis and during emergency situations.

Statistics Canada

The CBSA provides Statistics Canada with data for the collection of statistical information related to international trade, travellers and modes of transportation.

National Defence and the Canadian Forces

The CBSA provides customs services for the repatriation of troops and equipment to Canada at domestic and international airports and Canadian Forces bases.

Public Safety Canada (PS)

The CBSA works with PS to ensure that border management initiatives strengthen national security and enhance the safety of Canadians. The CBSA and PS collaborate to enhance data collection and screening of travellers to Canada, support effective information sharing amongst federal partners and respond to threats in a timely manner.

Transport Canada (TC)

The CBSA works with TC to ensure that commercial carriers in the air, land, rail and marine modes comply with Canadian legislation. Responsibility is also shared in relation to shared infrastructure at ports of entry.

Department of Foreign Affairs and International Trade (DFAIT)

The CBSA supports the DFAIT in negotiations for bilateral and multilateral trade agreements; specifically, the CBSA supports DFAIT in matters related to customs processes for rules of origin, trade facilitation and intellectual property rights. The CBSA also contributes to DFAIT's foreign policy positions related to trade and immigration.

NEXT STEPS

The CBSA is committed to engage its key federal partners in ongoing consultations at senior and working levels to strengthen relationships, jointly address challenges and mitigate future issues that may arise.

The CBSA will continue to maintain positive, proactive and effective relationships with key interdepartmental stakeholders and ensure that input is collected and considered in the CBSA's decision-making processes.

Suggested Speaking Points (Key Federal Partners)

- Building and managing relationships with key intergovernmental partners is essential to achieving the CBSA's mandate. The CBSA engages with these partners through regular interactions at all levels: Deputy Minister, senior management and working level.
- The CBSA is committed to engaging its key partners in ongoing consultations to strengthen relationships, jointly address challenges and mitigate future issues that may arise.

Approved by: Cathy Munroe/Vice President/Programs Branch/613-954-7220

2013-07-05 02:30 PM



For information

KEY PRIVATE SECTOR STAKEHOLDERS

For the Minister

PURPOSE

Building and managing relationships with private sector stakeholders is essential to achieving the Canada Border Services Agency's (CBSA) mandate of providing integrated border services that support national security and public safety priorities and facilitating legitimate trade and travel.

BACKGROUND

Key Stakeholders

Key external stakeholders consist of associations and individuals engaged in the commercial trade, business, immigration, and travel and tourism sectors, and are often members of formal associations. Several organizations, including representatives of the travel and tourism sectors and legal and human rights associations, also interact with the CBSA.

The CBSA has two main consultative committees: the Border Commercial Consultative Committee (BCCC) and the Air Consultative Committee (ACC). Each group meets up to three times per year, and each has a number of sub-committees that work on specific, technical issues. The BCCC has 29 member associations and deals with issues impacting commercial stakeholders, i.e. carriers, brokers, importers, and freight forwarders. The ACC has 24 member associations and provides a venue to deal with issues in the air mode such as the automated processing of travellers, enhanced facilitation of trusted travellers, the secure movement of travellers and baggage in airports, and electronic information sharing.

The CBSA engages regularly with key commercial stakeholders through bilateral meetings and participation in annual stakeholder association conferences. This includes the Canadian Association of Importers and Exporters (I.E. Canada), the Canadian/American Border Trade Alliance (CAN/AM BTA), the Canadian Society of Customs Brokers (CSCB), and the Canadian Bar Association. Recent discussion topics raised by these stakeholders include: the implementation of eManifest, the implementation of CBSA Assessment and Revenue Management (CARM), and the development and implementation of the Beyond the Border initiatives.

The CBSA is working with government and industry partners in Canada and the United States (US) to implement the *Beyond the Border Action Plan for Perimeter Security and Competitiveness*. The CBSA has developed comprehensive stakeholder engagement plans for each of our key initiatives and our progress has been guided and will continue to be enhanced by extensive, coordinated, and constructive engagement with stakeholders in Canada and the United States.

ISSUE

The CBSA does not have any pending invitations from external stakeholders for the Minister of Public Safety. It can be anticipated that the Minister will be invited by external stakeholders to participate in annual meetings and other industry conferences. In the event that an event request is received from external stakeholders, the CBSA will provide full briefing support.

NEXT STEPS

The CBSA is committed to engage its private sector stakeholders in ongoing consultations at senior and working levels to strengthen relationships, modernize customs policies and procedures, jointly address challenges and mitigate future issues that may arise.

The CBSA will continue to maintain positive, proactive and effective relationships with external stakeholders and ensure that stakeholder input is collected and considered in the CBSA's decision-making processes.

SUGGESTED KEY SPEAKING POINTS

- Building and managing relationships with private sector stakeholders is essential to achieving the CBSA mandate of providing integrated border services that support national security and public safety priorities and facilitating legitimate trade and travel.
- The CBSA will continue to maintain positive, proactive and effective relationships with external stakeholders and ensure that stakeholder input is collected and considered in the CBSA's decision-making processes.

Approved by: Cathy Munroe/Vice President/Programs Branch/June 27, 2013/613-954-7220

Annex A – Key Stakeholders

Air Transport Association of Canada (ATAC)

John McKenna

President and Chief Executive Officer

(Member – Air Consultative Committee - ACC)

Canadian/American Border Trade Alliance (Can/Am BTA)

James D. Phillips

President and Chief Executive Officer

(Member – Border Commercial Consultative Committee - BCCC)

Canadian Association of Importers and Exporters, Inc. (I.E. Canada)

Joy Nott

President and Chief Executive Officer

(Member BCCC)

Canadian Chamber of Commerce (CCC)

Perrin Beatty

President and Chief Executive Officer

(Member BCCC)

Canadian Federation of Independent Business (CFIB)

Dan Kelly

President and Chief Executive Officer

(Member BCCC)

Canadian International Freight Forwarders Association (CIFFA)

H. Ruth Snowden

Executive Director

(Member BCCC)

Canadian Manufacturers & Exporters

Jayson Myers

President and Chief Executive Officer

Businesses for Better Borders Coalition (B3)

(Member BCCC)

Canadian Society of Customs Brokers (CSCB)

Carol West

President

(Member BCCC)

Canadian Trucking Alliance

David Bradley

President and Chief Executive Officer

(Member BCCC)

Canadian Vehicle Manufacturers' Association

Mark Nantais

President

Businesses for Better Borders Coalition (B3)

(Member BCCC)

Federation of Canadian Municipalities (FCM)

Brock Carleton

Chief Executive Officer

General Motors of Canada Limited

Kevin W. Williams

President

International Air Transport Association (IATA)

Tony Tyler

Director General and Chief Executive Officer

Railway Association of Canada

Michael Bourque

President and Chief Executive Officer

Shipping Federation of Canada

Michael Broad

President

(Member BCCC)

Tourism Industry Association of Canada (TIAC)

David F. Goldstein

President and Chief Executive Officer

(Member ACC)



For information

KEY INTERNATIONAL PARTNERS

For the Minister

PURPOSE

Building and managing relationships is essential to achieving the Canada Border Services Agency's (CBSA) mandate. The CBSA engages bilaterally and multilaterally with American and international partners and stakeholders through regular interactions at all levels, and through bilateral and multilateral negotiations. These interactions are detailed below.

BACKGROUND

United States (US)

The CBSA's relationship with its US counterparts plays a critical role in the management of the shared border. On Canada-US border management issues, the CBSA engages primarily the US Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE), both of which are component agencies of the Department of Homeland Security (DHS), led by Secretary Janet Napolitano.

The CBSA works with CBP on issues related to the physical border. CBP has jurisdiction at US ports of entry (POEs), as well as the US border between POEs through its component agency, US Border Patrol. The CBP is the key partner of the CBSA in implementing the Beyond the Border (BtB) Action Plan, and there is substantive work underway between the two agencies to implement its shared BtB commitments. To reflect the high level of cooperation on BtB, senior executives of both agencies, led by the CBSA President and the CBP Commissioner, have engaged frequently and consistently since the announcement of the BtB Action Plan in December 2011.

The CBSA works with ICE on a range of operational and investigative matters pertaining to the enforcement of immigration and customs laws. ICE is the second largest criminal investigations agency in the US government, following the Federal Bureau of Investigation. Over the past year, the CBSA has enhanced its collaboration with ICE on mutual operational priorities such as weapons smuggling, removals, and international cooperation, among other things, through the CBSA-ICE Working Group that was established in September 2012.

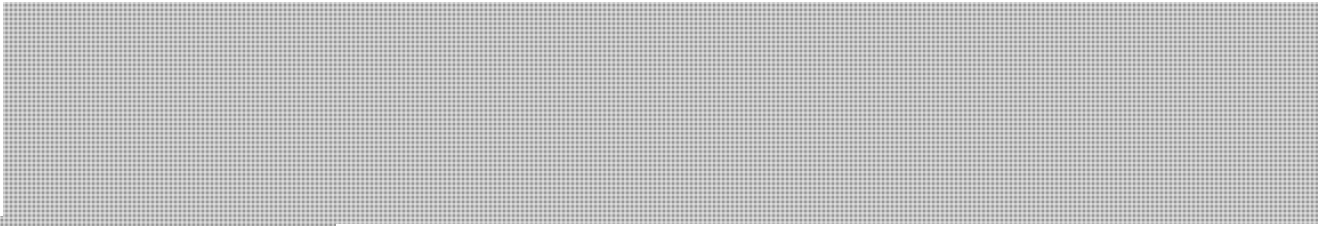
The leadership within both of the CBSA's key US partners are currently in a transition phase, however, the CBSA continues to collaborate with CBP and ICE to ensure progress on key issues, such as joint BtB initiatives.

International

The CBSA has an extensive network of global partnerships and regularly engages international counterparts to advance its business. In the Americas Region, the CBSA has a well-established relationship with the Government of Mexico, and is engaged closely with Mexico Customs and migration control organizations. The CBSA also engages the region via a wide range of capacity building activities throughout the Americas and at the senior level through for a, such as, the Regional Conference of Customs Directors General of the Americas and Caribbean Region. In the Asia Pacific Region, the Agency works closely with Australia, New Zealand, and Japan. The CBSA participates in the Asia-Pacific Economic Cooperation, and also maintains relationships with emerging partners in China and India.

The European Union (EU) is the CBSA's second most important bilateral relationship after the United States. Key areas of activity with the EU are the Canada-EU Supply Chain Security Agreement that will enhance security against terrorism and cross-border criminal activity, and increase facilitation for low-risk shipments and trusted traders; the Canada-EU Agreement on the Transfer and Processing of Passenger Name Record Data (PNR) to balance the need to obtain PNR data to combat terrorism and serious transnational crime with data protection provisions; and, the working arrangement and cooperation plan with Frontex, the EU's external border management coordination agency. The CBSA engages with the United Kingdom in multilateral and regional fora including the Five Country Conference (FCC), an immigration-related forum, and Border Five (B5), which focuses on customs issues.

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Similarly, the CBSA also engages with the same countries regarding immigration issues via the FCC, for which Canada will be the chair in 2014. (This is addressed separately in this briefing package.)

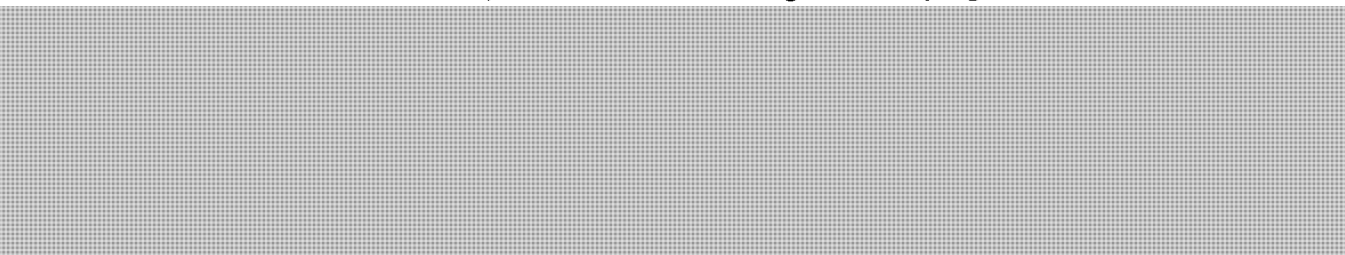
The World Customs Organization is the only global standard-setting organization for customs matters, and is the Agency's most important multilateral forum for international customs cooperation. Canada is viewed as a leader in the forum, where it collaborates with key partners and helps shape the global customs agenda in a manner aligned with Canadian economic and security interests.

Canada has a strong and long-standing relationship with the United Nations High Commissioner for Refugees (UNHCR). The CBSA meets regularly with UNHCR representatives to discuss operational and emerging policy issues. Canada is a member of the UNHCR Executive Committee which governs the UNHCR and provides direction for its policies and programs. Finally, the International Organization for Migration (IOM) is an intergovernmental organization committed to the principle of humane and orderly migration. In June 2012, the CBSA partnered with the IOM in the delivery of the Assisted Voluntary Returns and Reintegration pilot program, a cost-effective alternative to the enforced removal program. The successful pilot is running within the Greater Toronto Area until March 2015, and has surpassed the goal of 1,500 departures within the first year.

International Arrangements and Agreement

The CBSA supports the Government of Canada's Global Commerce Strategy by participating in bilateral and multilateral treaty and non-treaty agreement negotiations. Specifically, the Agency participates in free trade negotiations related to border issues and supports the department of Foreign Affairs, Trade and Development Canada at the World Trade Organization negotiations (Doha Round).

Specific to the CBSA, the Agency seeks to negotiate Customs Mutual Assistance Agreements (CMAA) with strategically identified countries to fulfill its mandate. CMAAs are treaty-level agreements that provide a legal basis for the exchange of information and intelligence that will ultimately assist countries in the combatting of customs related offences. The CBSA currently has eight CMAAs (United States, Mexico, European Community, France, Germany, Netherlands, South Africa and Korea), and is in the final stages of ratifying a CMAA with Israel.



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ISSUE

The CBSA's relationship with international partners is integral to successfully fulfilling the Agency's mandate. Ongoing collaboration and engagement with stakeholders and international and federal partners is a major priority for the CBSA. The Agency maintains international engagement strategies to ensure its partnerships remain strategic and well managed, and the CBSA is viewed as a leading partner in international fora.

NEXT STEPS

The CBSA is committed to engaging its key international partners in ongoing consultations at senior and working levels to strengthen relationships, jointly address challenges, and mitigate future issues that may arise.

Key Speaking Points (Key International Partners)

- The Canada Border Services Agency works in collaboration with key international partners from Europe, the Americas, and Asia-Pacific regions in order to provide integrated border services in support of national security, public safety and prosperity.
- These partnerships assist in deterring threats to border security and safety, and facilitate legitimate trade and travel.

Approved by: Cathy Munroe/Vice President/Programs Branch/613-954-7220

2013-07-09 07:00 PM



For information

FINANCIAL POSITION FOR 2012-2013 AND 2013-2014

For the Minister

PURPOSE

To provide an overview of the Canada Border Services Agency's (CBSA) financial position for 2012-2013 and 2013-2014.

BACKGROUND

In 2012-2013, the Agency's approved Main Estimates were \$1,776 million consisting of \$1,489.8 million in Operating Vote 10, \$104.7 million in Capital Vote and \$181.5 million in Employee Benefit Plan. The Agency's total year-end Authorities were \$2,081.2 million. The 2013-14 approved Main Estimates were \$1,680.2 million.

STATUS

Summary of 2012-2013 Financial Position:

The Agency is anticipating a total 2012-2013 lapse of \$379.4 million, comprising approximately \$261.2 million in the Operating Vote, \$118.0 million in the Capital Vote and \$0.2 million in the Statutory Vote. Final results will be known when the Public Accounts are finalized in September.

Factors contributing to the Operating Vote lapse:

- Projects: Delays in planning, staffing and procurement for the eManifest, Refugee Reform and Arming projects;
- Other: The Agency elected to centrally hold funding to offset emerging pressures of collective agreements and Workforce Adjustment related to the Agency's commitment to the Deficit Reduction Action Plan (DRAP).

Factors contributing to the Capital Vote lapse:

- Equipment: Delays in the procurement of detection technology equipment as the vendor was unable to supply equipment within the current year;
- Projects: Delays in the Arming, Refugee Reform and Lacolle projects;
- Infrastructure: Delays in infrastructure of Small Ports of Entry.

Summary of 2013-2014 Financial Position:

The Main Estimates amounts requested for 2013-2014 were \$1,680.2 million broken down as follows: Operating Vote of \$1,396.7 million, Capital Vote of \$104.3 million and Employee Benefit Plan of \$179.2 million. There is a net decrease of \$95.9 million in funding for the CBSA from 2012-2013 to 2013-2014.

The increases are mainly the result of:

- \$24.1 million to improve the integrity of the CBSA's front-line operations;
- \$18.6 million for the Shared Infrastructure Platform;
- \$13.7 million to implement the Postal Modernization Initiative;
- \$12.3 million to reengineer, streamline and modernize the Agency's revenue and trade processes;
- \$6.6 million for trusted travellers and traders and to expand NEXUS by nine lines (Beyond-the-Border Action Plan);
- \$6.3 million for detection technology to detect illegal goods for seizure;
- \$6.1 million for arming of Border Services Officers and addressing work-alone situations; and
- \$5.0 million related to the cessation and vacation of refugee claims.

The increases are offset by the following decreases:

- \$72.8 million for DRAP savings measures announced in Budget 2012;
- \$65.0 million for Arming and eManifest through the Economic and Fiscal Statement;
- \$27.1 million for implementing Bill C-11, an act to amend the Immigration and Refugee Protection Act and the Federal Courts Act;
- \$15.1 million for Small Port Replacement;
- \$10.6 million for the Arming Initiative;
- \$6.7 million for Data Centre Recovery;
- \$6.4 million for the Accounts Receivable Ledger; and
- \$5.0 million for Transport Canada to expand the commercial processing facilities at St-Bernard de Lacolle.

Approved by: Claude Rochette/Vice President/Comptrollership/Date/ 613-948-8604

Key Operational Business Trends and Facts and Figures

2012-2013 Agency Administration*

Program Activity	Planned Spending (\$)	Human Resources (full-time equivalents)
Risk Assessment	\$154,899,000	1068.1
Secure and Trusted Partnerships	\$45,989,000	498.7
Admissibility Determination	\$663,844,000	6,641.0
Criminal Investigations	\$23,752,000	279.6
Immigration Enforcement	\$160,981,000	1,130.1
Recourse	\$10,246,000	99.6
Revenue & Trade Management	\$69,967,000	860.7
Internal Services	\$646,342,000	3,456.1
TOTAL	\$1,776,020,000	14,034

* Source: CBSA Report on Plans & Priorities, 2012-2013

2012-2013 Operating Environment

The Agency administers over 90 acts and regulations and provides services at 1,280 locations across Canada and abroad ranging from large scale operations (i.e. Ambassador Bridge) to small, remote, unstaffed marinas. These locations breakdown as follows:

- 224 Airports
- 3 Mail Processing Centres
- 10 Cruise Ship Operations
- 12 Ferry Terminals
- 117 Land Borders - includes 23 Designated Commercial Offices
- 27 Rail Offices
- 53 Duty-Free Shops
- 73 Sufferance Warehouses
- 47 International Offices
- 218 Commercial Vessel Clearance Facilities
- 439 Marine Telephone and Direct Reporting Sites
- 56 Inland Offices

A day at the Canadian border

There are many large numbers associated with the operations of CBSA. We therefore provide the following statistics, representing an "average" day in the operations of CBSA, in order to help put some of the numbers that follow in perspective:

People

- 204,000 land, rail and marine travellers
- 72,000 air travellers

Goods

- 27,000 highway shipments
- 9,000 air cargo shipments
- 5,400 marine containers

Postal/Courier

- 120,000 postal shipments and 94,000 courier shipments

Key Operational Business Trends and Facts and Figures

2012-2013 Program Delivery

Travellers and Trade

- 101 million travellers
- 32.1 million cars
- 26.3 million air passengers
- 5.3 million traveller examinations
- 14.2 million commercial releases
- 237,166 commercial examinations
- 181,178 trains and vessels (cargo and passenger)
- 34.5 million courier shipments
- 628,871 courier shipments examined
- \$25.1 billion in duties and taxes collected

Immigration Related Functions - 2012-13 figures

Removals: CBSA removed 18,946 failed refugee claimants and other inadmissible individuals from Canada in 2012. 11% of those removed were foreign national criminals.

- **Detentions:** 9,571 detentions for an average of 20 days. Approximately 6,122 (70%) were detained in CBSA immigration holding centres. The average cost per day per detainee was \$239.
 - 6,680 males and 2,013 females detained
 - 4,128 (47%) of detainees were refugee claimants
 - 267 (2.8%) of detainees were accompanied minors
 - 13 (0.13%) of detainees were unaccompanied minors

Seizures

- 10,624 drug seizures at a value of \$312 million
- \$25 million in currency seized (1,109 seizures) / Suspected Proceeds of Crime accounted for \$9.2 million (83 seizures)
- 499 firearms seized (364 seizures) (firearms seized include restricted, non-restricted and prohibited)
- 4,754 prohibited weapons seized (1,831 seizures)
- 2,551 tobacco seizures made
- 188 prohibited importations (excluding firearms and weapons seized)
- 102 seizures containing 234 items of child pornography

Our Missing Children Program

- 18 missing children recovered. This includes 14 abductions and 3 runaways
- Over 1,750 children recovered since the inception of the program in 1986

Approved by: Martin Bolduc, Acting Vice-President/Operations Branch/July, 2013/ (613) 948-4445

**Pages 745 to / à 762
are withheld pursuant to sections
sont retenues en vertu des articles**

15(1) - Int'l, 69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g) re (e), 69(1)(g) re (f)

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SECRET

“First 100 Days” for the Minister of Public Safety

Transition Book 2

Canada Border Services Agency (CBSA)

July 2013



Transition Book 2
CBSA "First 100 Days" For the Minister of Public Safety
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For information

IMPLICATIONS OF THE FB GROUP COLLECTIVE AGREEMENT VOTE

For the Minister

PURPOSE

The purpose of this note is to inform you of the status of the current round of collective bargaining with the Border Services (FB) Group and report on the ongoing efforts to resolve the current round of negotiations. There is the possibility of a strike as early as August 2013 should we be unable to reach an agreement.

BACKGROUND

The FB collective agreement, which applies to over 9,390 CBSA employees, expired on June 20, 2011. Collective bargaining between the Treasury Board Secretariat (TBS), the Employer, and the Public Service Alliance of Canada (PSAC), began in March 2011. The parties met for 11 separate bargaining sessions from April 2011 to June 2012. However, they were unsuccessful in reaching a tentative settlement and the bargaining agent requested the establishment of a Public Interest Commission (PIC) in April 2012.

The PIC heard the parties' outstanding issues in December 2012 and issued its report containing non-binding recommendations on June 5, 2013. No zone of settlement exists between the parties as the bargaining agent insists on pursuing demands the Employer cannot support, including an unreduced pension after 25 years of service, and paid meal breaks. In total, the non-wage demands proposed by the bargaining agent would add approximately \$116 million per year on an on-going basis to the Canada Border Service Agency's operating budget. If agreed to, many bargaining agents would argue for similar concessions, which, over time, will inflate the Employer's total compensation costs.

Not taking proactive steps to resolve this round of bargaining will likely lead to a strike, which could take place as early as August 2013, during the summer peak period for border operations. Expecting the parties were unlikely to reach an agreement as a result of the PIC, the TBS did not wait for the report to be issued and presented a final offer for settlement to the bargaining agent in May 2013. This offer, which was shared with CBSA employees, contained the salient points ultimately found in the PIC report.

s.69(1)(g) re (d)

The Bargaining Agent rejected the Employer's final offer and as a result, [REDACTED]
[REDACTED] The PSLRB advised the parties that it is proceeding with the voting process.

If a majority of employees accept the Employer's final offer, the parties are bound by that offer and must enter into a collective agreement that incorporates the terms of that offer.

If a majority of the employees participating in the vote reject the Employer's final offer, the collective bargaining process continues.

The bargaining agent is not yet in a legal strike position as not all of the conditions conferring eligibility to strike have been met. In order to gain the legal right to strike, the bargaining agent and the Employer would need to reach an agreement on essential services. In addition, the bargaining agent would need to conduct a strike vote.

ISSUE

The vote, while provided for within the *Public Service Labour Relations Act* (PSLRA), has yet to be used within the Federal Public Sector. It is a mechanism available in cases such as these where labour unrest and potential job action could hinder public interests.

Contrary to the Employer, the union considers the request for the vote to be in violation of the collective bargaining process and has filed for a judicial review of the Minister of Canadian Heritage's request.

STATUS

Two events are unfolding in tandem: the administrative steps required to move forward with the vote, including the validation of a list of eligible members, and the joint Canadian Heritage and TBS response to the PSAC's request for judicial review.

The TBS considers that it is unlikely that the PSAC's application for judicial review will delay the conduct of the vote, as demonstrated by the fact that the PSLRB has already initiated the process. The CBSA is supporting the joint Canadian Heritage and TBS response by preparing an affidavit articulating the impacts of a strike on CBSA's operations. The vote, managed by the PSLRB, is expected to take place at the earliest at the end of July 2013.

COMMUNICATIONS CONSIDERATIONS

Communications regarding the bargaining process is managed by the Employer. It will be important for the CBSA to remain factual in all of its communications with respect to the vote. Any messages perceived as an attempt at influencing the outcome of the vote could be perceived as interfering with union business.

NEXT STEPS

It is anticipated the PSLRB will conduct the vote during the summer. Should members vote in favour of the Employer's final offer, a new collective agreement will be in effect. Should the members vote against the final offer, then the collective bargaining cycle continues to unfold and, once all of the required conditions have been satisfied, the union could be in a legal strike position as of August 2013.

The CBSA is working in close collaboration with the TBS to bring closure to the round of bargaining and develop contingency plans in the event of a strike.

APPENDIX A

Suggested Key Speaking Points (FB Collective Bargaining Update)

(The following speaking points have been developed in coordination with the Treasury Board Secretariat (TBS). All inquiries will be responded by a TBS Spokesperson.)

- The Border Services (FB) group, the Canada Border Services Agency's primary delivery workforce, has been without a collective agreement since June 2011.
- Negotiations have been ongoing for two years.
- The Treasury Board Secretariat provided the bargaining agent with a final offer for settlement in May 2013, the terms of which were made known to the membership.
- The Bargaining Agent rejected the Employer's final offer.
- The Minister of Heritage to instruct the Public Service Labour Relations Board (PSLRB) to conduct a membership vote on the Employer's final offer.
- The PSLRB will conduct the vote over the course of the summer.
- Should members vote in favour of the Employer's final offer, a new collective agreement will be in effect; should members not vote in favour of the Employer's final offer, the collective bargaining cycle continues to unfold.
- A membership vote on the Employer's final offer does not abrogate the union's right to strike; the Agency has prepared contingency plans for this eventuality.

Approved by: Camille Therriault-Power/Vice President, Human Resources Branch/613-948-3180

2013-07-03 05:25 PM



For information

ENTRY/EXIT

For the Minister

PURPOSE

The Entry/Exit initiative is a key Canada and United States (US) Beyond the Border Action Plan (Action Plan) commitment. It aims to establish the coordination of entry and exit systems at the common land border, such that the record of a traveller's entry into one country could be used to establish an exit record from the other, and for Canada to implement a system in the air mode to collect outbound passenger manifests directly from air transporters on flights departing Canada.

BACKGROUND

s.69(1)(g) re (a)
s.69(1)(g) re (c)

On September 30, 2012, Canada and the US launched the first phase of the Entry/Exit Initiative to test the validity of the electronic exchange of data and its reconciliation. It was successfully completed in January 2013; the CBSA reconciled over 94% of the records received.

[REDACTED]

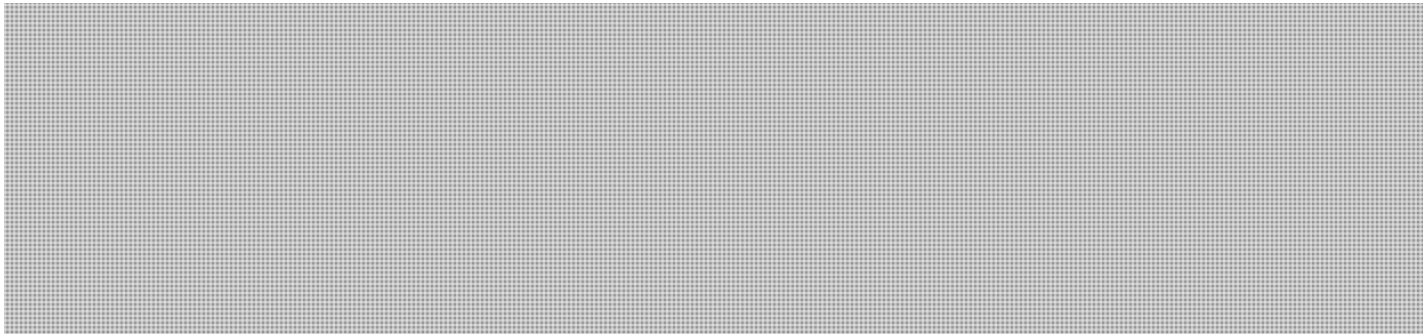
As per the Action Plan commitment, Phase II of the Entry/Exit Initiative was implemented on June 30, 2013, expanding the exchange of biographic entry information to all common automated (those having sufficient network connectivity and access to the Integrated Primary Inspection Line system) land border ports of entry. It is important to note that both Phase I and Phase II excluded Canadian and US citizens in the exchange.

The Entry/Exit Initiative is a five-year project, beginning in fiscal 2013-14. The \$116.97 million (excluding employee benefits and accommodation costs) in project funding the CBSA and Citizenship and Immigration Canada received [REDACTED]

s.69(1)(g) re (a)
s.69(1)(g) re (c)

s.69(1)(g) re (a)

s.69(1)(g) re (c)



ISSUE

In order for the CBSA to begin collection of exit information related to Canadian citizens in accordance with the June 30, 2014 Action Plan commitment (e.g., phases 3 and 4 of the Entry/Exit initiative),



s.69(1)(g) re (a)

s.69(1)(g) re (c)

STATUS

s.69(1)(g) re (f)

The Entry/Exit Initiative provides the foundation to achieve a range of Government of Canada policy objectives as the collection and disclosure of entry and exit information has the potential to strengthen programs in a number of different departments. In particular, information could be disclosed to the Royal Canadian Mounted Police and Canadian Security Intelligence Services to support law enforcement and national security operations. This is of particular interest given the recent media attention on Canadians travelling abroad to engage in terrorist activities.

This initiative also holds the potential to generate long-term savings by improving the integrity of social and benefits programs (e.g. Employment Insurance, Child Family Tax Benefits) by identifying those who are absent from Canada and receiving benefits, despite not meeting program eligibility criteria.



s.69(1)(g) re (a)


s.69(1)(g) re (c)

s.69(1)(g) re (f)

COMMUNICATIONS CONSIDERATIONS

The Office of the Privacy Commissioner (OPC) has been, and continues to be, consulted on the implementation of the Entry/Exit Initiative, and the CBSA continues to ensure that OPC recommendations are properly considered and incorporated. For example, the CBSA recently placed signs at all automated land border crossings informing the public of the collection of information pursuant to the Entry/Exit Phase II Initiative.

NEXT STEPS



s.69(1)(g) re (a)

s.69(1)(g) re (c)

Suggested Key Speaking Points (Entry/Exit)

- Entry/Exit is an important commitment under the Canada-United States' *Beyond the Border Action Plan*. Through this initiative, both countries are establishing and coordinating entry/exit information systems at the common land border. As well, Canada will be implementing a system whereby airlines would be required to submit their passenger manifest information on all flights departing Canada.
- The funding requested for the Entry/Exit project will provide for the comprehensive collection, analysis and disclosure of entry and exit records with potential benefits across Government related to strengthening Canada's immigration and border management, national security, law enforcement, and program integrity.

Approved by: Cathy Munroe/ Vice President/Programs Branch/June 26, 2013/613-954-7220

2013-07-05 06:22 PM



For information

NEXUS TRUSTED TRAVELLER PROGRAM

For the Minister

PURPOSE

To provide information on the NEXUS Trusted Traveller Initiatives under the *Beyond the Border Action Plan* (Action Plan).

s.69(1)(g) re (a)

s.69(1)(g) re (c)

BACKGROUND

The NEXUS trusted traveller program supports the Government's agenda of economic growth and prosperity by facilitating the passage of pre-approved low risk travellers and allowing the Canada Border Services Agency (CBSA) to concentrate efforts on persons of higher or unknown risk.

Given the fact that NEXUS is a joint bilateral program with United States (US) Customs and Border Protection (CBP), several key initiatives under the Action Plan are related to improvements to NEXUS. A number of these initiatives in support of enhancing NEXUS have been implemented.

In June 2012, the CBSA extended NEXUS eligibility to non-resident Canadian and US citizens and implemented a streamlined renewal process, whereby the majority of NEXUS members who had no change to their client profile and remain low risk will not be required to attend an interview. This helps to alleviate the interview wait-times for new applicants without undermining the CBSA's ability to risk-assess current and new members.

A total of ten enrolment blitzes have been conducted since March 2012, resulting in 6,811 additional members being enrolled. Also, to reduce application wait times, interview scheduling has been reduced from 30 minutes to 15 minutes at some locations.

The CBSA has also implemented additional NEXUS lanes in British Columbia (Pacific Highway, Douglas and Abbotsford) and in Ontario (Sarnia, Fort Erie and Queenston). Other lanes are scheduled to open by summer 2013 in Windsor, Ontario and Lacolle, Quebec. A new

NEXUS lane at Aldergrove will be part of the port rebuild scheduled for completion by the end of fiscal year 2015-2016.

NEXUS members may now receive access to a dedicated Canadian Air Transport Security Authority airport security screening line for flights destined to the US, in addition to domestic flights within Canada. Under the Action Plan, NEXUS members can also use the US Transportation Security Administration (TSA) Pre✓™ (pre-check) lanes for expedited screening, when travelling within the US at 32 participating US airports.

Finally, another proposed enhancement is to expand the trusted traveller program to third countries. Members could choose to participate in NEXUS as well as other trusted traveller programs offered by like-minded countries with similar stringent program eligibility criteria. The plan will include the CBSA's proposed criteria for assessing countries and how the CBSA and CBP will move forward with incorporating third country traveller programs.

[REDACTED]

s.69(1)(g) re (a)

The total cost of *Beyond the Border Action Plan* initiatives related to the trusted traveller program is \$18.34M over five years (2012 to 2017) and \$1.75M on an ongoing basis.

s.69(1)(g) re (c)

Beyond the Border Action Plan	2012-13	2013-14	2014-15	2015-16	2016-17	5 Yr Total	Ongoing
<i>Increase harmonized benefits NEXUS members</i>	4.41	2.39	1.74	1.36	1.44	11.34	1.44
<i>Enhance facilities to support trusted trader and traveller programs (traveller only)</i>	2.92	2.86	0.59	0.32	0.31	7.00	0.31
Trusted Travellers Total	7.33	5.25	2.33	1.68	1.75	18.34	1.75

ISSUE

As the NEXUS program continues to grow, the CBSA is working to increase opportunities to increase the benefits of the program for both members and the Government of Canada. One such measure, the expansion of Canada's trusted traveller program to partner with third countries, either jointly with the US or independently through bilateral arrangements,

[REDACTED]

Joint

expansion of the NEXUS program with the US to third countries is an Action Plan commitment that will allow both the CBSA and CBP to increase the population of pre-screened trusted travellers while affording Canadian trusted traveller members the option of applying for expedited border clearance in countries outside of the US and Canada.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

STATUS

The NEXUS Program has been very well received and continues to attract new applicants at a rate of over 4,500 per week. As of June 16, 2013, there were more than 857,000 members. The recent increases can be linked to Action Plan initiatives to enhance members' benefits as well as efforts to promote the Program. It is expected that as Beyond the Border efforts continue, membership will also grow.


COMMUNICATIONS CONSIDERATIONS

Stakeholders are supportive of trusted traveller Beyond the Border initiatives and are eager to see the CBSA move forward.

CBSA Communications ensures effective messaging, web updates and announcements (e.g. NEXUS lane opening), and that NEXUS enhancements are prepared and relayed to stakeholders.

NEXT STEPS

The CBSA continues to implement additional NEXUS lanes at key land border locations. In addition, the CBSA is working with CBP on the scheduling of additional NEXUS blitzes to address interview wait times at enrolment centres. Additional promotional efforts will be carried out during this fiscal year through video, publications, and attendance at trade shows.



s.69(1)(g) re (a)

s.69(1)(g) re (c)

Suggested Speaking Points (NEXUS Trusted Traveller Program)

- The CBSA continues to advance commitments in the *Beyond the Border Action Plan* supporting trusted traveller programs.
- In the last year, the CBSA has implemented a number of enhancements to the NEXUS program including removal of the three-year residency requirement; access to special Canadian Air Transport Security Authority (CATSA) and United States Transportation Security Administration (TSA) security lanes; and, a streamlined renewal process.
- In addition, the CBSA has implemented additional NEXUS lanes in British Columbia (Pacific Highway, Douglas and Abbotsford); and in Ontario (Sarnia, Fort Erie and Queenston). Additional lanes are scheduled to open this summer in Windsor, Ontario, and Lacolle, Quebec. A new NEXUS lane at Aldergrove will be part of the port rebuild scheduled for completion by the end of FY 2015-2016.
- One other proposed enhancement under the *Beyond the Border Action Plan* is to expand the NEXUS to third countries whereby members would choose to participate in NEXUS as well as trusted traveller programs offered by third countries with similar stringent program eligibility criteria.

Approved by: Cathy Munroe/Vice President/Programs Branch/613-954-7220

2013-07-04 01:44 PM



For information

TARIFF ITEM 9948.00.00

For the Minister

PURPOSE

The Canada Border Services Agency's (CBSA) administration of tariff item 9948.00.00 has been the focus of much attention in recent months. A coalition of importers was actively engaged with your predecessor on this issue and could potentially seek your support as well.

BACKGROUND

Tariff item 9948.00.00 allows for the duty-free importation of goods that will be connected to a computer in order to enhance the computer's functionality. In recent years, this tariff item has been used to import consumer electronics including televisions and MP3 players.

The CBSA recently audited 23 companies that had imported televisions into Canada duty-free, under tariff item 9948.00.00. The related record-keeping regulations require that any importer claiming the duty-free provisions of tariff item 9948.00.00 be able to present, during an audit by the CBSA, certification signed by the actual users of the goods attesting to the fact that the goods were being used in computers, as is specifically required in the tariff item. Since these importers were unable to provide the required certification, the CBSA denied their original claims and levied significant assessments, totaling close to \$17M. The importers responded by forming a coalition to present arguments to the Government of Canada, claiming that it is not reasonable to expect that certification of actual use be sought from consumers of imported retail goods.

Further, announcements made in the 2013 Budget about impending changes to the list of qualifying countries under the General Preferential Tariff (GPT) also brought additional attention to this regulatory requirement for end-use certification, as many consumer electronics, including iPods, are presently manufactured in countries that will lose their GPT status in 2015.

Thereafter, those importers will have to instead rely on the provisions of tariff item 9948.00.00 in order to continue to import their goods into Canada duty-free. As a result, those importers would also be required to have consumers sign end-use certificates in respect of their purchases.

A historical review of the legislation revealed that the original intention of the now twenty-five year-old wording of the tariff item was to allow for the duty-free importation of component parts to be used in the manufacture of computers in Canada (e.g., hard drives, memory, etc.). It was never envisioned that this tariff item would apply to commercial goods imported for retail sale but, over time, the text of the tariff item has remained unchanged while technology has advanced significantly, to the point where many consumer electronic products seemingly now qualify for duty-free importation under tariff item 9948.00.00.

ISSUE

A coalition of importers engaged in the business of selling consumer electronics has been lobbying for amendments to be made to the record-keeping regulations related to tariff item 9948.00.00 so as to remove the requirement for end-use certificates to be signed by the actual user of the goods. Furthermore, the coalition wants the CBSA to reverse the assessments that were levied when its members could not produce the required end-use certificates during recent audits.

STATUS

By accepting a proxy attestation from an importer, which certifies an intended use that qualifies under tariff item 9948.00.00, (as opposed to actual use by the consumer) the CBSA is able to reasonably hold importers accountable for ensuring that their goods qualify for this preferential tariff rate without putting any burden on individual consumers. These proposed amendments were announced through a Customs Notice that was published on June 28, 2013. In accordance with section 167.1 of the *Customs Act*, the release of this Notice has allowed the CBSA to immediately administer the revised record-keeping requirements in respect of tariff item 9948.00.00 until such time as the regulations can be formally amended.

s.69(1)(g) re (a)

COMMUNICATIONS CONSIDERATIONS

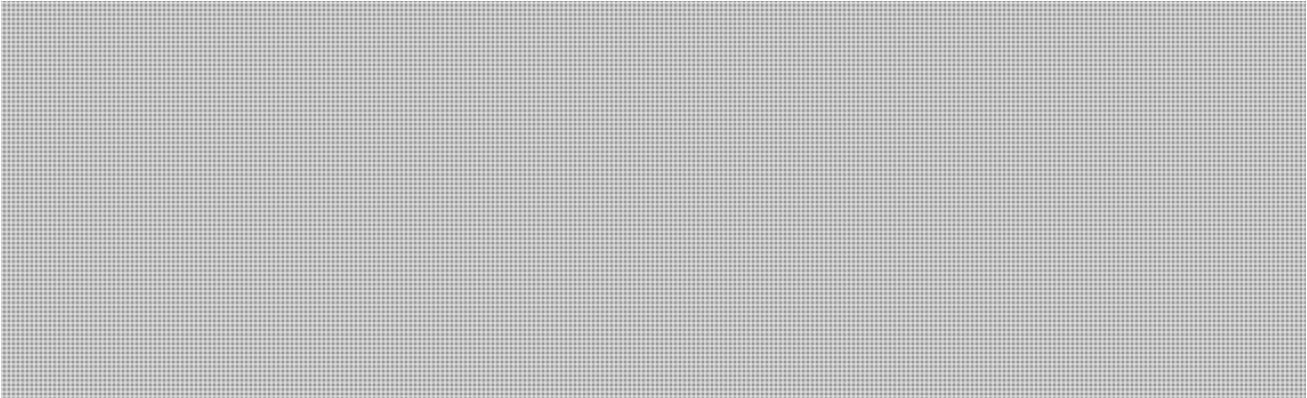
This issue has garnered a significant amount of attention in recent months. Media lines have been prepared for use in responding to related inquiries.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

NEXT STEPS



Suggested Speaking Points (Tariff Item 9948.00.00)

- The Government of Canada has acknowledged that consumers should not be required to sign end-use certificates in respect of their purchases.
- Proposed regulatory amendments have recently been announced that remove the requirement for consumers to sign end-use certificates and instead put the onus on the importer of the goods to attest to their intended use.

Approved by: Cathy Munroe/Vice President/Programs Branch/613-954-7220

2013-07-04 01:10 PM



For information

FIVE COUNTRY CONFERENCE

For the Minister

PURPOSE

The Canada Border Services Agency's (CBSA) is co-chairing the 2014 Five Country Conference (FCC) with Citizenship and Immigration Canada (CIC). While pre-approval on the anticipated hospitality expenses has been received, the location and venue for the event will need to be determined in the near future. Options will be proposed to you for your consideration and approval in the near future.

BACKGROUND

The FCC is a multilateral forum of the heads of immigration, enforcement and border management organizations from Australia, Canada, New Zealand, the United Kingdom and the United States. The Canadian delegation is co-led at the Deputy Minister level, by CIC and the CBSA.

The purpose of the FCC is to leverage its collective capabilities, data, and resources and through collaboration enhance the security, service, and efficiency of its respective immigration systems. The areas of CBSA engagement in the FCC complement the measures being developed through its Border Modernization initiatives, including the *Beyond the Border Action Plan* (BtB). In particular, this is done through establishing traveller identities and advance traveller information, sharing immigration information on biometrics, exit/entry, and intelligence sharing.

For the CBSA, this would entail moving from bilateral implementation through BtB, with the United States to multilateral collaboration and engagement with the other FCC members. The CBSA continues to participate in FCC initiatives that allow the Agency to optimize human and financial resource efforts on the most promising projects that can provide a solid return on investment.

The Chairmanship of the FCC rotates on an annual basis amongst FCC members. In 2014, Canada will chair the FCC. Unlike other FCC members, Canada's representation at the FCC is shared between two organizations, CIC and the CBSA, with linked but separate mandates. CIC and the CBSA will continue to collaborate to ensure an effective year as Canada hosts the FCC.

ISSUE

As in the past, the role of Chair includes the responsibility to host the annual plenary meeting and related receptions and dinners. Approval was received from Minister Toews and Minister Kenney to host the event at a cost not exceeding \$150,000.00. The 2014 plenary venue will be chosen based on cost effectiveness with reciprocal hospitality. Detailed costing including hospitality estimates will be available once a venue has been identified and will be provided to your office for your approval. Salaries will be covered by A-base funding.

At past FCC plenaries, responsible Ministers have welcomed delegates to Canada and have provided opening and/or closing remarks. The host country can also choose to hold a reception attended by Ministers. Should you choose to participate in the 2014 FCC plenary, the CBSA would develop a program for your consideration.

COMMUNICATIONS CONSIDERATIONS

Communications Branches in both the CBSA and CIC have been engaged in the discussion of proposed communication products, in anticipation of Canada's role as the 2014 FCC Chair.

NEXT STEPS

CIC and the CBSA will continue to apprise their respective Ministers on progress and seek appropriate approvals to move forward with the planning of this event.

Suggested Speaking Points (Five Country Conference)

- The Canada Border Services Agency continues to work closely with Citizenship and Immigration Canada, to represent Canada at the Five Country Conference (FCC). We look forward to strengthening our international relationships with FCC partner countries, and unite while moving towards the future vision of immigration and border management.
- As Canada prepares for its chairmanship in 2014, we are looking forward to building upon collective strategic objectives and the advancements made in previous years while seeking a high return on investment and maintaining strong border management practices.

Approved by: Cathy Munroe/Vice President/Programs Branch/ 954-7220

2013-07-04 01:22 PM

**Pages 785 to / à 789
are withheld pursuant to sections
sont retenues en vertu des articles**

69(1)(g) re (a), 69(1)(g) re (e), 69(1)(g) re (f)

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For information

AGREEMENT WITH THE EUROPEAN UNION ON THE PROCESSING AND TRANSFER OF PASSENGER NAME RECORD DATA

For the Minister

s.69(1)(g) re (a)

s.69(1)(g) re (c)

PURPOSE

Negotiations recently concluded between Canada and the European Union for a new treaty-level agreement on the transfer and processing of Passenger Name Record (PNR) data. [REDACTED]

BACKGROUND

PNR is one class of passenger information about travellers bound for Canada. Airlines are required by Canadian law to provide the CBSA with passenger information in advance of the arrival of a commercial flight in Canada. The CBSA uses this information for risk assessment purposes, to identify travellers who may pose a risk due to a relationship to terrorism or serious transnational crime. Several international partners, in particular the United States (US), have similar programs.

The Canada-EU PNR agreement resolves a conflict between this CBSA program and EU data protection law. The new agreement replaces a previous agreement which was concluded in 2006 and expired in 2009. Canada and the EU officially began negotiations for a new agreement on the transfer and processing of PNR data in 2011.

The agreement is linked to the Beyond the Border Action Plan (Action Plan), in that the terms of the previous agreement were too restrictive and not compatible with the Action Plan initiatives. The new agreement resolves this conflict between Canada's commitments to the EU and to the US.

There are no costs related directly to the negotiations of the new agreement. Some costs will be incurred for program changes planned to take advantage of opportunities created by the new agreement; [REDACTED]

s.69(1)(g) re (a)

ISSUE

Agreement has been reached in principle, and preparations to seek approval of the draft agreement are underway.

STATUS

Negotiations concluded in May 2013 with the acceptance of the draft text by both the Canadian and the EU lead negotiators. The agreement text is currently being translated and undergoing legal review.

COMMUNICATIONS CONSIDERATIONS

Media and public interest in the negotiations have been very limited, both in Canada and in the EU. The CBSA has prepared reactive communications materials in case of inquiries. No issues are expected. Key speaking points are in the attached Annex.

Within Canada, the negotiations have attracted some attention from the Office of the Privacy Commissioner (OPC). The negotiation support team has met with the OPC on several occasions during the negotiations, and the CBSA has committed to further consultations during the implementation of program changes related to the new agreement.

NEXT STEPS



s.69(1)(g) re (a)

s.69(1)(g) re (c)

SUGGESTED KEY SPEAKING POINTS (CAN/EU Passenger Name Record Treaty)

- Canada is confident that the draft agreement sets an effective balance between the need to use passenger name record data to combat terrorism and serious transnational crime, and the need for strong data protection.
- The collection of advance passenger information / passenger name record data allows the CBSA to effectively assess the level of risk posed by travellers and identify those who may have a relationship to terrorism, terrorism-related crimes or other serious transnational crimes.

Approved by: Cathy Munroe/Vice President/Programs Branch /July 3, 2013/952-7220

2013-07-03 06:08 PM



For information

SMALL AND REMOTE PORTS OF ENTRY INITIATIVE

For the Minister

PURPOSE

To provide an overview of the Small and Remote Ports of Entry (SRPOE) Initiative under the *Beyond the Border Action Plan* (Action Plan) including the status of the draft recommendations on rationalization of hours of service and expected stakeholder engagement.

BACKGROUND

As part of the Action Plan, Canada and the United States (U.S.) committed to jointly plan investments and enhance client service at small and remote ports of entry (POEs) along the Canada-U.S. border. The Canada Border Services Agency (CBSA) and U.S. Customs and Border Protection (CBP) are considering service-oriented and cost-effective options for the 62 POEs that have been identified under this initiative. These options include rationalization of hours of service, co-location on one side of the border or in facilities that straddle the border, and remote traveller processing.

s.13(1)(a) Draft recommendations for rationalization of hours of service have been developed jointly by the
s.15(1) - Int'l bi-national Small Ports Working Group (SPWG) [REDACTED]
s.21(1)(a) [REDACTED]
s.21(1)(b) [REDACTED] all draft rationalization of hours of service recommendations have been provided to the Minister for consideration.

A pilot of remote traveller processing was announced on May 24, 2013, and is scheduled to take place at two POEs during fiscal year 2015-2016. This pilot will assess the viability of having travellers report to the CBSA via audio/visual interaction by a Border Services Officer located at a remote monitoring centre, and will take place after regular hours of service. At Piney, Manitoba, the pilot will only be available to registered Canadian and U.S. citizens and permanent residents, while the pilot at Morses Line, Québec, will be available to all Canadian and U.S. citizens and permanent residents. A combination of physical infrastructure upgrades and technology components will ensure that the CBSA continues to maintain border integrity while facilitating the movement of low-risk travellers into Canada.

[REDACTED]

Implementation of these options is expected to result in efficiencies for the CBSA and the Government of Canada, and improved border services for the travelling public. Further work is required prior to implementation of remote traveller processing and co-location; therefore, only the option of rationalizing hours of service can be fully implemented in the short-term. It is expected that these recommendations will be published in the second annual "Border Infrastructure Investment Plan," to be published in November 2013, [REDACTED]

s.21(1)(a)

Although closure was identified as an option in the Action Plan, the Government of Canada announced in December 2011 that no POE would be closed and no reduction to front-line services would be made as a result of the SRPOE Initiative. As a result of this decision, the U.S. also confirmed that it would not close any POE that had not been previously identified for closure.

ISSUE

To further advance the Initiative and begin stakeholder engagement prior to the implementation of recommendations for rationalization of hours of service, the Minister's approval is required.

As stakeholder engagement begins, the remote traveller processing pilot may garner media attention and/or interest from the public in the coming months. Stakeholder engagement regarding rationalization of hours of service recommendations may also attract media attention.

STATUS

s.15(1) - Int'l
s.21(1)(a)

Rationalization of hours: Draft consensus recommendations were submitted to the Minister for consideration. The CBSA and CBP continue to work [REDACTED] [REDACTED] Once all recommendations are finalized, an update will be provided to the Minister should there be any changes from the current draft recommendations.

As is done for any change to CBSA core services, the Agency is seeking to undertake engagement with all affected stakeholders. This engagement will begin following approval from the Minister for the draft recommendations.

Remote Traveller Processing Pilot: The processing of travellers remotely is a significant shift in the way the CBSA currently manages the land border. To ensure that the pilot of remote traveller processing is implemented by April 2015, significant work must be undertaken to develop, procure, test, and implement the remote traveller processing solution. Work is underway to develop the necessary documentation to initiate the request for proposal process for procurement of the technological and infrastructure components of the remote traveller processing solution.

COMMUNICATIONS CONSIDERATIONS

The pilot for remote traveller processing was announced on May 24, 2013. Since its announcement, there has been no negative media reaction; however, prior to its announcement, there was some media attention given to remote processing, particularly in the Montérégie region of Québec. NDP MP Jean Rousseau, member for Compton-Stanstead, Québec, was quoted in a number of articles, and was opposed to the idea of processing travellers remotely, as he believes it will increase the likelihood of security issues.

The Customs and Immigration Union was briefed on May 27, 2013. No concerns were raised. The CBSA committed to providing further briefings as the details of the pilot are refined.

Community members in the areas where the pilot project will be undertaken and where rationalization of hours of service recommendations may be implemented have not yet been engaged. It is anticipated that these community members will participate in the planned stakeholder engagement activities prior to the implementation of the pilot.

NEXT STEPS

The CBSA will continue work on the development of the remote traveller processing pilot to ensure implementation according to identified timelines. Work related to the design, development and procurement of technology and infrastructure components is ongoing.

In addition, the CBSA and CBP will finalize their recommendations regarding the rationalization of hours of service, including a determination of the impact on resources that would result from their implementation. Internal consultations are taking place within both the CBSA and CBP to ensure that the proposed changes in hours of service at each POE will have minimal impact on local services. Where possible, the CBSA and CBP intend to conduct joint stakeholder engagement activities. The CBSA is working internally on an overall stakeholder engagement strategy, as well as POE-specific strategies.

Suggested Key Speaking Points (Small and Remote Ports of Entry Initiative)

- The CBSA recognizes the importance of border services as a vital link between Canadian and U.S. communities by providing accessibility twenty-four hours a day, seven days a week (24/7).
- Under the Beyond the Border Action Plan, Canada and the U.S. are committed to working together to better coordinate joint infrastructure investments at small and remote ports of entry along the Canada – U.S. border in order to enhance client service and cost-effectiveness.
- Options being considered include the rationalization of hours of service, co-location and remote traveller processing.
- The funding received through Treasury Board for this initiative will allow the CBSA to continue work on the Initiative as a whole and develop and implement by fiscal year 2015-2016 a one year pilot of remote traveller processing at two locations.

Approved by: Cathy Munroe/Vice President/Programs Branch/613- 954-7220

2013-07-03 06:45 PM



For information

IMMEDIATE TERM IMMIGRATION-RELATED PRIORITIES

For the Minister

PURPOSE

To provide summary information on a range of immigration-related priority files.

BACKGROUND

The Minister of Public Safety has statutory authorities pursuant to the *Immigration and Refugee Protection Act*. The Public Safety Canada Portfolio and the Canada Border Services Agency (CBSA) in particular, is a key partner in co-managing the immigration policy, program and enforcement agenda with Citizenship and Immigration Canada (CIC).

ISSUE

The CBSA and CIC work in close cooperation to manage an active immigration policy and program agenda on an ongoing basis. A range of upcoming priority initiatives will require your direction and support in the immediate term. These initiatives can be organized in the following four themes, which will be further elaborated below: (1) [redacted]; (2) s.69(1)(g) re (a) International Environment; (3) Jurisprudence; (4) Operational Issues. [redacted] s.69(1)(g) re (c)

1. [redacted]

[redacted]

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**is withheld pursuant to sections
est retenue en vertu des articles**

69(1)(g) re (a), 69(1)(g) re (c)

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2. International Context and Drivers

- As migratory flows are influenced by international events, so too is the immigration agenda shaped and influenced by the global context within which borders exist. The following summary information highlights key immigration-related files that are influenced by the global environment and bilateral relations with key international partners. *The CBSA's role managing the movement of people and their access to Canada is further outlined in Book 2.*

- **Safe Third Country Agreement (STCA):** The STCA is an agreement between Canada and the US designed to better manage the flow of refugee claimants at the land border. It is enforced and administered by the CBSA and requires that refugee claimants seek protection in the first country they enter, unless they qualify for an exception. A review of refugee processing, including the STCA was recently conducted to determine its effectiveness. While the Agency is proceeding with related measures to improve the administration of the agreement,

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (d)

Further information will be provided in separate briefings.

- **Temporary Suspension of Removals (TSR) –**

s.16(1)(c)

s.21(1)(a)

Confirmation of your decision

will be sought through a briefing under separate cover.

3. Court Rulings / Jurisprudence

- Touching the lives of thousands of foreign nationals and permanent residents daily, the Immigration and Refugee Protection Act (IRPA) is subject to constant litigation. This litigation greatly influences how the immigration program is administered and shapes its policies. Two of these key rulings are listed below:
- **Challenge to the Human Smuggling Provision:** Under new authorities granted by Parliament in June of 2012, the Minister of Public Safety can designate an arrival in Canada if, among other reasons, there are reasonable grounds to suspect the arrival was a product of a human smuggling operation, as defined in s. 117 of IRPA (organizing entry into Canada), and the arrival was for profit or it had ties to organized crime or terrorist groups.

- The British Columbia Supreme Court (BCSC) struck down s.117 of IRPA as being unconstitutional. The Court's ruling has had the effect of undermining the Minister of Public Safety's authority to designate an irregular arrival. The Crown has appealed this decision to the British Columbia Court of Appeal. The appeal is scheduled to be heard on October 7-8, 2013. In the interim, the BCSC has granted the Crown a suspension of its declaration of invalidity on s.117.

s.21(1)(a)

s.21(1)(b)

Further information is available in Book 2.

- **Supreme Court of Canada Ruling in the Case of Ramadan Agraira:** The authority to grant foreign nationals relief from inadmissibility for reasons of national security, certain war crimes and crimes against humanity, and organized criminality rests solely with the Minister of Public Safety and cannot be delegated.

s.23

Further information is available in Book 2.

4. Key Operational Issues:

- **Immigration Warrants:** The CBSA maintains an inventory of active immigration arrest warrants, issued by the CBSA against persons who are in violation of immigration legislation and usually wanted for removal from Canada. The CBSA is actively seeking to enhance its ability to locate individuals wanted for removal. This file may attract attention

s.14(a)

s.21(1)(a)

or as a result of any media attention concerning a foreign national under an enforceable removal order subject to an immigration warrant. *Further information is available in Book 2.*

- **Wanted by the CBSA:** The wanted by the CBSA website was launched in July 2011 to enlist the public to assist the CBSA in locating high-risk individuals in situations where the CBSA had exhausted all leads. The CBSA manages a total inventory of 46,201 warrants for people wanted for removal as of May 2013. Of this total inventory, just over 3,500 cases are considered to be of higher risk due to criminality, human or international rights violations or security reasons. The initiative has been successful and continues to generate results along with periodic media attention. *Further information is available in Book 2.*

- **High Profile Cases:** The CBSA manages, tracks, and reports on a number of high-profile immigration cases on an ongoing basis. The cases are considered high-profile because they involve persons related to: national security (terrorism, war crimes and crimes

against humanity); criminality; mass marine arrivals; designated arrivals; the wanted by the CBSA website; or garnering media attention for other reasons. *Further information on key high-profile cases is available in Book 2.*

NEXT STEPS

Ministerial support and direction will be sought on the above noted-issues. My officials and I are available to provide any supplementary briefings on the Agency's immigration-related agenda at your convenience.

Approved by: Programs Branch

2013-07-09 05:58 PM



For information

MOVEMENT OF GOODS OVERVIEW

For the Minister

PURPOSE

The Canada Border Services Agency (CBSA) supports the Government of Canada's agenda of economic growth and prosperity by facilitating commercial the movement of commercial goods across the border. To do this, the CBSA manages programs which facilitate the movement of low risk goods while targeting high risk goods for further examination. This has been done by gaining as much information as possible prior to goods being shipped to Canada. This note will provide an overview of the commercial policies and programs at the CBSA.

BACKGROUND

The commercial environment is a complex system that spans four transportation modes: highway, rail, marine and air. It forms a critical part of the Canadian economy and makes up over 10 percent of government revenue with over \$25 billion in duties and taxes being collected by the CBSA. In recent years, the scale of the activity has grown significantly with over 14 million commercial releases and over 250,000 commercial examinations being performed by CBSA border services officers (BSOs) on an annual basis. The *Customs Act* provides the authority for these examinations, and the Minister of Public Safety bears primary responsibility for its administration. In addition to the *Customs Act*, the CBSA also administers legislation related to the importation and export of commercial goods on behalf of other government departments (OGD), playing a critical integrator role for border management.

The CBSA also manages a number of trade programs in its commercial continuum. These programs include valuation and classification of goods, trade incentives, trade compliance, origin, assessment, licensing, and anti-dumping and countervailing duties. Through these programs, the CBSA ensures that all importers and exporters understand and respect Canadian trade laws and international agreements relating to the movement of commercial goods across Canada's borders. The CBSA also contributes to Canada prosperity by collecting the duties and taxes owing on imported goods, ensuring the integrity of Canadian trade data and supporting the competitiveness of Canadian businesses.

Traditional methods for clearing goods on arrival at the port of entry are no longer fully capable of dealing with the increasing volume and complexity of the work. In response, the CBSA has been developing alternative ways to perform this function leveraging new technology and establishing partnerships with private sector stakeholders to allow processes to be streamlined, red tape reduced and client service improved while enhancing the Agency's ability to identify and interdict high risk goods as they move along the trade or supply chain continuum.

The volume of commercial goods being imported into Canada, along with the increasing importance of this movement to the Canadian economy, places a significant pressure on the CBSA. Further, this movement has become increasingly dynamic. Although the vast majority of imports originate in the United States (US), an increasing percentage comes from new trading partners. This trend is likely to continue given the significant effort being made by the government to negotiate new free trade agreements. The challenge for the CBSA is how to accommodate the changes in volume and in source country while maintaining a high level of facilitation, in support of the economy, and security that protects Canada and Canadians.

To meet this challenge, the CBSA is putting forward key initiatives that will have the effect of pushing the border out. Through these initiatives information will be gathered as the goods move along the trade continuum thereby making it possible to target those that are high risk and facilitate low risk upon arrival at the port of entry. These initiatives include:

eManifest

The CBSA's eManifest initiative is transforming the way commercial goods coming into Canada are processed. When fully implemented, it will allow the CBSA to move from a paper based process to a virtually paperless one that starts before shipments reach the border. In so doing, it ensures that all commercial goods coming into Canada are risk-assessed consistently, electronically, and in advance of their arrival. The initiative will make Canada's border processes more secure and compatible with North American and international standards, which is important for the business community and for Canada as a whole. The data required under eManifest are harmonized to the greatest extent possible with the World Customs Organization and the US Customs and Border Protection (CBP) to reduce the administrative burden on business. The collection and risk assessment of pre-arrival data under eManifest will improve the CBSA's ability to detect high-risk shipments before they arrive at the border while expediting the processing of low-risk, legitimate trade.

Trusted Traders

Currently, the CBSA has two trusted trader programs that operate independently: Customs Self-Assessment (CSA) and Partners in Protection (PIP). The CBSA also administers the Free and Secure Trade (FAST) initiative, which is jointly operated by Canada and the US. Taken as a whole, these programs allow the CBSA and the trade industry to work together to facilitate compliance and cross-border trade while allowing the CBSA to focus resources on goods of

higher or unknown risk. In addition, the CBSA as part of the Beyond the Border Action Plan the CBSA is working with the United States to adapt a two tiered common framework for Trusted Trader Programs. This greater alignment between Canada and the US is designed to improve predictability and lower compliance costs for the trade industry.

Postal Modernization

s.13(1)(a)
s.16(1)(c)
s.21(1)(d)

Through the Postal Modernization initiative, the US, Canada's largest mail importer, [REDACTED]

Single Window Initiative

The Single Window Initiative (SWI) involves the development of a more efficient, effective and integrated approach to collecting and consolidating Government of Canada commercial information required on all imported goods. This initiative was also identified as one of the 32 commitments in partnership with the US under the Beyond the Border Action Plan. The CBSA-led initiative provides the trade industry with a single entry point for the electronic reporting of import information required to satisfy CBSA and participating government agencies requirements.

Integrated Cargo Security Initiative

Part of the Beyond the Border Action Plan, this initiative demonstrates how the CBSA, working in partnership with the US is balancing facilitation and security aspects of its mandate. Developing a harmonized approach to screening inbound cargo will result in increased security and the expedited movement of secure cargo at the shared border under the principle of "cleared once, accepted twice". The effect of the initiative, through mutual recognition of security processes, harmonization of data requirements and identifying and resolving security and contraband concerns as early as possible in the commercial continuum will be to allow us to reduce the duplication of efforts and processes with regard to air cargo and the examination of cargo at the Canada-US land border.

NEXT STEPS

Initiatives such the SWI and eManifest, when fully implemented, will provide the CBSA with the means to deal with the existing pressures related to the movement of commercial goods. However, the CBSA will continue to look for innovative ways to manage the movement of goods into Canada by working with international and private and public sector partners. Further, the CBSA has launched the Border Modernization initiative which will leverage the significant

investment that has been made through the Beyond the Border Action Plan and move the Agency forward in its efforts to manage the border effectively and efficiently.

Approved by: Cathy Munroe/Vice President/Programs Branch/ 954-7220

2013-07-05 02:53 PM



For information

eMANIFEST

For the Minister

PURPOSE

The eManifest initiative is a major transformative undertaking that will modernize and improve cross-border commercial processes. At end state, eManifest will require carriers, freight forwarders and importers in all modes of transportation (air, marine, highway and rail) to electronically transmit advance commercial information to the Canada Border Services Agency (CBSA) within prescribed mode-specific time frames.

BACKGROUND

eManifest is part of the overall measures the Government of Canada is putting in place to enhance the safety and security of Canadians and international trade while streamlining cross-border processes.

The CBSA launched the Advance Commercial Information (ACI) program in a move towards a comprehensive electronic commercial reporting environment. It ensures that all commercial goods coming into Canada are risk-assessed consistently, electronically, and in advance of their arrival. Phase I of ACI, implemented in 2004, required carriers to provide advance information on commercial goods arriving by marine mode. Phase II, implemented in 2006, required carriers to provide advance information on commercial goods arriving by air mode. Phase III of ACI is eManifest, which extends pre-arrival data requirements for commercial goods to the highway and rail modes, and to freight forwarders and importers in all modes.

eManifest is a major transformational initiative that:

- makes significant investment in CBSA information technology infrastructure that aligns with other CBSA commercial programs;
- provides the CBSA with pre-arrival information on commercial goods from all trade chain partners involved in the trade continuum;
- creates efficiencies through electronic processing and enhanced automated risk assessment;
- is compatible with international standards by harmonizing information requirements to the greatest extent possible with the World Customs Organization and the United States (U.S.) Customs and Border Protection (CBP);

- streamlines border processing by providing Border Service Officers with an enhanced frontline application, which will include a pre-arrival recommendation to release the goods or refer them for secondary examination; and
- improves the CBSA's ability to detect high-risk shipments before they arrive at the border while expediting the processing of low-risk, legitimate trade.

The CBSA completed the deployment of electronic systems, Electronic Data Interchange (EDI) and the eManifest Portal, for highway carriers to transmit advance cargo and conveyance data in August 2011, and electronic system for rail carriers to transmit advance cargo and conveyance data, EDI, in May 2012. On June 9, 2013, the CBSA deployed electronic systems functionality to enable freight forwarders to transmit advance data on commercial goods destined for Canada. This represents a key milestone as this particular client group was never before visible in the trade chain partner continuum.

The eManifest project received \$415M in development funding from the Treasury Board Secretariat (TBS) as follows:

2006-07	2007-08	2008-09	2009-10	2010-11	TOTAL
\$35,973,000	\$103,482,000	\$99,610,000	\$92,987,000	\$82,774,000	\$414,827,000

ISSUE

In 2009, amendments were made to the *Customs Act* allowing the CBSA to mandate various members of the trade community to submit pre-arrival data for risk assessment purposes. Additional amendments to the *Customs Act* to achieve all of the pre-arrival risking and enforcement objectives of eManifest received royal assent in December 2012.

A current regulatory proposal represents the first of two packages of regulatory amendments designed to support the full implementation of eManifest. The first package includes requirements for electronic pre-arrival commercial information in the highway and rail modes, enhancements to existing commercial processes in the air and marine modes, and provisions that would allow the CBSA to develop administrative monetary penalties for non-compliance with eManifest requirements. The CBSA plans to introduce the second regulatory package for eManifest, which will include requirements for importers, in 2015.

Until the first proposed regulatory package is approved, an informed compliance period for highway carriers is in effect. During the informed compliance period, carriers are able to utilize both existing paper or new electronic processes, and are not subject to penalties for reasons associated with eManifest non-compliance. The CBSA has publicly communicated that it

anticipates being able to provide carriers as much as 45 days advance notice of the mandatory compliance date.

STATUS

eManifest development and implementation activities are ongoing. While the June 9, 2013, system deployment was a major achievement, work is underway to further develop CBSA automated capabilities to enable the importer community to submit advance information.

Ongoing activities also include training and support for Border Services Officers on new processes and systems, extensive outreach and technical support activities to build awareness for new requirements in the trade community. The CBSA consults regularly with all implicated stakeholders through the private sector Border Commercial Consultative Committee and on an ongoing basis with various industry sectors on specific issues.

NEXT STEPS

Once the regulations are finalized, the CBSA will communicate new requirements associated with the implementation of eManifest broadly to the trade community.

Continue ongoing communications/consultation with trade on remaining eManifest deliverables.

Suggested Key Speaking Points (eManifest)

- eManifest is a major transformational initiative that is changing the way commercial goods destined for Canada are screened and processed.
- eManifest is part of the overall measures the Government of Canada is putting in place to enhance the safety and security of Canadians and international trade while streamlining cross-border processes.
- The collection and risk assessment of pre-arrival data under eManifest will improve the CBSA's ability to detect high-risk shipments before they arrive at the border while expediting the processing of low-risk, legitimate trade.
- The CBSA completed the deployment of electronic systems, Electronic Data Interchange (EDI) and the eManifest Portal, for highway carriers to transmit advance cargo and conveyance data in August 2011, and electronic system for rail carriers to transmit advance cargo and conveyance data, EDI, in May 2012.
- On June 9, 2013, the CBSA deployed electronic systems functionality to enable freight forwarders to transmit advance data on commercial goods destined for Canada.
- When fully implemented, eManifest will require carriers, freight forwarders and importers in all modes of transportation (air, marine, highway and rail) to electronically transmit advance commercial information to the Canada Border Services Agency (CBSA) within prescribed mode-specific time frames.

Approved by: Cathy Munroe/Vice President/Programs Branch/July 3, 2013/(613) 954-7220

2013-07-03 06:22 PM



For information

INTEGRATED CARGO SECURITY INITIATIVE

For the Minister

PURPOSE

As part of the *Beyond the Border Action Plan* (Action Plan), Canada and the United States (US) committed to developing a harmonized approach to screening inbound cargo arriving from offshore that will result in increased security and the expedited movement of secure cargo across the Canada – US border, under the principle of “cleared once, accepted twice”.

BACKGROUND

Work under the Integrated Cargo Security Initiative (ICSI) will be carried out in three related components:

- Mutual Recognition of Air Cargo Security Programs;
- Advance Data Requirements; and,
- Integrated Cargo Security Strategy (ICSS).

The Mutual Recognition of Air Cargo Security Programs between Transport Canada (TC) and the US Transportation Security Administration (TSA) ensures that cargo destined to, or uploaded from Canada and the US on passenger aircraft is secured to the same standard, thereby enhancing aviation security and resulting in fewer security-related delays for cargo moving between both countries. Air cargo shipped between Canada and the US will now be screened only once for aviation security reasons. This TC led deliverable was completed on March 31, 2012.

The second component of the ICSI includes Advance Data Requirements which seeks to create a common bi-national set of data elements for all modes of transport for advance security screening of cargo. This activity is CBSA led. The implementation of a common bi-national set of data is scheduled for December 2013.

The third component, the ICSS is a joint Canada – US strategy aimed at identifying and resolving security and contraband concerns as early as possible in the supply chain or at the perimeter, with the expectation that this will allow for the reduction of duplication of efforts and processes at the Canada-US land border to facilitate the movement of secure cargo.

The ICSS is broken down into two phases:

Phase I was completed in June 2012, with the development of the ICSS which addresses security risks associated with inbound shipments from off-shore and results in expedited clearances for cargo shipments at the Canada-US border.

Phase II began with the launch of pilot projects on October 1, 2012. These pilots will test, validate and inform the implementation of the ICSS. Following the completion of the pilot period, the CBSA will assess the feasibility of regularizing the pilots with input from participant stakeholders. The four pilots are scheduled to last 12 months, followed by a six-month assessment period, during which the pilots will continue to operate.

1. **Pre-Load Air Cargo Targeting (PACT) pilot:** Launched on October 1, 2012, the PACT pilot is a Canadian joint targeting pilot between the CBSA and Transport Canada (TC). It consists of a pre-load risk assessment of cargo data submitted by seven volunteer air carriers prior to loading of offshore cargo. As of June 2013, CBSA and TC officers continue to conduct data analysis of pre-load air cargo data provided by participating airlines to develop mitigation strategies and identify anomalies in the shipping patterns.
2. **Prince Rupert Pilot (marine/rail):** Launched on October 1, 2012, the CBSA, US Customs and Border Protection (CBP) and the Canadian National Railway are working in close collaboration to conduct the Prince Rupert pilot. This pilot targets high-risk cargo that is destined for the US before arrival at the marine port of Prince Rupert, British Columbia (BC) and allows the CBSA to conduct examinations at the perimeter and share results with the CBP before the cargo moves by train to the land border crossing at International Falls, Minnesota (MN). When the risk has been mitigated, containers are secured with tamper evident technology for transit through Canada to the US land border.
3. **Montreal Pilot (marine/highway):** Launched on January 7, 2013, the Montreal pilot seeks to establish the same objective as the Prince Rupert pilot for inbound marine cargo travelling by highway to the US land border.
4. **Newark Pilot (U.S. marine/highway):** The intention of the US North bound Newark pilot is to target high-risk cargo that is destined for the Canada before arrival at the marine port of Newark, New Jersey (NJ) and allow for CBP to conduct examinations at the perimeter and share results with the CBSA before the cargo moves by truck to the Canadian land border.

In support of the ICSS, Canada will build two Marine Container Examination Facilities (MCEFs) in Vancouver, BC, to allow for more efficient process flows and modern detection technology.

Through ongoing stakeholder outreach activities, such as, the Border Commercial Consultative Committee and the Air Consultative Committee, the CBSA has received positive feedback regarding the ICSS and its associated pilots.

s.13(1)(a)

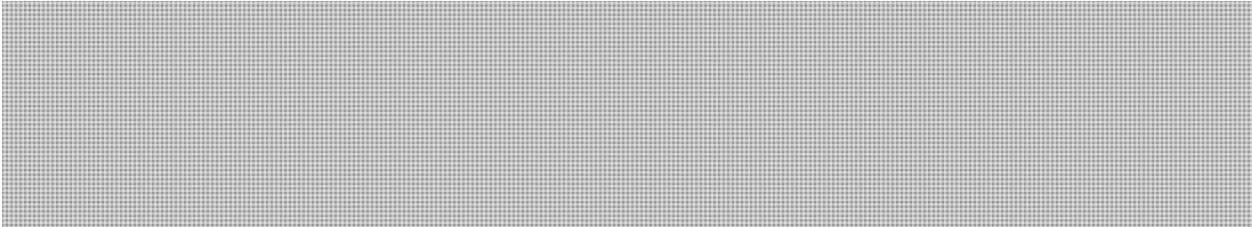
s.15(1) - Int'l

s.21(1)(a)

s.21(1)(b)

The total cost of the ICSS, its associated pilots and the MCEFs is \$66.7M over five years (2012 to 2017) and \$9.2M on an ongoing basis.

ISSUE

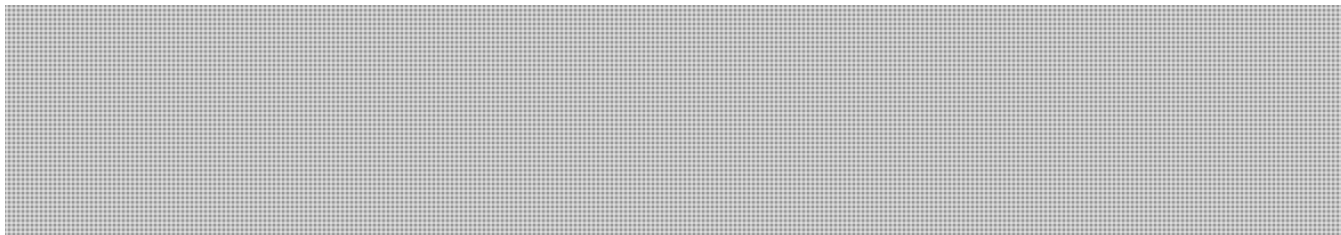


Scheduled to launch in the fall of 2012, the US North bound Newark pilot, for cargo destined to Canada by highway has been delayed due to damages caused by Hurricane Sandy and technological issues.



STATUS

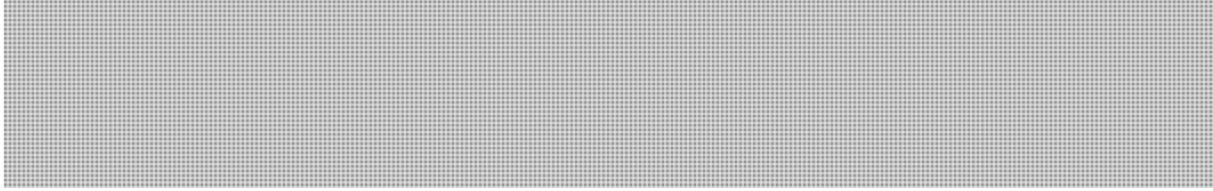
To enable the launch of the Newark, NJ, pilot, working in partnership, the CBSA and CBP have identified a communications system enabling both Canada and the US to exchange information, such as, examination results and images. It is anticipated that the US will continue to work towards launching the pilot in July 2013. Canada will assist the US to launch the pilot, as required.



COMMUNICATIONS CONSIDERATIONS

Although the Prince Rupert pilot was announced on October 21, 2012, the ICSS, Montreal and PACT pilots have yet to be announced. A media announcement has been proposed and is pending approval by the Privy Council Office.

NEXT STEPS



s.69(1)(g) re (c)

s.69(1)(g) re (e)

Suggested Speaking Points (Integrated Cargo Security Initiative)

- The jointly developed and approved bi-national Integrated Cargo Security Strategy (ICSS) delivers on key commitments made in the *Beyond the Border Action Plan for Perimeter Security and Economic Competitiveness*.
- This initiative will permit Canada to modernize its commercial programs, ongoing initiatives and facilities with the added benefit of bringing them more in-line with the current US programs and its initiatives.
- Canadian pilot projects to validate and inform the joint ICSS have been implemented. Assessments of the benefits and feasibility of the pilots will be undertaken. Based on the recommendations, pilots could be regularized.
- Discussions continue with the US Customs and Border Protection (CBP), various participants and stakeholders to further improve the pilots.

Approved by: Cathy Munroe/Vice President/Programs Branch/613-954-7220

2013-07-04 09:53 AM



For information

TRUSTED TRADER PROGRAMS

For the Minister

PURPOSE

To update on the Trusted Trader Initiatives under the *Beyond the Border Action Plan* (Action Plan), highlighting some of the key accomplishments Trusted Trader Programs has made over the past year.

BACKGROUND

The Canada Border Services Agency (CBSA) has two trusted trader programs that operate independently: Customs Self-Assessment (CSA), and Partners in Protection (PIP). The CBSA also administers the Free and Secure Trade (FAST) initiative, which is jointly operated by Canada and the United States (US). Together, these programs allow the CBSA and the trade industry to work together to facilitate compliance and cross-border trade while allowing the CBSA to focus resources on goods of higher or unknown risk.

The CSA program provides an expedited clearance process for importers and carriers importing eligible goods being shipped from the US and Mexico. Importers also benefit from streamlined self-assessed accounting, revenue reporting and payment processes, saving industry time and money.

The PIP program is a voluntary government-to-business initiative designed to enlist the cooperation of companies to ensure their goods are secured from point of origin to final destination. The management of risk away from the border, by moving the screening of goods closer to their point of origin, is in line with the CBSA's risk management strategy and builds a more secure worldwide trade environment.

The FAST program is a joint Canada-US Customs and Border Protection initiative that enhances border and trade chain security and allows for expedited movement for pre-screened commercial drivers through dedicated lanes and booths.

The Action Plan sets out to adapt a two-tiered common framework for Trusted Trader Programs. Alignment between Canada and the US, to the extent possible, will improve predictability and lower compliance costs for the trade industry.

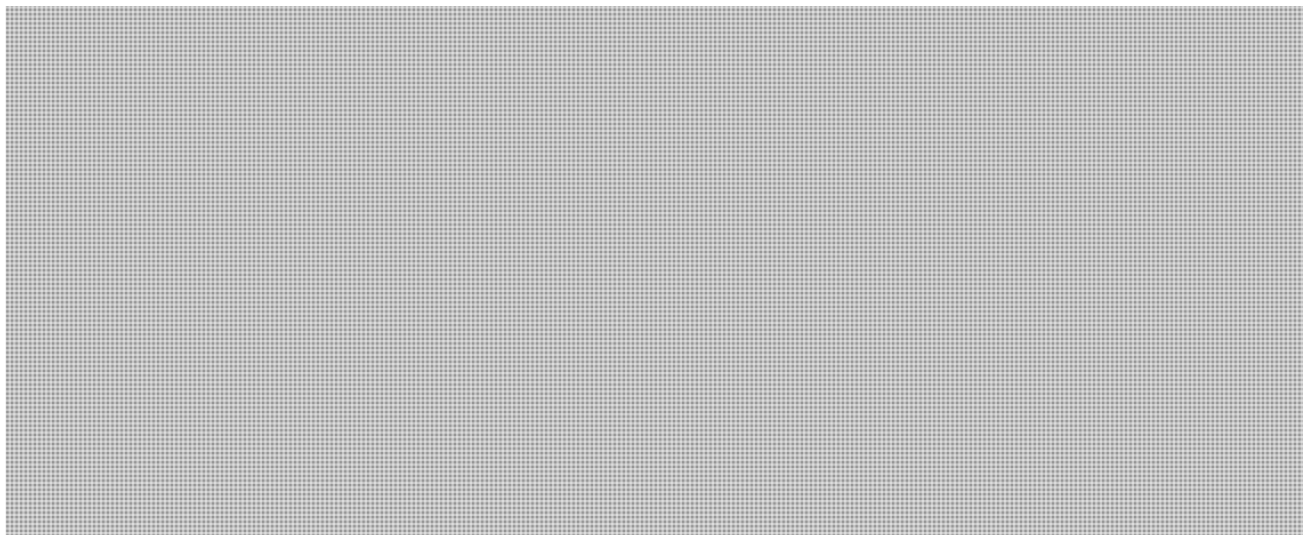
Under tier-one of the Beyond the Border framework, Canada and the US will harmonize their respective trade chain security programs, PIP and the US Customs-Trade Partnership Against Terrorism (C-TPAT). Harmonization refers to the alignment of both the PIP and C-TPAT programs in the areas of policy, procedures and processing practices to the greatest extent possible. Canada is also developing an interoperable communication portal (ePortal), similar to the US, by December, 2013.

A proposal was developed that would amend the eligibility requirements for FAST and enable PIP and CSA members to use the FAST lanes without being members of both programs. The six-month FAST pilot began on October 17, 2012, at the Bluewater Bridge in Sarnia, Ontario, to extend the benefits of FAST to members of the PIP program.

The CBSA and the Canadian Food Inspection Agency (CFIA) began a one-year pilot project to evaluate the feasibility of allowing CSA importers to clear non-federally registered sector food products through the CSA program.

Under tier-two, Canada will align its CSA program with the US Importer Self-Assessment program to the greatest extent possible, and provide similar trade program compliance benefits. As part of this alignment, Canada will implement CSA-Self Verification (CSA-SV), formerly known as Partners in Compliance, as an additional benefit under CSA. CSA-SV builds on the CSA principle of risk management and provides an opportunity for CSA-approved importers to demonstrate to the CBSA that their business systems, internal controls and self-audit processes are effective and reliable so as to ensure trade program compliance in the areas of tariff classification, valuation and origin.

s.69(1)(g) re (a)



ISSUE

Trusted Trader Programs has implemented a number of initiatives in support of the Action Plan commitments. The key driver for these initiatives has been facilitating legitimate trade between

Canada and the US that supports the movement of goods in a manner that ensures the health, safety and security of Canadians, and supports the economy, while allowing the CBSA to focus its resources on shipments of higher or unknown risk.

STATUS

The CBSA is developing a joint application, aligning policies and procedures, and providing ePortal requirements to move forward with the harmonization of the PIP and C-TPAT programs.

The FAST pilot at Bluewater Bridge concluded on April 16, 2013, and an evaluation report on the pilot is in the process of being finalized. The results of this report will be reviewed in conjunction with the FAST Infrastructure Review and a final recommendation report on FAST expansion will be delivered in fall 2013.

The CFIA processed food sector pilot that enabled trusted trader participants the ability to provide transactional data post-border, and permit access to expedited clearance processes and lanes at the border, has been completed. The pilot study report has been completed and approved.

CSA-SV is ready for implementation, and a soft rollout has begun. The first application is in progress, allowing for final modifications to be made to the process and related documentation.

COMMUNICATIONS CONSIDERATIONS

Stakeholders are supportive of trusted trader Action Plan initiatives and are eager to see the CBSA move forward.

NEXT STEPS

PIP and C-TPAT are testing a joint application process that will allow existing members of the respective programs to join the others while reducing the administrative burden on members and eliminating the duplication of effort on behalf of the respective Agencies.

Further evaluation and analysis needs to be done on the CFIA pilot to resolve issues identified, and to determine if the pilot process can be expanded to other CSA food importers and CFIA regulated commodities.

An official announcement on CSA-SV to CSA members will be forthcoming pending approval of an announcement plan with Communications and Privy Council Office.

Approved by: Cathy Munroe/Vice President/Programs/613-954-7220

2013-07-09 06:54 PM

Suggested Key Speaking Points (Trusted Trader Programs)

- The Trusted Trader Programs have aligned the policies and procedures of the Partners in Protection (PIP) and the Customs Trade Partnership Against Terrorism (C-TPAT) programs to move forward with harmonization.
- The Free and Secure Trade (FAST) pilot at Bluewater Bridge, as well as the one-year Canadian Food Inspection Agency (CFIA) non-federally registered food sector pilot, have been completed and are currently being assessed to determine next steps.
- Customs Self-Assessment - Self Verification (CSA-SV) is ready for implementation.



For information

SINGLE WINDOW INITIATIVE

For the Minister

PURPOSE

The Single Window Initiative (SWI) is a Canada Border Services Agency (CBSA) led *Beyond the Border Action Plan* (the Action Plan) commitment that will streamline Government of Canada import regulations and border processes for commercial trade. This Government of Canada single window will provide importers the ability to submit all information electronically to comply with multiple government import regulations at once, replacing the current costly, paper-based, and duplicative processes that exist today, resulting in more efficient border processes.

The trade community has signaled a need to simplify the complex regulations for moving goods across the border, reduce the paper burden, and integrate the information requirements of government departments. A single point of entry for electronic reporting not only benefits, but is also in direct response to requests from the trade community.

BACKGROUND

The SWI is a commitment of the Action Plan announced in December 2011. As part of the Action Plan commitment, the CBSA and United States (US) Customs and Border Protection will each provide a single window through which importers can electronically submit all information to comply with government import regulations. The Action Plan commits Canada and the US to:

- Fully implement and align our single window programs for imports entering our respective countries;
- Convert the import data requirements for all Participating Government Departments and Agencies (PGAs) to electronic form by 2013. In carrying out this conversion, departments and agencies will review their regulatory requirements and identify for conversion only that information which is essential for regulatory purposes; and,
- By December 2013, as an interim milestone, convert border-related decision processes to electronic form for at least the top four priority departments and agencies: Canadian Food Inspection Agency (CFIA), Health Canada (HC), Foreign Affairs and International Trade Canada (DFAIT) and Transport Canada (TC).

In order to fulfil its Action Plan commitment, the CBSA is partnering with nine other government departments and agencies including:

- CFIA;
- Canadian Nuclear Safety Commission;
- Environment Canada;
- Fisheries & Oceans;
- DFAIT;
- HC;
- Natural Resources Canada;
- Public Health Agency of Canada; and,
- TC.

s.69(1)(g) re (a)

The SWI is a five-year project beginning in fiscal 2012-13. The funding received [REDACTED] is as follows:

CBSA Funding

2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Total
\$3,783,024	\$5,197,608	\$9,765,355	\$6,420,300	\$3,594,250	\$28,760,537

Total Project Funding (includes all 10 departments)

2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Total
\$11,122,319	\$18,182,019	\$23,455,316	\$16,296,896	\$11,379,557	\$80,436,107

ISSUE

Although the SWI is a joint Canada/US priority of the Action Plan, Canada will still be able to implement the SWI effectively, even if the US is unable to deliver on its commitments. The benefits of the SWI to the Government of Canada and Canadians would still be realized in the absence of US implementation, though the Action Plan strives to create an aligned approach for the benefit of the trade community.

Participation in the SWI will be voluntary. Although the trade community has requested the modernization and streamlining of processes, the Government of Canada recognizes that the impact on small enterprises could be costly if SWI were to be mandatory.

STATUS

The SWI is currently in the second year of its five-year development. In 2013-2014, the CBSA will develop the business requirements for an Integrated Import Declaration that includes all data requirements related to the importation of goods regulated by other departments. This includes:

- Conversion of paper-based processes (forms, certificates, permits) to electronic form;
- Development of improved border processes for regulated goods starting with the top four priority departments (CFIA, DFAIT, HC, TC);
- Conducting consultations with the trade community throughout development to ensure the needs of importers are part of the development process; and,
- Continued collaboration with the US throughout development.

COMMUNICATIONS CONSIDERATIONS

Significant benefits may not immediately follow the beginning of implementation of the SWI because it is being phased-in and involves the modernization of systems and processes across 10 departments and agencies, as well as an alignment, to the greatest extent possible, with the US. The CBSA will need to manage expectations during the initial stages of implementation via its communications efforts, and respond to potential criticisms if stakeholders and the general public do not perceive a discernible difference. Media lines have been developed to respond enquiries.

Industry stakeholders have expressed strong support for accelerating the movement of goods across the border. Perrin Beatty, the head of the Canadian Chamber of Commerce has advocated for policy makers to improve business predictability as it relates to the border and feels that measures such as the SWI “would go a long way towards improving the efficiency of the border.”

US media have focused on border security issues while the Canadian media focus is on the trade and economic advantages of the Action Plan. However, more recently, American media is shifting to also reflect the possible economic benefits. Given the CBSA’s mandate and the objectives of the SWI, the Agency is in a good position to convey messaging related to both the economic and security benefits of this initiative.

NEXT STEPS

Moving forward, the SWI will finalize the border process design and data requirements for the nine participating agencies and departments while continuing to engage the trade community throughout the consultation process.

Suggested Speaking Points (Single Window Initiative)

- The Single Window Initiative is a Beyond the Border Action Plan commitment that will streamline Government of Canada import regulations and border processes for commercial trade.
- This Government of Canada single window will provide importers the ability to electronically submit all information required to comply with multiple government import regulations at once, thus replacing the current duplicate, costly paper-based processes that exist today resulting in more efficient border processes.
- As the lead organization, the Canada Border Services Agency (CBSA) is working with nine other Government of Canada departments and agencies for a more efficient and effective approach to coordinated border management and integrated focus on service improvement.
- Work on the SWI is being undertaken in concert with other commercial projects, including eManifest, in order to ensure the strategic alignment of schedules and deliverables, thereby minimizing the impact to operations, external clients and SWI's participating government departments and agencies.

Approved by: Cathy Munroe/Vice President/Programs Branch/613-954-7220

2013-07-05 07:19 PM



For information

CARGO CONTROL AND SUFFERANCE WAREHOUSE MODERNIZATION

For the Minister

PURPOSE

To provide information on the Cargo Control and Sufferance Warehouse Modernization (CCSWM) project which is one of the Canada Border Services Agency's (CBSA) deficit reduction action plan (DRAP) initiatives with a targeted cost savings of \$5.6M.

BACKGROUND

Legislative and regulatory changes are required to the *Customs Act* and the *Customs Sufferance Warehouses Regulations* over the next two years to help achieve these cost savings as well as supplement any streamlining that eManifest is making to the overall commercial process.

The CBSA sufferance warehouse program is legislated in the *Customs Act* and via the *Customs Sufferance Warehouses Regulation*. Upon receipt of the appropriate financial security and payment of an annual fee, the CBSA issues a licence for the operation of a privately owned/operated sufferance warehouse which is used for the storage and examination of imported goods that have not been released.

In an attempt to control the movement of unreleased goods to these warehouses the CBSA created a number of complex policy rules/restrictions governing warehouse types and the movement of unreleased cargo between warehouses. The rules take into account the delivery sequencing of the cargo and are associated with a specific mode of transport (e.g. air, marine, rail, highway). For example, unreleased cargo moving inland via highway must first report to a primary warehouse either for examination or deconsolidation before it can be transported to a secondary warehouse.

The procedure for recording and tracking cargo movement is manual, paper based and labour intensive for both the CBSA and Industry. Industry has raised an issue that these practices are antiquated, costly to service delivery and not consistent with the Agency's direction of modernizing other business processes (e.g. eManifest).

In support of the Government's commitment to regulatory reform the CCSWM initiative will modernize these programs and reduce the red tape burden placed on the warehousing industry. The Agency will ensure that its safety and security mandate are fulfilled while transforming these business lines.

ISSUE

Amendments to sections of the *Customs Act* and regulations relevant to the sufferance warehouse program are required.



s.69(1)(g) re (a)

s.69(1)(g) re (f)

STATUS

The CBSA is also proposing the elimination of the annual licence fee as one of the regulatory changes under the CCSWM initiative. While this fee generates approximately \$500 thousand in spendable revenue for the CBSA annually, it costs approximately \$1M to administer. The Treasury Board of Canada Secretariat has advised that a Treasury Board submission is not required as it is not a material change in the CBSA's Vote Netted Revenue.

Prior to implementation of the legislative and regulatory amendments and to assist in achieving the targeted DRAP cost savings of \$5.6M, the CBSA will transition to a modernized process by implementing changes to remove the administrative burden borne by the warehouse industry.

Some proposed changes are:

- reduce the number of sufferance warehouse types
- eliminate the warehouse licence process, and licensing fee;

s.21(1)(a)

s.21(1)(b)

- [Redacted]
- allow consolidation and deconsolidation at any warehouse;
- [Redacted]
- [Redacted]

COMMUNICATIONS CONSIDERATIONS

The proposed legislative and regulatory amendments are good news for the warehousing industry as they will reduce the administrative and financial burden and modernize service delivery of the program. The CBSA has consulted members of the industry and prepared various communication products for national distribution. The first Customs Notice announcing the CCSWM was released April 29, 2013, along with information posted on the CBSA internet site.

NEXT STEPS

While a legislative vehicle for the statutory changes has not yet been identified, the Agency is working internally to prepare the drafting instructions to proceed with the necessary legislative and regulatory changes. In addition, the Agency is conducting ongoing consultation sessions with external and internal stakeholders.

Suggested Speaking Points (Cargo Control and Sufferance Warehouse Modernization)

- The proposed legislative and regulatory amendments will have a relieving effect for the warehousing industry.

- As a result, the business transformation of these Agency programs supports the Government's economic action plan and more specifically the commitment to reduce the administrative and financial burden that is often imposed through regulation.

- The Canada Border Services Agency is working to modernize the commercial process by implementing changes to remove the administrative burden born by the warehouse industry.

Approved by: Cathy Munroe/Vice President/Programs Branch/613- 954-7220

2013-07-12 06:12 PM



For information

CBSA ASSESSMENT AND REVENUE MANAGEMENT (CARM) PROJECT

For the Minister

PURPOSE

The CBSA Assessment and Revenue Management (CARM) Project will modernize CBSA business and revenue management practices.

BACKGROUND

The Canada Border Services Agency (CBSA) provides integrated border services that support national security priorities and facilitate the free flow of people and goods, including food, plants, animals and related products across the border.

Previous audits and observations made by the Office of the Auditor General of Canada, the Office of the Comptroller General of Canada and the Public Accounts Committee concluded that the CBSA is non-compliant with various Government of Canada financial policies and strategies. The presence of antiquated systems encumbers the CBSA's ability to administer, account for and report financial transactions accurately, efficiently and cost-effectively.

The CARM Project is an eight year initiative with a budget of \$369.1M, that will streamline procedures and automate the many current manual and labour-intensive processes required to collect, assess, manage and report on revenues. The project is comprised of four key components:

- Component One - Accounts Receivable Ledger (ARL)
- Component Two - Client Identification, Registration and Enrolment
- Component Three – Assessment and e-Services
- Component Four - Trade Modernization

CARM will address the following internal and external business needs:

- Improve accounting and reporting on importer revenues and trade information

- Replace aging revenue and cash management systems and eliminate inefficiencies caused by maintaining numerous non-integrated systems
- Modernize trade policies, monitoring and control
- Improve trade program management efficiencies
- Improve service delivery within the trade community
- Simplify trade business processes

The funding received from Treasury Board Secretariat (TBS) for CARM is as follows:

	Fiscal Year									
10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	Total
\$10.2M	\$18.2M	\$27M	\$64.4M	\$45.7M	\$42.7M	\$38.4M	\$38.3M	\$40.3M	\$43.9M	\$369.1M

ISSUE

Changes are needed to address a number of key issues impeding the Agency's ability to efficiently manage trade and revenue processes. Systems are not integrated and many processes utilized by the CBSA are manual and prone to error. There exists a critical need for the Agency to make changes to current revenue and trade business models and to modernize the tools and systems employed to increase efficiency, improve accuracy and enhance effectiveness. In addition, stakeholders and trade partners have indicated the need for CBSA to change its processes to allow for more electronic and real-time interaction.

CARM key drivers for change:

- **Technology** – Currently, the use of manual processes and antiquated, obsolete and non-integrated systems lead to inaccuracies in the reporting of trade data and challenges in reconciling accounts to the Revenue Ledger causing delays in meeting the Agency's reporting obligations to the Department of Finance and have raised concerns regarding CBSA's ability to undergo financial audits.
- **Accountability** – Audits and observations made by the OAG, the OCG and the Public Accounts Committee (PAC) concluded that CBSA is non-compliant with various GoC financial policies, regulations and strategies, Generally Accepted Accounting Principles (GAAP) and financial management best practices. Changes to the Agency's accounting practices and systems to produce fully auditable financial statements, increase accountability and improve asset stewardship controls are required.
- **Efficiency** – Improvements are needed in a number of areas to support efficiencies in the Agency's revenue information and reporting requirements, including strengthening and streamlining trade systems and processes; modernizing and automating trade processes; and acquiring new tools to support trade program activities.

- **Service Delivery** – Streamlining and service delivery are priorities of the government and the Agency will implement changes that make it easier for businesses to interact with the CBSA.
- **Business Simplification** – CARM supports priorities and plans identified in the Government's Economic Action Plan 2012, the Government's Action Plan on Perimeter Security and Economic Competitiveness, and the Action Plan on Regulatory Cooperation as it will look at ways to harmonize and streamline trade and revenue management processes to reduce barriers to trade, lower costs for importers, and create economic opportunities for Canadian businesses.

STATUS

In July 2012, the CARM Project Definition Phase was initiated. All CARM components will be analyzed through the project definition phase to determine business and IT requirements to support CARM solutions. This involves extensive consultation with the trade community to ensure that solutions are designed with the trade community in mind in order to meet Government of Canada (GoC) objectives to reduce paper burden, decrease administrative costs, and improve service delivery.

CARM project definition activities and deliverables are aligned with the TBS-Chief Information Officer Branch (CIOB) Independent Review Gating Framework.

COMMUNICATIONS CONSIDERATIONS

The CARM project team will actively engage internal and external stakeholders in the design, development and implementation throughout the life of the CARM project. The Border Commercial Consultative Committee (BCCC) CARM Sub-Committee provides trade chain partners with a forum to consult on strategies, policies, and design issues that may affect revenue assessment and management.

NEXT STEPS

The ARL solution is targeted for implementation in 2014.

s.69(1)(g) re (a)



SUGGESTED SPEAKING POINTS (CBSA Assessment and Revenue Management (CARM) Project)

- CARM will modernize CBSA business and revenue management practices by streamlining procedures and automating the many current manual and labour-intensive processes required to collect, assess, manage and report on revenues.
- CARM involves extensive consultation with the trade community to ensure that solutions respond to stakeholder and trade community needs and meet Government of Canada (GoC) objectives to reduce paper burden, decrease administrative costs, and improve service delivery.

Approved by: Cathy Munroe/Vice President/Programs Branch/05 July/613-954-7220

2013-07-05 07:26 PM



For information

COMMERCIAL MARINE EXAMINATION RATES IN THE MEDIA

For the Minister

PURPOSE

The Canada Border Services Agency's (CBSA) commercial marine examination program is necessary to support Canada's national security and safety priorities while facilitating the free flow of goods. This briefing note helps provide an overview of the CBSA's commercial marine examination rates, new marine container examination facilities, and recent Montreal based media reports.

BACKGROUND

The CBSA applies a risk management approach in the examination of all marine containers. The marine container enforcement program employs a variety of screening and inspection methods, including intelligence, risk assessment, advance information, targeting, screening, and full/partial container examinations. Additionally, detection technology and specialized examination facilities are utilized in the performance of marine container examinations.

The CBSA's commercial marine examinations include dockside examinations which involve a cursory review of marine containers, non-intrusive Large Scale Imaging (LSI) examinations, and full offload container examinations conducted offsite, or away from the port, at Container Examination Facilities (CEF).

An internal CBSA working group was established in 2010 to review and identify key issues regarding the marine container examination rates among the four major Canadian marine ports in Prince Rupert, Vancouver, Montreal and Halifax. The end result of this working group was the establishment of a national examination rate range of 0.75%-1.75% of containers that would be subject to full offload container examinations conducted at the CBSA's CEFs. The examination rate range was based on specific ports' risk as well as operational capacities. The CBSA operations in Montreal have maintained an examination rate within the target range since the range was established in 2010.

ISSUE

A *Journal de Montreal* news article in November 2012 and a *La Presse* article on July 3, 2013, call into question the volume of marine container examinations conducted by the CBSA. The articles state that the CBSA examines only 1% of marine containers entering Canada through the Port of Montreal. The articles imply that the CBSA does not examine an adequate number of marine containers at the Montreal port considering its high vulnerability to smuggling activities from organized crime groups.

STATUS

The CBSA risk assesses 100% of marine containers prior to their arrival in Canada and all marine containers entering Canada are scanned for the presence of radiation. Containers determined to be at the high risk are referred for examination.

The CBSA operations in Montreal have maintained a full container offload examination rate within the established performance target range of 0.75% - 1.75% since its inception in 2010. The current examination rate in Montreal is 0.88% which equates to 3 243 full offload marine container examinations per year.

In the winter of 2013, the CBSA conducted an internal audit of border controls at marine ports of entry. In response to the audit recommendations, the agency is currently reviewing the security requirements surrounding the handling and storage of marine containers and will take action to strengthen security protocols where appropriate. In addition to strengthening security requirements, the CBSA, in consultation with Transport Canada and the Vancouver Port Authority, is planning the construction of two new CEFs at the Port of Metro Vancouver.

The construction of these examination facilities has provided the CBSA with an opportunity to review and enhance program efficiencies by introducing new examination methodologies that support program integrity and facilitate trade. For example, the Vancouver operations will optimize the utilization of imaging examinations. This application will result in an increased number of marine container examinations through non-intrusive means in order to detect anomalies and refer the highest risk marine containers for full offload examinations. Once implemented, the operational performance of the new examination methodologies employed at the new Vancouver facilities will be monitored and evaluated as a model for all CBSA marine operations.

NEXT STEPS

To prepare for possible media calls, the CBSA is in the process of updating related media lines in response to the July 3, 2013, *La Presse* news article.

Examination rates will continue to be monitored and reviewed to ensure targets are met and the associated national and regional risks are mitigated.

In consultation with partners, the CBSA is currently reviewing the security surrounding the handling and storage of marine containers. This review will identify corrective actions to strengthen security where appropriate by September 2013. Additionally, the CBSA will implement and monitor new examination methodologies for the examination of marine containers in Vancouver and utilize the performance information for examination processing at all other marine ports.

Approved by: Cathy Munroe/Vice President/Programs Branch/July 5, 2013/613-954-7220

SUGGESTED KEY SPEAKING POINTS (Commercial Marine Examination Rates)

- Officers of the CBSA work at marine ports of entry across Canada to facilitate the movement of legitimate goods into Canada.
- CBSA officers apply a risk management approach in the examination of all marine containers, ensuring the prosperity and security of Canadian business and residents.
- The CBSA maintains a national examination rate range for all major marine ports in Canada. The CBSA examination operations in Montreal fall within the examination target range.
- The CBSA's marine commercial enforcement actions at the Port of Montreal include full offload container examinations conducted offsite at a Container Examination Facility as well as dockside examinations and non-intrusive large scale imaging examinations.
- When all CBSA container examination functions are accounted for, the CBSA examines approximately 2.50% of all marine containerized cargo entering the Port of Montreal.
- Although 2.50% of marine containers are physically examined by the CBSA operations in Montreal, 100% of containers are risk assessed prior to arrival at a Canadian marine port. The highest risk containers are selected for physical examination by the CBSA.
- Additionally, 100% of marine containers entering Canadian marine ports are scanned for radiation upon entry into Canada.
- The Agency is currently reviewing the security requirements surrounding the handling and storage of marine containers at marine ports of entry and will take action to strengthen security protocols where appropriate.
- In order to continuously promote evolution of our programs, the CBSA will continue to address the performance of this important program and make improvements that balance program integrity and facilitate trade.



For information

THE AGREEMENT BETWEEN CANADA AND THE EUROPEAN UNION ON CUSTOMS COOPERATION WITH RESPECT TO MATTERS RELATED TO SUPPLY-CHAIN SECURITY

For the Minister

PURPOSE

The *Agreement between Canada and the European Union (EU) on Customs Cooperation with respect to matters of Supply-Chain Security* (the Agreement) provides the legal basis for enhanced customs cooperation with the EU on international supply chain security and risk management matters.



s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

BACKGROUND

On December 16, 2010, the Canada Border Services Agency (CBSA), in partnership with the DFAIT, received a negotiating mandate from the Government of Canada to engage the EU in formal negotiations for the Agreement. The Agreement will not result in substantive changes to Canada's customs practices, nor will it require additional funding. Rather, it will provide a foundation on which to build future arrangements between the CBSA and the EU customs-related matters.

The Agreement will strengthen Canada's adherence to the World Customs Organization's (WCO) *SAFE Framework of Standards* which promotes supply chain security. It will solidify the Canada-EU customs-to-customs relationship and support current trade and security initiatives, including negotiations for the Canada-EU Comprehensive Economic and Trade Agreement and the negotiations for an Agreement on the Provision of Passenger Name Record Data.

Ratifying the Agreement will enhance international cooperation between Canada and the EU and will support the Canada-United States (US) *Beyond the Border Action Plan for Perimeter Security and Competitiveness* most specifically by enhancing the ability of the CBSA to address threats early before they reach the Canada-US border and seek to increase trade facilitation for trusted traders. The Agreement supports this strategy insofar as it will align Canada with the customs-to-customs agreement already in place between the US and the EU.

The Agreement was signed on March 4, 2013, by the Ambassador of Canada to the EU, David Plunkett, Ireland's Permanent Representative to the European Union, Ambassador Rory Montgomery, and Director General of Taxation and Customs Union in the European Commission, Heinz Zourek.

ISSUE

Once the Agreement enters into force, Canada and the EU will work through the President-level Joint Customs Cooperative Committee (JCCC) to explore the following areas of cooperation determined by the Agreement: risk management, advance commercial information, information exchange, cooperative cargo inspection, and mutual recognition of trade partnership programs.

The CBSA and the European Commission's Taxation and Customs Union Directorate General (EC TAXUD) are developing a joint action plan to prioritize the above-noted areas of cooperation.

s.13(1)(b)

STATUS

s.69(1)(g) re (a)

For Canada: Following the tabling of the Agreement in Parliament, on June 7, 2013,

For the EU: On May 22, 2013, the European Parliament's (EP) plenary session voted overwhelmingly to provide consent to conclude the Agreement. The Council is now in their final step of the EU approval process: to adopt a decision to conclude the Agreement.

s.21(1)(b)

COMMUNICATIONS CONSIDERATIONS

Communications products were developed for the March 4, 2013, signing event in Brussels. The story was picked up in eight different outlets between international and Canadian media and overall had a neutral to positive tone.


Future communications products will include a media release when the Agreement enters into force.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

s.69(1)(g) re (e)

NEXT STEPS

- 
- The Agreement will enter into force on a date jointly agreed upon by Canada and the EU (currently estimated for Fall 2013/Winter 2014).
- The Agreement will be implemented through a joint action plan agreed to by the CBSA and EC TAXUD.

Suggested Speaking Points (CAN/EU Supply Chain Agreement)

- The Agreement was signed on March 4, 2013, and will enter into force on a date jointly agreed upon by Canada and the EU (currently estimated for Fall 2013/Winter 2014).
- Once the Agreement enters into force, Canada and the EU will explore the following areas of cooperation: risk management practices, advance commercial information, information exchange, cooperative cargo inspection, and mutual recognition of trade partnership programs.
- A joint action plan is being developed to prioritize the above-noted areas of cooperation. The EU has previously expressed a desire that the first cooperative efforts be directed to mutual recognition of our respective trusted trader programs.

Approved by: Cathy Munroe/Vice President/Programs Branch/June 27, 2013/613-954-7220

2013-07-04 09:38 AM



For information

MOVEMENT OF PEOPLE OVERVIEW

For the Minister

PURPOSE

The Canada Border Services Agency (CBSA) supports the Government of Canada's agenda of economic growth and prosperity by facilitating the passage of legitimate travellers across the border while focusing efforts on high or unknown risks along the traveller continuum. This note will provide you with an overview of the CBSA policies and programs used to manage the movement of people across Canada's borders.

BACKGROUND

Each year, close to 100 million people seek entry to Canada. The vast majority are Canadian and American citizens or permanent residents. The remainder are what are referred to as third country nationals. When travellers arrive at a port of entry, they are examined by CBSA border services officers (BSO) to determine whether they and their accompanying goods can be admitted. Over the course of the examination, the BSO determines compliance with the *Customs Act* and the *Immigration and Refugee Protection Act* (IRPA) as well as laws covering the importation of food, plants and animals. The CBSA has been working to change the traditional process of arrival and examination by moving to a system in which advance information and risk management are used to identify high risk travellers and facilitate the entry of those who are low risk.

The benefits derived from this movement of people are critical to Canada's economy. While the majority of people visiting Canada still come from the United States (US), an increasing number come from outside of North America. They are critical to the growth of Canada's travel industry. The CBSA works closely with Citizenship and Immigration Canada (CIC) to manage this movement of people who are visiting the country and other temporary residents, such as foreign workers, business travellers and students, who also provide a significant economic benefit. While facilitating legitimate travellers, the CBSA also plays a critical enforcement role by denying access to Canada to those who pose a risk and removing visitors who have overstayed the allowed period of their visit or who have violated Canadian law.

It is important to note the role played by private sector stakeholders in this area of activity. The tourist industry, airlines, ships, and port authorities, along with other parts of the travel industry, all look to the CBSA as the Government of Canada lead for border management. The CBSA through various fora and processes works closely with these stakeholders to discuss policy and program options and to gain their insights into this work. Specific initiatives such as Automated Border Clearance (ABC), are the direct result of joint CBSA and stakeholder efforts. The development and maintenance of these relationships is and will continue to be a critical to the success of the CBSA.

The volume of people coming to Canada and the importance of this movement is in itself a significant challenge to the CBSA. The questions stemming from this challenge range from how to make the most effective use of resources to how to meet infrastructure requirements given airports and bridge plazas are limited in how big they can become. Further, when addressing challenges, the CBSA must be cognizant of the need to meet its dual mandates of facilitation and security. The CBSA works with partner departments, community groups and industry stakeholders every day to support continued economic growth while protecting Canada and the security of Canadians.

In order to carry out its mandate with respect to processing people, the CBSA manages the border through a number of policies and programs that are implemented along the traveller continuum:

Pre-Border

International Cooperation

The CBSA works closely with a number of countries internationally to leverage respective efforts to control border access. Of note is the cooperation that takes place among members of the Five Country Conference, which includes Australia, Britain, New Zealand and the US. Much of the work revolves around how sharing information and intelligence on the illegal movement of people. In this context, it is important to note the network of CBSA Liaison Officers who work overseas assisting the air industry, local enforcement agencies and representatives of other countries confronting similar challenges.

Biometric Collection

Biometric information (fingerprints and iris scans) is collected on Canadian and US citizens and PRs who apply and are accepted into the NEXUS or CANPASS trusted traveller programs. In addition, CIC has begun to collect fingerprints for all Temporary Resident Visa (TRV) required foreign nationals from specific countries, and those requiring study or work permits. Biometric establishes the person identity and provide a means for the CBSA to verify identity at the border.

Advanced Passenger Information / Passenger Name Record

Since 2002, Advanced Passenger Information (API) / Passenger Name Record (PNR) data serves as the cornerstone of the CBSA's advance risk assessment process. Passenger information is

routed from the airline to the CBSA within 15 minutes after flight departure. Using this information, the CBSA is able to assess the risk posed by passengers and identify those who could be inadmissible for reasons of national security, or because of war crimes, organized crime, or serious criminality and should be sent to secondary for a more comprehensive examination.

At Border

Primary Inspection Line

Currently, all people entering Canada are required to present themselves to a CBSA officer upon arrival. At this point, their passports are read electronically and their customs declaration card, form E-311, is assessed. This interaction at the Primary Inspection Line (PIL) provides an opportunity for the examining BSO to identify individuals of interest for further examination and assess passenger identity and document integrity. In addition, all people identified as high risk via the pre-arrival risk assessment will be flagged for secondary examination. PIL is also the point at which travellers who will be required to pay duties and taxes are identified and referred.

Trusted Travellers

Travellers who belong to the NEXUS or CANPASS trusted traveller programs have the option of using automated kiosks to verify their identity and submit their customs declaration. This expedited option is possible due to the risk assessment that is conducted in advance on each applicant prior to their acceptance in the program, and the biometric iris verification that ties each member to his or her NEXUS card. Through biometric identity verification and a comprehensive risk assessment prior to arrival, trusted traveller program members are afforded an automated clearance option.

Automated Border Clearance

In May 2010, the CBSA began a two-year pilot project at the Vancouver International Airport to test the use of automated kiosk technologies in expediting the entry of Canadian citizens and PRs returning to Canada. These kiosks allow returning citizens and residents to insert their customs declaration card (form E-311) into the card reader that reads the responses on the form and when necessary, prompts the person to enter any unreadable or missing information. Passports are then scanned and coded, and printouts of E-311 forms are produced and issued to passengers for presentation to a CBSA officer, who then checks the identity of the person and the integrity of their documents. No advance registration is required for eligible travellers to use these kiosks.

The ABC pilot is popular with users and airport authorities and provides the CBSA with a means to more efficiently manage the movement of people in the air mode. It is now being rolled out at other international airports (Montreal) with future expansions being planned.

Entry/Exit

The Entry/Exit Initiative was first launched at select land ports of entry in September 2012 to test the validity of the electronic exchange of data and its reconciliation. In June 2013, the initiative

expanded to include the exchange of biographic entry information at all automated land border ports of entry. The development of this capability is a critical issue for the CBSA and its work with its US partners in the context of the Beyond the Border Action Plan.

Post Border

The work of the Agency does not stop at the border. Enforcement efforts that take place in Canada play an integral role in protecting Canada and the integrity of the immigration system by investigating, detaining and ultimately removing inadmissible individuals and foreign nationals who pose a risk or who have violated Canadian law during their stay. A significant part of this effort is related to the protection of Canada's generous refugee or asylum program. Applicants who have applied for refugee status and who are denied refugee status are required to leave Canada. The in-Canada enforcement system works to identify those who refuse to comply and makes every effort to remove these individuals as quickly as possible. The expedited refugee process established in the *Balanced Refugee Reform Act* enacted last year is in large measure dependent upon the effectiveness of this work by the CBSA. The CBSA works closely with CIC in this area of activity, and last year, the Agency removed 18 000 people from Canada.

Portfolio partners

The CBSA plays a key role in protecting the security of Canada and Canadian residents. To do this it works closely with its portfolio partners the Royal Canadian Mounted Police (RCMP) and the Canadian Security and Intelligence Service (CSIS). Focusing efforts on issues of serious criminality and security the Agency shares information and intelligence and takes part in joint forces operations and investigations denying access to Canada to those who pose a risk and detaining and removing those who are in Canada who have failed to comply with Canadian laws.

STATUS

The CBSA continues to improve the existing policies and programs in this area of activity. The initiatives contained in the Beyond the Border Action Plan lay the foundation for further work that has recently been initiated to modernize the programs and processes for the management of the movement of people into Canada. The Agency's Border Modernization initiative outlines the collective impact of these transformational initiatives, and seeks to shape the future vision by engaging employees, partners, and stakeholders.

Approved by: Cathy Munroe/Vice President/Programs Branch/ 954-7220

2013-07-05 02:55 PM



For information

TEMPORARY RESIDENT BIOMETRICS PROGRAM

For the Minister

PURPOSE

The Temporary Resident Biometrics Program (TRBP) is a Citizenship and Immigration Canada (CIC) led initiative in partnership with the Canada Border Services Agency (CBSA) and the Royal Canadian Mounted Police (RCMP) that requires certain foreign nationals applying for a temporary resident visa, work permit, or study permit to provide biometrics overseas which may then be verified when the traveller arrives at a port of entry. The purpose of this collection is to enhance security within the immigration program by validating identity.

BACKGROUND

The TRBP not only enhances Canada's security but also assists in deterring identity theft by:

- enrolling certain foreign nationals requiring a temporary resident visa, work permit or study permit to enter Canada through the capture and verification of ten-digit fingerprint biometrics overseas; and
- authenticating foreign nationals enrolled in the visa biometric program through a photo comparison and/or fingerprint verification by a Border Services Officer (BSO) upon arrival at a Canadian port of entry (POE).

CBSA FUNDING

2008-2009 to 2010-2011	2011-2012	2012-2013	2013-2014	Total	On-going
\$8,902,736	\$1,968,534	\$2,614,903	\$2,003,855	\$15,490,028	\$1,224,000

Note: 2008-2009 amounts were internally funded.

s.69(1)(g) re (a)

ISSUE

Mandatory biometric collection will be required from citizens of 30 countries and implemented in a phased approach. As CIC-managed overseas enrolment points of service become operational, affected clients will be encouraged to have their biometrics collected on a voluntary basis.

This will provide an advantage to foreign nationals as there will be no biometrics fee charged during the voluntary period, and it affords CIC and the CBSA with further opportunity to refine the biometrics rollout approach.

Biometrics will cease to be voluntary for specific applicants at three mandatory coming into force dates beginning in September 2013. Mandatory biometric collection for citizens of all 30 countries will occur in December 2013.

STATUS

The first enrolments overseas took place on May 23, 2013, in Bogota, Colombia, and on May 29, 2013, in Montego Bay, Jamaica. In addition, the CBSA now has the ability to verify biometrics at POEs to provide greater assurance that the person being granted entry to Canada is the same one to whom a visa was issued abroad. Verification includes visual comparison against the digital photo captured at time of application and, at eight major airports, it may also include the verification of fingerprints against those captured at the time of application. Fingerprint verification functionality exists at the following eight airports: Vancouver, Edmonton, Calgary, Winnipeg, Toronto, Ottawa, Montreal, and Halifax.

Implementation of the CBSA verification functionality began on June 27, 2013, during a busy time period at POEs. However, as the first phase of the program will require voluntary collection of biometrics, volumes are expected to be low with no anticipated impact at the ports during the initial voluntary period.

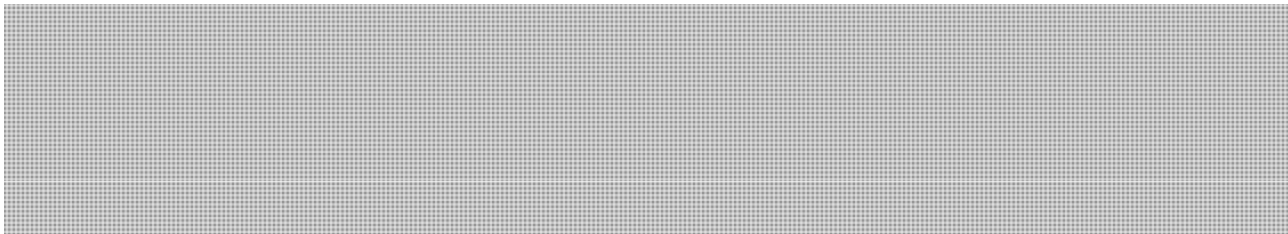
COMMUNICATIONS CONSIDERATIONS

A communications plan was put into place for the CBSA's role in the project. Activities included internal and external CBSA websites being updated, online pamphlets being amended to provide information to foreign nationals on what to expect when they arrive at the POE, and Union and Occupational Health and Safety Committee briefings.

s.21(1)(a)

s.21(1)(b)

NEXT STEPS



s.69(1)(g) re (a)

s.69(1)(g) re (c)

SUGGESTED SPEAKING POINTS (Temporary Resident Biometrics Project)

- Citizenship and Immigration Canada is leading the Temporary Resident Biometrics Program in partnership with the Canada Border Services Agency, the Royal Canadian Mounted Police and Shared Services Canada.
- Under this program, Citizenship and Immigration Canada will collect biometric data from visa applicants from certain countries, which will allow border services officers to verify the visa-holder's identity at a port of entry.
- Implementation of the Canada Border Services Agency verification functionality began on June 27, 2013.
- The implementation of the Temporary Resident Biometrics Program continues to strengthen the Canada Border Services Agency's border management mandate.

Approved by: Cathy Munroe/Vice President/Programs Branch/613-954-7220

2013-07-03 07:42 PM



For information

IMMIGRATION WARRANTS

For the Minister

PURPOSE

The Canada Border Services Agency (CBSA) maintains an inventory of active immigration arrest warrants, issued by the CBSA against persons who are in violation of the immigration legislation, and usually wanted for removal from Canada. This note is being provided for your information, as this issue may attract attention as information-sharing negotiations are underway with multiple provincial and federal partners, or as a result of any media attention concerning a foreign national under an enforceable removal order or subject to an immigration warrant.

BACKGROUND

Any foreign national or permanent resident of Canada who violates immigration legislation may be reported and eventually removed from Canada. An immigration warrant will be issued against persons who fail to appear for an immigration proceeding, have a removal order, or if it is determined that they pose a danger to the public.

Immigration warrants are valid Canada-wide and are registered in the Canadian Police Information Centre, which serves as an additional tool in locating individuals subject to the warrant if they are encountered by law enforcement agencies. In addition, CBSA officers undertake investigations in an attempt to locate individuals subject to warrants.

The national warrant inventory is at 46,201 cases and just over 3,500 are cases with high-risk/criminal indicators (as of March 2013). High-risk indicators are reflected for individuals for whom there are reasonable grounds to believe are inadmissible to Canada on the following grounds: Security (s.34), Human Rights Violations (s.35), Organized Crime (s.37), Serious Criminality (s.36.1), and Lesser Criminality (s.36.2). High-risk indicators are also attached to individuals subject to Immigration and Refugee Board exclusion. The warrant inventory is mainly comprised of cases in which there is an executable removal order, where the foreign national has exhausted all avenues of appeal and has no right to remain in Canada, but cannot be located for removal.

s.13(1)(a)

s.15(1) - Int'l

[Redacted area]

The CBSA is

working closely with these partners to share information on outstanding warrants, as well as best practices for reducing inventories.

ISSUE


The fact that the CBSA has a number of unexecuted removal orders, as well as outstanding immigration warrants, issued for individuals that the CBSA is unable to locate and remove, has garnered negative media attention, and has been under increased scrutiny in recent years. This is despite the fact that the CBSA has seen a steady increase in the annual number of removals since 2005.

Effective and active warrant management is increasingly important for the Agency, as well the Canadian public, and it is critical to the success of the CBSA removals program. The CBSA prioritizes each case according to the level of risk, and it makes continued efforts to confirm if clients are no longer in Canada and can be removed from the inventory.

STATUS

The CBSA is taking measures to reduce the warrant inventory. A Warrant Inventory Task Force has been formed to analyse and prioritize the complete inventory of warrants, to examine and develop ways to increase the CBSA's success in locating and arresting individuals who are inadmissible to Canada, with particular emphasis on high-risk individuals. This includes an effort to better identify cases in which the subject of the warrant is believed to have left the country without reporting.

The CBSA is aggressively enhancing its ability to locate individuals wanted for removal through:

- negotiation of information sharing agreements with other federal departments and provincial/territorial governments to assist in finding individuals in the warrant inventory (e.g. Human Resources and Social Development Canada, the Canada Revenue Agency and the Province of Ontario);
- cooperating with domestic and international law enforcement partners to locate individuals subject to immigration warrants 
- enhancing the intelligence support that is available to advance CBSA investigations;
- leveraging of biometric information with international partners to confirm in which people have left Canada without reporting;

s.13(1)(a)
s.15(1) - Int'l

- implementing the entry/exit system under Beyond the Border, to indicate that a fugitive has left Canada; and,
- the CBSA has created a "Wanted by the CBSA" website, where some high profile cases are posted with the view of generating tips from the general public.

Refugee Reform implementation and other efforts to expedite removals will likely have a positive impact on the warrant inventory in the long-run. For example, Refugee Reform initiatives that result in shorter processing times will ensure that a significant number of failed claimants are removed within one year. In addition, the Assisted Voluntary Return and Reintegration Program is creating an incentive for failed claimants to comply with the removal order and depart Canada voluntarily (2,258 have enrolled and 1,869 have departed Canada as of April, 2013).

COMMUNICATIONS CONSIDERATIONS:

Media attention is placed on the warrant inventory when a foreign national under removal order does, or is suspected of doing, anything that poses a danger to Canadians. The CBSA mitigates this risk by ensuring that the warrant inventory is properly managed, and cases are continuously and consistently reviewed and investigated, and lead to successful removals.

STATISTICS:

- The top five nationalities for immigration warrants are: China (5,099), India (4,613), Mexico (4,149), Pakistan (4,116), and Costa Rica (1,474) (as of March 2013).
- The top three CBSA regions with unexecuted warrants are the Greater Toronto Area (22,195), Quebec (16, 878), and Pacific (3,558) (as of March 2013).

Approved by: Cathy Munroe/Vice President/Programs Branch/ 613-954-7220

2013-07-08 02:58 PM

Suggested Key Speaking Points (Immigration Warrants)

- Effective and active warrant management is important to CBSA.
- CBSA employs numerous strategies and investigative techniques to locate individuals under warrant, prioritising on higher risk cases.
- CBSA is aggressively enhancing its ability to locate individuals wanted for removal through a variety of actions, such as cooperating with law enforcement partners.



For information

WANTED BY THE CBSA

For the Minister

PURPOSE

The Wanted by the CBSA website was launched in July 2011 to enlist the public to assist the CBSA in locating high-risk individuals in situations where the CBSA had exhausted all leads. The success of the pilot has made the “wanted” a regular CBSA program. The site is regularly updated and continues to generate results.

BACKGROUND

The Canada Border Services Agency (CBSA) manages a current inventory of 46,201 warrants for people wanted for removal. Of this total inventory, just over 3,500 cases are considered to be of higher risk due to criminality, human rights violations, or security reasons. The Agency employs a number of strategies and investigative techniques to locate individuals under warrant, with specific priority on the higher-risk cases.

The “Wanted by the CBSA” program was launched in July 2011, and included profiles of individuals inadmissible under the *Immigration and Refugee Protection Act (IRPA)* for war crimes, who were subjects of an immigration warrant, and for whom there was an enforceable removal order. In addition, the Agency required that the individual be from a country from which a travel document could be easily obtained and not be subject to any ongoing investigation in Canada or the United States (US) that could be jeopardized by the posting of his or her profile. The following month, the criteria were expanded to include those inadmissible for serious criminality. Several months after that, the criteria were expanded again to include those inadmissible for other grounds under IRPA with serious criminal convictions in Canada or abroad.

The Agency intended to have between 30 and 35 profiles posted on the website’s main page at any given time, with previously posted profiles (those not yet located) featured in an archived section. Initially, 30 new profiles were posted at each phase. In May 2012, this was revised to adding five new cases on scheduled dates, and limiting the transfer of older cases to the archives to ensure 30 - 35 cases were always present on the main page.

As of June 2013, a total of 130 profiles have been posted on the website. Here are the results:

- 320 calls have been received by the Border Watch Line;
- 18 persons have been located as a result of a tip from the public;
- 14 persons have been identified within one week of posting;
- 9 persons have been located abroad;
- 43 persons have been located in Canada; and,
- 34 persons have been removed.

Under the current procedures, the regions refer cases for posting to CBSA headquarters, which reviews them and conducts the necessary checks with the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, Passport Canada and the US Department of Homeland Security. The profiles are then put into an inventory. As the next release phase approaches, CBSA headquarters selects individuals from the inventory for posting on the website.

NEXT STEPS

The CBSA is considering changes to the “Wanted by the CBSA” program to make it more effective. The proposed changes are: 1) adjusting the requirement for an enforceable removal order; 2) implementing a referral posting scheme based on regional need; and 3) limiting online references to simply the fact that an immigration warrant exists for the profiles posted. You will be consulted on these proposed changes in the near future.

SPEAKING POINTS (Wanted by the CBSA)

- The Agency employs a number of strategies and investigative techniques to locate individuals under warrant, with specific priority on the higher-risk cases.
- The Wanted by the CBSA website was launched in July 2011 to enlist the public to assist the CBSA in locating high-risk individuals in situations where the CBSA had exhausted all leads.
- The success of the pilot has made the “wanted” a regular CBSA program. The site is regularly updated and continues to generate results.

Approved by: Martin Bolduc/Vice President/Operations/July 8, 2013

2013-07-11 09:24 AM



For information

HIGH-PROFILE CASES

For the Minister

PURPOSE

The Canada Border Services Agency (CBSA) manages, tracks, and reports on a number of high-profile immigration cases on an ongoing basis. The cases are considered high-profile because they involve: persons who pose a threat to national security (terrorism, war crimes and crimes against humanity); persons who are criminals; mass marine arrivals; groups of persons whom the Minister has designated as an irregular arrival; persons whose profiles have been posted on the CBSA's "wanted" website; or those who have garnered media attention.

BACKGROUND

The following are examples of high profile cases. They are updated frequently based on developments in these cases:

Ocean Lady and Sun Sea

The *MV Ocean Lady* arrived at Vancouver Island, British Columbia in October 2009, carrying 76 Tamil migrants. The *MV Sun Sea* arrived at Vancouver Island, British Columbia in August 2010, carrying 492 Tamil migrants. The migrants from both of these vessels are now residing across Canada, with the majority in the Greater Toronto Area. Processing these cases through the immigration program is a lengthy undertaking, and these are highly litigious case. During a criminal proceeding in January 2013 pertaining to the alleged organizers of the *MV Ocean Lady* arrival, the British Columbia Supreme Court found section 117 of the *Immigration and Refugee Protection Act* (IRPA), commonly known as the human smuggling provision, unconstitutional. The Court stated that this section was too broad and cast too wide a net in its interpretation and application. The Public Prosecution Service of Canada (the Crown) is appealing this decision at the British Columbia Court of Appeal in October 2013.

You will be provided with information on the status of these persons, including overall outcomes of refugee determination hearings, appeals, admissibility hearings, pre-removal risk assessments (PRRA), and Ministerial relief applications. These briefings will provide a snapshot of where all the cases are in the immigration process, including the number of persons in detention, the status of those who have criminal charges, and the number of persons removed. Currently 57 migrants have been found to be refugees, 66 have been found not to be refugees, and 23 have been found

to be inadmissible to Canada. There are currently three migrants in CBSA detention, and two others on Court hold. Three persons have been removed from Canada. Four individuals have been charged with unrelated criminal offences.

Romanians – Designated Foreign Nationals

In December 2012, the Minister of Public Safety designated a total of 85 Romanian citizens as irregular arrivals, pursuant to a new legislative authority provided by the IRPA. This designation allows tougher measures to be applied to those who come to Canada as part of a designated irregular arrival. They become subject to mandatory arrest and detention, with detention reviews after the first 14 days, and each subsequent six months. They are also prevented from applying for permanent resident status for a period of five years. In addition, they are unable to sponsor family members to join them in Canada during that time. Although there are additional groups of Romanians who entered Canada in an irregular arrival, these groups have not yet been designated. This may be revisited pending the outcome of the appeal of the BC Supreme Court decision on the human smuggling provisions in IRPA.

Although all were designated on the same date, these 85 designated foreign nationals arrived in smaller groups on various dates. You will be provided with information on the status of these persons, including overall outcomes of refugee determination hearings, appeals, admissibility hearings, pre-removal risk assessments (PRRA), and key observations on the cases. These briefings will provide a snapshot of where all the cases are in the immigration process, including the number of persons in detention, the status of those who have criminal charges, and the number of persons removed. Currently, four persons have been found to be refugees, and thirteen have been removed from Canada. Twelve migrants have outstanding theft or fraud criminal charges.

NEXT STEPS

The CBSA could provide you and your staff an update on high-profile cases, should you wish, through weekly oral briefings and/or weekly reports.

Suggested Speaking Points (High-Profile Cases)

- The removals program is a key contributor in upholding the integrity of the immigration and refugee programs and is respectful to the thousands of persons who are removed from Canada each year.

- The Canada Border Services Agency's removals priorities are:
 1. those who pose a threat to security
 2. those involved in organized crime or crimes against humanity
 3. criminals
 4. failed refugee claimants
 5. all other inadmissible persons

Approved by: Martin Bolduc/Vice President/Operations/June 27, 2013

**Pages 857 to / à 860
are withheld pursuant to sections
sont retenues en vertu des articles**

15(1) - Int'l, 21(1)(a)

**of the Access to Information
de la Loi sur l'accès à l'information**



For information

MINISTERIAL RELIEF

For the Minister

PURPOSE

The Minister of Public Safety is responsible for policy and decisions with respect to applications for Ministerial relief (MR) by foreign nationals who have been found inadmissible on certain serious grounds. Of note, recent Supreme Court of Canada jurisprudence may impact the way the Canada Border Services Agency (CBSA) will be required to process future MR recommendations to the Minister of Public Safety to deny or grant relief.

BACKGROUND

Foreign nationals who are found inadmissible for reasons of security, certain war crimes and crimes against humanity, and organized criminality (section 34, paragraphs 35(1)(b) and (c), and subsection 37(1) of the *Immigration and Refugee Protection Act* (IRPA), respectively), may apply for Ministerial relief. Taking relevant legislation and jurisprudence into account, the CBSA provides the Minister with a recommendation on whether to grant or deny relief. Subsection 6(3) of the IRPA prohibits the Minister from delegating this decision; the Minister is thus the sole decision-maker.

The MR process is not meant to review the soundness of the inadmissibility finding. Rather, the Minister may grant relief from inadmissibility in respect of the foreign national if they satisfy the Minister that their entry to, or presence in, Canada is not contrary to the national interest. Ministerial relief is intended to be exceptional. The burden of proof related to whether granting relief would be detrimental to the national interest rests with the applicant and not with the Minister or the CBSA.

When the Minister adopts the CBSA recommendation, the recommendation constitutes the reasons for the decision. If the Minister's decision is counter to the CBSA's recommendation, the Federal Court has stipulated that written reasons for the Minister's decision must be provided. The Minister's decision is subject to judicial review by the Federal Court. Several Federal Court and Federal Court of Appeal (FCA) decisions rendered between 2007 and 2011 have impacted the parameters and processing of Ministerial relief and have resulted in numerous re-determinations being ordered by the courts.

s.23 In March 2011, the FCA, in its decision *Canada (Public Safety and Emergency Preparedness) v. Agraira*, 2011 FCA 103, significantly narrowed the scope of Ministerial relief considerations. Namely, the court ruled that the Minister should assess only national security and public safety factors when deciding to grant or deny relief. The FCA clarified, however, that considerations were not limited to whether the applicant poses a current or future danger to the public or security of Canada. This was a significant change, in that humanitarian and compassionate considerations were no longer relevant. The court recognized that there is a national interest in preventing foreign nationals found inadmissible under section 34, paragraphs 35(1)(b) and (c), and subsection 37(1) of the IRPA, from entering and remaining in Canada. Following this decision, [REDACTED] the CBSA applied the factors outlined in the FCA decision as the new legal test for Ministerial relief cases.

s.23 Mr. Ramadan Agraira applied to the Supreme Court of Canada (SCC) for leave and appeal of the FCA decision. Leave was granted and the SCC heard the case in October 2012. On June 20, 2013, the SCC upheld the Minister's decision to deny relief, but disagreed with the FCA on certain aspects of its interpretation of program policy guidance (i.e., the former relevant Inland Processing manual, IP-10) and the scope of factors for consideration. [REDACTED]

It should also be noted that, on June 19, 2013, Bill C-43, the *Faster Removal of Foreign Criminals Act*, received Royal Assent. Specific to Ministerial relief decision-making, Bill C-43 amended the IRPA to legislate that the Minister may only take into account national security and public safety factors when deciding whether granting relief would be contrary to the national interest. Furthermore, it stipulated that the Minister is not limited to considering the danger that the foreign national presents to the public or to the security of Canada.

ISSUE

The CBSA Ministerial Relief unit has an aging caseload of 258 applications for relief. To reduce this number, an inventory reduction action plan was developed with a goal to complete the pre-2007 applications by the end of the 2014/2015 fiscal year. While this goal was considered achievable through increasing efficiencies and leveraging existing resources, the very recent SCC decision must now be taken into account and is likely to impact the rate of inventory reduction and possibly the way in which the backlog should be processed.

STATUS

s.23 [REDACTED]

s.23

[REDACTED]

However, it is possible that the processing of Ministerial relief files will recommence during the first 100 days of your tenure.

s.23
s.21(1)(b)

NEXT STEPS

[REDACTED]

[REDACTED]

s.69(1)(g) re (a)

Suggested Speaking Points (Ministerial Relief)

- The *Immigration and Refugee Protection Act* provides an exception (Ministerial relief) to those who are found to be inadmissible to Canada on grounds of national security, organized criminality as well as for certain war crimes and international rights violations.
- Ministerial relief is an exceptional measure and the decision to grant relief from the inadmissibility rests solely with the Minister of Public Safety.
- In deciding to grant or deny relief, the Minister's main consideration is national security and public safety.

Approved by: Cathy Munroe/Vice President/Programs Branch/July 3, 2013/613-954-7220

2013-07-03 08:35 PM



For information

THE CESSATION AND VACATION INITIATIVE

For the Minister

PURPOSE

To provide information regarding the cessation and vacation of refugee status under the *Immigration and Refugee Protection Act* (IRPA), particularly with regards to Egyptian nationals whose claims were based on their membership in the Muslim Brotherhood.

BACKGROUND

According to section 109 of IRPA, the Minister may apply to the Refugee Protection Division (RPD) of the Immigration and Refugee Board (IRB) to vacate a person's refugee or protected person status if that status was obtained by misrepresenting or withholding material facts. Should the RPD vacate a person's refugee or protected person status, they lose their permanent resident status pursuant to paragraph 46(1)(d) of IRPA.

IRPA also provides that the Minister may apply to the RPD to cease the refugee status of a person when, as set out in section 108 of IRPA, they reacquired their nationality or voluntarily re-established themselves in the country from which they sought protection, or have acquired the protection or nationality of another country.

Through Bill C-31, the *Protecting Canada's Immigration System Act*, Canada bolstered its ability to cease the "protected person" status of those who reacquired their nationality or voluntarily re-established themselves in the country from which Canada granted them protection. With the new legislative changes, a person whose refugee status has been ceased by the RPD will lose their permanent resident status pursuant to paragraph 46(1)(c.1) of IRPA.

The CBSA will receive a total of \$15.2 million over four years to enhance activities related to the cessation and vacation of refugee claims. A breakdown of funding can be found below. The CBSA is funded to file 1,512 cessation / vacation applications before the IRB this fiscal year and 878 for each fiscal year following. Discussions have been held with Citizenship and Immigration Canada (CIC) to engage them in the process to develop a strategy regarding the types of cases the Agency pursues and the litigation of files where status has been vacated or ceased.

Fiscal Year	2012-2013	2013-2014	2014-2015	2015-2016
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Direct Costs	\$2.8M	\$4.4M	\$4M	\$4M
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ISSUE

In light of the Arab spring and regime change in Egypt, the Minister of CIC and the Minister of Public Safety requested that the CBSA consider filing applications to cease the refugee or protected person status of individuals whose claims were based on their membership in the Muslim Brotherhood.

Case law suggests that there must be a durable, effective, substantial and non-transitory change in the country of nationality (i.e., establishment or return to democratic elections, reforms to the legal and social structures of the state, amnesties, repeal of repressive laws, dismantling of repressive security forces and overall respect for human rights). Further, when there are compelling reasons rising out of previous persecution, cessation of refugee status based on changes in country circumstances does not apply (Subsection 108(4) of IRPA). Taking into consideration current country conditions and the legal test to be applied in these cases, our initial assessment indicates that pursuing a cessation case solely on the grounds of changed country conditions would present legal risks and files should be looked at on a case-by-case basis.

The CBSA is also working closely with CIC regarding the investigation of claimants from the Democratic People's Republic of Korea (DPRK) who are suspected to have status in South Korea. The CBSA is investigating 465 individuals who were found to be Convention Refugees by the IRB based on claims against the DPRK. All of these individuals are believed to have misrepresented their status and the CBSA will pursue vacation of their refugee status if evidence of misrepresentation is found.

STATUS

Based on a manual review of the files, CBSA, in collaboration with CIC, will determine those cases where persons obtained refugee status based on membership in the Muslim Brotherhood. The CBSA will work with CIC to identify individuals whose circumstances merit an application to cease refugee status. This work is scheduled to be completed by early August, 2013.

The IRB has been engaged to ensure that vacation and cessation applications are given sufficient priority to be heard in a timely fashion. Based on discussions to date, the RPD has signalled that if refugee intake volumes remain at current levels they should have the capacity to increase hearings for cessation and vacation cases.

COMMUNICATIONS CONSIDERATIONS

The Minister of CIC has made public statements identifying the government's intention to cease the protected person status of groups such as the Muslim Brotherhood, as a result of a change in country conditions in Egypt. It can be expected that non-governmental organizations and other interest groups will be highly critical of the government's initiative as these individuals would be ceased prior to them acquiring permanent resident status.

The Courts have held that Canadian authorities must give recognition to persons who have suffered such appalling persecution that their experience alone is a compelling reason not to return them, even though they may no longer have any reason to fear persecution.

NEXT STEPS

The CBSA will continue to work with CIC and IRB to come to agreement on a work plan regarding the management of these files. It is anticipated that the plan will be finalized by September, 2013.

Suggested Speaking Points (Cessation and Vacation of Refugee Status)

- The Minister of Public Safety may apply to Immigration and Refugee Board (IRB) to “vacate,” or terminate, a person’s refugee status if it was obtained by misrepresenting or withholding material facts. Minister may apply to the IRB to “cease,” or terminate, the refugee status of a person when they voluntarily reacquired their nationality or return to the country from which they sought protection.
- As part of implementation of Bill C-31, the *Protecting Canada’s Immigration System Act*, the CBSA obtained funding over four years (2012-2016) to undertake a systematic review of vacation and cessation cases. In 2013-2014, this totals \$4.4 million.
- This additional funding will allow the CBSA to investigate cases for cessation and vacation thoroughly and support the applications made to the Immigration and Refugee Board.
- Where warranted, these activities will result in individuals being removed from Canada who are no longer in need of protection.
- This funding will improve the overall integrity of the immigration program by removing the protected person and permanent resident status of individuals where it is no longer needed.

Approved by: Cathy Munroe / Vice President / Programs Branch / June 27, 2013/ 613-954-7220

2013-07-03 07:08 PM



For information

AUTOMATED BORDER CLEARANCE

For the Minister

PURPOSE

The Automated Border Clearance (ABC) is an innovative concept that uses self-service kiosk technology to partially automate the processing of Canadian citizens and Canadian permanent residents (PR) with a valid Canadian passport seeking to enter Canada at select international airports.

ABC is a cost-neutral way for the Government of Canada to increase efficiency and to modernize passenger processing without compromising public safety or national security.

BACKGROUND

The Canada Border Services Agency (CBSA) launched the ABC pilot project in partnership with the Vancouver Airport Authority between 2009 and 2011. The pilot was deemed successful, and the CBSA made a decision at the end of January 2012 to move ABC to a full program and to expand it to other airports.

The ABC program was successfully deployed to Montréal's Trudeau International Airport (PETIA) in June 2012 and Terminal 3 of Toronto's Pearson International Airport (PIA) in January 2013, followed by Terminal 1 in May 2013.

ABC offers a safe and viable alternative for the processing of eligible travellers by the CBSA. Travellers do not have to register or pay a fee to use ABC. Benefits at the airports where ABC has been implemented have included reduced wait times, less congestion and increased passenger satisfaction with the processing procedures.

Traveller processing through ABC kiosks involves a few quick and easy steps. The traveller places his or her passport or PR card on the document reader, introduces an E311 Declaration Card into the kiosk and follows the on-screen instructions. The kiosk issues a receipt upon completion of the transaction. This receipt must then be presented with the travel document to a designated border services officer (BSO) for verification of the traveller's document and confirmation of their identity. The officer then directs the traveller to proceed to the appropriate area.

Travellers processed through ABC remain subject to the same enforcement checks as those who go through traditional processing by reporting to a BSO at the primary inspection line.

The funding breakdown is as follows:

- The CBSA incurred \$1.8M in salary and operating to implement ABC in PETIA and PIA.
- This fiscal year, the CBSA expects to spend \$3.1M to stabilize the supporting ABC technological infrastructure and consider the expansion of ABC to two additional airports.

ISSUE

s.23 The CBSA is seeking to expand the program to other international airports. In addition, the Agency is considering expanding the ABC eligibility to the nationals of the Five Country Conference (FCC), i.e. United States, Australia, New Zealand and United Kingdom and possibly all visa exempt nationals. [REDACTED]

STATUS

Currently, there are 20 kiosks at Vancouver International Airport, 18 at PETIA, 20 at PIA Terminal 1 and another 20 at PIA Terminal 3.

s.21(1)(a)
s.21(1)(b) As the ABC solution that is currently in place at the three airports is still the pilot solution, the CBSA is now focusing its efforts on stabilizing the system infrastructure by performing the necessary technological upgrades to ensure that the system is sufficiently robust to support the current expansion in the long term and the possible expansion of the ABC [REDACTED] additional airports. Work on the upgrades is underway and expected to be completed and implemented by March 31, 2014.

There is an increasing expression of interest from other airport authorities to implement the ABC at their airports. The CBSA has asked interested airport authorities to submit a business case in support of their request. It is expected that the ABC program will be expanded to other airports using a phased approach. The business cases are expected by fall 2013. A plan for roll out will be developed following the analysis of the business cases, in an effort to ensure that implementation occurs in a manner that is cost-effective and efficient for both the CBSA and the airport authorities.

NEXT STEPS

The CBSA will conduct a performance analysis and evaluation of the ABC program and review and assess the business cases from interested airport authorities. Additionally, the Agency will work with the airport authorities to determine how ABC can be improved. Lastly, the CBSA will refine requirements for expansion of ABC to FCC nationals.

Suggested Speaking Points (Automated Border Clearance)

- The Automated Border Clearance is an innovative concept that uses self-service kiosk technology to partially automate the processing of eligible travellers.
- Currently, ABC is implemented in Vancouver International Airport, Montreal's Trudeau and Toronto's Pearson International Airport.
- The partnership between the CBSA and airport authorities resulted in an increase in efficiencies and modernization of passenger processing without compromising public safety or national security.
- To date, the ABC program has been successful in increasing traveller processing capacity and high level of satisfaction evidenced by fewer wait time complaints and less congestion in the CBSA hall. Usage rates are higher than expected.

Approved by: Cathy Munroe/Vice President/Programs Branch/(613) 954-7220

2013-07-04 09:45 AM

**Pages 873 to / à 876
are withheld pursuant to sections
sont retenues en vertu des articles**

69(1)(g) re (a), 69(1)(g) re (e), 69(1)(g) re (f)

**of the Access to Information
de la Loi sur l'accès à l'information**



For information

DESIGNATED IRREGULAR ARRIVALS AND HUMAN SMUGGLING

For the Minister

PURPOSE

The *Protecting Canada's Immigration System Act* (PCISA) introduced a broad array of amendments into the *Immigration and Refugee Protection Act* (IRPA). Among them were new immigration enforcement authorities designed to strengthen the government's ability to combat human smuggling and irregular arrivals. The Canada Border Services Agency (CBSA) played a central role in the development of the policy and program framework to support the operational delivery of these new authorities.

BACKGROUND

Legislative reform on irregular arrivals

The arrival in Canada of two marine vessels (the *MV Ocean Lady* and the *MV Sun Sea*) in 2009 and 2010 triggered reforms to the existing immigration enforcement scheme. On June 28, 2010, PCISA came into force, thereby introducing a new regime of legislative changes, including:

- Granting the Minister of Public Safety (hereafter, the Minister) the authority to designate an arrival in Canada as an irregular arrival if, after considering the public interest, one of two criteria was met:
 - the CBSA's ability to conduct the necessary immigration investigations in a timely manner was compromised due to the scope of the arrival; or
 - there are reasonable grounds to suspect the arrival was a product of a human smuggling operation, as defined in s. 117 of IRPA (organizing entry into Canada), and the arrival was for profit or it had ties to organized crime or terrorist groups.
- Foreign nationals arriving in Canada as part of a designated irregular arrival would become designated foreign nationals (DFNs) and would face certain immigration consequences, which included:
 - Mandatory arrest and detention upon designation, more restrictive release mechanisms from immigration detention and a modified detention review timeline; and

- A slate of immigration disincentives that included a five-year bar on their ability to apply for permanent residence, a temporary resident permit or a refugee travel document.
- The legislation also authorized the Minister to designate retroactively any arrival in Canada between March 31, 2009 and June 28, 2010 (the coming into force of PCISA).

s.21(1)(a)
s.21(1)(b)
s.23

S.117 Court Challenge

Stemming from the marine arrivals of 2009 and 2010, the RCMP filed criminal indictments for human smuggling against ten individuals for violating IRPA s.117. During the preliminary stages of the first trials in January 2012, the British Columbia Supreme Court (BCSC) struck down s.117 of IRPA as being unconstitutional.

s.21(1)(a)
s.21(1)(b)

The Crown's appeal will be heard by the British Columbia Court of Appeal (BCCA) on October 7-8, 2013. In the interim, the BCSC has granted the Crown a suspension of its declaration of invalidity on s.117.

s.21(1)(a)
s.21(1)(b)

Designation of irregular arrivals to date

On December 4, 2012, the Minister deployed the designation tool for the first time when he designated five irregular arrivals, resulting in 85 Romanians becoming designated foreign nationals.

s.21(1)(a)
s.21(1)(b)

ISSUE

S.117 of IRPA provides the basis for the Government of Canada to effectively combat and criminalize acts of human smuggling. [REDACTED]

s.21(1)(b)

STATUS

The irregular arrival regime in IRPA has been in force since June 28, 2012. The CBSA continues its efforts to effectively implement a policy framework, a programmatic approach and an operational delivery of the new regime. The December 2012 designations by the Minister represent successful milestones in this process. [REDACTED]

s.21(1)(b)

COMMUNICATIONS CONSIDERATIONS

Canadian media has monitored the CBSA efforts on irregular arrivals very closely. There was significant attention on the CBSA during the marine arrivals and the December 2012 designations. Any decisions to designate future irregular arrivals will garner similar attention.

NEXT STEPS

The CBSA will closely monitor the Court proceedings on the Crown's s.117 appeal of the BCSC's finding of unconstitutionality.

s.21(1)(a)

s.21(1)(b)

s.23

SUGGESTED SPEAKING POINTS
(Designated Irregular Arrivals and Human Smuggling)

- Human smuggling is a dangerous and despicable crime -- it puts lives at risk, and poses a threat to the integrity of Canada's borders as well as to the security and safety of Canadians. Human smuggling can potentially serve as a vehicle for suspected terrorists and criminals to enter our country.
- Canada has one of the most generous immigration systems in the world, but we will not stand by while individuals try to take advantage of our compassionate nature. We know that Canada remains a target for ruthless smugglers, but we are committed to preserving the integrity of Canada's borders and immigration system, and protecting the safety and security of Canadians.

Approved by: Cathy Munroe/Vice President/Programs Branch/(613) 954-7220

2013-07-08 08:18 PM



For information

NATIONAL PEAK PERIOD STRATEGY

For the Minister

ISSUE

To support the Canada Border Services Agency's (CBSA) vision of service excellence when faced with increased operational demands during periods of increased traveller volumes, such as the summer months, the CBSA has developed a National Peak Period Strategy (NPPS).

BACKGROUND

In summers past, the CBSA implemented pro-active action plans to minimize border wait times during the peak summer travel periods. The previous Summer Action Plans (which evolved to the NPPS) have been successful in maintaining our border wait time service standards, despite increases in volume. Our goal has been to ensure that border wait times remain within our national Border Wait Time (BWT) ¹service standard throughout the entire year. During the summer of 2012, traveller volume at the 26 busiest land ports of entry rose by 2.9% and performance against the traveller BWT standard was 95.7%. At the eight busiest air ports of entry, traveller volume rose by 1.2% and performance against the BWT standard was 99%. Volume at the 22 busiest commercial land ports increased by 2.3% and performance against the BWT standard was 98.6%.

The NPPS focuses on the 26 medium and large land ports of entry, the eight major air ports of entry, the three Mail Processing Centres, and National Security Screening activities. The NPPS includes a number of key sub-components, including: a National Security Screening component, which maintains consistent service levels throughout the calendar year for the security screening of visa applications; an Information Technology strategy that ensures 24 hour, seven day a week support to identified critical service sites; an official languages component, which ensures maximum operation of designated lanes offering bilingual service; and finally, a communications strategy that increases awareness and understanding of the NPPS objectives among staff and clients. One of the key challenges of the NPPS is to consistently find strategies that minimize wait times.

¹ The BWT standard is a CBSA service standard for border wait time. At land ports, the standard for travellers is ten minutes Monday to Thursday, and twenty minutes on weekends and holidays. At air and commercial ports the standard for travellers is twenty minutes.

Key pieces of the strategy include:

- Pro-actively opening primary inspection lanes when an increase in volume is expected;
- Implementing staggered CBSA Officer rotation during high volume periods to avoid a full stoppage in processing;
- Limiting CBSA employee leave during peak times;
- Monitoring special events and other activities to determine periods when there may be surges in volume (e.g. sporting events, concerts, festivals, etc.);
- Regularly meeting and communicating with airport or bridge authorities and other governmental departments partners regarding contingency plans;
- Facilitating the flow of travellers through NEXUS and Automated Border Clearance, if applicable;
- Hiring students, Student Officers (where possible), and support staff to bolster resources during peak periods;
- Ensuring that the Information Technology systems in the booth are operational, prior to the booth being staffed/opened;
- Reviewing the Variable Shift Schedule Agreement to ensure maximum use of resources;
- Rescheduling border services officer training to non-peak times (where and when possible);
- Ensuring the required level of bilingual capacity at the port is maintained at all times; and,
- Ensuring that the Land Border Operational Wait Time Reports are submitted according to policy.

The NPPS directly aligns with the CBSA's priority of continuing to implement the Beyond the Border Action Plan, a joint Canada-United States agreement to enhance security around the perimeter while expediting legitimate cross-border trade and travel between our two countries. Resources allocated to front-line officers help mitigate border related risks, enhance border security and enable ports of entry to retain the operational flexibility required to address the peaks in activity, ensuring that commercial and traveller traffic is able to flow in and out of Canada with minimal delays. The National Peak Period Strategy is part of our commitment to service excellence in the delivery of border services.

STATUS

The CBSA has experienced a significant yearly increase in traveller volume. The volume of travellers arriving at CBSA land and air ports of entry over the past six years has increased by 8.1%, with an average of 1.4% increase per year. The mitigation strategies included in the plan are based on the prediction that the land and air ports of entry will continue to experience high traveller and commercial volumes in the foreseeable future, given the volumetric trends and the continued strength of the Canadian dollar against the United States dollar. The NPPS for summer 2013 came into effect in late May 2013.

NEXT STEPS

The CBSA will monitor the NPPS over the summer period to ensure that it continues to meet operational requirements. The Agency also conducts annual evaluations of the NPPS, which includes an analysis of a variety of data including the BWT standard performance data, volumetric data, enforcement activity data, revenue collected and feedback from the regions on the effectiveness of the mitigation strategies in order to properly plan for the following year.

SUGGESTED SPEAKING POINTS (National Peak Period Strategy)

- The National Peak Period Strategy is comprised of a number of mitigation strategies that are implemented to address the expected increase in traveller, commercial and postal volumes during peak periods throughout the year.
- Its primary goal is to ensure that the Agency is in a position to consistently provide service excellence and maintain its service standards.
- Since 2010, the strategy has positioned the CBSA to consistently meet its service delivery objectives at a time when operational volumes across all modes have steadily increased.

Approved by: Martin Bolduc, Acting Vice-President/Operations Branch/July 4, 2013/ (613) 948-4445

2013-07-04 06:39 PM



For information

CORE SERVICE AND COST RECOVERY

For the Minister

ISSUE

The Canada Border Services Agency (CBSA) is responsible for the management of core service delivery and cost recovery arrangements at ports of entry across Canada.

BACKGROUND

Increasingly, the CBSA must meet demands for designated border services in an environment of rising traveler volumes, community demands and fiscal restraint. Among the CBSA's challenges is how it can fairly respond to industry requests for enhanced levels of border clearance services while simultaneously balancing the realities of shrinking budgets.

CBSA core service refers to the specific combination of publicly funded border services provided at a specific port of entry in all modes of travel. The combination of services is unique to each location and is posted for public information on the CBSA directory of services. The information includes hours of operation during which the CBSA provides its services at each site; and the specific types of service the CBSA provides on behalf of the Government of Canada.

In accordance with Section 5 of the *Customs Act*, the Minister or his delegate may designate CBSA offices and service provision, inside or outside of Canada, for a specific purpose may at any time amend, cancel or reinstate such a designation.

Should a request be made to provide services outside of designated core service hours and it is determined by the CBSA that the service cannot be provided free of charge, the Agency and the requestor can enter into a Cost Recovery Agreement whereby the costs of service provision are billed to the user. The CBSA uses a costing template (approved by the Treasury Board of Canada Secretariat) to calculate the costs that will be recovered.

STATUS

The CBSA has 1,280 designated sites where core service is provided. Included in this figure are airports, land border ports of entry, cruise ship operations, marine cargo operations, rail operations and small plane and boat reporting sites.

In 2013, the CBSA de-designated 13 cruise ship operations and several small airports. These actions were taken as a result of efficiency measures under the Deficit Reduction Action Plan, and due to a rationalization of operations in low volume sites.

Last fiscal year, the CBSA signed over 250 cost recovery agreements in the air, marine, land and rail modes. Over 65 cost recovery contracts have been processed so far this fiscal year. A recent and important cost recovery agreement was initiated in 2012 with the Fort McMurray Airport Authority for seasonal service, and most recently in 2013 for a daily flight from Denver. These agreements are valued at upwards of 750K.

The CBSA will soon launch an interactive web version of the CBSA directory to showcase (via a map) all locations within Canada where persons and goods may arrive and the service or services available at the various ports of entry.

NEXT STEPS

The CBSA will build on the Core Services Review undertaken in 2009 and look to strengthen the business planning cycle for core service delivery requirements and requests which will further enable the Agency to determine how to best allocate resources at sites looking for a CBSA service designation or for enhanced services.

SUGGESTED SPEAKING POINTS (Core Service and Cost Recovery)

- The CBSA has 1,280 sites where core service is provided, ranging from large scale operations such as the Ambassador Bridge to small, remote, unstaffed marinas.
- Core service refers to the provision of publicly funded border services at locations such as, airports, marine ports and land border crossings. Designation takes place by the Minister or his delegate, and every location has a unique designation that represents the services offered by the CBSA.
- The CBSA continuously reviews its core service delivery in an effort to best support Canada's security and prosperity.
- This information is available on the CBSA's web site.

Approved by: Martin Bolduc, Acting Vice-President/Operations Branch/July 4, 2013/ (613) 948-4445

2013-07-04 06:32 PM



For information

INVESTMENTS IN PORTS OF ENTRY

For the Minister

PURPOSE

To provide an update on the investment in Ports of Entry (POE) required to address aging infrastructure, health and safety matters, increasing traveller and commercial volumes and advancing technologies.

ISSUES

The Canada Border Services Agency (CBSA) non-moveable infrastructure requires recapitalization just to maintain the status quo. Compounding this challenge is the growth in volumes of traffic and the need to maintain the CBSA commitment to targeted wait times.

The Beyond the Border commitments has added a degree of urgency to address capacity through the introduction of technology and expansion of critical border crossings

BACKGROUND

The CBSA has invested \$228 million in individual POEs over the last five years. The table, included as Appendix A, summarizes that investment by purpose and by the year the project was completed.

In addition, during the same time period, the CBSA invested \$290 million across the facilities to upgrade technology. The projects, listed in Appendix B, address security, wait times and commitments to facilitate commercial traffic between Canada and the United States of America.

STATUS

The CBSA continues to advance the replacement of aging facilities, introduce additional technology and follow through on commitments made in the Beyond the Border Action Plan. The initiatives include expansion, modernization and renovation of the existing POE at Lacolle, Emerson, Aldergrove and North Portal. Other current investments underway include the interim

POE at Cornwall, and several small ports at various locations across Canada as well as the modernization in the postal plants in Vancouver, Montreal and Toronto.

s.20(1)(b)

In addition, Section 6 investments [REDACTED] are also proceeding. Section 6 are legislated facilities under Section 6 (1) of the Customs Act. This section requires that the owners and operators of transportation infrastructure, which receive international conveyances, as well as the operators of international conveyances provide adequate space, at no cost to Her Majesty, to detain and examine persons, goods, including animals, food and plants seeking to enter Canada.

COMMUNICATIONS CONSIDERATIONS

None is required at this time.

NEXT STEPS

Continue with the recapitalization of non-moveable assets and follow through on the Beyond the Border commitments.

Approved by: Claude Rochette/Vice-President/Comptrollership Branch/ July 4, 2013

Appendix A

Previous Investments by Purpose and Year

Expansion to reduce wait times for travellers and commercial operations

Port of Entry	Improvement to:	Year	Dollars
Douglas, B.C.	Modernization, expansion and replacement of the Port	2008	\$45,000,000
St. Stephen, N.B.	Construction of new POE facilities - Announced under the Border Infrastructure Fund	2008	\$24,000,000
Fraser, B.C.	Construction of 4 Residential Units - To support Doubling-up	2008	\$2,600,000
Pleasant Camp, B.C.	Construction of 8 new residential Housing units – to support Doubling Up	2011	\$7,600,000
Prescott, Ont.	Modernization, expansion and replacement of Port facilities - funded by Economic Action Plan	2012	\$20,000,000
Kingsgate, B.C.	Modernization, expansion and replacement of Port facilities - funded by Economic Action Plan	2012	\$21,100,000
Pacific Highway, B.C.	Modernization, expansion and replacement of Commercial Inspection facilities - funded by Economic Action Plan	2012	\$8,400,000
Abbotsford-Huntingdon, B.C.	Construction of additional PIL Commercial Lane and expansion of Commercial Inspection facility - funded by Economic Action Plan	2012	\$4,300,000
Pacific Highway, B.C.	Construction of 5 new Travellers PIL Lanes and reconfiguration of NEXUS lanes	2012	\$3,600,000
TOTAL			\$136,500,000

Renewal of Aging Facilities

Port of Entry	Improvement to:	Year	Dollars
Lyleton, Man.	Expansion, modernization and replacement of existing port facilities - Under Construction	To be Completed in August 2013	\$5,000,000
Goodlands, Man.	Expansion, modernization and	To be	\$5,000,000

	replacement of existing port facilities - Under construction	Completed in August 2013	
Coulter, Man.	Expansion, modernization and replacement of existing port facilities - Under Construction	To be Completed in August 2013	\$5,000,000
TOTAL			\$15,000,000

Projects to address the health and safety of our employees

Port of Entry	Improvement to:	Year	Dollars
Covey Hill, P.Q.	Site remediation and installation of new trailer - Health and Safety Issue	2010	\$310,000
Lacolle	Construction of 8 new Residential Housing Units - To Support Doubling-Up	2011	\$7,600,000
Little Gold, Yukon	Construction of 2 new Residential Housing Units - To Support Doubling-Up – funded by Economic Action Plan	2011	\$1,800,000
Del Bonita, Alta.	Site remediation of existing POE - Health and Safety Issue	2011	\$20,000
Rigaud, P.Q.	Construction and expansion of the Rigaud Training Facility - In Support of the Arming Initiative	2012	\$57,500,000
Beaver Creek, Yukon	Housing Construction of 6 new Residential Housing Units - To Support Doubling-Up - funded by Economic Action Plan	2012	\$5,200,000
Aden, Alta.	Site remediation and installation of new trailer - Health and Safety Issue	2012	\$195,000
TOTAL			\$72,625,000

APPENDIX B

Investment in technology during the same period is spread over multiple sites. The major technology projects identified in the plan and carried out over the past five years are as follows:

Project	Total
Passenger Name Record (PNR) Push Solution	\$30,674,857
Temporary Resident Biometrics	\$5,408,273
Nexus Expansion & Nexus Air Expansion	\$43,304,060
eManifest	\$190,667,159
Advance Interdepartmental Reporting Initiative (AIRI)	\$7,070,681
Harmonized Risk Scoring / Advance Trade Data	\$12,994,305
Total	\$ 290,119,335

Suggested Key Messages (Port of Entry Investments):

- The CBSA is committed to providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, which meet all legislative requirements;
- In doing so the CBSA has been following a plan to modernize and expand POE across Canada thereby reducing wait times
- Over the next several years CBSA will continue to invest to fulfill its mandate and to ensure the safety of the offices who provide border services.
- This will require the integration of many government departments and crown corporations to deliver another important piece to ensure a secure border for Canadians.



For information

CORNWALL PORT OF ENTRY

For the Minister

PURPOSE

To provide an update on the construction of the Cornwall interim port of entry (POE) which is required for the opening of the new low level bridge from Cornwall Island to the City of Cornwall.

ISSUES

The bridge is nearing completion and there is no visible evidence of work to prepare the Canal Lands site or provide a new interim POE. This could raise questions about the ability of the Federal Bridge Corporation Limited (FBCL) to open the bridge without the security to manage the access of people and goods to and from Canada.

Since the bridge is scheduled to open in December 2013, it creates time pressures on the Canada Border Services Agency (CBSA) to establish a suitable interim port of entry that is a safe and healthy environment for its employees to carry out their duties and provide a secure border.

The shortened timeline requires coordination of multiple partners including Transport Canada (TC), CORCAN (rehabilitation program of the Correctional Service of Canada), FBCL and Public Works and Government Services Canada (PWGSC).

BACKGROUND

In July 2009, the CBSA began operating from an interim port of entry in the City of Cornwall with improvised minimal facilities. This allowed for the reopening of the international crossing, which had been closed following threats of violence on Cornwall Island at the end of May 2009. In the following months, the minimalist facilities were improved to sustain the CBSA's operations in the short-term, pending a decision on the port's permanent location.

In the intervening period, FBCL has been constructing a new low level bridge crossing to replace the existing and aging high level bridge from Cornwall Island to the City of Cornwall. The CBSA has worked with FBCL, Transport Canada (TC), the City of Cornwall, the Mohawk

Council of Akwesasne and other stakeholders to provide Border Services at an interim port of entry when the new bridge is open for operations. The port of entry is considered interim until negotiations are completed to decide whether or not to establish a presence in Massena in New York State as part of the *Beyond the Border Action Plan*.

The FBCL plans to begin operation of the new bridge in December 2013. Opening the new bridge will require the relocation of the interim CBSA POE to the Canal Lands.

STATUS

To establish the new interim port of entry, the CBSA and TC have completed a Memorandum of Understanding to provide the CBSA with the use and occupation of a portion of the Canal Lands to establish a new interim port of entry to the new bridge.

The CBSA and FBCL have developed a Memorandum of Agreement to engage FBCL as the Project Manager to establish an interim port of entry in two phases. The \$15 million budget for this project is being cash managed internally. The agreement defines the scope of the project and the roles and responsibilities of both parties to establish the facilities required to be operational when the bridge opens in December 2013.

The CBSA has contracted with CORCAN for the construction and delivery of modular units and canopies to provide suitable interim accommodations until the interim building can be fully constructed.

The Customs and Immigration Union representing CBSA employees has expressed concerns about continuing to operate from the temporary facilities in the City of Cornwall. Their members have been consulted on the project to establish a new interim port of entry on a regular basis and the CBSA is committed to monitor the situation to ensure the health and safety of its employees is properly managed in the current location.

COMMUNICATIONS CONSIDERATIONS

As work progresses on the site preparation, regular communication with employees situated in Cornwall, the City of Cornwall and the Mohawk Council of Akwesasne is required. A communications kit has been prepared.

NEXT STEPS

The CBSA and FBCL continue to coordinate project schedules to ensure the bridge and the port of entry are opened concurrently.

Suggested Speaking Points (Cornwall Port of Entry)

- The CBSA has been operating out of interim facilities in the City of Cornwall since July 2009.
- The CBSA officers have continued to do their job in providing a secure border crossing for travellers and commercial traffic.
- The Federal Bridge Corporation Limited (FBCL) has been constructing a new low level bridge crossing to replace the existing and aging high level bridge.
- The CBSA is working with FBCL, the City of Cornwall, the Mohawk Council of Akwesasne and other stakeholders to provide border services at a new interim port of entry when the new bridge is open for operations. This has required the cooperation of many government departments and crown corporations to deliver another important piece to ensure a secure border for Canadians.

Approved by: Claude Rochette/Vice-President/Comptrollership Branch/ 613-948-8604

2013-07-04 04:58 PM



For information

IMPORTATIONS BY THE QUEBEC LOGGING INDUSTRY

For the Minister

PURPOSE

Under the eManifest initiative, the Agency is undertaking a modernization of its existing systems, policies, relevant legislation and regulations to better position itself to fulfill its mandate to support national security and public safety priorities and facilitate the free flow of persons and goods. The logging industry in Quebec raised concerns that the additional reporting requirements under eManifest would place an undue burden on their United States (US) suppliers and jeopardize their operations.

BACKGROUND

The Q19 program allows commercial loggers and travellers to cross into Canada at five locations along the Quebec-Maine border when the Canada Border Services Agency (CBSA) Offices are closed. The Q19 program is administered by the CBSA and facilitates the after-hours border clearance of logging shipments and a small number of qualified travellers at five specific crossing locations along a remote 276 km stretch of the Quebec-Maine border. The clearance and manual paper-based processes as currently practiced under the Q19 program are incompatible with the updated statutory electronic information requirements due to be implemented upon the coming into force of amendments to the *Customs Act* and *Reporting of Imported Goods Regulations* (currently anticipated to take place in Fall 2013).

ISSUE

In addition to the commercial program, Q19 also has a component that extends similar privileges to a small number of travellers that was put in place in 1978 to facilitate their crossing of in the same area as the loggers when CBSA offices are closed. After an evaluation of the program, leisure travellers who cross the border to go to their cottages, hunt or fish, had their privileges revoked in 2010. A decision was made that the CBSA should re-instate these leisure travellers' privileges in early 2013 while the Agency worked on a longer term solution to facilitate the crossing of these travellers while CBSA offices are closed.

A pilot program has been developed to address the concerns of the CBSA and meet the

requirements of the leisure travellers. This remote port traveller pilot will use the same telephone reporting as the commercial solution and will be implemented in November 2013.

On the commercial side, the logging industry raised a number of concerns in late 2012 with respect to the implementation of eManifest and the additional reporting requirements it will place on their suppliers. US suppliers have expressed a reluctance to comply with any increased reporting requirements, claiming that there is sufficient demand south of the border for their material. Canadian forestry stakeholders raised concerns that implementing eManifest could drastically reduce the supply of logs to Quebec mills, directly impacting industry and potentially resulting in job losses.

STATUS

The CBSA is working very closely with the logging industry to arrive at a solution that meets the security needs of the CBSA while limiting any additional burden on the logging industry. Two main issues remain outstanding.

The first issue concerns the area of coverage of any new program. While the industry was initially only concerned with the five crossing locations included in the Q19 program, it is now asking that any program apply to the full length of the Quebec border as well as portions of Ontario and New Brunswick. The CBSA moved quickly to implement a new process at the five initial locations, with the installation of telephones to facilitate the after-hour reporting of the logging trucks. However, expanding the right to after-hours reporting and any other concession across a larger area poses several challenges, including the interest of other industries. The remoteness and issues in play at the five original locations were unique to the logging industry; expanding to additional locations would make it more difficult to rationalize special measures that applied exclusively to the logging industry.

The second main issue that remains unresolved is the provision of Advance Trade Data (ATD) to the CBSA before a shipment arrives at the border. To address the concerns that additional requirements placed on US suppliers would jeopardize the Canadian industry, the CBSA, with the support of the industry, proposed to place more responsibility on the importers to facilitate the provision of advance information. The industry has recently indicated that due to the fact that they interact with multiple different suppliers, they will have difficulty ensuring that the ATD provided is accurate for each shipment.

NEXT STEPS

The discussions held to date with industry partners have been productive, and work to resolve the outstanding issues in a manner that meets both CBSA and industry requirements continues.

SPEAKING POINTS

- The CBSA is committed to working with the logging industry to find a solution that meets the requirements of the logging industry while allowing the Agency to fulfill its mandate.
- Discussions with representatives of the logging industry are ongoing, and a telephone reporting solution has been proposed to bring the Q19 program into compliance with CBSA requirements.

Approved by: Cathy Munroe, Vice President, Programs Branch, July 4, 2013, 613-954-7220



For information

USE OF AUDIO-VIDEO TECHNOLOGY

For the Minister

PURPOSE

For many years, the CBSA has been using closed-circuit television cameras as an integral part of its security framework and, as technology has advanced, more sophisticated equipment has been utilized, including the recent deployment of audio-capable equipment.

The CBSA is currently assessing its future policy on the use of audio video and will ensure that the Office of the Privacy Commissioner (OPC) and your office continue to be consulted on and kept informed of developments on this file.

BACKGROUND

Following the death of Mr. Robert Dziekanski in October 2007 at the Vancouver International Airport, the CBSA conducted an in-depth review of the CBSA's involvement in the incident. This review was performed in complement to other initiatives undertaken by the CBSA to identify and mitigate potential criminal malfeasance on the part of some front line officers. As a result of the review and the ongoing work by the CBSA, additional cameras were deployed at Vancouver International Airport to provide an expanded coverage of the CBSA's area, specifically electronic surveillance at primary and secondary inspection areas.

In late June 2012, CBSA management at MacDonal Cartier International Airport in Ottawa disseminated an email to all staff to notify them of equipment replacement, highlighting that audio capacity will *not* be activated. This email was subsequently provided to the media and prompted an initial comment from the OPC declaring that they were unaware of the CBSA's Audio-Video Policy and had serious concerns regarding privacy of travellers. In follow-up media coverage, a spokesperson for the OPC was quoted as saying that they had been provided with a draft copy of the CBSA's Policy and had commented on a draft Privacy Impact Assessment (PIA) in 2009.

ISSUE

Gaps were identified in the CBSA's Audio-Video Policy, use of the equipment, and technology itself which required that both short and long-term measures be taken to ensure consistency with the Agency's mandate and privacy requirements.

STATUS

The *Policy on the Overt Use of Audio-Video Monitoring and Recording Technology*, originally published in December 2011, has been updated to reflect the fact that capturing of audio is limited to interview rooms until further notice, and that the audio-capability of cameras outside of designated areas (i.e. primary inspection lanes, secondary inspection areas, cash/information counters and interview rooms) is to be disabled.

In addition to strengthening the policy, the CBSA compiled and now maintains an inventory of all audio-video equipment used by the Agency at ports of entry and other CBSA service locations. In locations where the equipment is owned by a third party, the CBSA is negotiating Memoranda of Understanding to ensure that information used by the Agency is properly protected from unauthorized disclosure.

In response to the *Privacy in Air Travel Audit*, the CBSA has installed privacy signage at all locations where audio-video technology is used to inform the public of video monitoring and recording.

As a result of consultation with the OPC, the CBSA is finalizing a PIA supported by a Threat and Risk Assessment on the existing technology until the CBSA has completed needs and feasibility assessments on the use of audio capture outside of interview rooms.

COMMUNICATIONS CONSIDERATIONS


The CBSA's use of audio-video technology became a topic of public and media discourse in June 2012, following a series of media articles highlighting equipment upgrades being undertaken by the CBSA at the MacDonald Cartier International Airport.

Since June 2012, the CBSA has taken a number of steps to ensure that audio-video information collection complies with the CBSA's policy and privacy requirements. Notwithstanding achievements to date, the Customs and Immigration Union (CIU) continues to express concerns

and opposition to the use of audio to monitor interaction between their members and travelling public. The CBSA is working with the CIU to address these concerns and ensure that policy and program direction is consistent with CBSA's legislative authorities.

NEXT STEPS

This summer, the CBSA intends to publish the revised *Policy on the Overt Use of Audio-Video Monitoring and Recording* to provide clarity in direction, including the limitation on use of audio to interview rooms until consultations with the OPC are completed. By the September 2013, the CBSA will finalise the Threat Risk Assessment of the CBSA's camera technologies in support of the video PIA and the framework governing the procurement and standards for camera usage, after which the PIA relating to the current video functionality will be submitted to the OPC.

Over the next few months, the CBSA will also be assessing the business case for audio monitoring capacity within its operational setting including primary, secondary, cash/information counters, inland and commercial operations. 

s.21(1)(a)

s.21(1)(b)



Suggested Speaking Points (Use of Audio-Video Technology)

- The Canada Border Services Agency (CBSA) continues to monitor and assess the use of audio and video technologies to ensure that the rights and privacy of individuals are protected, while at the same time providing the appropriate tools for the Agency to deliver on its mandate to protect the safety and security of Canadians.
- The CBSA is committed to close consultation with the Office of the Privacy Commissioner before making any substantive changes to its current use of audio and video technology.

Approved by: Cathy Munroe / Vice President/Programs Branch/(613) 954-7220

2013-07-05 08:06 PM



For information

FOREIGN OFFENDERS

For the Minister

PURPOSE

To provide you with a summary of the Canada Border Services Agency's (CBSA) removal process for persons who are inadmissible for criminality.

ISSUE

Removing persons who are inadmissible for criminality and have a removable order issued against them can be a lengthy process.

BACKGROUND

Immigration legislation identifies those who are inadmissible to Canada for criminality. It includes those who committed an act abroad (no charge or conviction is required) and those who have been convicted in and outside Canada. The legislation specifies that the act or offence has to be an offence in the country where it happened and also in Canada. In addition, immigration legislation distinguishes between minor and serious criminality.

Criminal process

In Canada, an arrest or charge by a law enforcement agency (police) begins the process of identifying a person inadmissible for criminal reasons. When this happens, the law enforcement agency advises the CBSA, who then tracks the Court procedures.

The next step is conviction. A person who was charged with an offence in Canada must be convicted and a sentence imposed before they can be reported inadmissible. A person can be reported while they are serving a sentence. A minor may only be found inadmissible if convicted as an adult under the *Youth Criminal Justice Act*. Foreign convictions can also result in a person being reported inadmissible, provided that the foreign conviction is also an offence in Canada and Canadian immigration legislation is applicable.

Administrative process

When a report is written on a foreign national for a Canadian conviction, the CBSA's Minister's delegate (senior officer) reviews the report and can issue a removal order. For more complex situations, such as those involving permanent residents or foreign convictions for foreign nationals, the report is referred to the Immigration and Refugee Board (IRB), an independent, quasi-judicial tribunal, who decides whether the person is inadmissible and issues a removal order if appropriate. Before removal can take place, all criminal matters need to be disposed of.

Appeal process

Permanent residents who have been found to be inadmissible, have been issued a removal order, and have been sentenced to less than six months in jail, may ask the IRB Immigration Appeal Division to review the decision to issue them a removal order. When asked to review the decision, the IRB may allow the appeal, dismiss it, or stay the removal. The CBSA can only remove once the appeal is dismissed.

Another avenue of appeal is the Federal Court. A permanent resident or foreign national may appeal any decision to the Federal Court. In such situations, the appellant must first ask the Court for permission (leave) to review the decision. The Federal Court can stay a removal.

In the event that the Federal Court of Appeal is asked to review the Federal Court's decision, the Federal Court needs to support the appeal by certifying a question. In criminal cases, the removal is stayed only when the Federal Court of Appeal orders it.

The final appeal mechanism is the Supreme Court of Canada. To review a decision by the Federal Court of Appeal, permission (leave) must first be sought. In criminal cases, the removal is stayed only when the Supreme Court of Canada orders it.

Risk and humanitarian processes

A refugee claim can only be made before a removal order is issued. The CBSA will intervene in the refugee determination hearing for cases involving national security (terrorism, war crimes, crimes against humanity, and organized crime), or criminality, or those with credibility concerns. A refugee claimant cannot be removed until the claim is processed and denied.

Persons under an enforceable removal order may apply for a pre-removal risk assessment (PRRA) provided that risk has not been assessed within the last 12 months, or in the last 36 months for those from a designated country of origin. These applications are processed by Citizenship and Immigration Canada (CIC), who determines if the person is at risk if returned to their country. Persons with a positive PRRA are protected persons and may apply for permanent residence. Although serious criminals determined to be at risk are ineligible for permanent residence, their removal is temporarily stayed.

Persons who are refugees require an opinion from CIC that their risk to public safety outweighs their risk of return to their country (danger opinion).

Persons under removal order may apply for permanent residence based on humanitarian and compassionate (H&C) grounds. This application does not stop a removal unless CIC approves it in principle. An application for permanent residence may not be submitted while a refugee claim is pending. In addition, failed refugee claimants are barred from applying for permanent residence for 12 months. Persons found inadmissible on grounds of national security (terrorism, war crimes, human rights violations and organized crime) are ineligible to apply for permanent residence while in Canada.

Complaints to international treaty bodies

Persons under removal order may complain to international treaty bodies, such as the United Nations Committee Against Torture and the United Nations Human Rights Committee, that Canada is removing them to risk. The treaty bodies often ask Canada to stay the removal of the person until it reviews the complaint (interim measures). In these cases, the Minister of Public Safety decides if the person's removal will be stayed.

Suggested Speaking Points (Removing Criminals - Process)

- The removals program is a key contributor in upholding the integrity of the immigration and refugee programs and is respectful to the thousands of persons who are removed from Canada each year.

- Our removals priorities are:
 1. those who pose a threat to security
 2. those involved in organized crime or crimes against humanity
 3. criminals
 4. failed refugee claimants
 5. all other inadmissible persons

Approved by: Martin Bolduc/Vice President/Operations Branch/July 2, 2013/948-4445



For information

OVERVIEW OF THE CBSA'S IMMIGRATION DETENTION PROGRAM

For the Minister

PURPOSE

To explain why and how the Canada Border Services Agency (CBSA) uses detention by describing the key principles that govern the Agency's practices, as well as how the CBSA ensures the safety and well-being of those who are being detained for immigration purposes.

BACKGROUND

To protect the safety, health and security of Canadians and the integrity of our border, Canada's immigration laws permit the CBSA to detain individuals.

When making detention decisions, CBSA officers are guided by Canada's immigration laws and regulations, as well as by the CBSA's guidelines for its detention program. Each decision is assessed on its own merits, and officers always consider the impact releasing someone into the community would have on the safety of Canadians.

Detention guidelines require officers to consider all reasonable alternatives before detaining a person for immigration purposes. In fact, the CBSA relies upon a variety of alternative measures to detention when appropriate and where specified conditions are met, such as reporting requirements, deposits and guarantees.

In 2012-13, detention program expenditures totaled \$49.3M.

Why detention is sometimes necessary

An individual is detained when a CBSA officer has reasonable grounds to believe that the person is inadmissible and could pose a danger to Canadians, is unlikely to appear for immigration proceedings, his or her identity is in question, or they have been designated as part of an irregular arrival by the Minister of Public Safety. Detention is also used prior to removing someone from Canada because it is at this stage when the risk of someone going underground is highest. Furthermore, detention is mandatory where a person is designated as part of an irregular arrival by the Minister of Public Safety.

It is important to note that there is a number of checks and balances regarding an officer's authority to detain a person under normal immigration rules. Within 48 hours, a second officer will always review the decision to detain and consider any new information. Should this officer determine that the grounds for detention no longer exist, they can authorize the person's release under certain conditions.

After the first 48 hours, it becomes the responsibility of the Immigration and Refugee Board (IRB), an independent, quasi-judicial tribunal, to determine whether detention is still warranted. IRB reviews are conducted 48 hours after a person is detained and subsequent reviews are carried out within the following seven days and every 30 days thereafter.

There are separate detention review timelines in the case of irregular arrivals that are designated by the Minister of Public Safety. These designated foreign nationals are subject to mandatory detention for up to fourteen days prior to a first review of their detention by the IRB, and every six months thereafter or until their release by the Minister of Public Safety, either on his or her initiative or upon application for exceptional circumstances.

Key detention principles and the rights of detained individuals

In the execution of its mandate, the CBSA consistently strives to meet its domestic and international detention obligations and respect the *Canadian Charter of Rights and Freedoms*. Key principles involve ensuring the health, well-being and safety of all people held for immigration purposes. These individuals have several rights, including the right to:

- be informed about the reason(s) for their detention;
- be informed about their right to be represented by a lawyer;
- be put in contact with a representative of their country's embassy or consulate; and,
- be assisted by an interpreter if the individual does not understand or speak the language in which immigration proceedings are being conducted (English or French).

As well, individuals can speak to a CBSA officer about any aspect of their detention. The officer will look into any complaint as soon as possible. Individuals may also raise any concerns during their detention reviews before the IRB.

Facilities used for immigration detention

People are detained in either a CBSA-run immigration holding centre (Laval, Quebec; Toronto, Ontario; a short-term facility in Vancouver, British Columbia) or a provincial correctional facility. Where individuals are held depends on which facilities are available and the degree of danger or risk these individuals pose to themselves or others. In 2012-2013, for example, 70% of people detained were held in a CBSA immigration holding centre.

The CBSA works closely with its provincial correctional partners to ensure limited interaction, where possible, between immigration detainees and individuals detained for criminal reasons. A CBSA officer is assigned to their case while they are in provincial or CBSA facilities.

Services provided to individuals in detention

Every individual has access to medical services. CBSA facilities ensure doctors and nurses remain on site and that after-hours medical support is available. As well, social workers and representatives from non-governmental organizations regularly visit the CBSA's immigration holding centres. When individuals are held in provincial correctional facilities, general medical services are provided within the facility.

Detained individuals can have visits from family members, friends and community groups, use the telephone and receive mail.

Special considerations for vulnerable people

CBSA legislation and policy is clear when it comes to detaining children: they are detained only as a last resort and only after officers carefully consider what is in their best interest. CBSA officers will consider alternatives such as transferring the child to the care of provincial child protection services when there are no issues with the safety or security of the child. However, if a child is detained, it will be for the shortest time possible. For example, in 2012-2013, children were detained on average for 9.1 days and represented 2.9% of all CBSA detentions.

Some of the factors that officers consider when making a decision to hold a child in detention include the availability of alternative childcare arrangements; the anticipated length of detention; the risk of continued control by human smugglers or traffickers; the availability of separate living areas for children and their parents or guardians; and access to counselling, education and recreation services. CBSA immigration holding centres have separate living areas for families and, if they are held more than seven days, children will have access to a teacher.

CBSA policy is also clear about the grounds for detaining other vulnerable individuals. Where safety or security is not an issue, detention is to be avoided or considered only as a last resort for elderly persons; pregnant women; persons who are ill or disabled; and persons with behavioural or mental health problems.

The CBSA may transfer an individual with a mental illness to a provincial detention facility that offers dedicated access to mental health services, or consider alternative forms of detention.

Release from detention

People released from detention may be required to report to the CBSA on a regular basis and meet specific conditions, including:

- a deposit: money provided by a guarantor to make sure the individual respects the conditions of release. Generally, the money is returned to the guarantor within six to eight weeks after the conclusion of the immigration proceeding, provided conditions of release were met.
- a guarantee: the guarantor (a Canadian citizen or permanent resident) promises to pay a sum of money if the released individual does not respect the conditions of release.

Program integrity and independent monitoring

The CBSA maintains the highest standards for program integrity and oversight of its detention program. Its quality assurance program, as well as numerous internal and external audits and evaluations, ensure the CBSA's detention program conforms to domestic and international protocols.

The Canadian Red Cross, an independent and non-profit organization, monitors detention conditions in each CBSA facility, as well as in correctional facilities in several provinces, to ensure that national standards and international obligations are met.

At the same time, the CBSA regularly consults stakeholders and NGOs, such as the United Nations High Commission for Refugees in Canada, about detention issues and takes their recommendations into account as a means to improve detention conditions.

STATUS

In efforts to improve the detention program and achieve greater national consistency, the CBSA is developing a detention strategy that aims to outline ways to overcome program challenges by identifying opportunities for detention program enhancements. The goal is to outline ways to enhance the detention program through facility and population management.

The objectives are to decrease or eliminate dependence on provincial correctional facilities for holding immigration detainees; improve detainee management; and improve stakeholder access to detainees.

Strategies for achieving these objectives are to explore options for facilities that can accommodate both low and higher risk detainees; explore the increased use of alternatives to detention on a national basis; and, identify tools and technologies that can help improve community monitoring and reduce detention costs (i.e., use of electronic monitoring).

SUGGESTED SPEAKING POINTS (Immigration Detention Program)

- To protect the safety, health and security of Canadians and the integrity of our border, Canada's immigration laws permit the CBSA to detain individuals.
- The CBSA recognizes that to deny individuals their liberty is a decision that requires a sensitive and balanced approach. Officers consider all reasonable alternatives before detaining someone for immigration purposes.
- When making the decision to detain an individual, CBSA officers are guided by Canada's immigration laws and regulations, as well as by the CBSA's guidelines for its detention program. Each decision is assessed on its own merits, and officers always consider the impact releasing someone into the community would have on the safety of Canadians.
- The CBSA is committed to carrying out detention practices in accordance with fundamental procedural safeguards.

Approved by: Cathy Munroe / Vice President / Programs Branch / 04 July 2013 / 613-954-7220

2013-07-04 10:18 AM



For information

DETENTION INFRASTRUCTURE - REPLACEMENT OF THE LAVAL IMMIGRATION HOLDING CENTRE

For the Minister

PURPOSE

To provide information regarding the development of options and recommended approach for the replacement of the Laval Immigration Holding Centre (IHC).

ISSUE

The Canada Border Services Agency (CBSA) is the sole federal authority accountable for immigration detention under the *Immigration and Refugee Protection Act* (IRPA) and, as such, is responsible for the care and control of immigration detainees. For delivery of its detention program, the CBSA uses CBSA-managed IHCs for lower-risk detainees in Toronto, Montreal (Laval), and Vancouver (up to 72-hours only), and provincial facilities for all higher-risk detainees, as well as lower-risk detainees in regions not served by an IHC. The CBSA's detention program faces challenges due to regional differences in service delivery that have undermined the consistency of detention practices and the application of the CBSA's National Detention Standards.

The Laval IHC is the top priority for the detention program as the current arrangements at the Laval facility are not sustainable. Further, the Quebec government has indicated that it will stop holding the CBSA's higher-risk detainees five years following the completion of a new detention agreement, which is anticipated to be signed in 2013-2014. The replacement of the Laval IHC must provide additional capacity as well as increased security for higher risk detainee population that will no longer be accommodated by the Province.

The CBSA is exploring several replacement options to ensure that the recommended approach is one that best balances the economic and operational demands of a new IHC. In addition, Correctional Services of Canada (CSC) has been approached regarding the possibility of using stand-alone facilities built by the CSC to replace the IHC, and end the CBSA's reliance on provincial detention facilities in the Quebec region. A more in-depth analysis encompassing the associated service delivery and transportation costs for each option will be evaluated to enable the CBSA to establish the most operationally functional and cost-effective option. The CBSA

will also evaluate private sector interest in both the lease-to-purchase or service contract options so that all options can be explored in parallel.

BACKGROUND

Detention is a discretionary function that the CBSA exercises alone. Under the regular detention scheme, the CBSA has the authority to arrest, detain, and release a detainee within the first 48 hours of detention. After 48 hours, the decision-making authority becomes the responsibility of the Immigration and Refugee Board (IRB). There is a separate detention review scheme in the case of irregular arrivals that are designated by the Minister of Public Safety. These designated foreign nationals are subject to mandatory detention for up to 14 days prior to a first review of their detention by the IRB, or their release by the Minister of Public Safety.

Detention can occur when: a CBSA officer has reasonable grounds to believe that the person is inadmissible and could pose a danger to the public; the person is unlikely to appear for immigration proceedings; or, the person's identity has not been established. At a port of entry, a person can be detained in order to complete an immigration examination, or if the officer suspects that the person is inadmissible for security reasons, violating human or international rights, serious criminality, criminality or organized criminality. Furthermore, detention is mandatory when a person is designated as part of an irregular arrival by the Minister of Public Safety. Detention may also be used prior to the removal of someone from Canada because it is at this stage that the risk of someone going underground is highest.

Presently, the CBSA does not operate IHCs in the Prairie and Atlantic regions. As a result, detainees are automatically detained in provincial jails (maximum security), regardless of their assessed level of risk. Provincial per diem rates in all regions of the country are increasing at a rate significantly greater than inflation, particularly in Ontario and Quebec. The CBSA is dependent upon provincial jails while having limited oversight and influence. The CBSA has limited tools to control significant issues such as the co-mingling of immigration detainees with those detained for criminal reasons. Co-mingling is a concern because the *United Nations Standard Minimum Rules for the Treatment of Prisoners* and the *CBSA Detention Guidelines* set out the principles that state, to the degree possible, that untried prisoners shall be kept separate from convicted prisoners, and that persons detained for civil (administrative) reasons be kept separate from persons imprisoned for criminal offences.

It is important for the CBSA to remain responsible for its own detention program as the CBSA is the primary federal authority accountable for the enforcement of IRPA. The Agency's role is clearly defined, and officers' decision-making authority to arrest, detain and release (within the first 48 hours), and the particular nature of the requirements of administrative detention, require the CBSA to apply a unique case management approach that is separate and distinct from other forms of detention.

When detention is administered by another party, such as provincial correctional authorities, the CBSA is often unable to ensure detention conditions comply with CBSA standards and ensure there is no co-mingling. As such, the CBSA is subject to criticism from the Office of the United Nations High Commissioner for Refugees and other non-governmental organizations.

While the CBSA recognizes the need to address these facility and population management challenges, current research and analysis has led the Agency to narrow its immediate focus on a Laval IHC replacement. The Laval IHC is a facility that was declared surplus by the CSC. The CBSA has a service agreement for the facility that expires in 2016, in which the CBSA is responsible for all maintenance and repairs. The current IHC at Laval is an old prison that does not meet the CBSA's requirements, is not conducive to immigration detention, and is in poor physical condition requiring ongoing and significant capital investments. A new IHC is required to enable the CBSA to detain all security levels (higher and lower-risk, including families) in the region, eliminate the CBSA's dependence on the province, and avoid the co-mingling of immigration detainees with inmates.

STATUS

CBSA actual expenditures for detention in 2012-2013 were \$49.3M (includes both accommodation and service costs).

The CBSA is exploring several replacement options that balance the economic and operational demands of a new IHC. To date, six options were chosen for a detailed analysis. These options include:

Option 1: Crown Construction. A 2013 Public Works and Government Services Canada (PWGSC)-led study indicates the top options for a CBSA-designed multi-security facility solution are: a crown construction on federal land or, should the federal government have insufficient capital, a lease-to-purchase (*Option 2*).

Option 2: Lease-to-Purchase. Frequently used for major projects with a long-term lease (20 years or more). It allows the government the option of becoming owner of the building and land at the end of the lease while transferring the financial and construction risk to the lessor. The lessor gives the option to buy the building and land for \$1 at the end of the lease.

Option 3: CBSA-CSC Detention Partnership. The CBSA to partner with CSC to build an IHC on federal reserve land, with CSC operating the facility and assuming care and control of detainees. The CBSA would leverage current CSC facility blueprints, with modifications to address the CBSA's operational requirements for an IHC.

Option 4: CBSA-CSC Hybrid. Similar to *Option 3* for facility construction, however, with the CBSA operating the facility and using private security to reduce overall operating costs.

Option 5: Public-Private Partnership (P3s). A long-term infrastructure procurement approach in which the private sector assumes a major share of the responsibility in terms of risk and financing for the delivery and the performance of the infrastructure, from design and structural planning to long-term maintenance. The CBSA maintains care and control of detainees, leveraging the services of a private security vendor.

Option 6: Service Contract. The CBSA to award a multi-year service agreement to a private company to provide a detention facility, building maintenance, food and security services.

The CBSA is presently evaluating the replacement options to ensure that the recommended approach is one that best balances the economic and operational demands of a new IHC. A detailed analysis providing a 25-year Present Value Cost of Accommodation (PVCOA) has been completed for Options 1 and 2, and the CBSA is working with CSC to determine the PVCOA associated costs for options 3 and 4. The current evaluation will also include the forecasted service delivery costs associated with each option.

Funding to address the Laval IHC was requested in the 2013-2014 budget exercise, however, no funding allocation was appropriated.

NEXT STEPS

A more in-depth analysis encompassing the associated service delivery and transportation costs for each option will be evaluated to enable the CBSA to establish the most operationally functional and cost effective option. The CBSA will also evaluate private sector interest in both the lease-to-purchase or service contract options so that all options can be explored in parallel. The CBSA, in partnership with CSC, will continue to explore the feasibility of the six replacement options and will return to brief the Minister in November 2013, with a recommendation for replacement.

Approved by: Claude Rochette/Vice President/Comptrollership Branch/613-948-8604
2013-07-14 06:07 PM



For information

RENEWAL OF INTELLIGENCE-RELATED POLICIES

For the Minister

PURPOSE

To provide you with an overview of current work to renew the surveillance, confidential human source (CHS), and joint forces operations (JFO) policies of the Canada Border Services Agency (CBSA).

ISSUE

The use of covert surveillance and CHS, while widely accepted investigative techniques are also recognized as potentially controversial as they have the potential to touch on privacy interests as well as Canadian fundamental institutions (CFI) including political, religious, post-secondary and media establishments. The policy enhancements are being finalized to directly address these risks.

BACKGROUND



In carrying out its mandated activities, the CBSA undertakes covert surveillance and uses CHS as means of obtaining information. The CBSA's authority to conduct surveillance activities and use CHS arises from its duty to administer and enforce program legislation. In addition, CBSA officials also participate in JFOs to support the Government of Canada and CBSA commitments to work collaboratively and share information with domestic and international partners in support of law enforcement efforts. Additional information on these activities is included below.

In 2012, CBSA covert surveillance and CHS activities were subject to a programmatic review and Agency JFO activities were also the subject of an evaluation study by the CBSA Internal Audit and Program Evaluation Directorate. Key areas that were examined by these reviews included:

1. Governance
2. Alignment with Agency priorities mandate
3. Performance management
4. Resource allocation models

5. Financial resource management
6. Managing risk
7. Program monitoring and reporting
8. Capacity for program assessment.

Surveillance

- Covert surveillance is an investigative technique typically performed within the context of a broader investigation by CBSA intelligence officers, criminal investigators and inland enforcement officers.
- The updated policy will address issues identified in the evaluations and implement clear restrictions on operations that may be more privacy intrusive. 

- Amendments to the surveillance policy will better manage risk to both the Agency and the Government of Canada and ensure coherence with policies of portfolio partners, particularly in the area of risk and management accountability.

s.21(1)(a)
s.21(1)(b)

Confidential Human Sources (CHS)

- CHS is an investigative technique typically performed within the context of a broader investigation and is predominately used by the intelligence program.
- A CHS is defined as a person who:
 - is willing to provide information of value, related to the mandate of the CBSA, that cannot be easily obtained through other sources;
 - indicates to the CBSA that he/she wishes his/her information and identity to be treated confidentially; and,
 - after a positive CBSA evaluation, receives an assurance of confidentiality from a certified CHS officer and is registered within the CBSA as a CHS program participant.
- Key improvements to the CHS policy and program management, governance and accountability framework will include:
 - reinforced appropriate alignment with the CBSA mandate;
 - clarification of roles and responsibilities- clear governance structure for management oversight, approval, audit, and reporting;
 - better risk management- formal risk assessment process, specific bars on handling higher risk cases;
 - explicit requirements for regional review of CHS/handler relationships; and,

s.21(1)(a)

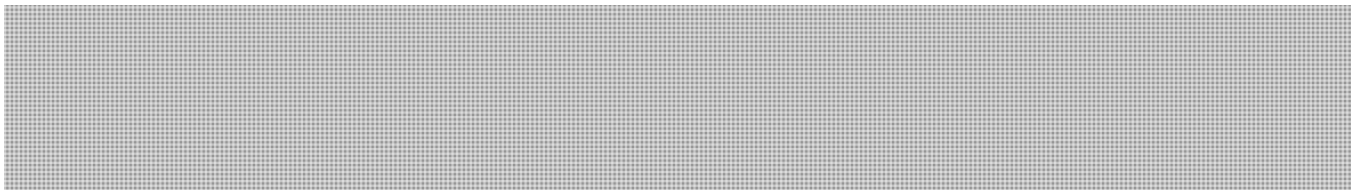


Joint Forces Operations (JFO)

- A JFO is a formal undertaking involving one or more law enforcement agencies working together on a continuing basis over a definite period.
- The CBSA participates in JFOs that are consistent with the mandated responsibility of the CBSA, and support Government of Canada and CBSA priorities.
- Every JFO requires the completion of a Written Collaborative Arrangement (WCA) between participating parties that outlines the JFO objectives and limitations and identifies information disclosure parameters and legal authorities. Based on the WCA, the CBSA dedicates resources to the JFO to help advance the success of the operation.
- The majority of JFOs are local or regional in nature, where regional officers interact with local law enforcement agencies or the RCMP, but there are also JFOs that require headquarters involvement. There are a small number of bi-national arrangements (including Integrated Border Enforcement Teams and Border Enforcement Security Task Forces) and national multi-agency JFOs (Integrated National Security Enforcement Teams, National Port Enforcement Teams, Combined Forces Special Enforcement Units and Immigration Task Forces).
- The updated policy governing our participation in JFOs will ensure that the CBSA derives the maximum value possible from participation.
- Improvements in management oversight and performance measurement will ensure that the CBSA is achieving the intended outcome of disrupting border criminality while minimizing risk to the Agency.

s.21(1)(a)

NEXT STEPS



SUGGESTED KEY SPEAKING POINTS (Renewal of Intelligence Policies)

- The ongoing review and revised policy direction for these important enforcement and intelligence activities will ensure stronger governance and accountability of these programs.

Approved by: Name/Cathy Munroe/Programs Branch/July 3, 2013/613-954-7220

2013-07-04 06:58 PM



For information

HIGH INTEGRITY PERSONNEL SECURITY SCREENING STANDARDS

For the Minister

PURPOSE

To provide information on the Canada Border Services Agency (CBSA) High Integrity Personnel Security Screening Standard (HIPSSS) Program. This issue received media attention in Fall 2012, with commentary from the CBSA's Unions and privacy advocates. It could arise again in the media as the CBSA has introduced a modified version and approach for one of the more controversial components of the HIPSSS.

ISSUE

Following implementation of the HIPSSS in June 2012, there have been comments from the Office of the Privacy Commissioner (OPC), bargaining agents and other stakeholders regarding the safeguarding of information obtained through the HIPSSS process and the use of the Integrity Questionnaire, henceforth referred to as the questionnaire.

BACKGROUND

The CBSA was established in 2003 as part of the Public Safety Canada portfolio, to bring together security, law enforcement, corrections and border agencies in order to provide a greater focus on the safety and security of Canada. The resulting organizational shift requiring the CBSA to become a modern law enforcement organization required a review of its current integrity practices to better align with those of our law enforcement partners. In addition, between 2004 and 2007, the CBSA internal investigations identified employees linked to suspected criminal misconduct, with allegations including smuggling facilitation, unauthorized disclosure of Agency information and maintaining inappropriate association with persons involved in criminal activity.

To address these concerns, the former Minister of Public Safety, Stockwell Day, approved a multi-faceted Integrity and Professional Standards Strategy which was announced on May 30, 2008. The strategy contained approximately 50 initiatives to be implemented over a five-year timeframe and supported the following activities: enhancing recruitment and personnel security screening standards; strengthening security with the CBSA information systems and

facilities; enhancing internal monitoring and investigation activities; expanding security and ethics awareness training, and creating a support mechanism for officers at risk. In direct response to the former Minister's request, the HIPSSS was developed as an integral part of the strategy. It was designed to exceed the basic verifications performed under the Treasury Board Secretariat's (TBS) current Personnel Security Standard. The HIPSSS was integrated into the existing personnel security screening program and a funding envelope of \$225K will be cash managed internally.

s.69(1)(g) re (c)

[REDACTED] The associated Privacy Impact Assessment (PIA) was then submitted to the Office of the Privacy Commissioner (OPC) on May 30, 2012, and the Program was launched on June 28, 2012. It was comprised of a variety of components including a questionnaire, integrity interviews, database checks and/or psychological/ethical testing when required. Initially, the questionnaire was intended to be used for all external applicants to higher integrity positions in the CBSA, including new recruits, whether or not they already held a valid security screening from another Federal Government Department, and for existing employees in higher integrity positions at the time of renewal of their security screening, and in cases where adverse information was discovered that placed their security screening in question.

As part of the policy and program development process, bargaining agents were consulted on the HIPSSS throughout early 2012 but were not provided with a final copy of the questionnaire until it was officially launched at the end of June 2012. Subsequent to the release and implementation of HIPSSS, meetings between representatives from the Agency, the Customs and Immigration Union (CIU) and the Professional Institute of the Public Service of Canada (PIPSC) occurred on August 22 and September 26, 2012. During these meetings the unions raised concerns primarily with the questionnaire and the safeguarding of the information.

In early September the questionnaire was revised to address management concerns related to the relevance of information, discrimination based on family status, collection of third party information, the possibility of self-incrimination by applicants and duplicate requests for information. Following a series of internal consultations with Human Resources, Legal Services, Communications, the CBSA Chief Privacy Officer and a group of hiring managers in October 2012, the CBSA introduced changes to mitigate the concerns. The CBSA discontinued the requirement for individuals holding a valid Government of Canada security screening to complete and submit a questionnaire as part of the HIPSSS process; however, the other components of the HIPSSS remained in use. The CBSA also revised the questionnaire used in all HIPSSS screenings based on feedback that it had received.

During the same period, various media outlets began reporting on the questionnaire. In addition, there were media reports that an official complaint had been lodged with the OPC regarding the questionnaire. This was confirmed; however, the complaint was subsequently withdrawn. CBSA officials have been working on the Privacy Impact Assessment (PIA) with their colleagues at the OPC since November 2012.

STATUS

On May 24, 2013, the CBSA submitted its final written response to the OPC. The CBSA is confident that it has addressed all requirements, unless program or policy changes occur that necessitate updates. The CBSA has revised the questionnaire and adjusted the number of questions from 57 to 49 with greater focus on relevant and verifiable questions and recent information. The CBSA discontinued its use altogether as a document that individuals will have to complete and submit as part of their Reliability Status Screening. Going forward, the questionnaire is being used as a guide to conduct security interviews to ensure national consistency in the interview process while serving as a tool to detect, deter and remove elements of criminality joining the Agency.

The CBSA has recently initiated a pilot project to conduct security interviews as part of the current Border Services Officer Recruitment drive for candidates who will begin their training in Rigaud in August 2013. This will help the Agency validate the effectiveness of the questionnaire as a tool in the HIPSSS process.

COMMUNICATIONS CONSIDERATIONS

Media activity continues to be responsive with coverage having declined to nil. The last known media report regarding the HIPSSS and/or Questionnaire occurred on November 5, 2012. However, it seems likely that there will be additional media attention on this file with the release of any new information or conflict. Responsive media lines speak to the importance of the higher standard set by the HIPSSS and a commitment to protecting privacy rights.

Suggested Speaking Points (High Integrity Personnel Security Screening Standard)

- The HIPSSS, in which the Integrity Questionnaire is one of the assessment tools, was introduced as a result of a risk exposure gap analysis and real-world events that demonstrated significant risks for the Agency, and specific incidents of corruption, fraud and criminal interference within the CBSA.
- Consistent with other law enforcement agencies, the HIPSSS uses criminal, customs and immigration databases combined with in-depth background checks and integrity-based assessments to validate that potential and current CBSA employees are ethical, reliable and not connected with criminal organizations or enterprises.
- CBSA employees at various levels across Canada can be at risk of corruption by criminal organizations because of its access to sensitive enforcement and intelligence information and systems, as well as its mandate for executing certain services, such as the release of cargo and conveyances and the clearance of travellers into Canada.

Approved by: Claude Rochette/Vice President/Comptrollership Branch/ 613-948-8604

2013-07-04 05:11 PM



For information

NAME TAGS

For the Minister

PURPOSE

The purpose of this briefing note is to provide an update on the requirement for uniformed officers to wear name tags.

ISSUE

Employees exercised their right to refuse work under Part II of the *Canada Labour Code* (Code) as a result of the requirement for uniformed officers to wear name tags.

BACKGROUND

In December 2012, the CBSA introduced the requirement for front line officers to wear name tags to demonstrate, amongst other things, its commitment to service excellence. In addition, the wearing of name tags further aligns with the practice in place within other public safety organizations.

In the past, the union has strategically mobilized its members to file work refusals under the Code to highlight concerns with employer policies or procedures such as the wearing of name tags. Despite being extensively consulted, employees exercised their right to refuse work when asked to comply with the new requirement. This resulted in significant Border wait times at Ports of Entry in Southern Ontario until the investigation by the Human Resources and Skills Development Canada (HRSDC) Labour Program was completed. The Labour Program's officers determined that no danger existed as a result of wearing name tags. Notwithstanding the above, on April 22, 2013, a direction was received by the Agency from the HRSDC Labour Program indicating that the CBSA failed to implement adequate preventative measures to address the hazards associated with the wearing of a name tag.

Since the creation of the agency, officers filed 144 work refusals, making us one of the organizations with the highest number of refusals in the core public administration.

CURRENT STATUS

The Agency has appealed the direction issued by HRSDC's Labour Program. All appeals filed by the parties with respect to the requirement to wear name tags will be addressed later this fall, at the earliest.

NEXT STEPS

The Human Resources Branch will continue to work with Treasury Board Legal Services in preparing for the appeals hearing and engage the HRSDC Labour Program to ensure compliance and endeavour to educate the Customs and Immigration Union and CBSA officers of the proper application of the Code.

Suggested Speaking Points (Name Tags)

- The first experience that many people have with Canada happens at a point of entry, interacting with the CBSA. The success of this first interaction depends on providing quality service and presenting a positive and welcoming image.
- As an Agency dedicated to protecting and serving the public, we are in a position of authority and we need to have the confidence of those we come in contact with. Name tags show that we are accountable for our actions to serve and protect our communities and that we are committed to service excellence.
- Uniformed officers within the USCBP all wear name tags and doing the same will further align our uniform look and our welcoming and trusting image with that of our public safety partners.
- We remain confident that officer name tags will not pose a risk to the health and safety of our officers. Officer safety is our priority. Policies and procedures have always existed for employees faced with an incident.
- We are, and have always been, committed to protecting, supporting and assisting employees and their families where there has been any act of abuse, threat, stalking and/or assault directed against them or their property in the performance of their duties or as a direct result of the performance of their duties.

Approved by: Camille Therriault-Power/Vice President, Human Resources Branch/613-948-3180

2013-07-03 05:25 PM



For information

ARMING INITIATIVE

For the Minister

PURPOSE

To provide an overview of the Canada Border Services Agency (CBSA)'s 10-year arming initiative and the current status of implementation.

BACKGROUND

s.69(1)(g) re (c)

the CBSA to train and equip front-line officers as follows:

- 3,100 officers at 119 land ports of entry (POEs);
- 500 officers at 34 marine POEs;
- 800 armed enforcement officers for inland investigations and intelligence duties; and
- 400 new additional officers to end work alone situations.

The initiative was profiled over a 10-year period from 2006-2007 to 2015-2016 at a total cost of \$1.073B. Projected costs included the construction of new firearms training facilities at the CBSA College; firearms acquisitions; and information technology (IT) systems.

STATUS

Now in the seventh year of a 10-year, \$1.073B arming project, the CBSA is on-track to fulfill its arming commitment on time and on budget by the end of 2015-2016:

- As of June 2013, more than 3,000 officers have been successfully trained.
- In the initial years of implementation the Agency trained anywhere from 300 to 500 officers per year; last year close to 1,000 officers were trained. This year 1,500 officers are scheduled for firearm training and for each of the following two years. It is noteworthy that 94% of officers who attend the duty firearm training program are successful.

- The majority of the CBSA firearm training is now delivered from state-of-the-art expanded training facilities at the CBSA College in Rigaud, Quebec. This facility provides the lowest cost training option for the Agency, replacing high cost commercial accommodation and travel costs associated with other facilities located across the country.
- The previously separate Control and Defensive Tactics Course and Duty Firearm Course have now been integrated and consolidated into one national training program. Consolidating these training components has led to efficiencies stemming from reduced travel costs as well as a less frequent requirement to backfill officer positions while on training.
- All new recruits graduating from the CBSA's Officer Induction Training Program (OITP) will be qualified to carry a firearm. Henceforth the recruits will receive this training at the lowest cost point in their career.
- The CBSA has made significant changes to training delivery and recertification requirements resulting in more efficient program delivery. The combined effect of these changes is ongoing annual savings of over \$19M which was included in the CBSA's overall Deficit Reduction Action Plan targets.

ISSUES

When the CBSA began project implementation, the challenge of creating the infrastructure and processes required to train and equip an existing workforce with no prior duty firearm experience was considerable and, the learning curve steep:

- A total of 286 sites or ports of entry needed to be "fit-up" with duty firearm and ammunition storage areas. 216 site fit-ups have been completed to date.
- The Agency is transitioning from a highly transactional and manpower intensive operation to a technology enabled organization with a law enforcement focused workforce supported by intelligence led targeted operations. Some of the existing workforce may not be successful in meeting the required standards to be armed. The CBSA will make every reasonable effort to assist these individuals in finding alternative employment within the Agency or the Public Service and will continue to resolve labour relations issues as they arise including working with employees who have not or cannot successfully complete the firearms qualification.

- There have been a total of 197 use-of-force incidents to date, involving a duty firearm, since the implementation of the Arming Project. More than 65% of these incidents took place at land POEs. All incidents are thoroughly reviewed to recognize exemplary behaviour, maintain program integrity, and identify areas of concern.

NEXT STEPS

CBSA will continue to implement the arming initiative as planned.

A separate, more detailed update on arming implementation will be scheduled at your earliest convenience to confirm and seek your endorsement of program decisions that will position the CBSA as a fully firearm-qualified law enforcement Agency.

Suggested Speaking Points (Arming Initiative)

- The CBSA is on target to deliver on the Government's commitment to arm border services officers by 2015-2016, on time and on budget.
- A streamlined, more efficient Arming program has allowed the CBSA to generate savings and contribute to the Government's Deficit Reduction Action Plan.
- The opening of the new arming training facilities at the CBSA College in Rigaud, Quebec in October 2012, has significantly increased the Agency's training capacity to 1,500 front-line Border Service Officers each year.
- New officers will graduate from the CBSA College being fully firearm-certified as an integral part of the Officer Induction Training Program and will maintain their firearm certification throughout their career.

Approved by: Camille Therriault-Power/Vice President, Human Resources Branch/613-948-3180

2013-07-03 05:25 PM



For information

STATE OF INFORMATION TECHNOLOGY

For the Minister

PURPOSE

To provide information on the Canada Border Services Agency's (CBSA) Information Technology (IT) environment, a key enabler to the effective and seamless management of Canada's borders and an essential contributor to the 24/7/365 business operations of the Agency.

ISSUE

The CBSA's operating environment is complex, diverse, and highly dependent on a robust technological infrastructure that leverages technology to enable border security and the Agency's Border Modernization initiatives. As a result, the Agency's IT systems face unique opportunities and challenges in comparison to other government organizations of comparable size. The Agency requires continued maintenance and modernization of its aging IT environment, while ensuring business operations stability and transforming its business systems.

BACKGROUND

The CBSA IT systems play a significant role in supporting the management of border services. The increase in incoming travellers and commercial imports, the need to strike the right balance between facilitation and security, and the search for increased efficiencies in border management places IT at the forefront of today and tomorrow's sustainable border management processes with increased needs to have 24/7/365 timely access to important business information.

The Agency exercises its mandate with the support of more than 200 business systems, 47 of which are mission-critical. The systems sit on infrastructure shared with the Canada Revenue Agency (CRA) and the newly created Shared Services Canada (SSC). IT support is provided to approximately 14,000 employees (of which 8,010 are uniformed staff) in 320 sites across Canada.

The CBSA is among the most complex organizations in the Government of Canada because of the need to balance facilitation with security and to provide a seamless connection to government and other partners in trade, revenue, security, immigration, public health, food inspection, and

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enforcement (i.e. Canadian Security Intelligence Service, the Royal Canadian Mounted Police, Citizenship and Immigration Canada, Department of Foreign Affairs and International Trade, the Canadian Food Inspection Agency, the CRA). The Agency's IT systems gather, process and stores large volumes of information quickly, efficiently and seamlessly in order to ensure efficient processing of travellers and trade across all modes (air, land and sea).

Complexity in the IT environment also arises from the fact that the CBSA enforces over 90 acts and regulations on behalf of numerous federal, provincial, and territorial partners. It is also expanding its information sharing with international partners, particularly the United States.

Any significant disruption of the interconnected systems operating in a 24/7/365 business environment will have service degradation consequences for Canada and its major trading partners.

STATUS

In order to manage Canada's borders effectively, the CBSA is highly dependent on strong and modern IT capacity and capability. IT systems deal with large volumes of sensitive information that must be processed in a timely manner and in compliance with security and privacy policies, legislations and protocols. The Agency continues to rely on having ready access to necessary comprehensive information in order to render border management decisions rapidly and promote facilitation while concurrently ensuring a high level of security. This constant demand for online and high quality information requires the Agency to have access to extremely robust IT services 24/7/365.

The CBSA relies on key partners to support its infrastructure primarily the CRA and SSC. As a service provider, the CRA provides Regional IT support and overall distributed computing services (desktop, help desk and more) while SSC provides email, network and data center services. The Agency is currently analyzing the long standing service agreement with the CRA, to ensure a value for money and benefits proposition. The CBSA's service providers must support the CBSA's business priorities, including the need for connectivity in areas with limited IT services (e.g., ports of entry in remote locations) and the need for immediacy and security of information and transaction processing.

Major Projects

The complexity of the CBSA's IT environment is further illustrated by the large number of major projects that are currently underway. As an example, the Beyond the Border Single Window Initiative requires the CBSA systems to exchange new information with more than 10 departments in a timely fashion. The eManifest initiative, as one of the mission-critical systems, provides electronic data interchange and improved risk assessment of commercial shipments at Canada's land borders. This project also creates a foundation for business intelligence and a

reduction in paper-based processes. The eManifest initiative modernizes and improves cross-border commercial processing by meeting the CBSA's objective of "pushing Canada's borders out", allowing risk assessments to be conducted earlier in the travel continuum.

Additionally, the CBSA Assessment and Revenue Management project (CARM) provides improved management of revenues and accounts receivable. This IT-enabled project will decommission 27 legacy systems. By integrating these systems and ensuring that they are compliant with today's accounting and reporting environment, the CBSA will improve accounting and reporting on importer revenues and trade information. The Agency's clients will have access to secure, online, self-service capabilities that will better serve clients and the CBSA.

The eManifest and CARM projects demonstrate the Agency's transition toward self-service, paperless services that improve the client experience while simultaneously modernizing border management for the benefit of all Canadians and our partners.

The CBSA distinguishes itself from other organizations by the fact that it manages many projects while concurrently maintaining a 24/7/365 business operation environment. The Agency handles more IT transformation projects compared to industry average, demanding a resource allocation model to be effective in delivering on those demands. The coordination and complexity of such projects requires greater management and supervision to ensure that public accountabilities are met.

Electronic Data Interchange

A high proportion of commercial processing is now conducted through electronic data interchange. This move from manual paper-based to "real time" electronic processing is a major benefit to Canadian businesses. It is also a key element in enabling the risk assessment of travellers and commercial shipments prior to their arrival at the border. Some 96% of all commercial releases are now based on electronic interchanges. The Customs Electronic Commerce Platform (CECP), or corporate gateway, sends out 394,000 messages and receives 225,000 messages from clients daily.

Improving Corporate Services

As the Agency relies heavily on the continuity and stability of its IT systems, the CBSA has been engaged in renewing its data centers with its CRA and SSC partners. A milestone in this project will be reached in August 2013 when a new state-of-the-art-data center will replace an antiquated data center (see Transition Book 2 for detailed information).

Aging Systems

The CBSA identified more than 200 systems with 47 defined as mission critical, directly supporting the mandate of the CBSA. A total of 36 of the 47 mission critical systems have been identified as aging by the criteria defined by Treasury Board Secretariat. The CBSA is working to reduce its dependency on legacy systems while aligning its strategy on service improvements and cost reductions.

NEXT STEPS

In response to these opportunities and challenges, and as a fundamental part of its Border Modernization initiative, the CBSA can make substantial improvements in its border services and improve the timely access to high quality information through key investments in IT. The implementation of the CBSA's Strategic Technology Action Plan 2011-2015 will result in a sustainable innovative and responsive IT environment that is able to meet evolving business needs.

This environment will use an enterprise-wide approach to guide the deployment of new capabilities and services. It will also reduce operating and project development costs through a simplified technical environment that re-uses capabilities and services. It will improve stewardship by taking an "evergreen" approach to aging information technology by addressing threats to information assets and by developing stronger relationships with sourcing partners.

In implementing this plan, the Agency will continue to apply rigorous governance to technology related decision-making processes. It will also ensure that the technology strategy is closely aligned with the Government of Canada's strategic priorities.

Approved by: Maurice Chénier/Vice President, Information, Science and Technology Branch/613-946-4884

2013-07-09 08:12 PM



For information

DATA CENTRE MOVE

For the Minister

PURPOSE

This information is sent to you in the event that you receive comments from travellers, members of the trade community or media in regards to the movement of the Information Technology (IT) infrastructure and the Agency associated business systems housed in the antiquated back-up data centre located at Heron Road (DCH) in Ottawa, Ontario, to a new Shared Services Canada (SSC) back-up data centre in western Quebec (Buckingham). The data centre transfer project is essential for the Canada Border Services Agency (CBSA) systems stability and sustainability for the future. The transfer is in progress July 5, 2013 to August 3, 2013.

BACKGROUND

CBSA business operations depend heavily on information and communications technology. The ecosystem supporting the CBSA's numerous IT systems is large and complex, and includes multiple other government departments, partners and service delivery agents. When the CBSA was created, the Canada Revenue Agency (CRA) became the main provider of IT infrastructure services to the CBSA. Significant portions of that role were transferred to SSC with its creation in August 2011.

There has been increasing recognition of the need for highly available IT infrastructure to support the CBSA 24/7/365 business operations and business continuity requirements. Two large data centres house very critical foundational IT infrastructure for the CBSA. The Data Centre St Laurent (DCSL) is the primary data centre for the CBSA and the backup data centre for the CRA; the DCH is the primary data centre for the CRA and the backup data centre for the CBSA. A joint CRA/CBSA analysis of the capacity and readiness of both data centres indicated that the DCSL could, with some investment, be made sufficiently robust to support required operations. This work has been completed; however, it was determined that the cost to upgrade the DCH to industry standards would be excessive and that alternate data centre housing should be sought.

At the time of the DCH replacement analysis, the Government of Canada was moving forward with plans to consolidate discrete, departmentally-operated data centres. In support of this initiative, a new data centre was built in western Quebec (Buckingham). The CRA and the CBSA jointly initiated a Data Centre Co-Location (DCCL) project to move the DCH to the new data centre.

The DCCL project was launched by the CRA in July 2009 and the lead was subsequently transferred to SSC in August 2011. The data centre move is in progress July 5 to August 3, 2013. The investment made to date in support of this project has been in the range of \$30M. Funding sources have been primarily the CRA Strategic Investment plan funds and the CBSA's funds.

ISSUE

CBSA services will continue running at DCSL during the move; however, CBSA will temporarily lose its business continuity capability (ability to have redundant systems in case of service interruption) until such time as the DCH services have been fully transitioned to the new data center. The CBSA has put in place additional systems monitoring procedures to detect issues and restore services during the transfer period.

SSC has ensured the CBSA that all identified incidents found during preliminary testing have been resolved and capacity at the DCSL has been significantly augmented. Nonetheless, in light of the size and complexity of the data centre transfer project, a risk remains that the CBSA services could be temporarily impacted by the move.

STATUS

The DCCL project was initiated on July 5, 2013. Contingency plans are in place in the unlikely event that critical services become unavailable.

COMMUNICATIONS CONSIDERATIONS

CBSA branches have reviewed their business continuity plans.

SSC developed a guide to ensure communications are managed at the appropriate level within and across organizations. In addition, SSC developed a contingency plan for communications should email service be unavailable during the move.

SSC's communication directorate has been involved in project communication discussions and is involving the CBSA corporate communication with respect to products such as media lines, media coverage and special communications.

NEXT STEPS

Continue to execute the move plan as follows:

- July 5-18 – all critical CRA and CBSA services will run at DCSL
- July 19-24 – power-down DCH and move IT equipment to the new data center
- July 25 – August 3 – bring services up at the new data center. This includes re-establishing CBSA's business continuity capability
- Complete the DCCL closeout report by September 2013

Suggested Key Speaking Points (Data Centre Move)

- The CBSA has been engaged in a data co-location project with its Canada Revenue Agency and Shared Services Canada partners. A milestone in this project will be reached in August 2013 when a new state of the art back-up data center will replace an antiquated data center.

Information Technology equipment, managed by Shared Services Canada, located in an aging data centre facility in Ottawa is being moved to a new facility in Western Quebec (Buckingham) between July 5, 2013 and August 3, 2013. This transfer is essential to future stability and sustainability of CBSA business systems.

- Internal and external experts have extensively and meticulously planned the move, limiting the risks of impact to the Canada Border Services Agency business operations.
- Business Continuity Plans have been updated and Contingency Plans and a Communication Plan have been developed in the unlikely event that critical services become unavailable.

Maurice Chénier/Vice-President/Information, Science and Technology Branch/(613) 946-4884

2013-07-14 03:24 PM



For information

“BORDER SECURITY: CANADA’S FRONTLINE”

For the Minister

PURPOSE

To provide you with an overview of the participation of the Canada Border Services Agency (CBSA) in a documentary television series called “Border Security: Canada’s Front Line” in anticipation of a decision required soon on whether to extend season two filming and commit to a third and fourth season.

BACKGROUND

In April 2011, Force Four Entertainment (Force Four) approached the CBSA with a proposal for a documentary series based on an Australian model. The Australian series, ‘Border Security’ has proven to be highly successful and is now in its tenth season. Market research undertaken by the Australian Customs and Border Protection (CBP) Service¹ reports a significantly higher public awareness of the organization by viewers at 71% compared to non-viewers at 55%. In Australia, respondents rated the series as a primary information source at 75%, just behind airports at 76%, and better than any other media, including newspapers and print media. They described the series as a good educational tool (87%) and informative (82%).

The documentary follows the regular day-to-day activities of border services officers. The series is not scripted and the interactions with the public are not staged. The CBSA viewed our participation in the series as an opportunity to demonstrate in very real terms how the Government of Canada is working to protect Canada’s safety and prosperity.

Season one of the “Border Security: Canada’s Front Line” documentary series premiered in fall 2012 on the National Geographic channel and was then re-broadcasted on Global, Slice and TVtropolis. Season one has been seen by over 11 million Canadian viewers and is now being aired in over 50 other countries including Australia, Denmark, Sweden, Finland and in many Asian countries. With increased awareness and understanding comes improved compliance. While CBSA has not conducted any formal public opinion research related to the documentary series, anecdotal evidence of increased compliance has been reported by front line officers who have also expressed a sense of pride in having their work recognized. The second season of the documentary is currently in production.

¹ *Perceptions about Customs and Border Protection’s involvement in the TV Program, Border Security: Australia’s Front Line* (August 2010)

Project administration and costs

The CBSA has signed a Multimedia Agreement with Force Four. As per this agreement, the CBSA does not own the series or the footage and ultimate editorial control rests with the production company. The CBSA is not paying to participate nor is the CBSA receiving monetary remuneration. Appropriate governance practices are in place and the CBSA has established solid processes with the television production company to safeguard privacy, security and operational practices.

Season one was 13 (30 minute) episodes and was filmed entirely in the Pacific Region throughout 2011. The CBSA has committed to 26 (30 minute) episodes for season two and will include footage from the Pacific, Greater Toronto and Southern Ontario Regions. Filming may also occur at the CBSA College in Rigaud, Quebec which would serve to further enhance public understanding of the thorough training that officers undertake.

The production takes place at no extra costs to our front line operations. Any costs incurred are addressed through a realignment of existing public communications efforts. Estimated costs for season two are \$160,000 which is primarily salary dollars for the communications support at multiple locations. This is up from \$60,000 in season one which had half the number of episodes and was only filmed in one region.

ISSUE

While the viewership of the documentary has been very successful, with the series obtaining record viewers for season one notwithstanding the repeated airing of the same 13 episodes, it has not been without some controversy. The success of the show hinges on the requirement for the production company to obtain informed consent from those individuals who are identifiable in the documentary. Although we have worked very closely with the production company to ensure that proper safeguards and procedures are in place and equally to communicate these to allay any concerns related to privacy, special interest groups such as the British Columbia Civil Liberties Association continue to actively oppose the production both in the media and in a written complaint to the Federal Privacy Commissioner. CBSA continues to cooperate fully with the Office of the Federal Privacy Commissioner on this file.

STATUS

With 11 million viewers across the country and more around the globe, the documentary series offers a low-cost and effective means to increase public awareness and support for the Government of Canada's efforts to protect Canada's prosperity and security. We are currently in discussion with the production company to plan promotional activity in our lead up to the TV air date launch of season two.

We continue to believe that this is a unique opportunity for Canadians to see their Public Servants at work. This is good value for money and an innovative way of informing Canadians and raising awareness of the importance of the security and prosperity mandate. For example, the estimated value of a product integration, or placement, ad campaign on the same channels for the same amount of time and broadcast over the same 9.5 month time period as season one amounts to an estimated \$2.5 million.

NEXT STEPS

We continue to monitor the issue of the privacy concerns as we continue the filming of season two. Given the success of the program both nationally and internationally, the production company has proposed that we extend the filming schedule of season two into the fall 2013 and that we also consider a possible third and fourth season.

CBSA will review our participation thus far and will be in a position to make a recommendation to you in the coming month on our continued participation in the project.

Key messages are attached for your use, in the event that you should receive any questions before we are able to provide more information.

PROPOSED SPEAKING POINTS
("Border Security" TV documentary program)

- The CBSA is participating in a documentary television series called Border Security that follows the day-to-day work of CBSA officers.
- The CBSA's participation in the documentary series is an opportunity to educate the public about the mandate of the CBSA and the role its officers play in ensuring Canada's safety and prosperity.
- Participation is voluntary.
- Travellers arriving at a location where filming is taking place can expect the same level of service as any other port of entry, and have the option of being filmed.

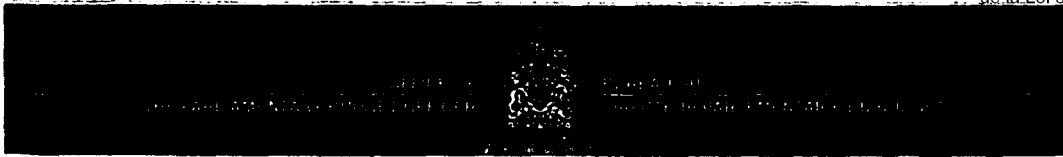
Approved by: Caroline Weber/Vice President/Corporate Affairs/2013-06-27/613-960-6596

2013-07-05 08:23 AM

**Pages 944 to / à 946
are withheld pursuant to sections
sont retenues en vertu des articles**

21(1)(a), 23

**of the Access to Information
de la Loi sur l'accès à l'information**



April 25, 2013

[See IR0113 Distribution List]

Re: PBO Information Request IR0113

Dear [salutation]:

A parliamentarian has requested that I provide them with an analysis of savings measures presented in Annex I of Budget 2012, which pertain to your organization. Specifically:

- Whether savings outlined in Budget 2012 are achievable or likely to be achieved;
- Whether and the extent to which a failure to achieve them would result in fiscal consequences in the longer term; and,
- The purported savings premised on staff reductions.

Section 79.2 of the *Parliament of Canada Act (Act)* delineates that this type of analysis falls within the Parliamentary Budget Officer's legislative mandate.

Further to section 79.3 of the *Act* that provides statutory authority to request information and data to fulfill my legislative mandate, I am seeking data and information held by your organization regarding the nature of the Budget 2012 savings initiatives. This includes:

- The type of savings measure (i.e. whether an "efficiency" that leaves service levels unchanged, or a "cut" that will impair or eliminate services).
- The cash inflows (i.e. investments) and outflows (i.e. savings, revenues or reduced expenditures) for each measure.
- The source of the savings (i.e. how many personnel are to be eliminated).

The attached Excel Spreadsheet titled "Savings Measures by Category" is provided as a template to facilitate your response to this request. It should be completed for each Program Activity affected by Budget 2012 savings reductions.

The deadline for this information request is May 10, 2013.

Yours truly,

[signature]

Sonia L'Heureux
Parliamentary Budget Officer (Interim)

c.c.: Rick Stewart, Assistant Secretary to the Cabinet, Privy Council Office, Liaison Secretariat for Macroeconomic Policy



Access to Information Request

REQUEST NUMBER: IR0113
PBO CONTACT NAME: Jason Jacques (613-853-1596 or jason.jacques@parl.gc.ca)
TYPE OF REQUEST: One-time
PRIORITY: Priority
DATE REQUEST SENT: April 25, 2013
RESPONSE REQUIRED BY: May 10, 2013

PBO OBJECTIVE:

To analyze the savings measures described in Annex I of Budget 2012.

RELATION TO MANDATE:

Pursuant to sections 79.2 of the *Parliament of Canada Act*, pertaining to independent analysis relating to costing, the state of the nation's finances and the estimates of the government.

INFORMATION AND DATA REQUESTED:

Completion of the enclosed table to identify the specific savings measures, by program activity, described in Annex I of Budget 2012. Departments may contact Jason Jacques to request the table in electronic format. Responses are to be provided electronically (i.e., in .xls, .csv, or .dat file formats).

Madame Sonia L'Heureux
Directrice parlementaire du budget (par intérim)
Bibliothèque du Parlement
Édifices du Parlement
Ottawa (Ontario)
K1A 0A9

Madame,

Suite à votre demande adressée le 25 avril 2013, je vous transmets les données portant sur les économies prévues (telles que publiées dans le Budget 2012) de l'Agence des services frontaliers du Canada.

Je vous prie d'agréer, Madame, mes salutations distinguées.



Luc Portelance

Pièce jointe: (1)

Ms. Sonia L'Heureux
Parliamentary Budget Officer (Interim)
Library of Parliament
Parliament Buildings
Ottawa, ON
K1A 0A9

Dear Ms. L'Heureux:

Further to your request of April 25, 2013, I am writing to provide you with data pertaining to the planned savings (as set out in Budget 2012) for the Canada Border Services Agency.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Luc Portelance', written over a large, light-colored oval shape.

Luc Portelance

Enclosure: (1)

Canada Border Services Agency

Savings Measures by Category		Planned Savings						Planned Personnel Reductions				
Savings Measures	Description	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Ongoing	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
List by category		In thousands of dollars						Full-Time Equivalents				
Arming	Modifying the Arming Program in line with other law enforcement Agencies											
<i>Outflows</i>		4,905	11,162	19,111	19,111	19,111	19,111	4	8	14	14	14
<i>Inflows</i>												
Management and Planning	Streamlining of management and planning activities											
<i>Outflows</i>		1,147	4,252	12,974	12,974	12,974	12,974	14	47	128	128	128
<i>Inflows</i>												
Administrative Services	Streamlining of administrative services											
<i>Outflows</i>		536	1,688	10,067	10,067	10,067	10,067	9	28	147	147	147
<i>Inflows</i>												
Span of Control	Increasing span of control for management positions											
<i>Outflows</i>		1,233	1,753	4,824	4,824	4,824	4,824	11	15	39	39	39
<i>Inflows</i>												
Professional Services	Streamlining of professional services											
<i>Outflows</i>		4,981	5,396	11,600	11,600	11,600	11,600	0	0	0	0	0
<i>Inflows</i>												
Overtime	Reducing overtime expenditures through better management											
<i>Outflows</i>		888	3,665	5,531	5,531	5,531	5,531	1	2	0	0	0
<i>Inflows</i>												
Intelligence	Focussing intelligence activities											
<i>Outflows</i>		3,735	7,628	7,628	7,628	7,628	7,628	39	73	73	73	73
<i>Inflows</i>												
Travel	Reducing travel expenditures by leveraging technology such as teleconferencing											
<i>Outflows</i>		531	2,904	4,150	4,150	4,150	4,150	0	0	0	0	0
<i>Inflows</i>												

Canada Border Services Agency

Savings Measures by Category		Planned Savings						Planned Personnel Reductions				
		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Ongoing	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Savings Measures		Description						Full-Time Equivalents				
List by category		In thousands of dollars										
Terms	Reducing term positions											
<i>Outflows</i>		391	556	1,475	1,475	1,475	1,475	7	9	25	25	25
<i>Inflows</i>												
Professional Development	Reducing spending on non-essential training											
<i>Outflows</i>		0	1,000	2,500	2,500	2,500	2,500	0	0	0	0	0
<i>Inflows</i>												
IT Equipment	Reducing the ratio of IT devices such as printers in the Agency											
<i>Outflows</i>		400	503	1,400	1,400	1,400	1,400	0	0	0	0	0
<i>Inflows</i>												
Uniforms	Extending the lifecycle of uniforms											
<i>Outflows</i>		1,000	1,000	1,000	1,000	1,000	1,000	0	0	0	0	0
<i>Inflows</i>												
Salary Provisions	Granting leave for union business in accordance with the collective agreement											
<i>Outflows</i>		776	776	882	882	882	882	9	9	9	9	9
<i>Inflows</i>												
Communications	Streamlining of communications											
<i>Outflows</i>		0	234	500	500	500	500	0	1	2	2	2
<i>Inflows</i>												
Container Examination Facility	Closing the container examination facility in Brampton, Ontario											
<i>Outflows</i>		842	844	845	845	845	845	6	6	6	6	6
<i>Inflows</i>												
Telephone Reporting Centers	Consolidating telephone reporting centres											
<i>Outflows</i>		670	1,228	2,235	2,235	2,235	2,235	8	15	23	23	23
<i>Inflows</i>												
Outbound Currency	Transforming to a fully intelligence-driven, risk-based approach for outbound currency exams											
<i>Outflows</i>		792	1,669	3,383	3,383	3,383	3,383	11	23	40	40	40
<i>Inflows</i>												

Canada Border Services Agency

Savings Measures by Category		Planned Savings						Planned Personnel Reductions				
Savings Measures	Description	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Original	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
List by category		In thousands of dollars						Full-Time Equivalents				
Detector Dog Services	Ensuring the most effective interdicting tools are used in all modes											
<i>Outflows</i>		546	409	1,498	1,498	1,498	1,498	8	7	16	16	16
<i>Inflows</i>												
Cruise Ship Operations	Streamlining reporting requirements for cruise ship operators											
<i>Outflows</i>		2,812	4,353	4,353	4,353	4,353	4,353	22	45	45	45	45
<i>Inflows</i>												
Outreach	Prioritizing outreach with enhancements to the CBSA web site, incorporating automated tools and technology and transform the service model through which account management services are provided to carriers participating in the Agency's Trusted Trader programs											
<i>Outflows</i>		1,649	3,918	14,162	14,162	14,162	14,162	23	49	165	165	165
<i>Inflows</i>												
Technology-Enabled Learning	Using technology to deliver courses											
<i>Outflows</i>		0	0	3,500	3,500	3,500	3,500	0	0	0	0	0
<i>Inflows</i>												
Major Projects	Modifying the approach to development and maintenance for IT projects											
<i>Outflows</i>		1,500	4,500	8,071	8,071	8,071	8,071	0	0	3	3	3
<i>Inflows</i>												
Business Systems Support	Consolidating the provision of business systems support to internal and external stakeholders											
<i>Outflows</i>		938	1,876	2,680	2,680	2,680	2,680	9	18	25	25	25
<i>Inflows</i>												
Commercial Releases	Re-engineering the commercial release process											
<i>Outflows</i>		1,007	5,093	10,354	10,354	10,354	10,354	10	50	101	101	101
<i>Inflows</i>												

Canada Border Services Agency

Savings Measures by Category		Planned Savings						Planned Personnel Reductions				
Savings Measures	Description	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	Ongoing	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
List by category		In thousands of dollars						Full-Time Equivalents				
Cargo & Warehouse Modernization	Modernizing the cargo control and sufferance warehouse program											
<i>Outflows</i>		0	5,603	5,603	5,603	5,603	5,603	0	83	83	83	83
<i>Inflows</i>												
Inland Enforcement	Modifying the inland investigations program by strengthening risk management											
<i>Outflows</i>		0	830	3,082	3,082	3,082	3,082	0	9	32	32	32
<i>Inflows</i>												
Total for CBSA		31,279	72,780	143,408	143,408	143,408	143,408	188	497	976	976	976

RCMP-GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Royal Canadian Mounted Police

Introductory Ministerial Briefing July 2013



RCMP-GRC



Mandate

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- The national police force
- Clear mandate defined in the *RCMP Act* (Sec. 18):

It is the duty of members who are peace officers, subject to the orders of the Commissioner [...] to perform all duties that are assigned to peace officers in relation to the preservation of the peace, the prevention of crime and of offences against the laws of Canada and the laws in force in any province in which they may be employed, and the apprehension of criminals and offenders and others who may be lawfully taken into custody; [...]

- But also complex, broad and diverse – derived from hundreds of federal and provincial statutes and regulations
- Focused on the prevention of harm and the preservation of Canada's political, economic, and social integrity
- Accountable to the Minister of Public Safety, operationally independent

RCMP-GRC



One Force

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- 29,000 employees, 19,000 Police Officers
- **750** offices in Canada, missions in 30+ countries around the world
- An average of **7,500** service calls daily
- \$4.6 billion in planned spending annually (including \$1.8 billion generated from contract revenues), \$3.8 billion of which is spent on day-to-day operations
 - 67% deliver **municipal and provincial policing** under contract in 8 provinces, 3 territories, and 200 municipalities;
 - 26% conduct **federal enforcement, intelligence, protection and technical services**; and,
 - 7% provide backbone capabilities for **police forces nationwide including forensics, criminal records, intelligence sharing, and investigative support and training.**

RCMP-GRC



Operating Environment

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- Increasing... public expectations for service
- Increasing... public expectations of service
- Increasing... demands for police oversight and accountability
- Increasing... complexity of criminality
- Increasing... evidentiary standards
- Increasing... pace of communications
- Decreasing... purchasing power

RCMP-GRC



Modernizing Underway

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- Changing the culture
- Strengthening the *RCMP Act*
- Implementing the *Gender and Respect Action Plan*
- Transforming the RCMP Human Resources framework
- Reengineering Federal Policing
- Creating National Division
- Automating criminal records checks

RCMP-GRC



The Next 100 Days: Operations

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- Expected Outcomes
 - Developments on recent spike in heroin seizures
 - Operations targeting vulnerabilities at key ports and airports
 - Action against Traditional Organized Crime in central Canada
 - Prevention of additional Canadians from engaging in terrorism overseas
- Predictability of '*unexpected unknowns*'
 - Idle-no-More...a long "Sovereignty Summer" of protest?
 - Day-to-day policing as a high-risk business

RCMP·GRC



The Next 100 Days: Key Policy Discussions

ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

- Implementing the *Enhancing RCMP Accountability Act*
- Developing Government response to Senate report on harassment in the RCMP
- Supporting ongoing reviews of murdered and missing persons
- Increasing focus on cyber crime
- Strengthening security on Parliament Hill
- Sustaining National Police Services
- Leading whole-of-government efforts on transnational organized crime



MINISTER OF PUBLIC SAFETY TRANSITION BOOK

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Royal Canadian Mounted Police
Commissioner



Gendarmerie royale du Canada
Commissaire

Guided by Integrity, Honesty, Professionalism, Compassion, Respect and Accountability

Les valeurs de la GRC reposent sur l'intégrité, l'honnêteté,
le professionnalisme, la compassion, le respect et la responsabilisation

SECRET

Dear Minister:

Congratulations and welcome to the Public Safety Portfolio.

To assist in the transition to your new role as Minister of Public Safety, I have enclosed a briefing book that highlights some key programs and files of the Royal Canadian Mounted Police (RCMP). I will also take the opportunity to provide you with a brief overview of the Force, as well as highlight key priorities and challenges currently being addressed by the organization.

Mandate and Organizational Structure

As Canada's national police force, the RCMP is mandated to enforce laws, prevent crime and maintain public peace. Since its creation in 1873, the RCMP has worked to support the fundamental objectives of the Confederation, namely, to provide for peace, order and good government in Canada.

In accordance with the *Royal Canadian Mounted Police Act* (RCMP Act), the Commissioner, under the direction of the Minister of Public Safety, has the control and management of the Force and all related matters (see TAB C.1 for organizational charts relating to senior executives and senior management). Consistent with the principle of *police independence*, it is the RCMP's exclusive authority, subject to applicable laws and judicial review, to decide whom to investigate and how investigations shall be conducted.

Internationally, the RCMP is the envy of the law enforcement community for its combined international, federal, provincial and municipal policing functions. This model enables the organization to tackle crime at all levels, provide integrated approaches to safety and security issues, contribute to the consistent and cost-effective delivery of policing services across Canada, and provide a federal presence coast-to-coast-to-coast. It also enables the RCMP to rapidly deploy and re-deploy resources to implement major pan-Canadian public safety initiatives and respond to planned and/or unforeseen policing and security needs. The RCMP offers a truly comprehensive network of community policing, investigative support and intelligence-gathering capabilities that serve Canada and Canadians well.

.../2

The RCMP delivers a myriad of services, including front-line policing; law enforcement and investigative services in relation to federal statutes; criminal intelligence, technology and support services for the broader police community; and international policing duties as required. On a daily basis, RCMP members across Canada respond to approximately 7,500 calls for service from the public, ranging from common theft to robberies and homicides. We address drug dealing, domestic assaults, problem youth and identity theft. We provide specialized services by way of integrated teams focused on homicides and forensics, emergency response, police dog services, internet crime and child exploitation, to name a few. In short, we deliver the full range of police services to Canadians across this country.

RCMP members work daily and closely with their communities to tackle public safety priorities specific to those communities. One of the RCMP's national strategic priorities is youth, which sees us working with local community authorities on reducing youth involvement in crime, both as victims and offenders; promoting youth engagement; supporting long-term solutions to youth crime and victimization; and focusing on risks and protective factors, as well as prevention and early intervention.

The RCMP delivers policing services, pursuant to Police Service Agreements, to 8 provinces (all but Ontario and Quebec), 3 territories, approximately 200 municipalities, and over 600 Aboriginal communities. The contract policing function accounts for approximately 67% of the organization's operations. Our organization currently manages an annual budget of approximately \$4.6 billion, including approximately \$1.8 billion in revenue pursuant to the 2012 Police Service Agreements (see TAB J for overview of RCMP budget and finances).

The RCMP is divided into 15 divisions, with our National Headquarters situated in Ottawa. Each division is managed by a Commanding Officer (CO)—all are direct reports to the Commissioner—and is alphabetically designated. Divisions roughly approximate provincial or territorial boundaries, with their headquarters generally located in the respective provincial or territorial capital. In addition, our National Division has a mandate to protect the integrity of Canada's national interests by proactively and efficiently conducting and supporting high-priority sensitive investigations and protective operations. You will find in your briefing book the names of all current COs (see TAB C.2 and C.3 for organizational chart and reporting structure of divisional COs). Serving as second-in-command to COs, Criminal Operations Officers, referred to as CROPS Officers, are responsible for providing leadership and stewardship for all criminal operations in a division.

The RCMP's operational activities are channeled through three business lines at National Headquarters as follows: Federal Policing, Contract and Aboriginal Policing, and Specialized Policing Services.

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Federal Policing

Through this business line, the RCMP conducts federal enforcement investigations (e.g., national security, organized crime, drug trafficking, and economic crime), supports Government departments and agencies, preserves national security and border integrity, protects Canadian and foreign officials in Canada and abroad, performs international operations and liaison services, and delivers peacekeeping and peace support and contributes to capacity-building in countries around the world.

The way in which the Federal Policing mandate is executed has recently undergone a restructuring. Internally referred to as the Federal Re-Engineering Initiative, the RCMP is focused on effectively integrating and allocating resources, intelligence-sharing capabilities and accountability mechanisms internally, as well as with national and international partners, to better target the greatest criminal threats (see TAB D.6 for an overview of the initiative).

Contract and Aboriginal Policing

Contract and Aboriginal Policing (CAP) is responsible for managing the RCMP's contract policing function, including providing oversight for the administration and interpretation of the policing agreements. This business line supports front-line police officers in their day-to-day operations through the development and delivery of national operational policies and programs, as well as the latest research and tools. It is committed to delivering relevant policies, programs, research and tools that support not only contract policing, but enforcement, prevention and education throughout the entire organization.

This business line is also responsible for coordinating the delivery of policing in over 600 Aboriginal communities across Canada. In this regard, CAP develops and evaluates practical and culturally competent policing services that are acceptable to Aboriginal people, and consults with Aboriginal organizations to ensure that policies and programs reflect their needs. In addition, it promotes and encourages the recruitment of Aboriginal people within the RCMP, develops and delivers proactive and preventative programs specific to Aboriginal communities, and develops community capacity to prevent crime through social development initiatives (see TAB F for an overview of contract policing).

Specialized Policing Services

Specialized Policing Services (SPS) provides critical front-line operational support services such as intercept capabilities and covert technical operations, for the RCMP, as well as to policing partners across the entire Canadian law enforcement and criminal justice community, and to select foreign organizations. Known as National Police Services (NPS), this includes the analysis of violent and

serial crime (i.e., profiling), forensic analyses of criminal evidence (i.e., labs and DNA), criminal records information, identification services (e.g., crime scenes and fingerprints), the coordination of criminal information and intelligence, the reduction of firearms-related incidents, and information management and technology (see TAB D.5 for an overview of NPS).

Key Priorities and Challenges

Since my appointment as Commissioner in November 2011, I have pursued an aggressive transformation agenda with the objective of modernizing the Force's approach to management and leadership while focusing on the primacy of our police operations. The Force has been challenged in recent years with a number of controversies. Around the time of my appointment, a series of public revelations emerged pertaining to some sensational internal discipline cases, as did some very public claims of harassment, including sexual harassment by serving and past employees of the Force. These have occupied a great deal of our time and energy, but I am pleased to report that we are making progress in modernizing our work environment and rectifying our practices in this regard.

Central to my strategy and vision for the Force is the focus I have placed on leadership and accountability. I have restructured our commands and eliminated our regional headquarters. A key step in this work is Bill C-42, the *Enhancing Royal Canadian Mounted Police Accountability Act*, which received Royal Assent on June 19, 2013. Over the coming year, our priority will be to implement the provisions of the legislation, which, among other things, will modernize the RCMP's 25-year-old disciplinary, grievance and promotion process. In your briefing material, you will find a comprehensive overview of the implications of the legislation for the RCMP, as well as the steps we are taking to implement the various initiatives outlined in the legislation (see TAB D.1 for an overview of the legislation and initiatives).

As I have consistently indicated, legislative reform alone will not bring about the change we are seeking. We will be guided by an ongoing commitment at each level of the RCMP to foster an open, cooperative and respectful workplace. In 2012, in an effort to address the concerns of employees and the public regarding the inequality of opportunity and the lack of gender diversity within the senior ranks of the RCMP, the organization undertook a Gender-Based Assessment. The objective of the Assessment was to determine whether there are gender inconsistencies and/or gaps in the Force's recruiting and promotional processes. The Assessment was completed in November 2012 and provided me with an evidence-based platform from which to make recommendations for future action, and ultimately formed the basis for the Force's publicly released *Gender and Respect Action Plan* (see TAB D.2 for the Action Plan).

The Action Plan goes much further than addressing gender inequalities within the Force: it provides a soundly reasoned blueprint for the ongoing

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transformation work for the RCMP. It is organized around two pillars: the culture and the composition of the Force. A total of 37 specific actions were outlined, including measures and milestones to assist in monitoring our progress. There are two key commitments outlined in the Action Plan that I would like to draw to your attention: the Force will increase the representation of female police officers from 20 to 30%, and increase the number of women enrolled at Depot from 30 to 35%. Both of these targets will be achieved by 2025. I am pleased to report that female representation in the Force continues on an upward trend. Of particular note, recent promotions to the executive ranks have increased female representation at those ranks to 17.2%. I expect this trend to continue. Finally, and in line with the commitment I made to increase the number of women enrolled at Depot, the percentage of female enrollments for the last year continues to average 33%.

In March 2013, I appointed a senior officer—Chief Superintendent Angela Workman-Stark—to oversee the implementation of the Action Plan. Her primary responsibilities are to advise on, coordinate and implement the Action Plan, and to promote other initiatives that will keep the organization moving quickly toward establishing a respectful and productive working environment in every area of the Force. I am committed to this plan and am holding my senior managers accountable for their progress. We will continue to evolve our culture and diversify our composition to address the past, modernize today's management, and build for the future.

With regard to our new approach to leadership development, we have created and rolled out a suite of programs aimed at developing our new supervisors, managers and executive leaders. These are results-oriented programs anchored in ethical leadership and principled actions. They set the bar for our future leaders and our expectations for their performance and accountability. The programs have shown demonstrable results, and we have been pleased to share this training with other Public Safety partners, such as the Canada Border Services Agency (CBSA), which is enrolling some of their employees in various levels of the programs.

In addition, the RCMP, with the Department of Justice, is responding to a number of harassment lawsuits. Most notably, former Constable Janet Merlo has sued the RCMP on behalf of a proposed national class of "similarly situated persons" who are present and former female RCMP members and employees. The plaintiff(s) allege(s) gender-based discrimination, bullying and harassment suffered in the course of their duties as members and employees of the RCMP, as well as a breach of section 15 of the *Canadian Charter of Rights and Freedoms* (Charter), and they seek compensatory and punitive damages. On June 25, 2013, following a Judicial Management conference, the Supreme Court of British Columbia (Madam Justice Gropper) ruled that the Crown's application to strike should be heard at the same time as the plaintiff's certification application, and set a

timetable leading to a five-day hearing of both applications in April or May 2014. The Department of Justice is currently preparing the certification affidavits and application response to meet the September 30, 2013, deadline set by the Court.

My strategy for responding to this litigation has been based partly on the legal risk assessment conducted by the Department of Justice. In essence, I am advised that Merlo's claims are excessively broad and should be refined prior to litigating the certification of a class. Given that these hearings will now be held in quick succession, I am pursuing an alternative course of action on which I will be pleased to brief you personally (see TAB H for an overview of high-profile litigation cases).

Like other government departments and agencies, the RCMP has implemented numerous deficit reduction measures that will yield a total of \$195 million in savings by fiscal year 2014-2015. In doing so, I have been very mindful to minimize the impact of these cuts on front-line policing operations. We are on track overall to meeting this target, although we are in the process of developing strategies to further leverage savings to compensate for the fact that some of the initiatives have not materialized fully as originally anticipated. This will result in additional employees being affected in the near future.

As you will have noticed, the RCMP has a substantial reference level which, as I have indicated, is at approximately \$4.6 billion, inclusive of revenue for contract policing. The RCMP's reputation within the Government has suggested that we ask for too much money for new initiatives and lapse too much money every year. I am resolved to rectify this situation and have recently appointed a new Deputy Commissioner as my Chief Financial and Administration Officer (CFAO). The Deficit Reduction Action Plan (DRAP) exercise, as challenging as it is, has been accompanied by efforts by my CFAO to put in place a new financial management strategy that will bring more predictability and transparency to our budget situation, and therefore enable better decision-making by managers and justification for new funding requests. I am pleased to report that this process is well underway (see TAB D.3 for an overview of the progress made on the RCMP DRAP implementation).

Furthermore, we are pursuing a number of significant initiatives aimed at modernizing our human resources framework, which will also contribute to the RCMP's overall targeted DRAP savings (see TAB D.4 for an overview of the key human resource-related DRAP initiatives). These include initiatives such as modernizing the health care regime for the RCMP regular member population by implementing a salary continuance model for those on sick leave, and exploring the option of outsourcing a disability management system. These would align with the Government priority pertaining to sick leave for the core public service and will require Treasury Board approval.

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The amendments to the RCMP Act (Bill C-42) contain a mechanism for the conversion by Treasury Board of some 3,745 civilian members (CM) of the RCMP to the federal public service, with the same sick leave provisions, health benefits and disability insurance coverage. We are working closely with the Treasury Board of Canada Secretariat (TBS) and the Staff Relations Representative (SRR) Program, which currently represents the CMs on this file, as the pension issue is an area of particular concern to our civilian employees. This initiative has proven to be somewhat contentious, particularly for the affected members, and we are relying on TBS' cooperation and engagement to ensure that the principle of fairness underwrites this transition for our employees. The enclosed briefing book contains more detailed information on these issues.

In our current labour relations regime, section 96 of the *Royal Canadian Mounted Police Regulations, 1998* (Regulations) provides for the SRR Program to represent the interests of all members with respect to staff relations matters. The Mounted Police Association of Ontario (MPAO) made a legal challenge alleging that this section violates freedom of association rights under paragraph 2(d) of the Charter. The Ontario Court of Appeal made a decision on June 1, 2012, that found that section 96 of the Regulations was constitutional. The MPAO made an application for leave to appeal to the Supreme Court of Canada (SCC), and on December 20, 2012, the SCC granted the MPAO leave to appeal. The matter will be set down for a full hearing, presumably later in 2013. A decision by the SCC striking down section 96 and the SRR Program would have significant and profound implications for labour relations in the RCMP. It is likely that the SRR Program will reach out to your office at some point on matters of concern from their perspective.

Ensuring the sustainability of NPS, described earlier, is both a key challenge and a priority for the RCMP. Since 1990, NPS has been the subject of several studies and reviews. Three separate reports (1990, 2000 and 2011) from the Office of the Auditor General have identified the need to review the NPS mandate, as well as determine what changes in governance, service delivery, funding and stakeholder engagement would be required to ensure that the current and future needs of the law enforcement and criminal justice communities are met. We are advancing a multi-pronged strategy to address its funding sustainability, including increased cost-sharing from partner agencies and stakeholders.

The RCMP, in collaboration with your department, is also committed to successfully implementing the 2012-2032 Police Service Agreements. The primary focus of the new agreements, which took effect on April 1, 2012, is to modernize the relationship between the federal government, contract jurisdictions, and the RCMP. All partners are committed to a relationship that has strengthened governance and accountability, as well as enhanced reporting on costs and issues that affect services.

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The economics of policing file has become an important federal/provincial/territorial (FPT) item for the policing and criminal justice sector, and one that will particularly impact the RCMP, given its federal and contract presence. We are working closely with your department on the shared forward agenda through our participation in the FPT Steering Committee. Our broad mandate offers us the opportunity to be a key contributor to the discussions and offer initiatives that are illustrative of our commitment and progress toward being a more efficient and effective police force. I believe that it will be important to keep the focus on the broader context as set out in the shared agenda, as the issue should not simply be understood as a police salary and benefits problem.

As a police force, and particularly in our capacity as provincial, territorial and municipal police forces, our members are expected to communicate daily with the general public, as well as with their respective provincial and municipal partners, on crime and public safety issues. That said, we are cognizant of your needs as our Minister to account for the RCMP in Parliament. This is particularly important in cases involving threats to our national security. While our obligations have been set out in ministerial direction issued by your predecessors and in a well-established communications protocol with the Department of Public Safety, I would welcome the opportunity to discuss your expectations in this regard at the earliest opportunity, so that I am able to ensure that you are provided with adequate, timely, and appropriate information and support on our activities and cases. For your reference, you will find in the enclosed briefing material a document that sets out the RCMP's view on the management of national security threats (see TAB I.5).

In addition to the above, I would like to make a few comments on the following operational priorities:

Organized crime and transnational organized crime represent a growing and persistent threat to Canada. Organized criminal groups are becoming increasingly sophisticated, mobile and violent. Their activities now extend beyond the illegal drug trade and prostitution to illegal migration, human trafficking, money laundering, economic crimes, and cross-border smuggling of counterfeit goods. For the first time last year, the Government identified organized crime as an intelligence priority, which has allowed the RCMP to seek better intelligence support from its partners. We are in the process of developing a whole-of-government strategy to deal with this threat, for presentation to you in the fall (see TAB I.1 for an overview of the RCMP's response to transnational organized crime).

The RCMP is a key partner in the Government's efforts to keep cyberspace safe for Canadians. The third pillar of the Government's Cyber Security Strategy

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focuses on providing Canadians with information to protect themselves and their families online, and on strengthening the ability of law enforcement agencies to combat cyber crime. This growing threat significantly impacts the economic prosperity of our country, as well as individual Canadians. It is my view that the Government needs to focus more on this pillar of the strategy. Accordingly, the RCMP is developing a national cyber crime strategy that deals with all aspects of cyber criminality, including fraud, organized crime and identity theft. We anticipate being in a position to present our strategy to you in the fall (see TAB I.2 for an overview of the RCMP's cybersecurity strategy).

In November 2012, I was elected to Interpol's Executive Committee as the Delegate for the Americas at the General Assembly in Rome, Italy. The RCMP has ownership of the Interpol National Central Bureau in Canada, and we have established ourselves in a leadership role in this important organization, which is committed to fighting transnational organized crime and building the capacity of other police agencies in countries around the world. Interpol and the RCMP have had some remarkable successes on both the capacity-building and enforcement/interdiction agendas. In relation to the latter, Operation Pangea, which was dedicated to the interdiction of counterfeit prescription medications, was a great success and included the cooperation of various agencies, including the CBSA and Health Canada. Under Project Lionfish, the RCMP, along with other Interpol partners, interdicted over 24,000 kilograms of cocaine in the Caribbean. I am advised that this represents approximately 4% of the global seizures of cocaine in a year.

The RCMP enjoys an historic and productive relationship with First Nations people and organizations at all levels, from the front line up to my level through the Commissioner's Aboriginal Advisory Committee. In my view, this experience positions the RCMP to be a unique, knowledgeable voice to contribute to Government's engagement strategy on Aboriginal issues, and I would be pleased to share some ideas with you.

In that context, we are closely following the work of the Special Parliamentary Committee on Missing and Murdered Indigenous Women and Girls, which is expected to make recommendations on ending the disproportionate level of violence experienced by this group. We are working with your department on the upcoming visits to Canada of three international human rights organizations that will look into the situation in certain Aboriginal communities. In this regard, I should point out that my concern with this multi-pronged external scrutiny of the Aboriginal communities is that attention may inevitably be drawn to and focus principally on the role and actions of police. In my view, the problem and the solutions go beyond the role of police and need to involve other public safety interveners, namely, those in social services, mental health, and education (see TAB G for an overview on the issue of murdered and missing Aboriginal women).

Furthermore, we are actively attuned to Aboriginal protests and demonstrations, such as the Idle No More movement. At this juncture, we assess the situation as being predominantly non-criminal in nature and within the parameters of lawful protest and civil disobedience. Though each division is responsible for monitoring and leading response strategies in their respective jurisdictions in conjunction with provincial/territorial policing authorities (and any provincially enacted legislation, such as that in Alberta), I personally reached out to heads of police agencies across the country and coordinated an integrated, measured, and respectful approach to these protests. This approach met with success, and the RCMP continues to maintain excellent cooperation with other provincial/territorial/municipal agencies and regularly shares information gathered for law-enforcement purposes.

Recent Operational Successes

I noted at the beginning of my letter that the RCMP's multi-faceted mandate, responsibilities and presence across Canada enable the organization to provide a comprehensive network of community policing, investigative support and intelligence-gathering capabilities that serve Canada and Canadians well. Allow me to illustrate this by way of a few recent examples of our operational successes:

- On April 22, 2013, an RCMP-led investigation, Project SMOOTH, culminated in terrorism charges against two individuals for conspiring to attack a VIA Rail passenger train travelling between New York State and Toronto. The investigation was coordinated by RCMP-led Integrated National Security Enforcement Teams in Montréal and Toronto, in close collaboration with domestic security and intelligence partners, as well as the United States Federal Bureau of Investigation. RCMP Technical Operations units across Canada deployed covert electronic and physical surveillance to monitor the activities of the suspects in this investigation. This included the monitoring of audio and Internet communication from computers and smartphones, ground surveillance, aerial surveillance and video surveillance to covertly monitor the actions of the accused in planning their activities. These were the first arrests tied to an al-Qaeda-supported plot for terrorist actions on Canadian soil.
- Earlier this year, an RCMP-led Combined Forces Special Enforcement Unit broke up a global online gambling ring centered in Southern Ontario. This network, which included members of the Hell's Angels and traditional organized crime, is believed to have cleared hundreds of thousands of dollars in profit weekly. Enforcement action resulted in over 30 arrests, more than \$5 million in cash seized, and millions more in lost business for the network. Additionally, it resulted in serious charges against the

individual ranked as the top organized crime threat in the Province of Ontario in 2012. This operation is now before the courts; proceedings will continue in earnest in late 2013.

- As you are aware, since early June 2013, communities throughout Southern Alberta have been devastated by overflowing rivers that have washed out roads and bridges, submerged homes and businesses, and turned streets into muddy tributaries. With evacuation orders in place, RCMP members went door-to-door in trucks, boats and even helicopters, rescuing victims from the flood waters, checking and rechecking dwellings, evacuating citizens to safety, providing first aid to the injured, and helping to provide assistance and security. Members of the RCMP dive team were also involved in searching for bodies in submerged basements in the community of High River. This operation has involved approximately 440 RCMP members from Alberta—many victims of the floods themselves—working side-by-side with members from neighbouring divisions, first responders, the Department of National Defence and community residents. I am very proud of the level of commitment, bravery and resilience of our employees, both members and public servants, who have continued working through this crisis, even as it has affected them and their families personally. That said, in light of recent public controversy surrounding in particular our removal of firearms from abandoned homes, I have written to the Chair of the Commission for Complaints against the RCMP suggesting that he consider initiating a complaint to investigate our actions in High River to assess whether they were well-founded, reasonably executed and in accordance with our policies.
- In October 2012, the RCMP's Canadian Police Centre for Missing and Exploited Children announced the results of its multi-agency investigative operation (Operation SNAPSHOT) targeting online child predators. This national investigation involved RCMP Internet Child Exploitation teams, and numerous other RCMP and municipal police services from the Prairies and Northern Canada. Over 30 investigations took place during Operation SNAPSHOT, culminating in a multitude of charges including indecent exposure, possession of child pornography, making child pornography and Internet luring. More importantly, a child was rescued during this operation. In June 2013, the results of Operation SNAPSHOT II, this time focussing on Atlantic Canada, were made public, including the fact that two children had been rescued from harm and 22 individuals had been arrested for collecting, possessing, and distributing child pornography. Operation SNAPSHOT II was another coordinated policing effort involving federal, provincial and municipal police agencies from across the Atlantic Provinces. A total of 64 charges have been laid or are pending.

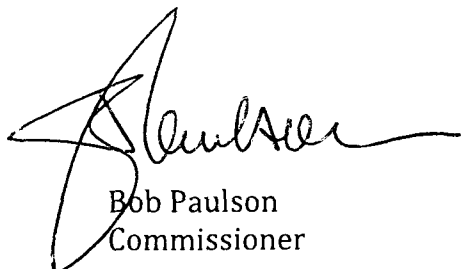
- Operation STOÏQUE refers to the espionage case out of Halifax involving Jeffrey Delisle, a Department of National Defence employee. This investigation was led by the RCMP's National Security team, with the support of the Technical Operations branch, which performed the planning, development and deployment of the covert electronic surveillance activities. From a technical perspective, STOÏQUE presented a number of challenges, including the resolution of interception capability gaps, failures in manufacturer-based intercept systems, the development of novel and innovative covert techniques, and other challenges caused by the sensitive nature of the investigation. The operation required that the RCMP monitor and collect evidence in relation to Delisle's communications and computer activity on a highly classified system at work and his personal systems at home. The RCMP was nonetheless successful in preventing the distribution of classified information without alerting Delisle or his handlers to the fact that he was being monitored. Other organizations had attempted to do what the RCMP set out to do but had said it would not be possible.

There are many other impressive and remarkable stories coming out of the Force that I would be proud to share with you at your convenience. The men and women who make up this great Canadian institution are committed and devoted to keeping our citizens safe at home and in their communities. Understandably, Canadians expect a lot from their national police force, and every aspect of our business is constantly scrutinized. We have a lot to do and a lot to live up to.

What I have described for you is just a snapshot of key issues and my perspective on them. There are many areas of the RCMP that lend themselves better to in-person presentations and briefings, such as the RCMP's Technical Operations Branch and its various programs related to missing persons and exploited children, the historical RCMP Training Academy at Depot, and the various RCMP divisions and detachments, where you can visit with or even accompany front-line officers as they deliver exceptional policing to Canadians.

I look forward to briefing you in person at the earliest opportunity, and to welcoming you to RCMP National Headquarters at your convenience.

Yours sincerely,



Bob Paulson
Commissioner

Enclosure

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Commissioner Robert (Bob) W. Paulson, C.O.M.

Email: bob.paulson@rcmp-grc.gc.ca

GENERAL

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I have successfully operated and led at all levels of the Force including as the 23rd Commissioner. I am experienced in leading program change, labour relations, innovation, risk management, policy development / implementation, strategic planning, professional standards and training.

CAREER HIGHLIGHTS

COMMISSIONER RCMP

*2011- PRESENT
Ottawa, Ontario*

Responsible for the entire operations of the RCMP, a program budget of \$4.7 billion and over 30,000 employees. Accountable to the Minister of Public Safety and the Parliament of Canada. Leading overarching change agenda during difficult period of shaken public confidence. Managing relations with the executive and legislative arm of government while maintaining accountability to the judiciary through effective and lawful operations in municipal, provincial, federal and international policing responsibilities. Initiating and shepherding key legislative renewal to authorities while re-organizing structures and systems to achieve significant cultural change.

DEPUTY COMMISSIONER FEDERAL POLICING

*2010- 2011
Ottawa, Ontario*

Responsible for the core operational mandate of the RCMP, a program budget of \$680 million and over 5400 employees. Program activity includes Serious and Organized Crime; Border Integrity; Covert Operations; Financial Integrity; International Policing; National Security; and, Protective Policing. Extensive engagement with government, civil society and the domestic and international policing communities. Leading three of the RCMP's five strategic priorities. Overcoming impediments and motivating employees to achieve meaningful and demonstrable advancements through risk management, decentralizing authorities, recognizing and championing success and establishing clear benchmarks and performance measures. Re-profiling and prioritizing activities to maximize service delivery while facing reductions in funding. Implementing RCMP's talent management framework within Federal policing. Professionalizing officer equivalent levels through recruitment of post graduate talent in new Operational Results Branch. Advancing principled succession planning decisions at the Senior Executive Committee. Frequently acting for the Commissioner. Official Languages Champion for RCMP.

ASSISTANT COMMISSIONER CONTRACT AND ABORIGINAL POLICING SERVICES

*2009- 2010
Ottawa, Ontario*

Led the RCMP policy centre for Contract and Aboriginal policing. Oversaw policy development and compliance for front line policing. Developed and implemented key policies relating to the use of force, conducted energy weapons, external independent investigation of police conduct, and the responsibility of members to report their actions in respect of serious incidents where conduct is questioned. Managed multi-partite relationships among aboriginal, federal, provincial and municipal stakeholders. Appointed co-chair of RCMP's new Senior Policy Committee to bring coherence to the Force's diverse policy formulation requirements and to inform the Senior Executive Committee's decision making. Led working groups to inform organizational responses to the Braidwood Commission; a cell death in the Yukon; and, the Oppal Commission. Led the strategic and fiscal alignment of HQ activity within the policy centre. Appointed as the designated 'decision maker' in respect of suspensions without pay.

ASSISTANT COMMISSIONER

2008-2009

NATIONAL SECURITY CRIMINAL INVESTIGATIONS (NSCI)

Ottawa, Ontario

Led Canada's counter terrorism criminal enforcement and prevention program. Charged with overall responsibility for centrally coordinated and nationally integrated counter terrorism investigations, legislative affairs branch, community outreach and counter radicalization program. Maintained extensive engagement with government of Canada partners and both the domestic and international policing community, particularly with respect to counter radicalization. Oversaw and refined internal oversight, accountability and decision making systems and processes in the post O'Connor inquiry era. Established new training standards for National Security investigators and oversaw knowledge transfer and succession in senior NCO and junior executive appointments. Refined and improved officer interchange program with Canadian Security Intelligence Service. Recruited post graduate analytical and investigative support. Initiated expansive community, academic and media outreach programs. Oversaw many successful counter terrorism operations in partnership with other government agencies while managing an ambiguous fiscal environment including a strategic review of the RCMP.

DG NATIONAL SECURITY CRIMINAL OPERATIONS (C/SUPT)

2007-2008

NATIONAL SECURITY CRIMINAL INVESTIGATIONS (NSCI)

Ottawa, Ontario

Senior executive position within National Headquarters. Oversaw operations for centrally coordinated National Security Criminal Investigations. Advanced the development of Critical Infrastructure Criminal Intelligence program within the energy and transportation sectors. Fostered extensive engagement with a diverse group of government stakeholders within the security intelligence community. Dedicated personal participation in community outreach and education initiatives. Achieved numerous operational successes with government partners.

DIRECTOR GENERAL MAJOR & ORGANIZED CRIME

2005-2007

INTELLIGENCE BRANCH*(C/SUPT)

Ottawa, Ontario

Overall responsibility for RCMP criminal intelligence program. Particular focus in Major and Organized Crime threat assessments and targeting. Developed and deployed an innovative national tactical intelligence system in support of operations. Led program change under challenging fiscal conditions as the Criminal Intelligence Directorate separated from National Security Investigations.

** Seconded by Commissioner to lead a sensitive criminal and 'code of conduct' investigation of a Deputy Commissioner arising from testimony before parliamentary committee in respect of matters related to the administration of the RCMP pension.*

OFFICER IN CHARGE (SUPERINTENDENT)

2005

ENHANCED ABORIGINAL & COMMUNITY POLICING

Vancouver, British Columbia

Overall responsibility for Aboriginal Policing, Youth, Community, Fishery Liaison, Maritime Police Services and Investigative Standards in British Columbia.

MAJOR CASE MANAGER (INSPECTOR)

2001-2005

FEDERAL ORGANIZED CRIME INVESTIGATION

Vancouver, British Columbia

Built and led innovative integrated enforcement strategy and structures to target and disrupt organized crime. Led three successive and overlapping multi-year enforcement actions against Hells Angels in British Columbia. Each project featured 40+ full time staff. Notably one project led to the successful resolution and prosecution of those responsible for the "Abbotsford Massacre" of five people. Developed innovative undercover strategy to infiltrate high risk organized crime targets. Developed new national training standard for Major Case Management (MCM). Developed and deployed integrated MCM accreditation program for professional recognition of major case team leaders. Invented and deployed the 'Office of Investigative Standards & Practices' to heighten accountability systems within active high risk investigations and more broadly for major case work.

NON-COMMISSIONED OFFICER IN CHARGE (SERGEANT) 1999-2001
SOUTHWEST DISTRICT MAJOR CRIME SECTION *Chilliwack British Columbia*
Led significant expansion of unit while implementing enhanced mandate. Directed highly successful investigations of homicides and serial violent crime. Founding member of innovative and highly successful interview and interrogation unit.

INVESTIGATOR / SUPERVISOR (CORPORAL) 1997-1999
UNSOLVED HOMICIDE UNIT *Surrey, British Columbia*
Assigned to groundbreaking new unit tackling backlog of murders in British Columbia. Achieved numerous successes in resolving high profile child killings and other stalled murder investigations through persistence, innovative analysis and marshaling scarce resources from affected partners and stakeholders.

INVESTIGATOR / SUPERVISOR (CORPORAL) 1995-1997
NORTHWEST DISTRICT MAJOR CRIME UNIT *Prince Rupert, BC*
Leading major crime investigations in remote northwestern British Columbia. Successful apprehension and conviction of a serial murderer without a body in a marathon and unprecedented multi-year trial in Smithers and Prince George. Conduct of 'Residential School' investigation involving abuse of First Nations victims across the region. Achieved numerous successful resolutions to homicides and other major crimes.

GENERAL DUTY INVESTIGATOR (CONSTABLE) 1993-1995
COURTENAY / COMOX DETACHMENT *Courtenay, British Columbia*
Performed uniformed and recruit training duties in a community policing context. Noted for consistent operational success. [REDACTED]

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INVESTIGATOR (CONSTABLE) 1986-1993
CHILLIWACK DETACHMENT / SUB-DIVISION *Chilliwack, British Columbia*
Performed uniformed duties in community policing. Selected for plainclothes assignment within nine months (burglary section) followed by transfer to serious crime section followed by transfer to regional Major Crime Section with multiple investigative successes.

[REDACTED] 1985
MILITARY TO CIVILIAN PILOT CONVERSION *Chilliwack, British Columbia*
[REDACTED] converting military flight credentials to commercial multi-engine pilot licence.

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OPERATIONAL JET PILOT / PRODUCTION OFFICER 1982-1984
North Bay, Ontario
Pilot in command T-33 at 414 Sqn. Electronic Warfare. 1500 hours total flying time. Production Officer in Construction Engineering Section. Led and managed 200+ workforce and multi-million dollar new construction. Produced 10 year Base Development Plan. Editor CFB North Bay newspaper.

JET PILOT INSTRUCTOR 1979-1982
2CFETS (Canadian Forces Flight Training School) *Moose Jaw, Saskatchewan*
Line instructor at jet pilot school. Ground and air instruction to wings standards for officer candidates and student pilots. Volunteered for temporary six month command at CFS Cape Dyer, N.W.T.

STUDENT JET PILOT 1977-1979
OFFICER CANDIDATE DEVELOPMENT PLAN *Canada*
Basic officer and flight training to commission and qualified as an all weather jet pilot.

EDUCATION

- s.19(1) ARMED FORCES FLIGHT TRAINING (WINGS) AND COMMISSION 1977-1979
[REDACTED] direct entry via the Officer Candidate Training Plan of the Armed Forces where following course work on officer development, leadership and pilot training received commission and attained wings standards as an all weather pilot and an officer.
- OPERATIONAL JET PILOT AND OFFICER 1979-1984
Continued course work in officer development and pilot professional development, including instructor pilot credentials until leaving the Forces.
- ABBOTSFORD FLIGHT CENTRE 1984-1985
Conversion of military flying credentials to a commercial multi-engine civilian flight rating.
- s.19(1) [REDACTED] 1985
- ROYAL CANADIAN MOUNTED POLICE 1986-2001
26+ years of operational policing experience in a wide variety of operational, supervisory, executive and senior executive levels. Completed certificate in business leadership (1995/96). Extensive list of internal professional development course work including investigations, law, robbery, homicide, interview and interrogation, case management and major case management. Accepted by the British Columbia courts as an expert in fire cause determination (Arson).
- ADVANCED LEADERSHIP PROGRAM 2009 2008-2009
Canadian School of Public Service Certificate in advanced leadership development.

AWARDS

- **Commanding Officer's Commendation** for exceptional service 2001
- **Commissioner's Commendation** for exceptional service 2004
- **Lt-Governor of British Columbia: Police Merit Award** for exemplary service 2005
- **Order of Merit of the Police Forces (2006):** Member; Promoted to Officer Jan 2010
- **Principal Commander of the Order of Merit of the Police Forces**

BOARDS

- **Board of Directors: Canadian Association Chiefs of Police**
- **Vice President: Canadian Association Chiefs of Police**
- **Co-Chair Executive Council Integrated Market Enforcement Teams**
- **Co-Chair National Integrated Operations Council**
- **Interpol Executive Council**

REFERENCES

- **Upon Request**

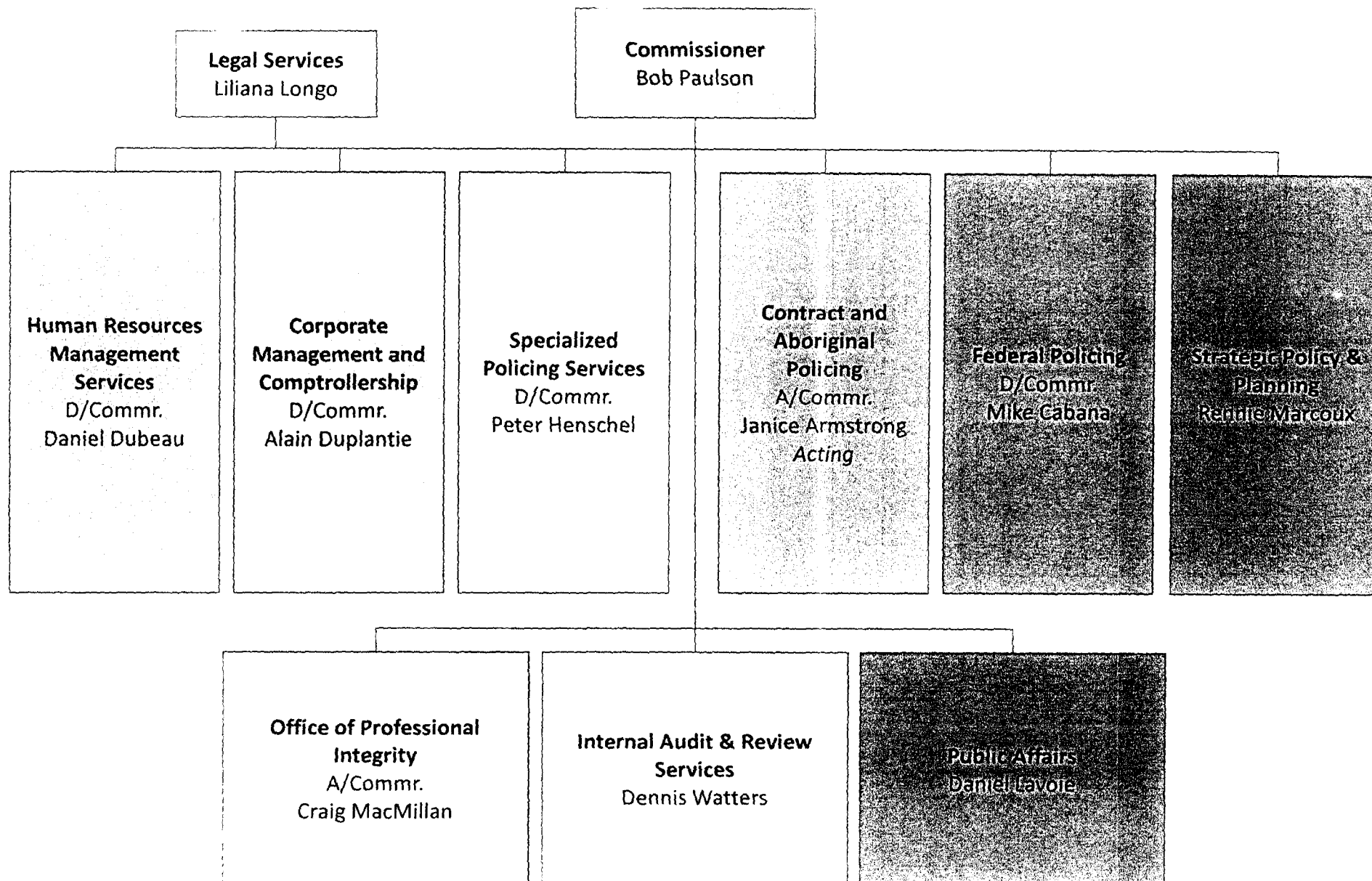
SENIOR EXECUTIVE & SENIOR MANAGEMENT ORGANIZATIONAL CHART

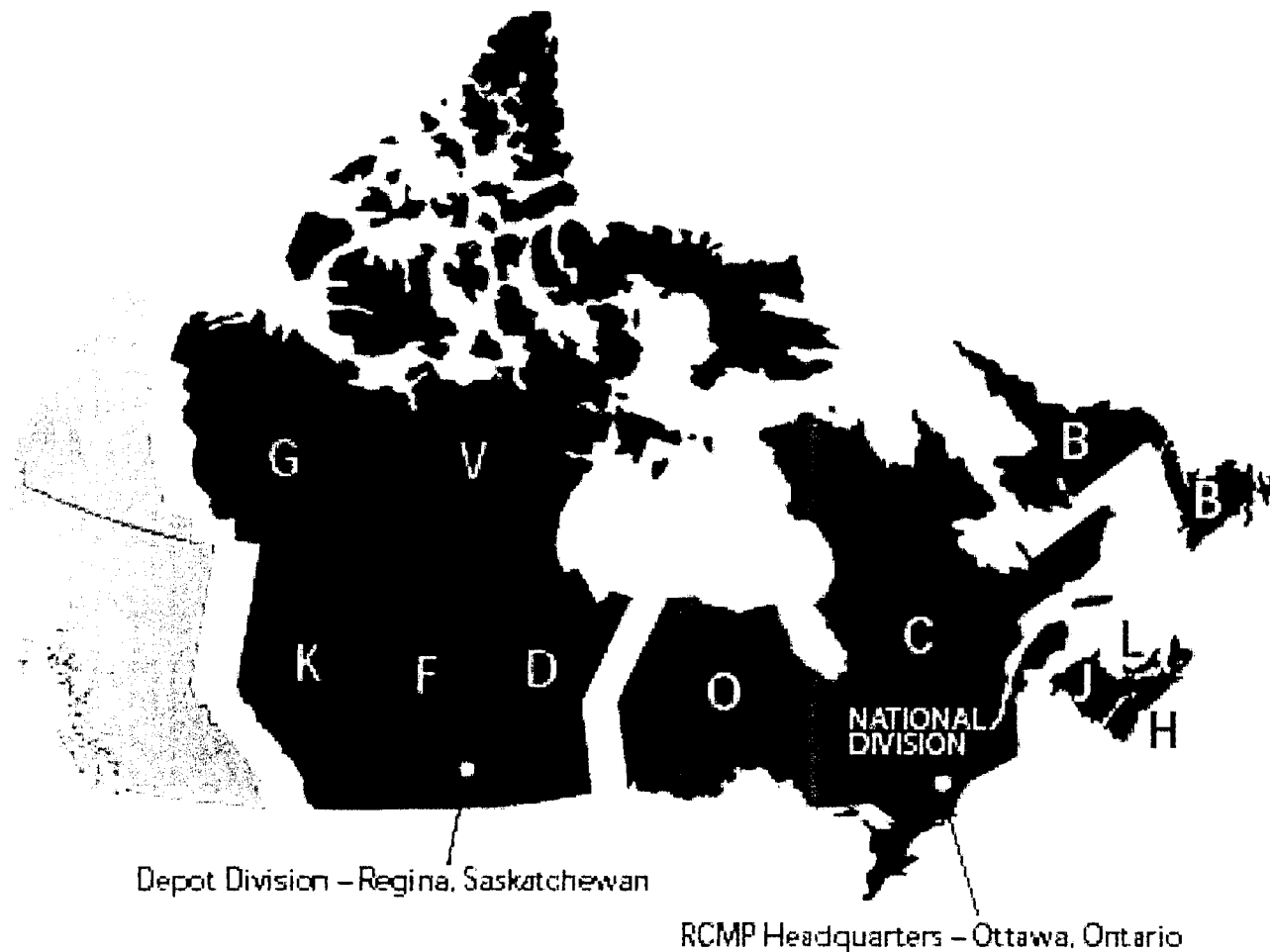
TAB 1 SENIOR EXECUTIVE & SENIOR MANAGEMENT
ORGANIZATIONAL CHART

TAB 2 DIVISION COMMANDING OFFICERS

TAB 3 DIVISION COMMANDING OFFICERS REPORTING
STRUCTURE

Senior Executive & Senior Management Organizational Chart





Depot Division – Regina, Saskatchewan

RCMP Headquarters – Ottawa, Ontario

COMMANDING OFFICERS

National Division - A/Commr Gilles Michaud

HQ – C/Supt. Ronald Mostrey

E Division – D/Commr. Craig Callens

G Division – C/Supt. Wade Blake

J Division – A/Commr. Roger Brown

O Division – A/Commr. Steve White

L Division – C/Supt. Craig Gibson

D Division – A/Commr. Kevin Brosseau

Depot Division – A/Commr. Louise Lafrance

C Division – A/Commr. François Deschênes

V Division – C/Supt. Lindsey Brine

M Division – C/Supt. Peter Clark

K Division – D/Commr. Dale McGowan

H Division – A/Commr. Alphonse MacNeil

F Division – A/Commr. Russell Mirasty

B Division – A/Commr. Tracy Hardy

TRANSFORMATION AND MODERNIZATION INITIATIVES

- TAB 1 ENHANCING ROYAL CANADIAN MOUNTED POLICE
 ACCOUNTABILITY ACT

- TAB 2 HARASSMENT IN THE RCMP
 - *THE RCMP ACTION PLAN*

- TAB 3 DEFICIT REDUCTION ACTION PLAN

- TAB 4 KEY HR-RELATED DRAP INITIATIVES

- TAB 5 NATIONAL POLICE SERVICES

- TAB 6 FEDERAL POLICING RE-ENGINEERING

- TAB 7 NATIONAL DIVISION

- TAB 8 MODERNIZING CANADA'S CRIMINAL RECORDS
 SYSTEM

Royal Canadian Mounted Police



Gendarmerie royale du Canada

**ENHANCING ROYAL CANADIAN MOUNTED POLICE ACCOUNTABILITY ACT
BILL C-42**

ISSUE: To provide an overview of Bill C-42 and RCMP activities underway in response to the legislation.

BACKGROUND:

On June 20, 2012, the Government tabled Bill C-42, the *Enhancing Royal Canadian Mounted Police Accountability Act*.

The Government tabled the Bill to address issues raised by RCMP employees, in particular members frustrated by procedural delays; the public; contract jurisdictions; Parliamentary committees; the Commission for Public Complaints Against the RCMP and several commissions of inquiry and studies, which have called for more effective civilian review of the RCMP and improved means of addressing conduct issues and conducting human resource management processes.

The Bill introduced amendments to the *Royal Canadian Mounted Police Act* that are designed to further enhance accountability and transparency of the RCMP by strengthening the external civilian review and complaints body for the Force, establishing a framework for external investigation and oversight of investigations, and modernizing the RCMP human resource management framework with respect to members.

In January 2012, to address the concerns raised and to strengthen Canadians' confidence in the RCMP, the Minister of Public Safety directed that the *Royal Canadian Mounted Police Act* and its ancillary regulatory suite be amended to modernize RCMP human resource management processes and to create a new structure for the civilian review of public complaints against the RCMP.

CURRENT STATUS:

Bill C-42 received Royal Assent on June 18, 2013. The Act provides for a strengthened public complaints and review regime, a legislative framework for the investigation of serious incidents involving the RCMP, and a series of procedural frameworks for the modernization of RCMP human resource management processes (in respect of conduct management, grievances, harassment, administrative discharge and demotion).

The amendments to the *Royal Canadian Mounted Police Act* also provide a mechanism through which Treasury Board may reduce the categories of employees in the RCMP from three to two through the deeming of civilian members as appointees under the

Royal Canadian Mounted Police Act to persons appointed under the Public Service Employment Act.

During the Bill's third reading debate stage in the Senate, amendments were proposed. The structure that would result from the proposed amendments would potentially put the civilian members who have been "grandfathered" at a disadvantage by remaining as civilian members in an organization that will no longer create or retain civilian member positions. The amendment would also present significant challenges for Treasury Board as the employer in administering grandfathered civilian members seeking opportunities outside their specific position either within or outside the RCMP. Overall, the proposed amendments to the Bill would have created an unstable situation for all, and would have had significant negative impacts on the individuals involved, the public service, RCMP workplaces, and potentially the service the RCMP provides to Canadians. The amendments to the Bill were not included after a final review was completed.

Issues raised at the Standing Committee on Public Safety and National Security primarily focused on how the Bill contributes to cultural change in the RCMP, how it addresses sexual harassment, how the new conduct regime will fairly balance public and member interest, and if the proposed civilian review body (the Civilian Review and Complaints Commission) has been provided with sufficient powers and authorities to fulfill its mandate.

STRATEGIC CONSIDERATIONS:

The Government has directed that the entire Bill be completely implemented one year following Royal Assent, although various components of the Bill are anticipated to come into force at different times.

The Bill allows for the coming into force of three "clusters":

1. The deeming mechanism through which Treasury Board may reduce the categories of employees in the RCMP from three to two through the deeming of civilian members as appointees under the *Royal Canadian Mounted Police Act* to persons appointed under the *Public Service Employment Act*;
2. The Civilian Review and Complaints Commission; and
3. RCMP human resource management processes.

Based on media reports, Parliamentary debates and SECU witnesses, there appears to be overall support for the Bill with some concerns expressed relating to how procedural details will be developed.

NEXT STEPS:

The RCMP has established a full-time team to coordinate all RCMP activities required for the various initiatives outlined in the Bill.

Consultation has begun with multiple stakeholders, including the Staff Relations Representative Program for RCMP members, Public Service bargaining agents, central agencies and contract partners.

Royal Canadian Mounted Police



Gendarmerie royale du Canada

HARASSMENT IN THE RCMP – FINAL REPORT OF THE STANDING SENATE COMMITTEE ON NATIONAL SECURITY AND DEFENCE

ISSUE:

To provide an overview on the final report, and recommendations, of the Senate Standing Committee on National Security and Defence (SECD), and outline next steps as it relates to the development of the Government response to its study into harassment in the RCMP.

BACKGROUND:

- In late 2012, the Senate authorized SECD to examine harassment in the RCMP and report back on its findings no later than June 30th, 2013.
- The Committee received oral and written testimony from 22 witnesses, including current and former RCMP employees, as well as representatives of the Commission for the Public Complaints Against the RCMP, the RCMP External Review Committee, Calgary Police Service and the Mounted Police Association of Ontario. Retired members of the Canadian Forces also testified before the Committee.

CURRENT STATUS:

- The Committee's report, entitled *Conduct Becoming: Why the RCMP Must Transform its Culture*, was released on June 18, 2013. The 27-page report provides 15 recommendations which are "designed to ensure that all RCMP members and employees can be confident that the Force will strive to protect them from harassment and discrimination." The Committee has stated its intention to review the progress made in implementing its recommendations, as well as other programs and recommendations designed to address harassment in the workplace.
- Of the 15 recommendations, 13 are explicitly directed at the RCMP, with one directed at the Minister of Public Safety and another at the Government of Canada. Key recommendations of note are:
 - The RCMP must undergo a cultural transformation paying particular attention to professional staff development of civilian and regular members. To inform its thinking on this issue, the RCMP should look to the Canadian Armed Forces' efforts at re-professionalization and it should seek out the best practices of other law enforcement agencies in Canada and abroad.
 - The Commissioner should define and implement a policy that holds senior management responsible for supporting victims of harassment and for

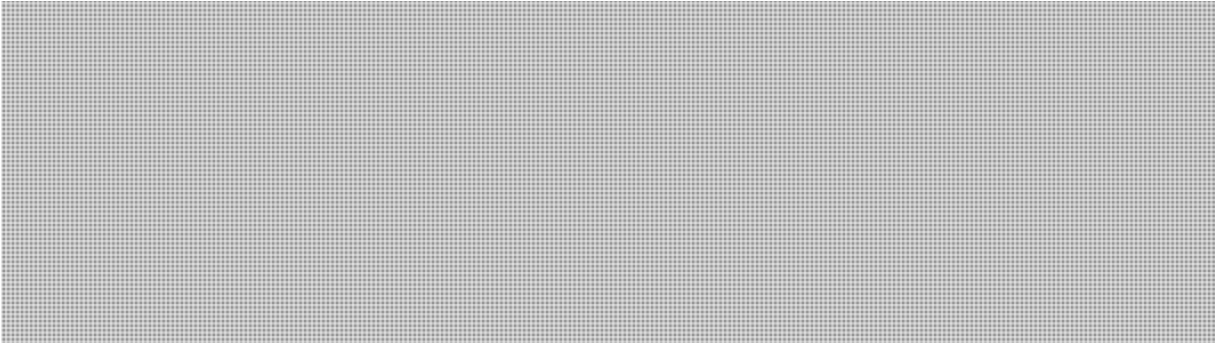
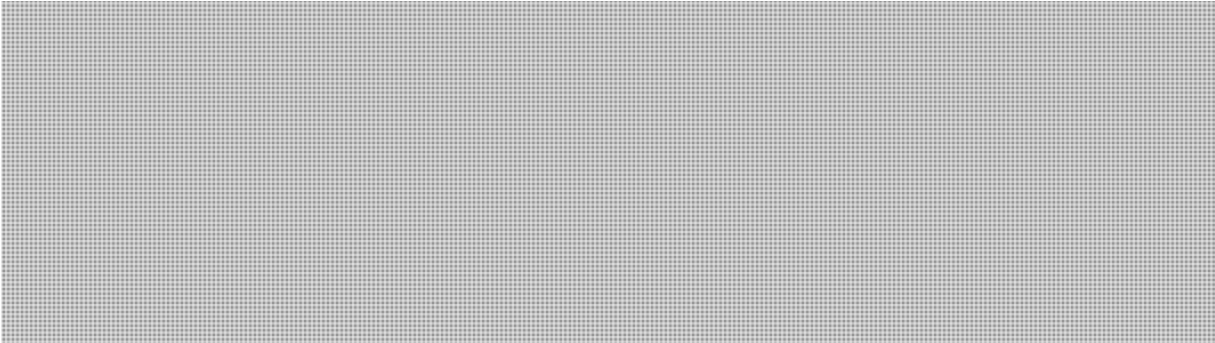
implementing a zero tolerance policy through their words and deeds when it comes to managing harassment.

- The Government should consider implementing a position of RCMP Ombudsman.
- The Minister of Public Safety should direct the Civilian Review and Complaints Commission to review the RCMP's implementation of harassment-related policies and programs and make recommendations to the Minister and the Commissioner on an ongoing basis.
- Pursuant to Senate Rule 12-24(1), the Senate, on June 18th, 2013 adopted a motion requesting a comprehensive Government response to the Committee's report. Under this Rule, the Government is required to have the Leader of the Government in the Senate table its comprehensive response to the Committee recommendations in the Senate within 150 calendar days, or by November 15, 2013.

STRATEGIC CONSIDERATIONS:

- The report is currently being reviewed by the RCMP, as well as the Department of Public Safety, with a view to developing a proposed Government response.
- At this stage, the RCMP agrees in principle with those recommendations directed at the organization. In several instances, the Committee made recommendations on activities that are already underway and/or standard practice (e.g., harassment be explicitly identified as part of the Code of Conduct; violations of the Criminal Code be sent directly to the appropriate authorities; promotion within the RCMP must take into consideration violations of the Code of Conduct; implement the Gender and Respect Action Plan as soon as possible). Other recommendations, however, would require significant amendments to internal policies or processes. s.69(1)(g) re (a)
s.69(1)(g) re (c)

NEXT STEPS:

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**Gender and Respect
The RCMP Action Plan**

RCMP·GRC



ROYAL CANADIAN MOUNTED POLICE • GENDARMERIE ROYALE DU CANADA

Gender and Respect

The RCMP Action Plan

Gender and Respect: The RCMP Action Plan

PREFACE

This Action Plan is organized around two pillars: the culture and the composition of the Force. It identifies eleven themes and sets out 37 actions that the RCMP will take and includes measures and milestones to assist in monitoring their progress.

The Plan represents the extension of a course that I set in December 2011 and that has been followed with a number of significant actions over the last twelve months. Key among them are:

- The centralized oversight and administration of harassment cases (Dec 2011);
- The raising of Regular Member recruiting benchmarks for women from 30% to 35% (Nov 2011);
- The foundational work for Bill C-42, *Enhancing Royal Canadian Mounted Police Accountability Act* (June 2012);
- Six video messages to all employees (Nov, Dec 2011 and Feb, June, July, Oct 2012) and the *Every Employee Engaged* initiative (July 2012) which have created a Force-wide dialogue about responsibility, accountability, supervision, discipline, ethics, and respect;
- Two mandatory national town halls for all executives which articulated leadership expectations (May and Dec 2012);
- De-regionalization and the re-establishment of direct accountability between Commanding Officers and the Commissioner (April 2012);
- Implementation of the *RCMP Organizational Code of Conduct* and the *Values and Ethics Code for the Public Sector* (April 2012);
- Increased nationwide harassment training compliance from 89% to 94% (Aug-Nov 2012); and,
- The *Gender-Based Assessment* (Jan-Nov 2012).

Actions to date form the foundations of the Plan described herein. Together these will bring about the kind of cultural and compositional changes required to ensure Canadians are best served by an RCMP that reflects themselves and their values.

These issues are tough to unpack and sensitive to address. Moreover, our demographics, to an extent, constrain our freedom to change quickly. These realities do not, however, limit our capacity to plan, our ability to act or our will to succeed. We recognize that we can and must do better. We will do so. It is not good enough to say that we are equal to other police forces nationwide on employment equity-related issues. We intend to lead.

What we undertake must be watched and adjusted as we move forward. Metrics on these Action Items will be published internally every 180 days to ensure transparency.

Our target is two-fold: the culture and the composition of the Force. Our objectives are plain: address the past, modernize today's management, and build for the future.

Bob Paulson
Commissioner

RCMP

GENDER AND RESPECT

**THE CULTURE OF THE FORCE:
ADDRESS THE PAST, MODERNIZE FOR THE PRESENT**

The RCMP has grappled with aspects of its internal culture for some time. This predates, but was flagged by, the Task Force on Governance and Change and the Reform Implementation Council. Much has been done since its release, though more remains to be done.

1 Addressing harassment

Action Item	Milestone	Target	Measure
1.1 Exercise new authorities to enforce accountability, enable early and timely resolution of workplace issues	<ul style="list-style-type: none"> - On hold pending Parliamentary approval and Royal Assent of C-42 - TB Submission for roll-out plan - Alignment with new Civilian Review and Complaints Commission - Establishment of informal conflict resolution mechanisms, including staffing of coordinators/practitioners - Conduct / HR Processes / Staffing Processes Reformed - Revised Regulations and Standing Orders published 	<ul style="list-style-type: none"> - As per legislation, full implementation within 1 year of Royal Assent - Reduction in number of complaints 	<ul style="list-style-type: none"> - Legislation implementation evaluation - number of formal complaints

Once enacted, Bill C-42 (*Enhancing Royal Canadian Mounted Police Accountability Act*) will be a cornerstone of our efforts to reinforce a culture that promotes accountability and transparency.

The *Act* would provide RCMP leaders with enhanced authorities to address inappropriate behaviour in a timely and expedited manner, clarify responsibility for all members, establish clearer public accountability in a new Civilian Review and Complaints Commission, streamline HR processes in the resolution of workplace issues (e.g. conduct, grievances, discharge), and, create a more workable framework for investigating complaints and serious incidents. The implementation of the *Act* will be evaluated and new authorities will include checks and balances to ensure their fair application.

Action Item	Milestone	Target	Measure
1.2 Reduce average length of complaints through new central oversight and administration of process	<ul style="list-style-type: none"> - Impose TBS service standards (March 2013) - Benchmark compliance to standards (March 2013) 	Compliance with TBS guidelines	<ul style="list-style-type: none"> - Avg length to complete steps 1-5 of harassment process - Number of complaints.
1.3 Publish new policies and guides	<ul style="list-style-type: none"> - Publish interpersonal workplace relationships policy - Publish amended TBS-aligned harassment policy - Publish harassment guides 	Completion by March 2013	Completion Y/N

Harassment has no place in the RCMP. We recognize it may be impossible to prevent entirely, but we will implement a zero tolerance approach by ensuring: (a) employees feel comfortable and supported in bringing issues forward; (b) identified issues or allegations are addressed properly and expeditiously; and, (c) our many workplaces are free from harassing behaviour.

Since February 2005, the RCMP has received 1,091 harassment complaints from 671 different complainants. Of these, 167 are active and most of those were received this year. They are being addressed expeditiously.¹

Table 1 – Harassment complaints by region and by type received February 2005 to November 2012²

	Abuse of Authority	Interpersonal Department ³	Sexual Harassment	Discrimination	Total
Atlantic (NB/NS/PEI/NFLD)	51	102	3	15	171
Central (NHQ/ONT/QUE)	126	80	6	15	227
Northwest (AB/SASK/MB/NWT/NT)	126	189	6	6	327
Pacific (BC/YT)	124	227	11	4	366
Total	427	598	26	40	1091

This national picture of historical and ongoing complaints did not exist a year ago and is a first for the RCMP. It stems directly from a December 2011 decision by the Commissioner to centralize the oversight and administration of complaints in National Headquarters. This new oversight is critical to the organization's efforts to meet Treasury Board Secretariat standards of 12 months from receipt of complaint to determination of whether or not it is founded.⁴

Centralized oversight will be supported by policy and training guides for human resources personnel and all employees that are in the final pre-printing stage of development. These materials have been developed by a national working group (including Staff Relations and Public Service union representatives, policy centres and field personnel). These set service standards, processes and timelines consistent with the new TBS direction.

More efficient administration will only expedite complaints so much under the current framework. The RCMP will remain challenged to achieve TBS standards pending the implementation of *Bill C-42* because it still has to consider complaints through two processes: one defined by TBS, and the second defined by the *RCMP Act*.⁵ Trying to comply with conflicting processes causes delays. Provisions in *C-42* permit resolution of this conflict.

The RCMP will examine the findings of the upcoming Chair-initiated review of harassment complaint handling by the Commission for Public Complaints Against the RCMP and will incorporate its recommendations as appropriate.

¹ Between January 1, 2012, and November 30, 2012, 192 complaints were received. Of these, 146 remain active. These 146 ongoing complaints represent close to 90% of all 167 active complaints. Source: NARMS extract, received from 2012-12-04.

² NARMS extract, received from 2012-12-04.

³ Interpersonal department describes alleged harassment between two employees where no supervisor-supervisee relationship exists. Alleged actions may include (but are not limited to) humiliating or demeaning comments and/or actions of bullying.

⁴ TBS policy is outlined in the *Directive on the Harassment Complaint Process* and can be found here: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=20040§ion=text>. Preliminary data suggests that the average RCMP complaint remains open for approximately 14 months.

⁵ TBS policy focuses on preventing and stopping harassing behavior through early interventions whereas the current *RCMP Act* discipline system is adversarial and designed to impose consequences on members who contravene the Part IV of the *Act*.

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As we implement processes and initiatives that foster respectful workplaces, we expect to see some increase in the number of complaints as employees become familiar and comfortable with our approach.

Action Item	Milestone	Target	Measure
1.4 Expediently resolve, wherever appropriate, outstanding harassment-related lawsuits	Quarterly review of each case	Resolution of meritorious claims	Number of lawsuits

As a result of alleged behaviour by members of the Force, there are a number of ongoing litigation actions, including one seeking certification as a class action, against the RCMP. The organization wants to do the right thing and is balancing the desire to take responsibility for instances of genuine wrongdoing with the need to defend itself from unfounded allegations.

The RCMP stands little to gain by denying the obvious – and it will not do so. As long as these cases dominate the public discourse they will undermine public confidence in our institution and consume effort. Where wrong has been committed, it will be made right. The RCMP is working with counsel to assess and, where appropriate, resolve expeditiously outstanding legal actions.

The risk that non-meritorious claimants are rewarded impedes our desire and will to initiate a broad “once-and-for-all” styled reconciliation campaign with legitimately impacted employees, both past and serving. We must push past this risk and work with the government to explore options to implement such an approach.

2. *Building respectful workplaces*

Action Item	Milestone	Target	Measure
2.1 Use Advisory Committees at the national and provincial levels as key forums for discussion of employee issues	- Oct. 2012 summit of Committee Chairs - Year-end report from National Chairs: March 2013	All Divisions to have functioning Advisory Committees	- Number of meetings / committee / year - Best practices shared
2.2 Establish Respectful Workplace Programs nationwide	- Inclusion on 2013-14 Performance Agreements of Commanding Officers - Rollout of programs	Programs in place by June 2013	Mid-year and annual CO assessment
2.3 Establish a confidential process for employees seeking advice or raising awareness of issues	- Evaluate BC pilot - Launch national process	August 2013	Completion Y/N
2.4 Update the existing mandatory <i>Harassment in the Workplace</i> training	Transition to new Learning Management System	Dec 2013	Completion Y/N

Leaders must be the catalysts and stewards of our cultural evolution. In 2012, the Commissioner and his Senior Management Team initiated “Every Employee Engaged” which asked every manager to engage in a face-to-face discussion with their employees on the priorities of the Force in six key areas: the Work We Do, Leadership, Accountability, Discipline, Promoting and Maintaining an Ethical

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GENDER AND RESPECT

Organization, and Promoting and Maintaining a Respectful Workplace. This was reinforced by a video message from the Commissioner in July.

This dialogue must continue. As communication is not about talking at people, but speaking with them, listening to them, and engaging them, Commanding Officers will be asked to further engage their Employee Advisory Committees. These exist but function with greater or lesser effectiveness nationwide. They will be key forums for future dialogue.

These Committees are not expected to supplant existing labour relations mechanisms. When used effectively, however, they can be good sounding boards for discussing issues, constructive forums for brainstorming possible solutions to chronic challenges, and barometers of employee satisfaction. We intend that they be used in this way.

These Committees will not be the only forums. In the coming months, the RCMP will replicate Respectful Workplace programs nationwide similar to the one that is underway with positive effect in British Columbia. These will include activities, tools, policies, guides, training materials, communications and processes aimed at creating sustainable respectful workplaces in every work unit.⁶

Each Commanding Officer will tailor his or her Division's approach to its needs, within the context of a consistent framework overseen by National Headquarters.

In order for a respectful workplace program to be effective, employees must be assured that they can raise issues in a confidential way, that their concerns will be taken seriously, and that there can be no retribution for well-intentioned action. As a result, the RCMP will also launch a confidential reporting system early in 2013 that provides for direct and timely advice.

No respectful workplace program is complete without a training component. We have already made considerable improvements here. Training on harassment, diversity, and ethical behaviour are core components of instruction at every key juncture of an employee's career. The foundation is laid at Depot where, throughout the 24-week Cadet Training Program, Cadets are repeatedly assessed in scenarios on their application of the RCMP's core values. It is reinforced throughout an RM's career through Field Training, the Supervisor Development Program, the Manager Development Program, and the Executive Officer Development Program. That is to say nothing of at least a dozen diversity-related in-service training options.

The foundation for all of this is a mandatory *Harassment in the Workplace* course. In the last year, over 1500 employees have taken the course, improving the Force's overall compliance from 89% to 94%. In the coming months, this capstone course will be bolstered with learning elements about building respectful workplaces.

⁶ The B.C. program is based on a significant review of the credible literature and writing on the subject of respectful workplaces including over 80 peer-reviewed journal articles; 24 books written by subject matter experts; 10 major studies; and 45 different Respectful Workplace Policies adopted by a variety of organizations including police services, governments, and corporations.

3. *Ensuring transparency and objectivity in promotions*

Action Item	Milestone	Target	Measure
3.1 Return to rank ordering of Job Simulation Exercises (JSE) for non-commissioned officer exams	<ul style="list-style-type: none"> - Employee consultation on short list(s) length - 2014 NCO exams 	Use in 100% of staffing actions starting April 2014	Completion Y/N
3.2 Creation of a consolidated National Promotion Centre	Stand-up	April 2013	Completion Y/N
3.3 Audit competency validation boards and line officer selection rationales for fairness and consistency	Stand-up of consolidated National Promotion Centre	April 2013	Annual reporting
3.4 Educate managers on the use of "fit"	<ul style="list-style-type: none"> - Define "fit" - Publish revised policy - Communication to employees 	Completion by Sept 2013	Alignment of fit rationales with definition, according to a directed audit

The 2012 *Gender-Based Assessment* echoed past studies in identifying that a "lack of faith and transparency of the process" deters both women and men from seeking promotional opportunities at many levels in the Force. The RCMP has begun to address this lingering perception by disclosing Job Simulation Exercise scores to employees as a matter of course. This 2012 decision means our members can benefit from knowing how they did on an objective test.

This does not go far enough, however. In response to the Task Force on Governance and Change's 2007 *Rebuilding the Trust* report, the RCMP stopped rank ordering results on the exam in favour of a pass/fail system. While this was supported by many, it had the unintended consequence of creating unmanageably large selection pools and returning a considerable degree of subjectivity to the NCO promotion process; thereby undermining the principal goal of merit-based advancement.

It is not enough to allow managers to select from a pool of successful test-takers when the overwhelming majority of those who take the test pass.⁷ It makes the test a paper tiger as opposed to a real evaluation of merit. Therefore, at the earliest opportunity, in 2014, the RCMP will start ranking NCOJSE results again.

Selecting managers would then decide based on "fit" from a short list of top scorers, rather than selecting from all interested members who pass.⁸ This is more transparent, merit-based, and objective than the current approach, and more efficient.⁹

⁷ The Job Simulation Exercise (JSE) is used for promotion to Corporal, Sergeant, and Staff Sergeant ranks. The pass rate differs for each, differs from year to year, and differs based on who is eligible to write. In 2008, the pass rates were: Cpl 96%; Sgt 97%, and S/Sgt 92%. Data for 2010 and 2012 is not representative of the full population as only previously unsuccessful test-takers and newly eligible members were required to write, other results were carried forward. In 2014, all 2008 results expire and results on the JSE are expected to return to 2008 levels. Source: Assessment and Research Directorate, *JSE Technical Reports 2006, 2008 and Directorate data*.

⁸ Short list length, as well as other details of this initiative, will be set following 2013 employee consultations. For discussion, "short lists" will be longer than the Top 5 process used in the past, but smaller than current selection pools.

Because far fewer candidates will make it to the selecting managers, it will be far easier for managers to execute their role consistently, effectively, and transparently. A sample of decisions will be audited annually for the first time to help establish confidence in the decisions made.

In returning this transparency and objectivity to the process, it is not the Force's intent to diverge from the Public Service of Canada by removing all discretion from managers. The notion of proper job "fit" is, and must be, a key component of our staffing. Defining "fit" and establishing a rigorous set of criteria for its appropriate application that takes into account employment equity objectives will be a further measure the Force takes to restore faith in promotions.

The return to ranking does not represent a complete rejection of the Task Force's findings in this area. The NCO promotion system continues to evolve. Since the 2007 report, the Force has added a new "supervisor support" component to promotions to address the concern that performance evaluations are not a determining factor in the process. This will continue.

Moreover, long-standing complaints about the complex and onerous nature of the process – which have largely gone unaddressed – do not go unrecognized. They will be the subject of future reform after renewed consultation with members.

4. Supporting work-life balance more effectively

Action Item	Milestone	Target	Measure
4.1 Promote the use of existing work-life balance options where operationally feasible by informing employees and educating managers	Commissioner Broadcast	Feb 2013	PSES 2014 Survey results
4.2 Design and implement a mechanism for backfilling employees on parental leave, in consultation with contracting partners	Discussion at Contract Management Committee	2015	Implementation Y/N

One message that surfaces in the *Gender-Based Assessment* is that more could be done to facilitate work-life balance for all employees in the RCMP.¹⁰ Similar themes surfaced in the 2011 Public Service Employee Survey.¹¹ While this is not a new message; it has not been effectively addressed to date.

The exigencies of frontline policing make achieving work-life balance particularly difficult from time-to-time. Addressing the issue more effectively starts with increased understanding among employees and managers about the range of options – including flexible shifting, telework, part-time, and leave

⁹ Multiple Technical Assessments by the Chief Human Resources Officer "indicate that the JSE exams provide an equal opportunity to all members to demonstrate their job-relevant competencies. The simulation exercises [on which the JSE is based] were developed in a manner that is consistent with legal and professional guidelines, and they provide the RCMP with accurate information for promotion purposes."

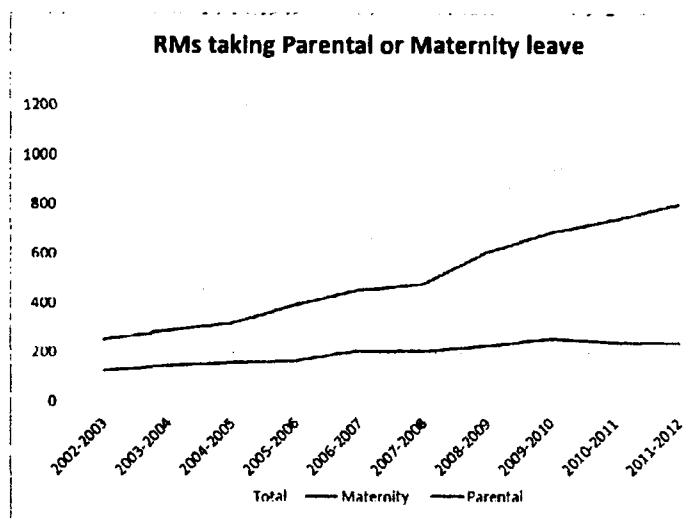
¹⁰ RCMP National Program Evaluation Services, *Gender-Based Assessment* (November 9, 2012), 11.

¹¹ According to the PSES 2011 Survey, 70% of RCMP women and 68% of RCMP men agree their supervisor supports the use of flexible work arrangements (compared to 75% in the broader Public Service); 74% of RCMP women and 67% of RCMP men felt they had the support to balance their work and personal lives (Public Service 68%); and 59% of RCMP women and 48% of RCMP men reported they can complete their assigned workload during regular working hours (Public Service 69%).

without pay – that are already sanctioned by the Force, where operationally feasible. In the coming months, the Commissioner will communicate more about these via a broadcast.

More complex, however, is the challenge of parental leave. Fifteen years ago, then Supt. (now former Commissioner) Bev Busson flagged it as an area of persistent inequality between men and women which causes undue tension within units and on the members themselves. Her concern was that RCMP practice of not backfilling members who go on maternity or paternity leave causes “a lot of the stress...either directly or indirectly by having to feel they have left their partners or shift members down by leaving the watch or the unit short.”¹² The 2006 *Employment Systems Review* and other reviews raised similar concerns.¹³

Fifteen years ago, this affected women far more than men. Today, it still does but, more than ever, it affects everyone. Regardless of gender, employees are taking parental leave in increasing numbers, as is their right (see Graph 1).



Graph 1. Source: HRMIS extract for the GBA, April 19, 2012.

Extended leave does not create frontline gaps, ineffective organizational management of it does. When not managed properly, unit capacity, morale, and cohesion, as well as service delivery, can suffer.

There are really three possible outcomes: tolerate reduced service to the public, demand increased commitment from those still in the field, or inject resources. The time has come to ensure that the default decision of the organization is not to lean more heavily on members who remain in the field. It is the organization’s challenge to manage, not theirs.

Policies, options and funding frameworks to do so already exist in large measure. These need to be applied and coordinated systematically. Where they are not, dialogue is necessary to create them or to alter service standards as required. Either way, the frontlines should not be unduly impacted by the backfilling requirements of the organization.

We will find a way to advance this through consultation with contracting partners nationwide.

¹² Beverly Busson, “Women and Policing” in *Women in policing in Canada: The year 2000 and beyond – its challenges*. Workshop Proceedings. editor: Marcel-Eugène LeBeuf and Julia McLean (1997), 146.

¹³ Lakshmi Ram and Associates, *Employment Systems Review* (April 2006), 157.

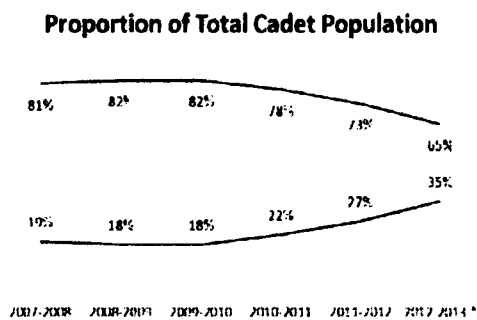
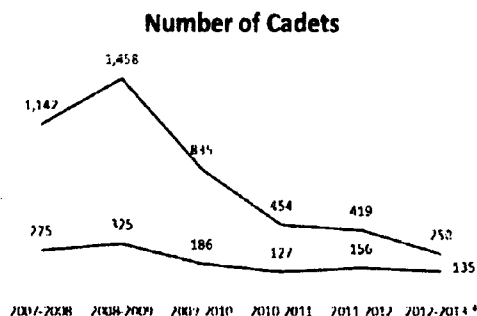
THE COMPOSITION OF OUR WORKFORCE: BUILDING FOR THE FUTURE

The RCMP's diversity brings with it new capabilities and approaches to tackling modern criminality. Different backgrounds, perspectives and ways of thinking must be nurtured and fostered in our organization. Increasing diversity will make us a stronger Force.

The Force's current demographics and planning assumptions greatly limit efforts to alter its composition quickly. These realities must be recognized in discussing the challenge the RCMP faces in attempting to achieve its employment equity goals.

The total RCMP population includes 62.9% men and 37.1% women, 8.1% who self-identify as a visible minority, 6.1% as Aboriginals, and 2.7% as persons with disabilities.

The Regular Member (RM) population is a little different. On April 1, 2012, there were 19,181 Regular Members in the Force: 79.6% (15,268) were men, 20.4% (3,913) were women; 7.6% of RMs self-identified as a visible minority, 7.2% as Aboriginals and 2.3% as persons with disabilities.¹⁴



Graphs 2 and 3 above: Women – Blue; Men – Red. * - 2012-2013 = YTD + projection.

Source: Workplace Programs & Services Branch

designated groups through Depot relative to its total population.¹⁷ This was more than just a missed opportunity; it is also an anchor on future efforts to achieve our employment equity objectives.

The representation of employment equity groups in the Force is, effectively, set for the next several years. Demand for additional RMs has leveled and members are working longer than in recent years.¹⁵ In response, the RCMP plans to bring relatively few cadets into Depot over the next three years. Because of other initiatives such as civilianization enrollment will not match attrition.

Last fiscal year, for example, the RCMP admitted approximately 1208 less cadets than it did in FY 2008-2009. As a result the number of men and women entering Depot dropped significantly in comparison to the 2008-2009 peak – men by 71% and women by 52% (see graphs at left).¹⁶

All of this amounts to a sketch of why even concerted efforts to increase diversity through increased enrollment of Regular Members will have relatively little impact on the characteristics of the Force's demographic composition over the immediate term.

It is regrettable that during recent periods of peak growth (2005-2010), when the Force grew by approximately 6500 RMs, it failed to increase numbers of

¹⁴ RCMP Workplace Programs & Services, Assessment & Research Directorate, "RCMP Demographics: HR Issues and Challenges" (2012-09-28).

¹⁵ "RCMP Demographics: HR Issues and Challenges."

¹⁶ This Fiscal Year remains similar. Based on current projections, the RCMP will admit approximately 1400 less cadets than it did in FY 2008-2009. Relative to 2008-2009, the male and female population recruited will have shrunk 83% and 58% respectively.

¹⁷ "RCMP Demographics: HR Issues and Challenges."

The Force aims to maintain a RM workforce composition that includes 30% Women, 20% Visible Minorities, and 10% Aboriginals. Our current approach is not aggressive enough to achieve these goals in the near term.

5. Recruiting targets

Action Item	Milestone	Target	Measure
5.1 Ensure Depot enrollment includes at least 35% women for FYs 2013-2014 and 2014-2015, and approximately 50% thereafter until goal of 30% female population in Force is achieved	- Ramp up to 50% in FY 2015-2016 - Distribution of troop data in real-time	30% female RM population in Force in approximately 2025	Statistics

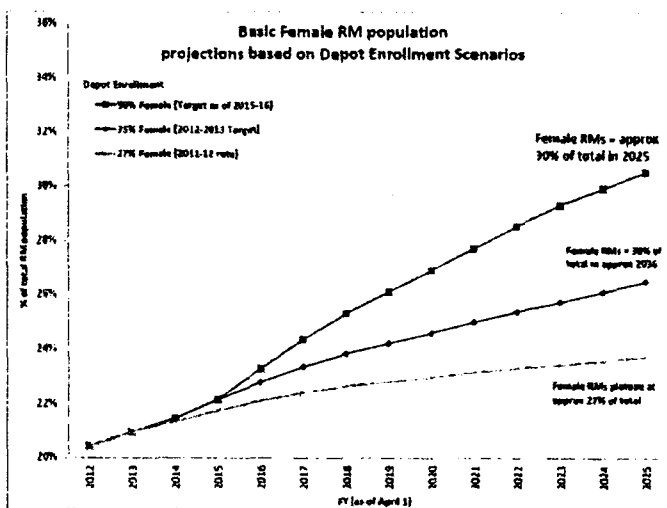
In late 2011, the Commissioner set 35% as the RM recruiting benchmark for women effective April 2012.

The RCMP projects it will come close to meeting that target this Fiscal Year, pending finalization of the troops headed to Depot in February and March 2013.¹⁸

The reality is, however, that even the elevated target of 35% enrollment will not rapidly change the composition of the Force. All other things being equal, 35% enrollment to Depot will only result in a Force with 30% women in approximately 2036 – over 20 years away.¹⁹

Therefore, we will move beyond this 35% target in approximately two years, with the aim of pegging enrollment of women to Depot at 50% thereafter. As a result, the population of the Force would be 30% female by 2025 (dependent on a range of variables).

Given shrinking enrollment in terms of total numbers, even ensuring an increasingly sizeable proportion of enrollees are women could be an empty victory. For



Graph 4: Basic Female RM population projection based on Depot Enrollment Scenarios. Source: RCMP HR data and planning assumptions, incl: attrition rates, retirements, & projected demand.

Our goal is clear:
A Regular Member workforce that includes 30% women by 2025

¹⁸ It is projected that the total FY 2012-2013 Depot intake will include approximately 135 women and 250 men (roughly 35.1% female), pending finalization of the last of the FY 2012-2013 troops.

¹⁹ Projections described herein are basic. They may not factor in all relevant variables sufficiently and continue to mature with time. Moreover, scenarios described past two years out are subject to a range of unknown external factors such as demand from contracting partners.

example, 20% of a 1000-person entry class means 200 women join the Force; whereas, 35% of a 500-person class mean only 175 women join. The Force will monitor enrollment closely to ensure that the number of recruits, in absolute terms, keep us on track to our overall goal.

6. Attracting more women and individuals from other employment equity groups

Action Item	Milestone	Target	Measure
6.1 Focus recruiting efforts for EE groups	Direction issued – completed.	Achieve enrollment goals	EE Cadets: Total Depot Enrollment
6.2 Conduct advertising targeting individuals from EE groups	- Submission of funding reallocation proposal to Central Agencies - Initiate campaign	Completion of campaign	Increase in EE applications to the Force
6.3 Ask all RCMP employees to seek out and identify possible recruits from EE groups	Educate and provide employees with tools and information	Achieve enrollment goals	EE Cadets: Total Depot Enrollment
6.4 Attract qualified EE recruits regardless of where they live	Consultation with Contract Management Committee	Achieve enrollment goals	EE Cadets: Total Depot Enrollment

We believe the targets we have set are world-leading for the participation of women in policing.

There is debate among some in the police community as to whether there is sufficient interest from qualified women to make our goal realistic.

We aim to move the yardsticks and plan to do so without changing our qualification requirements. It is the RCMP's contention that these goals are achievable with sufficient, appropriate efforts into recruiting and demonstrating we are a Force that is accepting of everyone who joins. Policing is a rewarding career for anyone interested in helping their community, protecting our shared values, and tackling challenges. While it is not for everyone, we believe it is outmoded to think higher numbers of women won't be interested in this type of career.

We will maintain current recruiting standards for new cadets.

The most recent Troop through Depot is among the many reasons we believe this is possible. Troop 4, which graduated on December 3, 2012, graduated 24 members including 7 women and 7 visible minorities. Collectively, they spoke not only English and French but also German, Mandarin, Urdu, Farsi, Dari, Punjabi, Hindi and Romanian. **This type of Troop is our future.**

How will this be achieved? Targeted recruiting, engaging all employees as recruiters, and advertising are proven ways to find good applicants. Tailored exam sessions, career presentations, events, outreach to youth and student groups, and PARE preparation assistance will help. So too will engaging the Force's best Ambassadors – its employees. These efforts, together with reinvestment in advertising will be a start.

Current restrictions on advertising are one obstacle to achieving these ends. The RCMP has limited discretion, including within its current reference levels, to advertise to attract recruits.²⁰ Authority to spend funds to increase applications from individuals in employment equity groups would be an important step towards attracting them to the Force.

Another factor that has limited the Force's ability to recruit sufficient cadets from designated employment equity groups is our obligation to "make best efforts" to spread recruiting across jurisdictions nationwide. This requires certain numbers of recruits to come from each province.²¹

To date that requirement has been interpreted narrowly. As a result, from time-to-time, we have hampered our ability to create diverse recruit cohorts by not drawing sufficiently from where available employment equity populations are within Canada.

Henceforth, the RCMP is one Force and will be built accordingly.

7. *Assisting applicants in joining the Force*

Action Item	Milestone	Target	Measure
7.1 Reduce the average length of an application from approximately 13 to 10 months	- Stand-up of the National Recruiting Centre: September 2013 - Identification of options to reduce application time: November 2013	September 2014	Completion Y/N
7.2 Roll-out eRPAT	Complete pilot phase and rollout in select locations in 2013-14	Full rollout by 2015-16	Average application processing time

The RCMP admits members to Depot based on rigorous criteria including written and physical tests, an interview and medical and security screening. This screening process produces the best and most qualified candidates for Depot, and ultimately for the streets of Canada. It will not be diluted to meet our enrollment goals.

Ensuring we deploy only qualified officers is our core obligation to Canadians, and also to our members themselves. It is critical to the trust that exists between members and between our officers and the public.

The key screening elements of this process are gender neutral. That having been said, we believe there is more that can be done to ensure that candidates, especially women, enter and then do not leave the process voluntarily.

One component of this is to ensure, whenever possible, that the average time it takes an individual to join the Force is as short as possible. The current national average to process a recruiting file

²⁰ Between FY 2007-08 and FY 2011-12, the RCMP spent a minimum of \$1.75m annually on advertising directed towards recruiting. In FY 2012-13, the RCMP has no authority to run advertising campaigns. Source: RCMP Corporate Management and Comptrollership, "Recruiting advertising expenditures FY2008 to 2012_1.xlsx" and email 2012-12-07.

²¹ Police Services Agreements Section 8.6 commits the RCMP to: "use its best efforts to ensure that the percentage of recruits that are engaged from the Province attains the annual average of the following two percentages: a) the percentage that the number of Members in the Division is of the number of Members in the RCMP; and b) the percentage that the population of the Province is of the population of Canada."

is approximately 400 days and varies greatly depending on where an applicant lives. This is unacceptable. We are working to shorten recruit processing time.

A key initiative to reduce these processing times is the consolidation and standardization of recruiting and processing nationwide. This began in September 2012 and is on track to enable the Force to seek considerable process efficiencies starting in September 2013.

As part of this consolidation, we continue to review the recruiting process and identify opportunities for efficiencies. How far wait times can be cut is unknown (especially if innovative solutions to traditional bottlenecks like security clearances can be developed). Our initial target is to aim for a benchmark of 10 months for all applicants by 2014, a 23% reduction from current practice.

Further to this end is the replacement of the paper RCMP Police Aptitude Battery Test (RPAT) with an electronic "eRPAT." Testing of the eRPAT is currently underway and nationwide rollout should take place in 2014. Eventually, every detachment could be a place where interested individuals could take the test and receive results on the spot, rather than weeks later after paper processing as is the case today. It will be shorter, more secure and more accurate.

Action Item	Milestone	Target	Measure
7.3 Offer PARE preparation assistance to potential new recruits	Disseminate best practices: January 2013	Innovative preparation initiatives	Reduced failure rate on PARE during recruitment

Rethinking the placement and role of the Physical Abilities Requirement Evaluation (PARE) test in screening is also underway. PARE is the physical abilities test that potential recruits must pass – 96% of them do. It has historically been one of the filtering points in the application process and, according to the *Gender-Based Assessment*, one of the largest success rate differences (14%) between men and women.²²

Ensuring potential members are physically fit enough to do the job remains a key requirement of the recruiting process; however, PARE must continue to be assessed to ensure it remains an accurate assessment of what is required for policing in 2012, and to ensure it is appropriately placed in the recruiting process (i.e. early) are open questions. Therefore, while this is analyzed further, we will do more to assist applicants with the PARE test to ensure that they make it to, and are ready for, Depot.

A number of Divisions – in particular Ontario – already offer PARE preparation sessions to potential new recruits. Best practices will be shared and extended across Divisions.

Action Item	Milestone	Target	Measure
7.4 Outreach to EE-group applicants who withdraw from the application process	Stand-up National Recruiting Centre Sept 2013	Follow-up with 100% of people who withdraw	Completion Y/N

Finally, efforts will be made to follow-up with individuals from EE-groups who voluntarily leave the recruitment process to both inquire as to their reasons for leaving and encourage them to stay or rejoin. At present, this does not happen and it limits what we know about why they choose to leave.

²² RCMP, *Gender-Based Assessment*, 14.

Potentially, we miss opportunities to reconnect with people who have already expressed interest and invested time in joining our organization.

8. Ensuring the officer cadre is reflective of those they are leading

Action Item	Milestone	Target	Measure
8.1 Renew Officer Candidate Process (OCP) qualified list every two years	- April 2013: shorten inclusion on list from 4 yrs to 3 yrs	Two-year inclusion on list beginning in 2014-2015	Completion Y/N
8.2 Accept OCP applications from individuals in EE groups "out-of-cycle" when appropriate	N/A	Implemented	Implemented Y/N Statistics on out-of-cycle applicants
8.3 Increased succession planning for senior non-commissioned ranks, starting with EE groups	Automation of Talent Management system	Use in 2013-14 Talent Management cycle	Increased EE in officer candidate process
8.4 All Executives will mentor, COs and Business Line leads will develop future leaders	- Communication of expectations: Feb 2013 - Inclusion on 2013-2014 Performance Agreements	100% compliance	- Success rate of developed individuals - PA reporting
8.5 Track Line Officer and CO support of OCP candidates for gender disparities	Report and act on disparities starting in this OCP cycle	Defensible OCP results	Statistics on gender disparities

The RCMP remains committed to merit-based promotion and rejects quotas. We have listened to our membership, especially those in employment equity groups, and they want no part of it. Ideally, the officer corps will reflect the population below it – with a realistic lag for changing demographics. This is our goal.

With that in mind we are making improvements to officer promotion processes in five areas to ensure individuals from EE groups want to apply and, where appropriate, are supported when they do.

First, we have outlined the key qualities of high-potential officer candidates.²³ This demystifies the requirements and gives everyone a clearer sense of what is being sought in the officer corps.

The RCMP is committed to advancement on merit and rejects promotion quotas.

Second, we are addressing persistent irritants such as mobility. Mobility remains important; however, we recognize that a four-year mobility requirement as a pre-requisite for promotion is in some cases impractical and discouraging. As a result, in the near future, the OCP qualified list will be renewed every two years instead of every four. This will evergreen the list faster and make it easier for individuals to factor in changing personal circumstances when deciding to apply.

Third, we are making it easier for individuals from EE groups to apply by accepting out-of-cycle applications upon the recommendation of a Commanding Officer.

²³ EODR, *Six Criteria to Identify High Potentials in the RCMP* (2012). Broadly, those are excellence in a mix of six areas: Organizational Competencies, Interpersonal Skills, Values and Ethics, Second Language Ability, Willingness to assume leadership, and Mobility to meet Force requirements.

Fourth, we are creating more continuity between the officer and non-commissioned officer processes. Traditionally, these have been essentially distinct from one another. This bifurcation has limited, to an extent, the Force's ability to effectively identify future leaders and ensure that they get/take a range of assignments that prepares them for officership. Not frequently enough, for example, have high-potential women been encouraged to take assignments that would typically lead to command.²⁴ In order to address this challenge, in the coming year, talent management processes will be automated and extended past the officer corps to the S/Sgt and Sgt ranks, starting with individuals from EE groups, for the first-time. Increased efforts will also be placed on mentoring and development of future leaders.

Finally, by ensuring COs and Line Officers are accountable for support/non-support decisions of individuals applying to the OCP. This will be ensured through better tracking of applicants and follow-up by EODR – and it will be reinforced by the heightened talent management described above.

9. Making officer-level promotions more transparent

Action Item	Milestone	Target	Measure
9.1 EODR will publish policy on advertising officer level positions	Publication	March 2013	Completion Y/N
9.2 Increase national oversight of officer promotion boards	Ongoing	100%	EODR participation
9.3 Selection boards will include external participation	Ongoing	Key positions	Board composition, including diversity

Table 2: Officer Staffing in 2012²⁵

	Promotions	Advertised	Laterals
D/Commr.	3	1	0
A/Commr.	7	2	7
C/Supt.	15	13	12
Supt.	18	14	42
Insp.	23	18	121

Officer appointments can and will be more transparent. For example, more officer-level promotional opportunities are now advertised.

Between January 1, 2012 and December 7, 2012, 248 officer level staffing process were completed. Approximately 26% were promotional and 73% were lateral moves for individuals already at level.

Lateral appointments, which are generally not advertised, are a key component of the Force's ability to meet its operational requirements and to ensure the officer cadre has the mix of experience necessary to assume senior executive rank in the future.

²⁴ This has long been highlighted as a challenge both for the Force and for policing in general. RCMP HR Research & Intelligence, "Officer Motivation and Succession Planning: An Empirical Investigation of Senior Management Development in the RCMP," (February 2002), 17. According to the author: "Women were less likely to have the operational supervisory experience that the organization appears to hold in high regard ... The extent to which women are "self-selecting" into these positions, and the degree to which organizational norms impact upon the allocation of human resources are questions deserving of organizational attention."

²⁵ Source: EODR. This table describes officer staffing processes conducted / completed as of December 7, 2012. A number were recently completed and may be awaiting final Governor-In-Council endorsement.

In the last year, over 70% of promotions were advertised. This practice will continue and be formalized, along with additional procedures around officer staffing, in new policy currently under development.

Advertising jobs alone does not make appointments more transparent. The RCMP also seeks the participation of community stakeholders with a diversity of backgrounds for selection processes wherever possible, especially for district, criminal operations and Commanding Officer positions. This means involvement of individuals from employment equity groups and relevant stakeholders. In the last year, for example, this has worked successfully in a number of staffing actions including: the Commanding Officers of "B," "D," "L" and "V" Divisions, the Officer-in-Charge of Surrey Detachment and the Director-General of the Canadian Police Information Centre.

Similarly, the RCMP has begun increased national involvement in promotion boards in order to ensure balanced processes and to mitigate (real or perceived) local groupthink. This will continue.

10. Retaining Regular Members

Action Item	Milestone	Target	Measure
10.1 Line officers will engage individuals from designated employment equity groups approaching 20 years of service to identify and assist in managing issues that may contribute in extending their service	Commence in April 2013	100% engagement	Retention rate of EE groups
10.2 Canvass RMs leaving the Force and conduct follow-up interviews where appropriate to better understand reasons for attrition	Twice yearly reporting, starting in Sept. 2013	100% follow-up where workplace issues are identified	Questionnaire provided to 100% of departing members

The GBA reported that the current annual retention rate in the RM population, once an RM passes the probationary period, is 99% per year. It means that of 100 RMs who graduate from Depot and make it through probation, about 80 will still be RMs in the Force at the end of 20 years.

There are two schools of thought about this fact. The first is that this reality is a laudable expression of the organization's ability to generate return on its investment of training dollars in members by providing a variety of opportunities over the course of a career. The other is that this rate of retention is surprisingly, possibly troublingly, high – that, over 20 years, life circumstances, opportunities in other organizations, poor performance, and/or other factors ought to create greater attrition than is being seen.

Either way, the reasons why retention rates are high have yet to be fully explored. Whatever the drivers are, they bear examination.

What is at issue in the *Gender-Based Assessment* and in past reports is the difference in the male and female departure rates after the 20-year mark. Women leave the Force earlier, on average. Women retire, on average, after 25.3 years of service, compared to 32.9 for males.

Over the medium term the Action Items will help build a more welcoming, respectful workplace, and influence retention of women and men. In the shorter term, however, the RCMP will do two things to attempt to decrease attrition of women and other individuals in EE groups.

RCMP

GENDER AND RESPECT

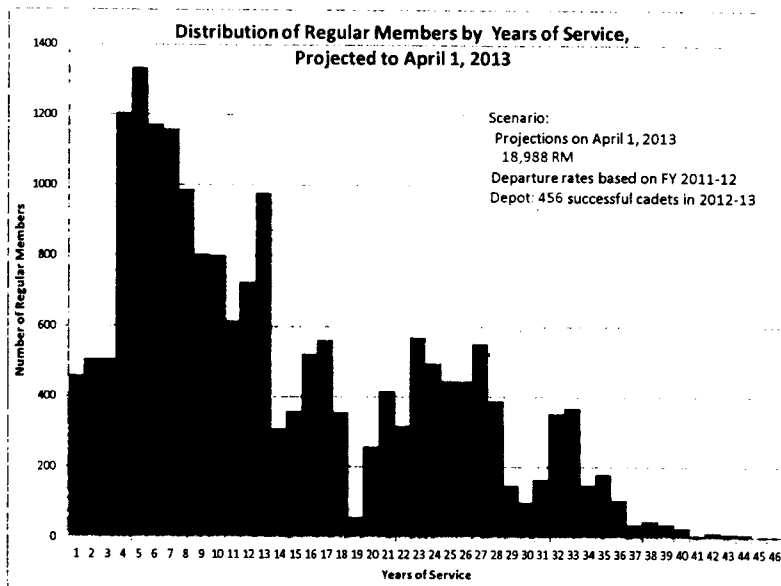
First, Line Officers will engage employees in employment equity groups as they approach traditional exit points to discuss where they are in their careers, their interests, and what (if anything) might be leading them to leave. This alone might not be enough to convince them to stay, but it may identify things that would. Second, the Force will canvass those who do leave upon their exit to obtain frank feedback as to why. This type of "exit interview" has been recommended before, most recently at Fall 2012 hearings of the House of Commons Standing Committee on Status of Women. This will be an enhanced version of what is already offered voluntarily – a simple questionnaire, followed by discussion with select individuals who raise particular workplace issues or topics of interest.

11. Looking ahead

Action Item	Milestone	Target	Measure
11.1 Develop a strategy to address anticipated demographic challenges	Stakeholder consultation	2014	Completion Y/N

The key issue – apart from employment equity– that should drive discussion about the near and medium term composition of the RCMP is the impact that the bulge of 4-7 year members will have on the institution.

Recruiting between 2005 and 2010 created four years of Regular Members who, while making their way through their careers, will have an outsized impact on the human resources of the Force.



Graph 5: Distribution of RMs, as of April 2013. Source: HRMIS data.

These members will hit promotable points together, will look for parental leave around the same time, will age together, and will be older together.

Compounded with the expected lack of promotion opportunities in the near term (due to decreasing Force size and delayed retirement), the Force’s demographics could create significant management challenges, and decrease employee satisfaction, over the next several years.

No forward-looking strategy currently exists. Over the next year, one will be built.

It will include examination of additional progressive approaches to transform the Force to meet the operational and managerial challenges of the future (such as professionalization of the officer corps, direct entry for specialists, post-secondary education requirements, career streaming, non-rank-based recognition, increased investment in certain language skills, and term limits for senior field commands).

Evidence-based decision-making and reporting

Action Item	Milestone	Target	Measure
11.2 Create a dashboard to allow ongoing monitoring of data relevant to EE objectives, including employee satisfaction	Deployment of tools to track and report on data impacting HR objectives	June 2013	Existence Y/N

We lack consolidated, accurate, widely accessible and reliable data upon which to base HR decisions and to evaluate progress towards our objectives. This undermines our credibility and imperils our strategy. This was highlighted in the GBA and past reviews. We need to know our workforce better.

As a result, the CHRO will, in the coming months, work with other Senior Executive Committee members to deploy business intelligence tools that will provide them and other stakeholders with better information on the RCMP's progress towards its objectives.

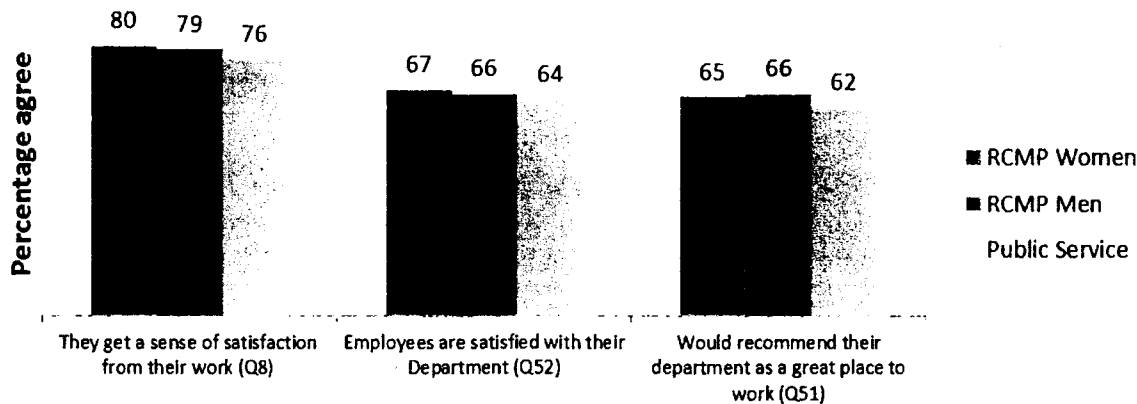
This data will include not just periodic progress updates on the initiatives above but also statistics, such as the Depot throughput, recruit processing time, average length of harassment complaints, and female representation in RM ranks. The first of these reports will be produced in June 2013, and every six months thereafter.

Action Item	Milestone	Target	Measure
11.4 Communicate clearly with employees	Communications Strategy	- January 2013 - Increase percent who agree with questions re: satisfaction on 2014 PSES Survey	- Strategy engaged - PSES 2014 survey job satisfaction questions
11.5 Appoint an advisor to SEC to steer implementation of this plan, coordinate other plans	Appointment	ASAP	Completion Y/N

In 2011, for the first time, all RCMP employees took part in the Public Service Employee Survey. Results varied. In some areas the RCMP did better than the Public Service as a whole, in many areas about the same and, in some, worse.

The results of the PSES identified issues in many of the same areas as the *Gender-Based Assessment* – in areas like supervision, performance management, training, career development, work-life balance, harassment, leadership, and communications. Using the tools of C-42, building respectful workplaces, balancing work-life better and encouraging communications between employees should address these. The results of the next survey in 2014 will be monitored closely to measure changing attitudes towards job satisfaction.

Select 2011 PSES Survey Results



Graph 6. Source: Public Service Employee Survey 2011

Perhaps most telling of all about the 2011 Public Service Employee Survey was that only 33% of RCMP employees, compared to 47% of Public Servants as a whole, agreed that "senior management will try to resolve concerns raised."²⁶

Rhetoric, promises and plans abound. *Actions matter*. This Plan sets out the Force's comprehensive, integrated, approach. Execution will decide its effectiveness and define our credibility.

Leadership is important. This cannot be another side project for existing executives. Day-to-day business and parallel plans cannot distract us from our objectives. This requires a senior, consistent, fearless and credible voice. The RCMP is actively seeking to appoint just such a person to oversee the implementation of this plan and to coordinate other plans.

One of his/her tasks will be to ensure other relevant ideas are factored into our approach. Part of that work has been done. Further to the *Gender-Based Assessment*, the RCMP reviewed the 125 recommendations in the 2006 *Employment Systems Review* to see which were still relevant and outstanding. Most were implemented or out of date. Less than 10 remain outstanding. Broadly they relate to work-life balance, exit interviews, employment equity targets for the promotion process and the executive ranks, the objectivity of NCO promotions and training. The spirit of them has been incorporated in the Plan above.

Communication with employees is key. It is the RCMP's intent to release this plan to its employees, recognizing the need to ensure that contracting partners and stakeholders are appropriately engaged as well, as soon as possible.

At the end of recruiting events, we ask people why they want to join the RCMP. From them we have learned that the most important reason people have for wanting to join the RCMP is to be part of a respected national institution.

We recognize that we must continue to evolve our culture and to diversify our composition to maintain that respect.

²⁶ Public Service Employee Survey 2011, Question 46.

APPENDIX – SUMMARY OF ACTION ITEMS

The table below represents a summary of action items described in the document above.

Action Item	Milestone	Target	Measure
1. Addressing harassment			
1.1 Exercise new authorities to enforce accountability, enable early and timely resolution of workplace issues s.69(1)(g) re (a)	On hold pending Parliamentary approval and Royal Assent of C-42 [REDACTED] - Alignment with new Civilian Review and Complaints Commission - Establishment of informal conflict resolution mechanisms, including staffing of coordinators/practitioners - Conduct / HR Processes / Staffing Processes Reformed - Revised Regulations and Standing Orders published	- As per legislation, full implementation within 1 year of Royal Assent - Reduction in number of complaints	- Legislation implementation evaluation - number of formal complaints
1.2 Reduce average length of complaints through new central oversight and administration of process	- Impose TBS service standards (March 2013) - Benchmark compliance to standards (March 2013)	Compliance with TBS guidelines	- Avg length to complete steps 1-5 of harassment process - Number of complaints.
1.3 Publish new policies and guides	- Publish interpersonal workplace relationships policy - Publish amended harassment policy - Publish harassment guides	Completion by March 2013	Completion Y/N
1.4 Expediently resolve, wherever appropriate, outstanding harassment-related lawsuits	Quarterly review of each case.	Resolution of meritorious claims	Number of lawsuits
2. Building respectful workplaces			
2.1 Use Advisory Committees at the national and provincial levels as key forums for discussion of employee issues	- Oct. 2012 summit of Committee Chairs - Year-end report from National Chairs: March 2013	All Divisions to have functioning Advisory Committees	- Number of meetings / committee / year - Best practices shared

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Action Item	Milestone	Target	Measure
2.2 Establish Respectful Workplace Programs nationwide	- Inclusion on 2013-14 Performance Agreements of Commanding Officers - Rollout of programs	Programs in place by June 2013	Mid-year and annual CO assessment
2.3 Establish a confidential process for employees seeking advice or raising awareness of issues	- Evaluate BC pilot - Launch national process	August 2013	Completion Y/N
2.4 Update the existing mandatory <i>Harassment in the Workplace</i> training	Transition to new Learning Management System	Dec 2013	Completion Y/N
3. Ensuring transparency and objectivity in promotions			
3.1 Return to rank ordering of Job Simulation Exercises for non-commissioned officer exams	- Employee consultation on short list(s) length - 2014 NCO exams	Use in 100% of staffing actions starting April 2014	Completion Y/N
3.2 Creation of a consolidated National Promotion Centre	Stand-up	April 2013	Completion Y/N
3.3 Audit competency validation boards and line officer selection rationales for fairness and consistency	Stand-up of consolidated National Promotion Centre	April 2013	Annual reporting
3.4 Educate managers on "fit"	- Define "fit" - Publish revised policy - Communication to employees	Completion by Sept 2013	Alignment of fit rationales with definition, according to a directed audit
4. Supporting work-life balance more effectively			
4.1 Promote the use of existing work-life balance options where operationally feasible by informing employees and educating managers	Commissioner Broadcast	Feb 2013	PSES 2014 Survey results
4.2 Design and implement a mechanism for backfilling employees on parental leave, in consultation with contracting partners	Discussion at Contract Management Committee	2015	Implementation Y/N
5. Recruiting targets			
5.1 Ensure Depot enrollment includes at least 35% women for FYs 2013-2014 and 2014-2015, and approximately 50% thereafter until goal of 30% female population in Force is achieved	- Ramp up to 50% in FY 2015-2016 - Distribution of troop data in real-time	30% female RM population in Force in approximately 2025	Statistics

Action Item	Milestone	Target	Measure
6. Attracting more women and individuals from other employment equity groups			
6.1 Focus recruiting efforts for EE groups	Direction issued – completed.	Achieve enrollment goals	EE Cadets: Total Depot Enrollment
6.2 Conduct advertising targeting individuals from EE groups	- Submission of funding reallocation proposal to Central Agencies - Initiate campaign	Completion of campaign	Increase in EE applications to the Force
6.3 Ask all RCMP employees to seek out and identify possible recruits from EE groups	Educate and provide employees with tools and information	Achieve enrollment goals	EE Cadets: Total Depot Enrollment
6.4 Attract qualified EE recruits regardless of where they live	Consultation with Contract Management Committee	Achieve enrollment goals	EE Cadets: Total Depot Enrollment
7. Assisting applicants in joining the Force			
7.1 Reduce the average length of an application from approximately 13 to 10 months	- Stand-up of the National Recruiting Centre: September 2013 - Identification of options to reduce application time: November 2013	September 2014	Completion Y/N
7.2 Roll-out eRPAT	Complete pilot phase and rollout in select locations in 2013-14	Full rollout by 2015-16	Average application processing time
7.3 Offer PARE preparation assistance to potential new recruits	Disseminate best practices: January 2013	Innovative preparation initiatives	Reduced failure rate on PARE during recruitment
7.4 Outreach to EE-group applicants who withdraw from the application process	Stand-up National Recruiting Centre Sept 2013	Follow-up with 100% of people who withdraw	Completion Y/N
8. Ensuring the officer cadre is reflective of those they are leading			
8.1 Renew Officer Candidate Process (OCP) qualified list every two years	April 2013: shorten inclusion on list from 4 yrs to 3 yrs	Two-year inclusion on list beginning in 2014-2015	Completion Y/N
8.2 Accept OCP applications from individuals in EE groups “out-of-cycle” when appropriate	N/A	Implemented	Implemented Y/N Statistics on out-of-cycle applicants
8.3 Increased succession planning for senior non-commissioned ranks, starting with EE groups	Automation of Talent Management system	Use in 2013-14 Talent Management cycle	Increased EE in officer candidate process

Action Item	Milestone	Target	Measure
8.4 All Executives will mentor, COs and Business Line leads will develop future leaders	- Communication of expectations: Feb 2013 - Inclusion on 2013-2014 Performance Agreements	100% compliance	- Success rate of developed individuals - PA reporting
8.5 Track Line Officer and CO support of OCP candidates for gender disparities	Report and act on disparities starting in this OCP cycle	Defensible OCP results	Statistics on gender disparities
9. Making officer-level promotions more transparent			
9.1 EODR will publish policy on advertising officer level positions	Publication	March 2013	Completion Y/N
9.2 Increase national oversight of officer promotion boards	Ongoing	100%	EODR participation
9.3 Selection boards will include external participation	Ongoing	Key positions	Board composition, including diversity
10. Retaining Regular Members			
10.1 Line officers will engage individuals from designated employment equity groups approaching 20 years of service to identify and assist in managing issues that may contribute in extending their service	Commence in April 2013	100% engagement	Retention rate of EE groups
10.2 Canvass RMs leaving the Force and conduct follow-up interviews where appropriate to better understand reasons for attrition	Twice yearly reporting, starting in Sept. 2013	100% follow-up where workplace issues are identified.	Questionnaire provided to 100% of departing members
LOOKING AHEAD			
11.1 Develop a strategy to address anticipated demographic challenges	Stakeholder consultation	2014	Completion Y/N
11.2 Create a dashboard to allow ongoing monitoring of data relevant to EE objectives, including employee satisfaction	Deployment of tools to track and report on data impacting HR objectives	June 2013	Existence Y/N
11.3 Communicate clearly with employees	Communications Strategy	- January 2013 - Increase percent who agree with questions re: satisfaction on 2014 PSES Survey	- Strategy engaged - PSES 2014 survey job satisfaction questions
11.4 Appoint an advisor to SEC to steer implementation of this plan, coordinate other plans	Appointment	ASAP	Completion Y/N

Royal Canadian Mounted Police



Gendarmerie royale du Canada

DEFICIT REDUCTION ACTION PLAN

ISSUE: To provide an overview of the progress on the RCMP Deficit Reduction Action Plan (DRAP) Implementation.

BACKGROUND:

As announced in Budget 2012, the government-wide spending review met its target of finding at least \$4 billion in ongoing savings by 2014-15. The RCMP participated in this review and will be implementing cost savings measures of \$195 million by fiscal year 2014-2015. The RCMP undertook its savings exercise to minimize impact on front line policing and employees. The savings will be achieved in the following areas:

- TIER 1 – Administrative Efficiencies
 - Internal Services Efficiencies - \$76.0 million
 - HR Program Modernization - \$42.9 million
- TIER 2 – Operational support
 - Process Efficiencies - \$17.76 million
 - Firearms Program - \$5.0 million
 - Laboratory Consolidation - \$3.5 million
- TIER 3 – Direct Policing Operations
 - Unused Growth - \$30.0 million
 - PM Led Summits - \$10.0 million
 - Contract Policing – Federal Share - \$10.0 million

Implementation of approved proposals is underway and a rigorous governance regime is in place. The DRAP Implementation Committee (DRIC) comprised of program leads at the Deputy Commissioner (senior ADM) level is responsible for the oversight of the overall DRAP implementation.

CURRENT STATUS:

Overall, the RCMP is on track to meet its full \$195.2M DRAP target. However, some initiatives have not materialized totally as expected, leaving a projected gap of \$15.9M in year three. In response, the RCMP developed strategies that further leverage savings from within the scope of their TB approved DRAP submission.

Minister Toews provided his endorsement for the RCMP's additional DRAP savings measures through the TB semi-annual *Status Report on the Implementation of Budget 2012 Savings Measures*, covering the period of October 1, 2012 to March 31, 2013.

As a result of the changes to implementation plans and the development of additional savings measures, the estimated FTE impact has risen from 413 to 450, and includes changes within the original DRAP initiatives (net decrease of 71) and increases associated with the additional savings measures (108 FTEs).

The following DRAP projects are highlighted as they represent some of the key efficiency initiatives in reaching the RCMP's savings target:

- Civilianization (target \$14.0M)
 - Conversion of non-operational Regular Member (RM) positions to lower cost Civilian Member or Public Servant positions
 - 368 positions across the country have been identified for conversion.
- Basic Health Care (target \$25.0M)
 - RMs to move from RCMP self funded model to provincial/territorial health programs which will allow RCMP to decrease administrative functions in this regard
 - Initiative implemented ahead of schedule, with realization of savings beginning April 1, 2013
- Supplemental Health Care (target \$5.0M)
 - Revised supplemental health care benefits model that will provide flexibility to Members to choose how they invest their supplemental health benefits in their personal health care regime
- Sick Leave Provisions / Disability Management for Members (target \$7.0M)
 - Establishment of sick leave banks (currently unlimited) and the implementation of a more effective disability management program
 - Comparators in the police universe, public services and other private companies have been reviewed, a revised model developed, and a TB submission is being prepared (target Fall 2013).
- Plainclothes and Upkeep Allowances (target \$5.9M)
 - Upkeep Allowance to be replaced with scheduled issuance of kit items
 - Revised model to a three tier system that will see those Regular Members assigned to protective duties such as VIP Protection and the Prime Minister's Protective Detail receive a higher amount compared to those regular members working in other positions requiring plainclothes s.69(1)(g) re (c)
 - [REDACTED]
 - New allowance was implemented effective April 1, 2013 and will generate savings in excess of the original target
- IM/IT Efficiencies (target \$8.0M)
 - Various efficiencies gained through move to enterprise IM/IT business model

- Consolidation of Forensic Labs (target \$3.5M)
 - Geographic consolidation from the current six site model to three through the closure of the Regina, Winnipeg and Halifax labs.
 - Savings will be generated from administrative efficiencies, the rationalization of labour requirements and reducing infrastructure costs.
- Discretionary Expenditure Reduction – Contract Policing (target \$10.0M)
 - A reduction to the federal commitments (operating and maintenance expenditures) under the cost sharing agreements with the RCMP's contract partners
 - In line with the *Economics of Policing* agenda, contract partners are interested and working with the RCMP to identify efficiencies as they will also realize savings through this initiative.

STRATEGIC CONSIDERATIONS:

Non-HR related projects of interest for central agencies include:

- Canadian Firearms Program – Savings partially related to the repeal of long gun registry legislation which has received heavy media attention.
- Consolidation of Forensic Labs – Planned closure of the Winnipeg, Regina and Halifax labs has drawn concern from politicians (potential job losses) and partner police agencies (continuity of services).

The RCMP requires the issuance of 293 DRAP related and 197 non-DRAP related Affected letters to achieve positions reductions associated with organizational change initiatives. Until this occurs, the implementation or completion of many initiatives is inhibited.

s.21(1)(a)

NEXT STEPS:



Through detailed expenditure analysis and risk assessment, implementation lags related to FTE cost reductions (moving people out of affected positions) are being diagnosed and mitigating strategies are being developed to ensure the Force is positioned for change in reference levels at April 1, 2014.

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KEY HR-RELATED DRAP INITIATIVES

ISSUE:

To provide an overview of the key Human Resource (HR) related Deficit Reduction Action Plan (DRAP) initiatives, including updates on Health Services Modernization and Civilianization.

BACKGROUND:

In response to the Government of Canada's announcement in Budget 2012 to cut \$4 billion in ongoing net fiscal savings by 2014-15, the RCMP identified several proposals to reduce operating costs, eliminate duplication, modernize services and achieve greater consistency in service standards, policy application and decision-making.

The HR Sector is undertaking several initiatives that will contribute to the RCMP's overall targeted savings of \$195 million. These include:

Health Services Modernization

Several changes to the provision of health benefits and services for members of the RCMP are underway to improve program accountability, oversight, and efficiency while, at the same time, improving services and contributing to the RCMP's expenditure reduction targets.

- On June 28, 2012, Bill C-38 "*Jobs, Growth, and Long-term Prosperity Act*", which included a provision to amend the definition of an "insured person" within the *Canada Health Act*, received Royal Assent. As a result, RCMP police officers, known as regular members, are now included as insurable persons under provincial/territorial health programs and will be entitled to the same basic health coverage as the rest of the provincial/territorial population. This will allow the RCMP to decrease administrative functions that do not directly support core policing. All provinces and territories have completed the issuance of the health cards, and have assumed coverage for all regular members in their respective province or territory since April 1, 2013.
- The RCMP currently delivers supplemental health care to regular members via a contract held by Public Works and Government Services Canada (PWGSC),

under the authority of Veterans Affairs Canada. The RCMP recently completed a comprehensive review of supplemental health benefits, including a comparison to other models such as the Ontario Provincial Police, with the objective to modernize it and identify required DRAP savings. As a result, a new supplemental health benefit model will be introduced on January 1, 2014. This new model will provide Members the flexibility to choose the supplemental health benefits that meet their personal health care regime. In addition, the RCMP along with the other organizations from the Federal Health Care Partnership (i.e. Citizen and Immigration, Department of National Defence, and Veterans Affairs) is working with PWGSC in a re-procurement process scheduled to be completed by 2015.

- The mechanism through which income continuance and integrated disability management services are provided for regular and civilian members is under development. Currently, there is no limit on the amount of time regular and civilian members can be off duty sick. This creates complexities in the management of an employee's timely return to work. Under this proposal, the RCMP would align with the Government's direction to modernize disability management in the Public Service, as announced in June 2013.

[REDACTED]

The RCMP is also working with TBS and Labour officials to provide RCMP members' access to Worker's Compensation under the *Government Employee Compensation Act* by April 1, 2014.

s.69(1)(g) re (a)

s.69(1)(g) re (c)

- On September 17, 2012, the RCMP transitioned from an internally funded Members/Employees Assistance Program to Health Canada's Employee Assistance Service. Health Canada charges a fee of thirty-nine dollars per employee; however the cost will be offset by a reduction in internal resource requirements, and efficiencies gained through the engagement of an external, professional, service provider. In addition, a working group was established to examine options for a volunteer peer-to-peer support network, so that Members will receive the best care possible. A volunteer peer-to-peer network is expected to be fully established by Fall 2013.

Civilianization

Civilianization is the conversion of existing regular member positions or functions to new civilian member or public service positions within corporate and administrative areas such as strategic planning, human resource management, and IM/IT management across the organization.

The RCMP conducted a review to determine which administrative functions could be done by civilian employees instead of regular members. The positions that were

identified were based on specific criteria, including determining whether the position required police officer status, experience or expertise.

Civilianizing these positions will ensure that police officers are not being unnecessarily directed towards administrative functions when those administrative functions are more suited to public service employees or civilian members.

Three hundred and sixty seven (367) regular member positions were identified for conversion to public service or civilian member positions. A transition plan has been prepared for each affected regular member to place them in suitable positions. To date, approximately 45% of the positions have been officially converted to public service or civilian member positions and are in the process of being staffed.

HR Sector Re-Engineering and Consolidation Projects

A number of opportunities to consolidate, rationalize and re-engineer administrative services and develop new business models in the HR Sector have been completed to achieve efficiencies and improve service. The RCMP member compensation services, the Non-Commissioned Officer promotions offices, the recruiting offices responsible for processing of regular member applications and the offices for the coordination of member grievances have all been consolidated from several regional offices to a national centre.

The consolidation of these HR functions along with the development of new business approaches and policies will yield processing efficiencies and eliminate duplicate management and support positions.

All DRAP initiatives have resulted in the relocation or discontinuation of work for 151 public service employees. The RCMP issued affected letters to these employees in September 2012, followed by surplus letters in October 2012. As of June 2013, the consolidated offices are fully operational and 123 affected public service employees have been resolved through transfers, appointments and voluntary resignation/retirements. Sixty of these employees received GRJOs.

CURRENT STATUS:

Discussions with TBS and labour officials regarding the enhancement of disability management in the RCMP are progressing slowly, which may jeopardize targeted implementation dates and the achievement of projected savings.

There is currently a savings shortfall resulting from the implementation of DRAP initiatives. The RCMP has developed additional proposals to address this savings gap; this will result in further employees being affected in the near future.

The National Vacancy Management Unit, which was established to manage vacancies within the organization, continues to actively refer impacted regular members and

affected public service employees for identified employment opportunities across the country.

STRATEGIC CONSIDERATIONS:

In the interest of primacy of operations, the RCMP is committed to minimizing potential impacts on operations and employees as the RCMP continues to implement Budget 2012 DRAP initiatives.

NEXT STEPS:

The RCMP will continue its efforts to modernize health services programs for its members, including ongoing discussions with TBS and Labour, and the preparation of a [REDACTED] s.69(1)(g) re (a)

s.69(1)(g) re (c)

Ongoing consultations with the public service unions and the RCMP Staff Relations Representatives continue as the RCMP implements additional efficiency projects to meet targeted savings.

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NATIONAL POLICE SERVICES

ISSUE: To provide information on the challenges related to the National Police Services in the areas of governance, mandate and sustainability.

BACKGROUND: The National Police Services are the largest and often sole provider of specialized investigational support services to law enforcement and criminal justice agencies in Canada. Starting with the creation of central bureaus for fingerprint identification (1908) and criminal records (1910), the National Police Services were formalized in 1966 when Attorneys General from federal and provincial governments recognized that centrally administered services could improve communication and coordination among law enforcement, creating 'national' standards for policing support. As a result, some existing services were strengthened and other services, notably Criminal Intelligence Service Canada (1970), Canadian Police Information Centre (1972), and the Canadian Police College (1976), were created. Since 1966, numerous programs have been added, most of which are delivered at no cost to provinces and territories. The National Police Services are delivered from five core service lines within the RCMP:

- Forensic Science and Identification Services;
- Criminal Intelligence Service Canada;
- The Canadian Police College;
- Technical Operations; and
- The Canadian Firearms Program.

National Police Services programs include a range of investigational support systems, including the Canadian Police Information Centre, the National DNA Data Bank, the National Sex Offender Registry, and the Canadian Police Centre for Missing and Exploited Children. Effective delivery of the National Police Services depends on support from the RCMP's Chief Information Officer Sector for the development and maintenance of relevant applications.

National Police Services face a number of challenges. Over the past decade numerous external and internal audits and evaluations have been conducted on the National Police Services. A key theme has been that historically they have been managed more as a discrete set of activities, rather than as an integrated whole. There is no single legislated policy instrument that defines the governance, required activities, or financial support of National Police Services, creating uncertainty around their scope and mandate.

In 2011/12, the RCMP spent approximately \$168M to deliver the National Police Services. Approximately \$32.5M of these costs were reallocated from within the RCMP. Historically the National Police Services were able to rely heavily on the RCMP's operating budget carry-forward for support; however, this is no longer sustainable.

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CURRENT STATUS: In 2010, the RCMP began the National Police Services Renewal and Sustainability Initiative to review the operations and finances of National Police Services programs to determine how to sustain them in the long term.

In 2012, the RCMP began implementing concrete deliverables under this initiative to address three primary challenges:

- Governance – Strengthening governance through consultations with partners;
- Mandate and Scope – Validating and clarifying the mandate and scope of National Police Services programs and services; and
- Sustainability – Building and maintaining the financial stability.

Governance

The National Police Services National Advisory Committee, created in 2012 and representative of the law enforcement community, serves as a strategic consultative and advisory body. It makes recommendations on the operations and direction of the National Police Services. The Committee provides advice to the Commissioner and reports through the FPT Assistant Deputy Ministers Policing and Public Safety Steering Committee to FPT Ministers responsible for Justice and Public Safety. Since March 2012, the National Advisory Committee has met four times and made recommendations on the long-term sustainability and viability of the National Police Services to the Policing and Public Safety Steering Committee.

Mandate and Scope

The RCMP and the National Advisory Committee have developed a proposed Charter to define the vision, mandate and scope of the National Police Services. The National Police Services Charter will be presented to the Policing and Public Safety Steering Committee in summer 2013 for its consideration and further refinement.

Sustainability

To address sustainability, the RCMP has begun implementing program changes built on new business models and better exploitation of existing technologies. These program changes and efficiencies are expected to realize approximately \$9M in annual savings.

Public Safety Canada and the RCMP have been negotiating cost-sharing arrangements for forensic DNA analysis conducted by the RCMP. [REDACTED]

s.69(1)(g) re (a)

This sustainability strategy should alleviate some of the current financial pressures being faced by the National Police Services. That said, a number of initiatives, such as modifications to the National Sex Offender Registry to address travelling sex offenders and new proposals to provide police access to suspended criminal records, are being added to the National Police Services without additional funding. Moreover, funding for the National Centre for Missing Persons and Unidentified Remains will expire in 2015. These issues need to be addressed to ensure the long-term sustainability of the National Police Services. s.69(1)(g) re (c)

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FEDERAL POLICING RE-ENGINEERING

ISSUE: Status of the Federal Policing Re-engineering initiative.

BACKGROUND:

Federal Policing re-engineering was formally initiated in August 2011. The goal of this initiative is to build an agile, integrated, and innovative Federal Policing program that is capable of efficiently and effectively addressing operational priorities.

The re-engineering initiative is comprised of four (4) primary components:

1. *The redesign of Federal Policing at national headquarters;*
2. *The implementation of a new service delivery model in all Divisions;*
3. *The establishment of a new National Division, focused on sensitive investigations of threats to Canada's national interests, extra-territorial investigations, the provision of security, and protection of federal properties; and,*
4. *The implementation of a new governance framework including enhanced oversight of key operations and standardized prioritization of file selection*

CURRENT STATUS:

The implementation of a new service delivery model is underway across all divisions.

The implementation of a new National headquarters model commenced in April 2013.

A new National Division was launched in June 2013.

Discussions with central agencies have been positive to date. Continued engagement of central agencies will involve the development of a performance management framework.

STRATEGIC CONSIDERATIONS:

Ongoing engagement of key stakeholders is essential for the success of this initiative. Initial discussions with the Contract Management Committee took place in early November 2012. Discussions with other domestic and international partners are ongoing.

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NATIONAL DIVISION

ISSUE: To provide an overview on the recent creation of "National" Division and its mandate.

BACKGROUND:

The RCMP is currently divided into 15 divisions, plus Headquarters in Ottawa. Each division is managed by a Commanding Officer and is alphabetically designated. Divisions roughly approximate provincial boundaries with headquarters, generally, located in the respective provincial or territorial capital.

"A" Division (Ottawa) specialized in politically sensitive and complex investigations at both the national and international level. In addition, it was responsible for policing 286 federal statutes and 17 sets of federal regulations. The Division's territory covered more than 5,000 square kilometers in and around the National Capital Region (NCR), including Ottawa and Gatineau.

After an extensive review, as well as internal and external consultation, the RCMP modified "A" Division's mandate with the objective of focusing its expertise on sensitive and high-risk investigations that pose a threat to Canada's political, economic or social integrity. In addition, an integration of the NCR Protective Operations units responsible for safeguarding the Prime Minister, Governor General, Internationally Protected Persons, as well as Parliament Hill, the Supreme Court and other designated edifices throughout the NCR, will be implemented.

In recognition of the new focus and mandate, it was proposed that "A" Division be recast as "National" Division. The "National" designation will enhance clarity for employees and external partners and stakeholders, particularly as the Division moves away from geographic area of responsibility to a nationwide scope.

CURRENT STATUS:

National Division was officially launched on June 3rd, 2013.

In line with the new mandate, the responsibility for undertaking traditional federal policing activities in the NCR will be assumed by "O" (Ontario) and "C" (Quebec) Divisions. Uniting federal investigative units (e.g., Drugs and Customs & Excise) with those in "O" and "C" Division will streamline investigations in the NCR and allow for enhanced coordination among the RCMP's law enforcement partners across the region. The resources currently dedicated to these units will remain in the NCR.

These changes have been made within the context of the RCMP's Federal Policing Re-engineering Initiative, which is focused on effectively integrating and allocating resources, intelligence sharing capabilities and accountability mechanisms internally, and with national and international partners, to better target criminal threats.

STRATEGIC CONSIDERATIONS:

Extensive consultations were held with various governmental, non-governmental and law enforcement partners. There was unanimous support for the revised mandate.

It is anticipated that there will be no incremental costs as a result of either implementing the revised mandate or re-branding the Division. In actuality these changes are expected to generate efficiencies.

NEXT STEPS:

The RCMP will undertake a review of the new mandate to identify gaps, best practices and opportunities by April 1, 2014.

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MODERNIZING CANADA'S CRIMINAL RECORDS SYSTEM

ISSUE: To provide information on RCMP efforts to modernize Canada's national criminal records and fingerprint identification system.

BACKGROUND: Part of the National Police Services provided by the RCMP, the Canadian Criminal Real Time Identification Service provides fingerprint identification and criminal records services to law enforcement and criminal justice agencies, and other public and private sector interest groups. The RCMP maintains approximately 4.1 million criminal records and receives thousands of new ones on a monthly basis, obtained pursuant to the *Identification of Criminals Act*.

Canada's law enforcement and criminal justice communities depend on accurate, up-to-date criminal record information and access criminal record holdings intensively. This information is used for identification purposes, sentencing decisions, bail hearings, parole board hearings and record suspensions. It also has various non-criminal justice purposes, including background screening for employment, volunteer work, adoptions, legal name changes, immigration programs and protecting Canada's vulnerable sector communities.

Historically, the national criminal records system has relied on paper-based records, which involve manual and labour intensive processes. Coupled with the rise in criminal record updates and demand for access, the RCMP faces an ever-increasing backlog in criminal records awaiting updates. This backlog was noted in 2000 and 2011 by the Auditor General, who recommended that the RCMP "determine the systems, process and resources required to eliminate the backlog".

In response, the government invested over \$140M in the *Real Time Identification Crown* project to automate Canada's fingerprint identification system. With this new technology, the RCMP is now able to make positive identifications to crime scene fingerprints that would not have been possible with paper-based methods. It has reduced processing times for both criminal and non-criminal justice fingerprint submissions from weeks and months to days, hours and in most cases, minutes. For its project management leadership and excellence, the Real Time Identification Project was awarded the Treasury Board Secretariat IM/IT Community Recognition Award.

The scope of the Real Time Identification project did not include the automation of criminal charge and disposition information (updating criminal records from the results of criminal proceedings). These updates continue to rely on inherently inefficient paper-based processing, which is directly attributable to the growing backlog for updating criminal records.

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CURRENT STATUS

Building on the success of the Real Time Identification Project, the RCMP is implementing significant business process modifications to complete the automation process for the criminal records system.

Criminal Justice Information Modernization

In 2013, the RCMP made an internal capital investment of \$40M over three years to automate fully criminal charge and disposition updates in virtually real time and prevent future backlogs of national criminal records information. By better exploiting existing technologies and replacing some legacy systems, this project will yield significant performance benefits through the elimination of manual processing of criminal records.

Canadian Criminal Realtime Identification Service Business Renewal

Based on a resolution passed by the National Police Information Services Advisory Board, which recognized the inherent inefficiencies of a paper-based criminal records system, the RCMP is working with police partners to transition to a fully electronic system of fingerprint submissions by July 2014.

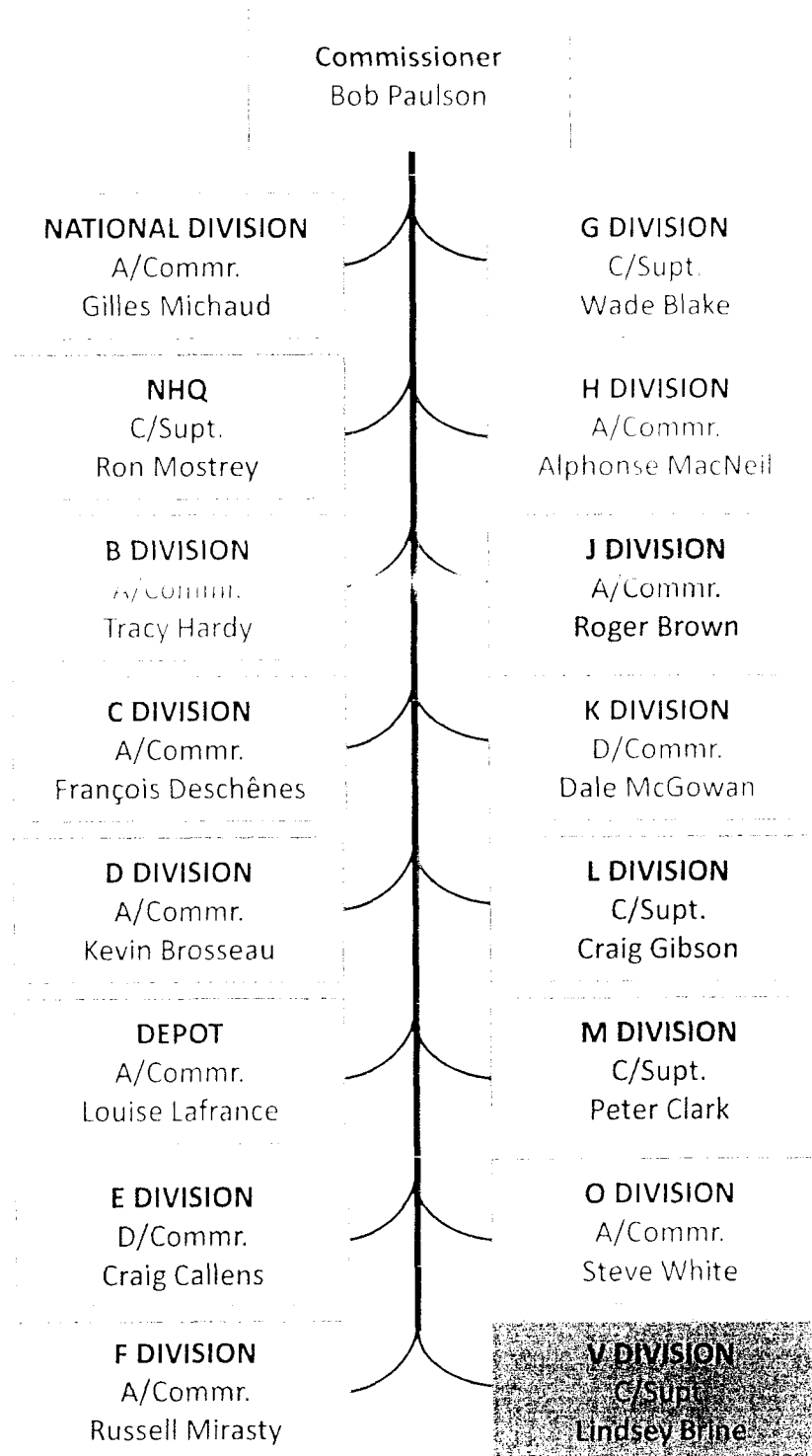
The same advisory board recognized that there are significant inherent public safety risks associated with conducting non-criminal justice records checks using name based methods. The RCMP is therefore developing a model that would require all such checks to be conducted using electronic fingerprint submission by July 2015 (name-based checks would not be permitted thereafter).

Civil Screening Modernization

With the cessation of name based records checks in 2015, the demand for civil fingerprint records checks, which has more than doubled between 2007 and 2012, will increase exponentially. The complete automation of criminal records processes, described above, offers a unique opportunity to transition to a cost-recovery model where some or all of the fee for civil records checks (\$25) could be used to sustain a civil records check system that is in increasing demand by Canadians and Canadian businesses.

The RCMP is currently developing, for your consideration, a proposal that would increase public access to electronic devices through existing industry players and return some or all of the existing fee to the RCMP to sustain the electronic system and process upon which the system relies.

Commanding Officer Reporting Structure



CANADIAN FIREARMS PROGRAM

- TAB 1** CURRENT STATUS OF LITIGATION INVOLVING BILL
C-19, *ENDING THE LONG-GUN REGISTRY ACT*
- TAB 2** CLASSIFICATION OF FIREARMS

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CURRENT STATUS OF LITIGATION INVOLVING BILL C-19, *ENDING THE LONG-GUN REGISTRY ACT*

ISSUE: To provide information on the litigation in Quebec and Ontario as a result of Bill C-19, *Ending the Long-Gun Registry Act* (the *Act*), which came into force on April 5, 2012.

BACKGROUND:

In Canada, the use, possession, transportation and acquisition of firearms is governed by the *Criminal Code*, the *Firearms Act* and associated regulations. The RCMP Canadian Firearms Program is responsible for the administration of the *Firearms Act* and the Canadian Firearms Information System, the database which stores all firearm registration and licensing information under the authority of the *Act*. Employees of the Canadian Firearms Program, including Chief Firearms Officers and the Registrar of Firearms, have access to the information contained in the Canadian Firearms Information System.

The *Ending the Long-Gun Registry Act* introduced important changes to the *Firearms Act* and *Criminal Code* by:

- eliminating the legislative requirement for individuals and businesses to register non-restricted firearms;
- requiring the destruction of all non-restricted firearm registration records in the Canadian Firearms Information System and all other copies of those records under the control of the Commissioner of Firearms or Chief Firearms Officers; and,
- creating the authority for the Registrar of Firearms, a public service employee of the Canadian Firearms Program pursuant to Section 82 of the *Firearms Act*, to confirm to the seller of a non-restricted firearm the validity of the buyer's firearms licence prior to a sale.

Quebec

In April 2012, the Attorney General of Quebec launched litigation against Canada. The Attorney General sought the transfer of all non-restricted registration records for residents of Quebec so that the province could establish its own firearms registry. An interlocutory injunction dated April 5, 2012 prevented Canada from destroying non-restricted firearms registration records for residents of Quebec and obligated the Canadian Firearms Program to continue processing registration and transfer applications until the matter could be heard.

On September 10, 2012, the Quebec Superior Court ruled in favour of the Attorney General for Quebec and found that section 29 of Bill C-19 (the requirement for the Commissioner of Firearms to destroy long-gun registry records) is unconstitutional in so far as it concerns Quebec and also ordered the RCMP to hand over non-restricted firearm registration records to Quebec within 30 days. On October 9, 2012, the Attorney General of Canada appealed the Quebec Superior Court decision and the hearing took place on March 13 and 14, 2013.

Canada's appeal of the decision has, in effect, suspended the application of the ruling. As such, Canada is no longer required to transfer the non-restricted firearms registration records to Quebec or administer non-restricted registration and transfer applications until a final Court decision has been rendered. On June 27, 2013, the Quebec Court of Appeal issued a judgment allowing Canada's appeal. Immediately following this decision, the Attorney General of Quebec filed a motion to suspend the judgment. As of July 5, 2013, the decision on this motion has yet to be rendered by the Quebec Court of Appeal. Consequently, the Court stated that the registration of non-restricted firearms in Quebec will continue and there will be no destruction of the records in Quebec until the Supreme Court of Canada renders a decision on leave.

Ontario

On May 16, 2012 the Barbara Schlifer Commemorative Clinic and Amanda Dale, executive director of the Clinic, filed an application in Ontario Superior Court challenging several sections of Bill C-19 as unduly infringing on rights enshrined under sections 7 and 15 of the *Canadian Charter of Rights and Freedoms*. Although the Barbara Schlifer Commemorative Clinic and Amanda Dale filed for an interlocutory injunction to prevent the destruction of non-restricted firearms registration records in the province of Ontario, the motion was not granted by the Court.

CURRENT STATUS:

- 1) The Canadian Firearms Program continues to administer the non-restricted firearms registration and transfer regime for Quebec.
- 2) In the province of Ontario, the hearing has been scheduled for June 10 to 12, 2014.

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CLASSIFICATION OF FIREARMS THE SWISS ARMS PE90 MODEL RIFLE CLASSIFICATION

ISSUE:

To provide information on the classification of firearms and the status of the review of the Swiss Arms PE90 model rifles.

BACKGROUND:

The Registrar of Firearms is a Public Service employee of the RCMP Canadian Firearms Program appointed pursuant to section 82 of the *Firearms Act*. The Registrar is responsible for issuing and revoking registration certificates for restricted or prohibited firearms pursuant to section 60 of the *Firearms Act*.

Canada's firearms classification regime is laid out under Part III of the *Criminal Code* and its Regulations (1995). Under this framework, firearms fall within one of three classes: non-restricted, restricted, or prohibited. Some firearms are listed by name in the Regulations, including their class, while others, particularly newer firearms, are not. The Canadian Firearms Program applies the criteria set out under Part III of the *Criminal Code* and creates a record in the Firearms Reference Table. The Registrar of Firearms uses this record to issue registration certificates.

The design of the Swiss Arms Classic Green PE90 rifle met the criteria of either a non-restricted or restricted firearm, depending on the barrel length, pursuant to subsection 84(1) of the *Criminal Code*. A non-restricted firearm is any rifle or shotgun that is neither restricted nor prohibited depending on the barrel length.

CURRENT STATUS:

As a result of a recent complaint from a licensed firearms business alleging the importation by another business of a prohibited variant of the existing Swiss Arms Classic Green PE90 rifle, the Canadian Firearms Program launched an investigation and is currently conducting a review of this rifle.

To assist in the review, samples of both the Swiss Arms Classic Green PE90 rifle and the purported prohibited variant were obtained for inspection. The Canadian Firearms Program is also awaiting information from the manufacturer regarding the specifications of these firearms.

STRATEGIC CONSIDERATION:

Should it be determined that the imported variant is prohibited, affected owners may seek compensation for their Swiss Arms Classic Green PE90 rifles. The value of the rifle is estimated at approximately \$4,000 per rifle. There are currently 301 restricted Swiss Arms Classic Green PE90 rifles registered in Canada. In addition, 44 non-restricted Swiss Arms Classic Green PE90 rifles are registered in Quebec. It is impossible to determine how many non-restricted Swiss Arms Classic Green PE90 rifles are in circulation in the rest of Canada since non-restricted firearms are no longer registered.

By way of comparison, in 2012 the class of the Sport Systeme Dittrich BD38 and 3008 firearms was changed from restricted to prohibited due to the emergence of new information that came to light upon physical inspection of the firearms. The Government of Canada compensated 71 owners of the firearms a total of \$219,447.22.

As an alternative to revocation and to avoid future financial compensation liabilities, consideration should be given to making legislative changes to the *Firearms Act* to allow owners to be grandfathered, thus permitting owners to retain possession of their firearms, should certain conditions be met. Should the Minister wish to explore this option further, additional consultation with Public Safety Canada and the Department of Justice would be required.

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CONTRACT POLICING

ISSUE: To provide information on Contract Policing and Police Service Agreements.

BACKGROUND:

The RCMP provides contract policing services via the Police Service Agreements (PSAs) to eight provinces (excluding Ontario and Quebec), three territories, approximately 150 municipalities, and 119 Community Tripartite Agreements (CTAs). The RCMP currently has members posted in over 700 detachments performing front line policing. The Agreements are bi-lateral in nature and are between Public Safety and the provinces, territories and municipalities. The RCMP is the service provider and not a signatory. The cost share ratio between Canada and the contract jurisdictions reflects the shared benefits to having the RCMP as the service provider. Some of the benefits include:

- Standardized policies and protocols across RCMP jurisdictions;
- Ability to conduct operations and investigations at the municipal, territorial, provincial, national and international levels;
- "Two hatted role"; Contract Policing members are able to enforce federal statutes, minimizing need for permanent federal officers in more remote areas;
- Rapid redeployment of RCMP contract policing resources which can freely cross jurisdictions to meet planned, as well as unforeseen policing events such as acts of terrorism or conflict, emergencies and disaster response (e.g., 9/11, G8/G20, 2010 Olympics, Swiss Air); and
- Visibility and sovereignty with respect to Northern Canada and our borders.

CURRENT STATUS:

After several years of negotiation, new 20-year Agreements came into effect on April 1, 2012.

A primary focus of the new Agreements is to modernize the relationship between the federal government, the contract jurisdictions and the RCMP. This modernized relationship is built on:

- Strengthened governance and accountability between the RCMP and the contract jurisdictions;
- Enhanced reporting on costs and issues that affect the police service;
- Meaningful consultation in advance of decisions being taken that will, or may, affect the cost, quality, capacity or governance of the police service; and

- Consistent application of the terms and conditions of the Agreement so that all parties are treated fairly.

Public Safety, the contract jurisdictions and the RCMP are supporting strengthened engagement through the ADM-level Federal/Provincial/Territorial Contract Management Committee (CMC). The CMC, which is co-chaired by Public Safety and one provincial or territorial ADM (currently Clayton Pecknold of British Columbia), is a forum for information-sharing and consultation with contracting jurisdictions on matters affecting the cost and quality of contract policing in each jurisdiction. The RCMP's Deputy Commissioner, Contract and Aboriginal Policing is the representative on CMC.

The CMC provides for a consultative forum on contract policing matters so as to better ensure that the interests of all parties are being considered. When possible, this consultation occurs prior to decisions being taken by the RCMP or Public Safety. To facilitate a better understanding of issues, the CMC has established several FPT Standing Committees that will analyze, assess and monitor key PSA issues, including:

- Finance and cost containment;
- Real property;
- Human resources;
- RCMP national programs; and
- Current issues.

STRATEGIC CONSIDERATIONS:

Increased consultation and financial administration, including cost containment, remain important elements of the Agreement for both Canada and the contract jurisdictions.

Given the magnitude of policing budgets, cost containment is of particular interest to the contracting jurisdictions. Currently, several financial issues are dominating the CMC table including; severance liquidation, costs for new headquarter buildings, and cost sharing of integrated units and biological case work analysis. The RCMP continues to participate in these CMC discussions as the partners work towards resolution.

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MURDERED AND MISSING ABORIGINAL WOMEN

ISSUE: To provide an update on the issue of murdered and missing Aboriginal women and girls which has garnered significant national interest from the media, the public and special interest groups.

BACKGROUND: There is continued public debate about missing and murdered Aboriginal women cases, including calls from the Assembly of First Nations (AFN), the Native Women's Association of Canada (NWAC) and international UN bodies for a national public inquiry on the subject. Recent public reports by the Oppal Commission of Inquiry in British Columbia and the Human Rights Watch (HRW) have highlighted the disproportionate victimization of Aboriginal women and perceived police inaction.

CURRENT STATUS:

The RCMP has completed a comprehensive file review of all incidents of murdered and missing Aboriginal women and girls occurring within RCMP jurisdiction and will remain vigilant in our efforts to resolve all outstanding cases. The number of cases reviewed includes 90 missing persons cases and 327 homicide investigations involving Aboriginal women occurring within RCMP jurisdiction.

On February 13, 2013, HRW, an international human rights monitoring and advocacy organization, released a report that examined the relationship between police and indigenous women and girls in British Columbia. The report raised concerns about the treatment of indigenous women and girls by the RCMP in northern British Columbia alleging long-standing abuse by RCMP police personnel. In the report, the adequacy of RCMP policies and existing complaint and oversight mechanisms relative to the protection for the human rights of indigenous women and girls are questioned. HRW has declined to release the identity of the alleged victims to RCMP. The Commission for Public Complaints Against the RCMP (CPC) has initiated a public interest investigation into the HRW allegations; the RCMP is engaged with the CPC and fully supportive of this independent external investigative process.

In February 2013, the House of Commons established a Special Parliamentary Committee with the mandate to "conduct hearings on the critical matter of missing and murdered indigenous women and girls in Canada and propose solutions to address the root causes of violence against indigenous women." RCMP representatives have appeared before this committee on June 13, 2013 and anticipate future appearances.

Simultaneous to the work of the Special Parliamentary Committee and the CPC public interest investigation, there are three separate United Nations entities scheduled to visit Canada in the fall of 2013.

- **Committee on the Elimination of Discrimination against Women (CEDAW)**
- **Inter-American Commission for Human Rights (IACHR)**
- **Special Rapporteur on the rights of Indigenous people – Prof. James Anaya**

The delegations will be investigating human rights concerns affecting Aboriginal peoples in such areas as, environmental protections, equitable access to education, health care, safe drinking water, safety and security and the concerns surrounding disproportionate numbers of murdered and missing Aboriginal women. The Department of Foreign Affairs, Trade and Development (DFATD) has been identified as the lead for these visits.

The Office of the Auditor General of Canada is also engaged in an audit entitled "Emergency management on reserves". While the parameters of the inquiry have yet to be fully defined, policing on reserves is anticipated to be included as part of the audit.

Over the past 12 months Aboriginal protests and demonstrations have increased. This surge in activity coincides with the emergence of the 'Idle No More' (INM) movement in November 2012, as a reaction to perceived abuses of indigenous treaty rights by the Government of Canada, in particular Bill C-45 (Jobs and Growth Act, 2012).

STRATEGIC CONSIDERATIONS:

- Aboriginal protest activities, relative to a myriad of social and environmental concerns, have persisted throughout the year and may be stimulated depending on the outcome of the CPC investigation and the UN visits to Canada.
- The RCMP is a participant in the DFATD lead working group that is planning and coordinating the UN visits. The RCMP will be a contributor throughout the UN visits highlighting RCMP programs and investigative best practices specific to the safety and security of Aboriginal peoples.

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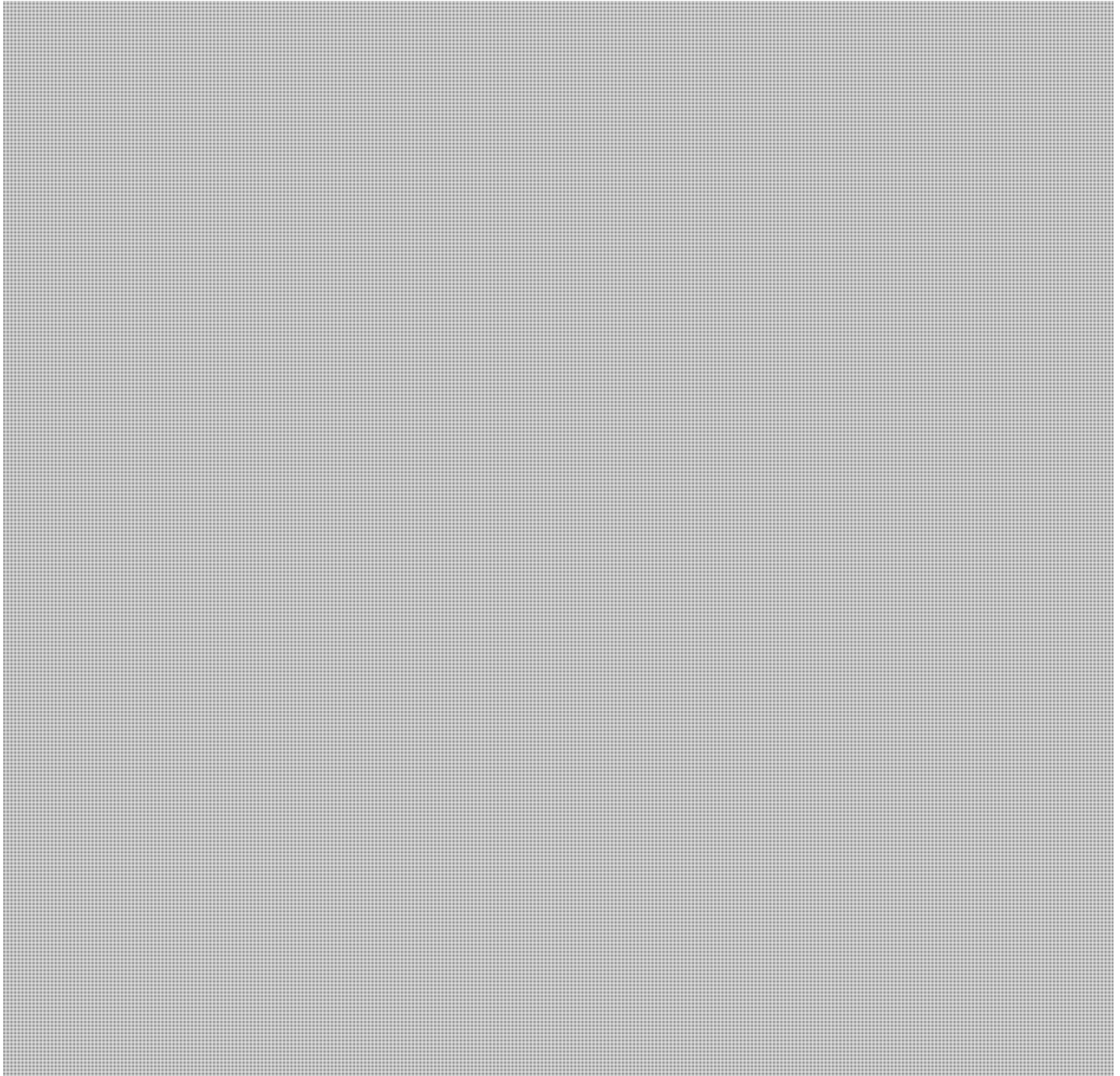
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RCMP LEGAL SERVICES: HIGH-PROFILE LITIGATION

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**Pages 1052 to / à 1055
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23, 69(1)(g) re (d), 69(1)(g) re (e)
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OPERATIONAL PRIORITIES

TAB 1 TRANSNATIONAL ORGANIZED CRIME

TAB 2 RCMP STRATEGY AND CONCEPT OF OPERATIONS
FOR CYBERCRIME

TAB 3 PERIMETER VISION FOR SECURITY AND ECONOMIC
COMPETITIVENESS: BEYOND THE BORDER ACTION
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s.69(1)(g) re (a)

TAB 4



TAB 5 THREAT MANAGEMENT

- *AN RCMP VIEW ON THREAT MANAGEMENT:
SOUND FRAMEWORK, IMPROVEMENTS POSSIBLE*

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TRANSNATIONAL ORGANIZED CRIME

ISSUE:

To provide information on the RCMP's response to transnational organized crime.

BACKGROUND:

Traditionally, organized crime was understood as comprising hierarchically structured groups that were culturally homogeneous and relatively local in scale. Today, however, law enforcement recognizes that numerous organized crime groups are loosely structured networks with diverse leadership structures and fluid linkages between members and associates.

The activities of these contemporary organized crime groups are facilitated by technology and globalization. This allows them to develop broader networks and expand their operations regionally, sometimes globally.

Consequently, Canadian law enforcement has fundamentally shifted its approach to organized crime to include transnational organized crime. Transnational organized crime is becoming increasingly opportunistic and complex, threatening the integrity of Canada's borders, our international reputation, and victimizing Canadians from coast to coast.

Organized crime and transnational organized crime in particular, are the cross-cutting theme that runs through a number of security-related public policy challenges that the Government has been responding to in recent years. For example, organized crime is the thread that runs through all of the following: human trafficking/smuggling, money laundering, contraband tobacco smuggling, cross-border criminality, intellectual property fraud, mass marketing fraud, capital market manipulation, and public contract corruption.

In 2012, the Government of Canada recognized the growing challenge of transnational organized crime as a concern through its security intelligence priority setting process.

CURRENT STATUS:

Ongoing RCMP federal investigations into transnational organized crime demonstrate:

- Canada is seen by some transnational organized crime networks as a safe haven and an excellent market in which to do business;
- A rise in troubling, public violence committed by individuals (including Canadians) with ties to transnational organized crime;

- Organized crime groups are continuing to target Canada as:
 - a market for their illicit commodities; and,
 - a country through which to trans-ship illicit commodities to other countries such as the United States, the UK and Australia;
- Transnational organized crime groups have intensified their relationships and act as “force multipliers” for Canadian organized crime;
- Groups that are operating on a national and/or international scale are diversified and involved in multiple criminal markets in Canada (i.e. the most powerful groups are not involved in one type of criminality, but several);
- Large-scale exfiltration of crime proceeds from Canada – often in bulk cash shipments; and
- Canada's economic system is particularly favoured by transnational organized crime to move/store/conceal illicit profits.

The RCMP is Canada's national leader in the fight against organized crime, including transnational organized crime. The RCMP pursues its own operations against these threats and also does so through collaboration with other police forces and agencies in RCMP-led units like Combined Forces Special Enforcement Units; Integrated Border Enforcement Teams; and, Integrated Market Enforcement Teams.

The RCMP's efforts are coordinated nationally through the National Integrated Operations Council, which brings together all RCMP Divisions to identify threats and target networks as national intelligence and enforcement priorities three times a year.

Canadian law enforcement efforts against these threats are coordinated through the use of a single integrated National Threat Assessment that is prepared on an ongoing basis by the RCMP-supported Criminal Intelligence Service of Canada and the collaborative work of the Canadian Association of Chiefs of Police and the Canadian Integrated Response to Organized Crime initiative.

International cooperation and capacity building is also an integral part of combating transnational organized crime. RCMP international cooperation efforts include involvement in international agreements and treaties and active participation in bilateral and multi-lateral fora like the Strategic Alliance Group and the G8 Roma/Lyon Group.

STRATEGIC CONSIDERATIONS:

The RCMP continues to advocate for the development of additional whole-of-government approaches to organized crime and transnational organized crime in order to better leverage the capabilities and authorities of non-law enforcement departments/agencies in this fight. Canada is currently the only one of its close allies (including the US/UK/Australia/NZ) without such a strategy. The RCMP would be happy to lead the development of such a strategy in the coming months.

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RCMP STRATEGY AND CONCEPT OF OPERATIONS FOR CYBERCRIME

ISSUE: To provide information on the development of the RCMP's cybercrime strategy and concept of operations to strengthen law enforcement's investigation and disruption of cybercrime.

BACKGROUND

In 2010, the Government launched Canada's Cyber Security Strategy. The Strategy is coordinated by Public Safety Canada and includes three pillars: 1) Securing Government systems; 2) Partnering to secure vital systems outside the federal Government; and 3) Helping Canadians to be secure online. As part of the Strategy's third pillar, the RCMP is responsible for developing a cybercrime strategy to strengthen law enforcement's response to threats posed by cybercrime.

While cyber security efforts have progressed (primarily with respect to protecting government systems), a gap remains concerning a shared understanding of cybercrime and its impact on Canada, and law enforcement's ability to effectively address cybercrime. There are variations across Canada's public and private sectors with respect to understanding cybercrime in a policing context and the role of the RCMP in investigating cybercrime. Cybercrime not only includes technical and often highly sophisticated 'technology-as-target' criminal offences (e.g. unauthorized use of a computer, mischief in relation to data), but extends to a broader range of 'technology-as-instrumental' occurrences where cyber is an integral component of many criminal offences and reported occurrences have more than doubled in the past year. These offences include financially-motivated and other crimes that take on a new scope and gravity in cyberspace, such as Internet-based mass marketing fraud, identity theft, intellectual property infringements, money laundering, illegal goods trafficking, child exploitation and cyber bullying. There is also an increase in the use of technology by serious and organized crime networks in Canada, and a need for more broad-based national and international law enforcement cooperation to combat cybercrime through joint forces operations.

There is a significant disparity between the criminal use of the Internet and information technologies and the RCMP's ability to keep pace through effective investigations, targeted enforcement and other policing measures. Cyber-related investigations also compound challenges to the RCMP's current capacity and capabilities to address the rising complexity and volume of digital evidence. To date, limited funding has been provided under Canada's Cyber Security Strategy to address cybercrime (3% of funding under the Government's cyber agenda).



As part of a Public Safety-led gap analysis in March 2013, the RCMP identified its requirements to better address cybercrime. The preliminary analysis centered on improving the following RCMP operational areas:

1. augmenting high priority cybercrime investigations, both domestic and international, through greater surge capacity and skills (e.g. online covert operations, technical domain expertise). Priority investigations would have a nexus to Canada's national security, economic integrity, and serious and organized criminal threats, and may involve domestic and international partner collaboration;
2. expanding capabilities to mitigate high-volume occurrences of cybercrime through enhanced criminal intelligence, tactical disruption (e.g. working with service providers to terminate cybercrime websites and email accounts), and strengthening operational relationships with law enforcement, security, intelligence and industry partners; and
3. expanding technical infrastructures and specialized functions to support cybercrime investigations, including greater capacity for handling rising volumes of digital evidence, and the development of new operational policing tools and improved training regimes.

To further address cybercrime and fulfill requirements under the Cyber Security Strategy (Pillar 3), the RCMP is developing a strategy to delineate cybercrime from cyber security, define the RCMP's role in cybercrime investigations and specialized support functions, and foster a Canada-wide understanding of cybercrime. The strategy will form the basis of a more detailed concept of operations for cybercrime investigations and other RCMP work.

CURRENT STATUS

Based on the March 2013 analysis, the RCMP is undertaking a detailed analysis of its cybercrime requirements, and will complete its strategy and a comprehensive, fully costed and scalable operational model by Fall 2013. [REDACTED]

s.69(1)(g) re (a)

s.69(1)(g) re (c)

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PERIMETER VISION FOR SECURITY AND ECONOMIC COMPETITIVENESS BEYOND THE BORDER ACTION PLAN

ISSUE: To provide information on the Beyond the Border Action Plan and the Action Plan's impact on RCMP operations.

BACKGROUND:

On December 7, 2011, Prime Minister Harper and President Obama held a joint press conference at the White House to announce details of the Beyond the Border Action Plan. The announcement received extensive media coverage in both countries where it was hailed as the 'most significant steps forward in Canada-US co-operation since the American Free Trade Agreement'. The three action items being co-led by the RCMP's Border Integrity Program are:

- Enhance Domain Awareness in the Air, Land and Maritime Environments;
- Cooperate on National Security and Transnational Criminal Investigations; and,
- Provide Interoperable Radio Capability for Law Enforcement.

In addition to the above, the RCMP is also implicated in eight other action items:

1. Threat Assessment Steering Group (Joint Threat Assessments);
2. Law enforcement and national security intelligence and information sharing;
3. Cooperation to counter violent extremism;
4. Jointly prepare for, and respond to, bi-national disasters;
5. Establish and verify traveler identity (biometric data);
6. Share pertinent immigration data;
7. Critical infrastructure protection; and,
8. Cyber security efforts.

CURRENT STATUS:

Domain Awareness

This initiative involves creating a full inventory of domain awareness capabilities at the border in order to identify gaps and vulnerabilities. Furthermore, it is intended that Canada and the US develop common standards to ensure that the deployment of new domain awareness technology can be integrated into a common operating picture(s), jointly accessible by Canadian and US officials.

Next Steps for Domain Awareness

Canada and the US have created a full inventory of Canadian and US domain awareness capabilities at the border. After identifying existing domain awareness gaps and vulnerabilities, the RCMP, in consultation with Transport Canada and the US, will prioritize addressing these gaps through the most appropriate measures, such as the joint deployment of new technology. It is anticipated that a bi-national report will be completed by the end of summer 2013 that will include a joint process for coordinated procurement and deployment of this technology along the border.

Shiprider (Integrated Cross-border Maritime Law Enforcement Operations)

Shiprider is a bi-national law enforcement initiative permitting specially trained and designated Canadian and US law enforcement officers to jointly patrol undisputed waterways along our shared border under the direction and control of an officer of the host country. Shiprider has been a highly successful pilot that employs cross-designated officers to patrol high-risk maritime areas between Canada and the US.

In 2009, the Shiprider Framework Agreement was signed by the Secretary of the US Department of Homeland Security and the Minister of Public Safety and sets out the basis for a permanent Shiprider program. The Framework Agreement also designated the Commissioner of the RCMP and the Commandant of the US Coast Guard as the Central Authorities responsible for coordinating the implementation of the Framework Agreement.

The legislation to enable ratification of the Framework Agreement was reintroduced in Parliament as part of the *Budget Implementation Act* on April 27, 2012, and the *Integrated Cross-Border Law Enforcement Operations Act* received Royal Assent on June 29, 2012. The Order in Council to bring into force the *Integrated Cross-Border Law Enforcement Operations Act* was approved on August 20, 2012. The exchange of diplomatic notes with the US took place in October 2012, formally ratifying the Shiprider Framework Agreement.

On October 12, 2012, Minister Toews formally announced Shiprider at an event in British Columbia. It was indicated that Shiprider was to be deployed in British Columbia/Washington State and Windsor/Detroit following sign-off of the National Standard Operating Procedures and the Information Sharing Memorandum of Understanding between the RCMP and the US Coast Guard. s.69(1)(g) re (a)

Next Steps for Shiprider

The RCMP and the US Coast Guard have recently signed both National and Regional Standard Operating Procedures and the Information Sharing MOU. Shiprider Teams have been deployed within the two regions and operations are being conducted.

Next Generation of Cross-Border Law Enforcement

Next Generation will build on existing bilateral law enforcement programs to create integrated teams in the areas of intelligence, criminal investigations, and an intelligence-led uniformed presence between ports of entry, significantly enhancing border security.

Teams would be co-located on a full-time basis and all three components would work together (intelligence, uniformed presence, and joint investigations) to maximize synergies. Intelligence would help lead and direct both the uniformed presence component and joint investigations. In turn, information gathered by the uniformed presence teams would be relayed back to the intelligence units to further bolster intelligence products and, where appropriate, information gathered by the uniformed presence teams would be passed on to the joint investigators for appropriate follow-up. The investigative teams would jointly pursue leads passed on by the intelligence unit or the uniformed presence teams to advance criminal investigations into serious criminals or organized crime groups.

Next Steps for Next Generation

Although much of the pre-deployment work was nearing completion,

[REDACTED]

s.13(1)(a)
s.15(1) - Int'l
s.21(1)(c)

Radio Interoperability

Canadian and US law enforcement personnel have identified the need to implement a bi-national radio interoperability system between Canadian and US law enforcement personnel. This would permit law enforcement agencies to coordinate timely responses to border incidents and to effectively coordinate bi-national investigations, while improving both officer and public safety.

The bi-national radio interoperability system uses a phased approach, which is based on a system-of-systems architecture through dedicated voice gateways. This is an innovative and cost effective approach to solving radio interoperability that will enhance border security in both Canada and the US in a fiscally responsible fashion. The solution will provide a reliable, secure and legal means to facilitate communication between Canadian and US law enforcement. In the future, the system could also support the flow of sensor data and video sources deployed in the border environment.

s.69(1)(g) re (a)

Next Steps for Radio Interoperability

[REDACTED]

The international data link has been installed between Ottawa's Chief Information Officer and Orlando's National Law Enforcement Communications Center and end-to-end voice testing has been successful. A phased approach is being utilized for the roll-out. The

solution has been deployed in the British Columbia/Washington State region, and is in the test-phase in Windsor/Detroit. Subject to the availability of US funding, the next deployment is planned for Quebec/Vermont (Swanton).

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69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g) re (e)

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s.15(1) - Subv

s.16(1)(a)(ii)

s.16(1)(b)

s.21(1)(a)

s.21(1)(b)



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THREAT MANAGEMENT

ISSUE: To provide the RCMP's view on threat management.

BACKGROUND:

Canada's approach to addressing possible national security harms – threat management – has evolved and is increasingly collaborative and integrated, driven by best practices and the changing threat environment. This approach forms the basis of Canada's response to international terrorism. The RCMP's view [REDACTED] to the management of threats is attached.

When the threat is apparent and imminent, Canada's security and intelligence community responds strongly. [REDACTED]

CURRENT STATUS:

The spectrum of response does not depend on the type of threat, i.e., terrorism, proliferation, espionage. Action can be taken in support of any government priority. For example, the RCMP can act in the absence of a criminal investigation. As a threat becomes more credible and likely, the range of response options increases. These options include

- arrest/detention,
- section 25.1 of the *Criminal Code* (which permits police officers to commit acts that would otherwise be criminal [REDACTED])
- immigration proceedings (for example, deportation),
- intervention with international partners, the private sector and regulatory bodies,
- overt surveillance, such as a "show of force", to prevent planned or suspected criminal activities, and
- covert surveillance

Managing threats in Canada's security community is not about pooling resources, but rather about pooling response options. Working together, the community can develop a broad array of options to manage a salient threat at any stage of development. This

s.21(1)(a)

s.21(1)(b)

collective approach also ensures that no one agency can unilaterally commit the community to a specific course of action that may not ultimately serve the Government of Canada's best interests. Leveraging the niche capacities of key agencies to manage threats is something the community does today, [REDACTED]

STRATEGIC CONSIDERATIONS:

[REDACTED]

NEXT STEPS:

[REDACTED]

s.21(1)(a)

s.21(1)(b)

An RCMP view on Threat Management:



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An RCMP view on Threat Management:

Summary

- Canada's approach to addressing possible harms – threat management – has evolved and is increasingly collaborative and integrated, driven by best practices and the changing threat environment.
- This approach has been supported by recent Commissions of Inquiry and other review bodies. It needs structure.
- No single agency is, or should be, responsible for identifying, managing, and executing responses to security threats and other harms to public safety.

s.21(1)(a)
s.21(1)(b)

Canada's national security system and threat management

The fundamental duty of the Government is to protect Canada and Canadians from harm.¹ Mitigating and – wherever possible – preventing threats, using methods that are consistent with our values and the principles of fundamental justice, is the primary goal of Canada's security community.

The community has embraced collaboration and collective action as the best practice for managing threats; following the September 11th attacks, this approach was the foundation of the Government's response to international terrorism and Canada's *National Security Policy*. The whole-of-government approach has met with substantial success and continues to evolve. Today, Government agencies and departments coordinate operationally as never before, surprisingly though without any formally prescribed structure for collaboration.

When the threat is both apparent and imminent, the community responds strongly. National security actors will and have mobilized to respond quickly in a crisis. Such a scenario, however, is not where difficulties occasionally arise.

s.21(1)(a)
s.21(1)(b)

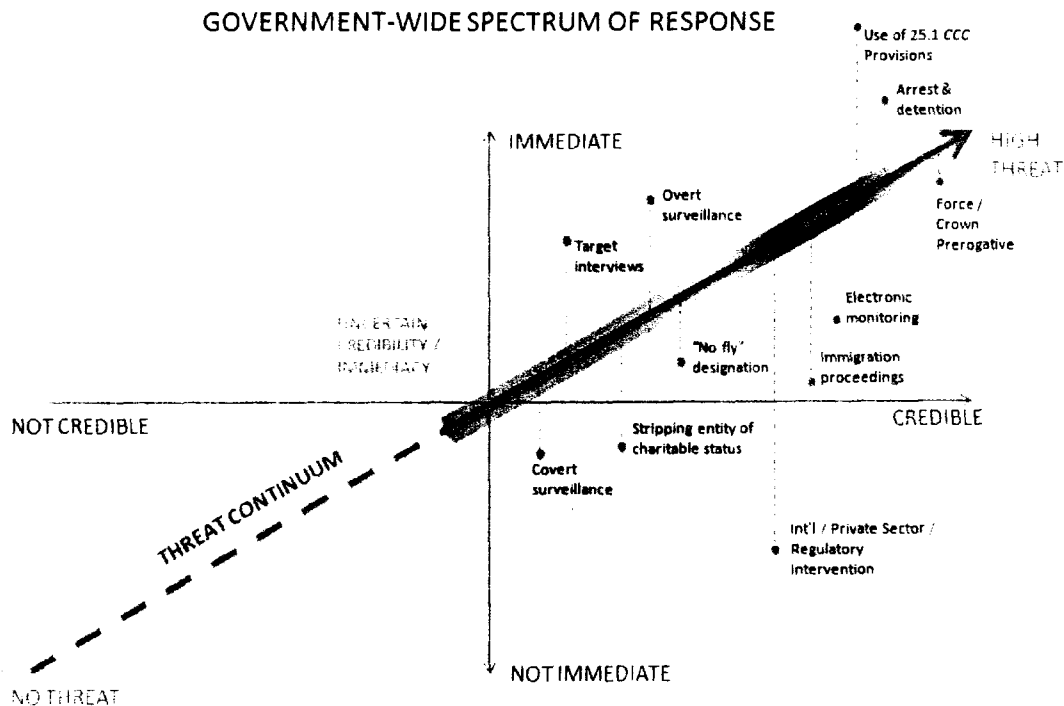
¹ This has been articulated in numerous policy documents, including most recently, on page 4 of *Building Resilience Against Terrorism: Canada's Counter-Terrorism Strategy*, which reads, "The first priority of the Government of Canada is to protect Canada and the safety and security of Canadians at home and abroad."

² For example, Bill S-7 (*The Combatting Terrorism Act*), Bill C-30 (*Protecting Children From Internet Predators Act*), and current interdepartmental

s.21(1)(a)

Protected "A"

Ultimately, our goal is to manage threats effectively, efficiently, and in a manner consistent with Canadian values. The whole-of-government approach to threat management simply articulates as strategy the norms that have developed across Canada's national security system. Threat management is owned collectively and therefore must be practiced collectively. No one agency, including the RCMP, should be responsible for the Government's approach.



As the credibility and immediacy of a threat increases, so does the relative threat level. Collectively, GOC agencies and departments have access to a full spectrum of response activities to diminish or eliminate a threat. This diagram illustrates just some examples of measures along the government-wide spectrum of response.

Current practice: The spectrum of response

The spectrum of responses does not depend on the type of threat, ie: terrorism, proliferation, or espionage; action can be taken in support of any government priority. There are mythologies about who can do what and when. Education is necessary to dispel them. For example, the RCMP has a broad crime prevention mandate which allows us to act (often with partners), even when a criminal investigation is not underway or being considered.³

³ Section 18. *Royal Canadian Mounted Police Act*. (Online). Ottawa: Justice Laws Website, 2012. Available: <http://laws.justice.gc.ca>. [May 4, 2012]

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The reality is that as a threat or harm becomes more credible and likely, the range of response options increases.⁴ *In extremis*, when the threat is imminent and severe, it is the Crown's prerogative to act, up to and including force where necessary (including specialized units of the military). Where we know that something is happening, we can, and will, stop it.

Some of the example actions cited in the diagram above are employed by police forces, while others are utilized by agencies with other enforcement powers such as CRA and CBSA. The spectrum of response illustrates some of the tools the community can use to manage a threat, recognizing that some uncertain threats need to be examined through methods such as interviews and surveillance while others do not yet warrant action as they are of uncertain credibility and/or too distant.

Experience has shown that a collective approach works *but* its efficacy is largely dependent on the level of threat awareness and appreciation on the part of GoC partners. Consequently, high and early levels of awareness translate into more robust, rapid, and effective responses. The examples below – which are admittedly RCMP-centric – underscore the fact that the Government can bring to bear a wide spectrum of threat management tools:

- **Arrest / Detention** is a vital threat management tool, although not all threats or harms warrant such action. Arrests can be used to disrupt threats when there is sufficient evidence. The threat of detention can be an effective deterrent in some cases, for example:
 - In 2011-12, once it had an appreciation of an ongoing activity, the RCMP (with other agencies) acted quickly to stop espionage being committed by a member of the Canadian Forces.

s.16(1)(a)(i)

s.19(1)

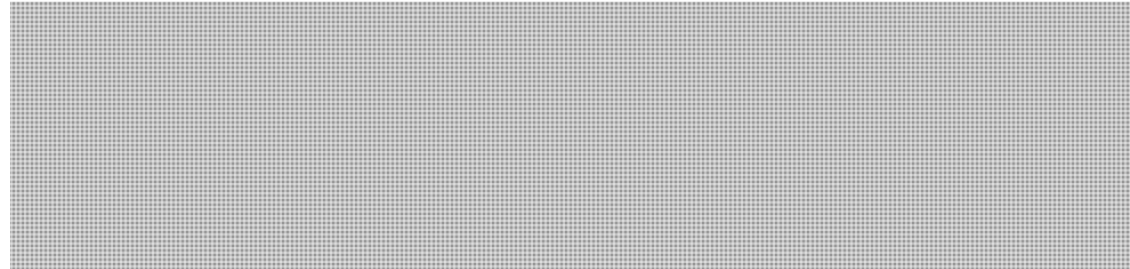


- **Section 25.1 Provisions** are authorities under the *Criminal Code* that permit police officers, when authorized, to commit some acts that would otherwise be criminal.⁵ These provisions – an area that the Force continues to look to use innovatively – have helped manage past threats. For example, the RCMP has used Section 25.1 to:

s.16(1)(a)(i)

s.21(1)(a)

s.21(1)(b)



- **Immigration proceedings.** [Redacted] have been used effectively to manage threats from non-Canadians residing in Canada. This requires coordination amongst agencies, for example:

⁴ The authorities enabling this range of responses are myriad and set out in specific statutes and common law.

⁵ Any actions taken under 25.1 *CCC* must be reasonable and proportional to the threat; approvals are granted at increasingly senior levels based on risk. Three main limitations apply: a) causing death or bodily harm; b) willful attempt to obstruct, pervert or defeat the course of justice; c) violating the sexual integrity of an individual. Uses of 25.1 by the RCMP are reported on to the Minister of Public Safety.

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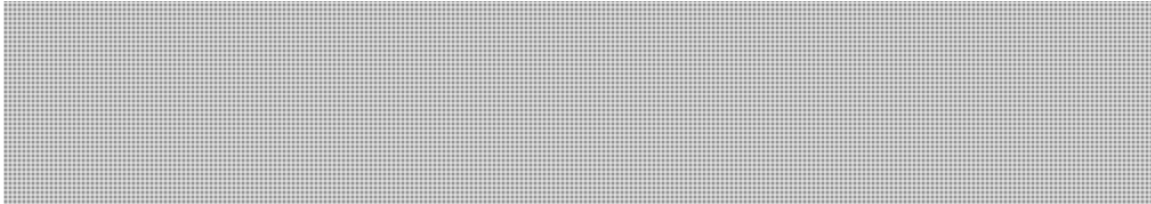

13(1)(a), 13(1)(d), 15(1) - Int'l, 15(1) - Subv, 16(1)(b)

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- **Covert surveillance** is used across the community, and all along the spectrum of response to identify and assess threats, to target action and, by law enforcement, to gather evidence towards arrest and detention. It, in many instances, is the source of the information that enables the decision-making that resulted in the actions above.

These recent examples signal a larger shift in community strategy. Two ongoing files demonstrate this strategic shift:

1. 
2. 

s.15(1) - Subv
s.21(1)(a)
s.21(1)(b)

As demonstrated, agencies have the necessary powers to address and manage a multitude of threats – from terrorism, to espionage, to transnational organized crime.

Managing threats in Canada's security community is not about pooling resources, but rather about pooling response options. From there, the community can thoughtfully and purposefully select a course of action from an existing menu of intervention options – anything from arrests and prosecution 

s.21(1)(a)
s.21(1)(b)

Working together, the community can develop a broad array of response options to manage a salient threat at any stage of development. This spectrum of response can become greater than the sum of its parts – that is, some options only become available through cooperation, such as joint operations. The collective approach also ensures that no one Government agency can unilaterally commit the community to a specific course of action that may not ultimately serve the GoC's best interests.

s.21(1)(a)
s.21(1)(b)



⁶ *Air India Inquiry* Vol 3, P. 20. The 16 "key" agencies, as cited in the O'Conner report, are: Canada Border Services Agency, Canadian Security Intelligence Service, Communications Security Establishment Canada, Department of Finance, Financial Transactions and Reports Analysis Centre of Canada, Department of Fisheries and Oceans/Canadian Coast Guard, Department of Foreign Affairs and International Trade, Department of Justice, Department of National Defence/Canadian Forces, Health Canada/Public Health Agency of Canada, Integrated Threat (now Terrorism) Assessment Centre, Privy Council Office, Public Safety and Emergency Preparedness Canada, Royal Canadian Mounted Police, and Transport Canada.

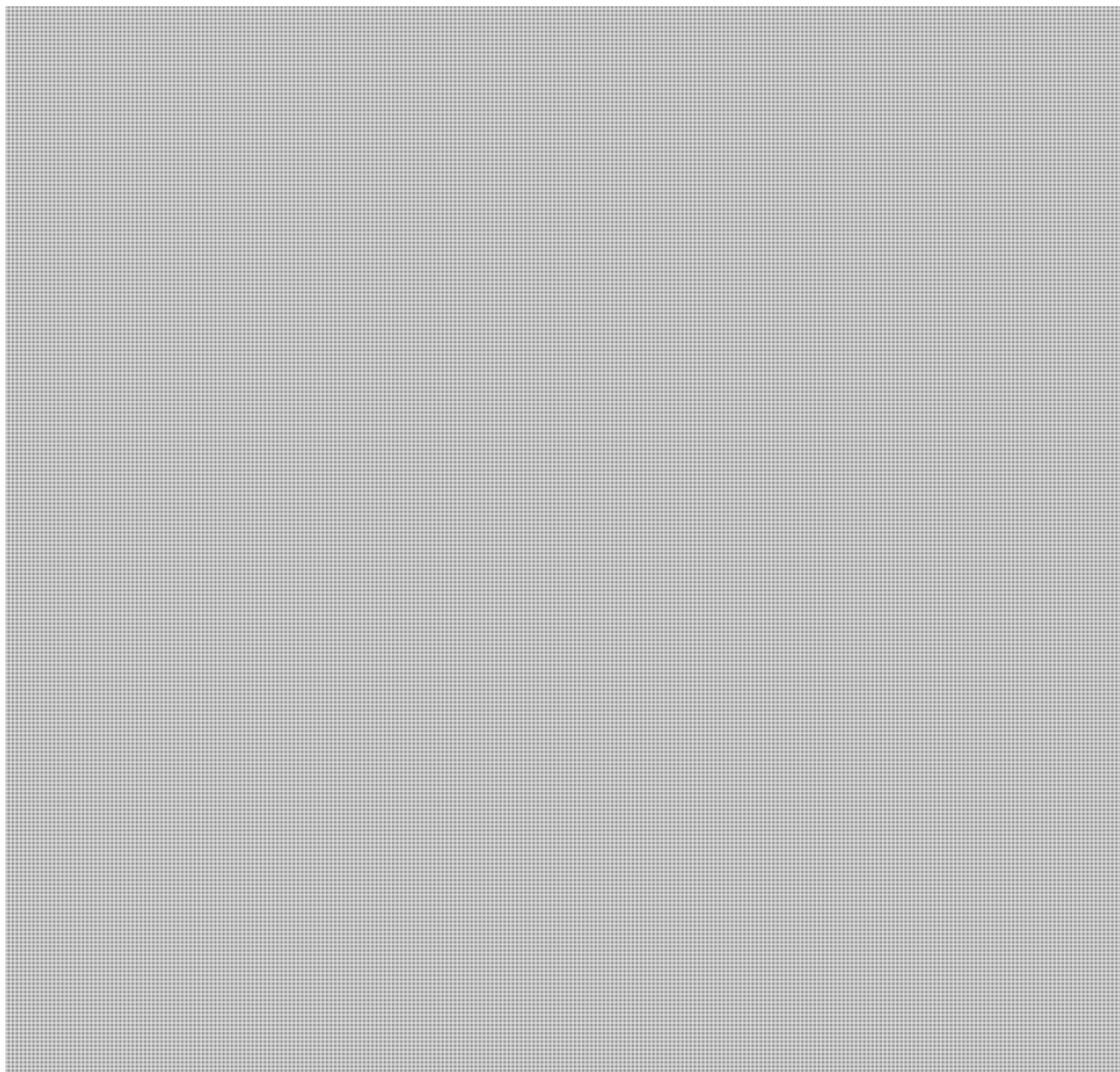
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15(1) - Subv, 21(1)(a), 21(1)(b)

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Conclusion

Canada's approach to security is sound. The mechanisms and machinery of this approach are built from common law, and set out in specific statutes, policies, and practices. They have been supported by recent Commissions of Inquiry and other review bodies, who have all made recommendations to support and extend existing practices.



It is vital that assessments of threats, including the assumptions on which they are based, be challenged before action is taken to both ensure they are comprehensive and objective as possible and to ensure no actor become the unilateral arbiter of the "greater good."

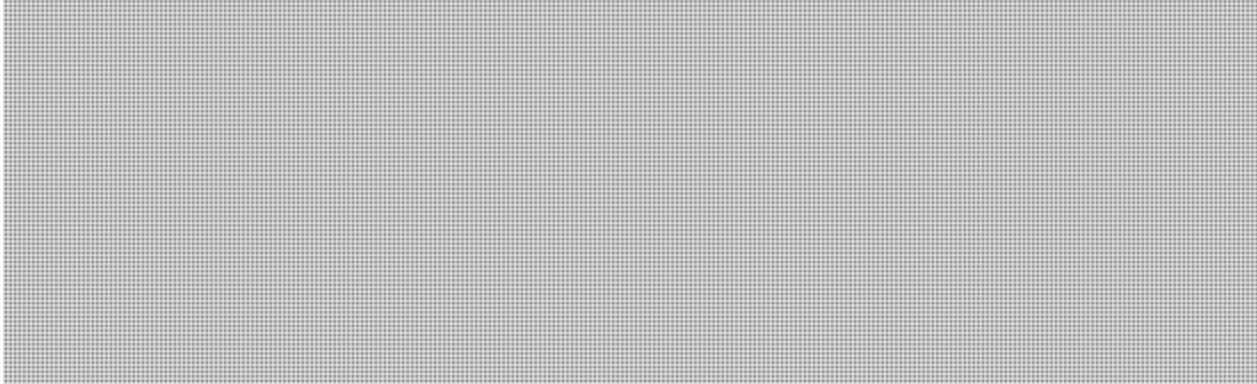
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The community's powers are invasive and their use, in many instances, has a significant impact on a person's ability to enjoy life, liberty and the security of their person. These powers understandably attract considerable demands for oversight and review from Canadians.

Their use must be principled. That is to say: proportionate, reasonable, consistent, and transparent enough to allow people to explain their actions. If our understanding of a threat, or even the determination as to whether one exists remains muddled, our ability to act should remain stuck in that mud – lest we tread on constitutionally and morally shaky ground.

s.21(1)(a)

s.21(1)(b)



Bob Paulson
Commissioner
RCMP

Royal Canadian Mounted Police



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BUDGET AND FINANCES

ISSUE:

To provide an update on the current state affairs for the RCMP's financials for the 2013-14 and future years.

BACKGROUND:

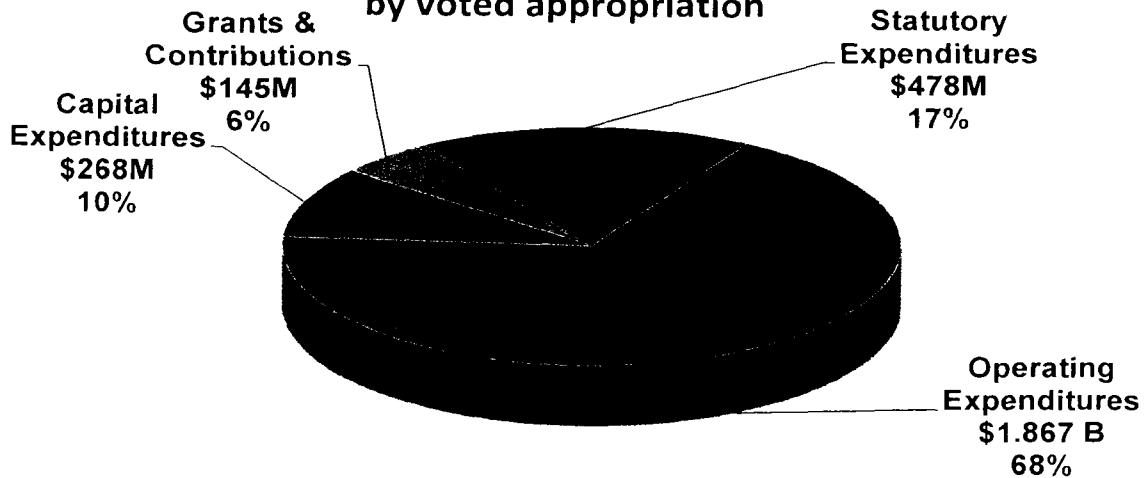
Main Estimates	2013-14	2014-15	2015-16
Gross Main Estimates	4,574.7	4,469.4	4,488.6
Revenues	(1,816.6)	(1,827.8)	(1,827.8)
Net Main Estimates	2,758.1	2,641.6	2,660.8

The RCMP's funding envelope in 2013-14 is \$4.6 billion (made up of \$2.8 billion in appropriations and \$1.8 billion in revenue stemming primarily from Contract Policing) and is comprised of operating, capital and grants and contributions, as well as statutory payments related to employee benefits of Members and Public Servants. This funding supports the following business lines; Canada's federal and national policing services, Canada's contract policing program, as well as operational and support services to these Programs.

With the renewal of the 20 year policing services agreements, which expired on March 31, 2012, the contract policing program has been fully rebased to the policing requirements of the provinces, territories and municipalities. Accordingly, contract policing is funded with an overall spending authority of \$2.6 billion, which includes \$1.8 billion of revenues. This funding is subject to a special purpose allotment (SPA) and cannot be reallocated for other pressures.

The RCMP's 2013-14 Main Estimates are broken down as follows by voted appropriation:

The RCMP's 2013-14 Main Estimates are broken down as follows by voted appropriation



Moving forward, the RCMP's reference levels will be further impacted by the final year of Budget 2012 savings, while at the same time managing a number of permanent and temporary pressures.

CURRENT STATUS:

The RCMP proposes to bring in its maximum allowable Operating Budget and Capital Budget Carry Forwards (OBCF and CBCF) which will allow for the management of pressures in 2013-14 without requiring additional operating authorities. This is a temporary solution for the current year only.

Permanent strategies are under development to address a number of pressures. Specifically, the RCMP faces a pressure related to the creation of Shared Services Canada (SSC) where \$175 million was transferred to cover \$120M in associated costs. In addition, strategies are under development to manage the National Policing Services Renewal and Federal Policing Re-engineering.

The RCMP is in year two of implementing Budget 2012 and will achieve full DRAP reductions savings totalling \$195 million in 2014-15 as planned.

STRATEGIC CONSIDERATIONS:

Strategies are currently being developed that will address systematic lapses and maximize efficient use of reference levels. The RCMP will be able to manage 2013-14 provided the current OBCF and CBCF requests are approved by TBS.

The key objective during 2013-14 is to put in place the strategy for 2014-15 and beyond that ensures the RCMP can manage within reference levels moving forward and augment the quality and credibility of its business cases and supporting costing analysis, while recognizing the era of cost containment for the foreseeable future.

NEXT STEPS:

Multi-year strategies to address ongoing pressures will be recommended to the Commissioner to allocate OBCF toward in year pressures, and to prepare for prioritization and resolution of permanent pressures for future years.

HIGH PROFILE ISSUE
POPULATION MANAGEMENT,
INFRASTRUCTURE & ACCOMMODATION ENHANCEMENT*
CORRECTIONAL SERVICE OF CANADA

Issue:

Over the past few years, the Correctional Service of Canada (CSC) has faced critical funding pressures with a constant increase in its offender population. As the offender population increases, CSC continues to be challenged by an ageing institutional physical infrastructure, combined with requirements to expand bed capacity at both the institutional and community levels. In addition, the profile of offenders entering CSC institutions has become more complex and diverse in recent years, and poses serious challenges for CSC.

Background:

CSC's most recent projections anticipate that between April 2013 and April 2018, the federal inmate population may increase by approximately 1,050 additional inmates. This is in addition to the growth already experienced since 2010.

The profile of offenders entering CSC institutions has become more complex and diverse in recent years. CSC has changed how it operates to better respond to this current offender profile by enhancing intelligence and information systems; implementing population management and mental health strategies; and modernizing the delivery of rehabilitation programs. CSC regularly reviews its programs and operations to ensure it addresses the needs of offenders under its supervision.

Furthermore, CSC's facilities are aging and in need of repair.

CSC is closely monitoring the population and responding accordingly. To meet the associated challenges, the Service is implementing a multi-faceted approach to facilitate and support its transformation initiatives and provide a more effective, efficient, and sustainable physical infrastructure.

Investments:

Through measures such as Program Integrity, and an annual, quasi-statutory Treasury Board submission, CSC has been able to position itself, from a resource perspective, to ensure that it: meets basic legal and policy obligations; maintains basic safety and security in penitentiaries ensuring the safety of visitors, staff, and inmates; addresses infrastructure rust-out issues; and adapts to a more diverse and challenging offender population.

In addition, new investments have been received as a result of legislative measures, such as the *Truth in Sentencing Act* and the *Tackling Violent Crime Act*, and these investments will allow CSC to meet the same requirements for an increased offender population.

CSC has sufficient funds to maintain its aging infrastructure for the foreseeable future in an effective and sustainable manner. In addition, CSC is investing in new infrastructure by expanding many of its men's and women's institutions across the country. These investments will support CSC's efforts to better manage the offender population. Once these expansions are complete, CSC will target available resources to maintaining and, where possible, improving the condition of existing infrastructure.

These investments are in line with CSC's ongoing Transformation Agenda that seeks to eliminate drugs in institutions, improve correctional programs, develop offender employment skills, enhance offender accountability, and strengthen community corrections.

Accommodation Strategy:

CSC's Accommodation Strategy for 2013 through 2018 provides a blueprint to how CSC intends to safely manage a complex and diverse offender population over the next five years. CSC's Accommodation Strategy focuses on the following elements:

- Completing the construction of New Living Units at many of CSC's existing men's and women's institutions
- Temporary use of Double Bunking as needed
- Closure of Institutions
- Continued Support of Existing Infrastructure

Based on current projections, CSC anticipates it will have sufficient accommodation capacity through to the end of 2018-2019, with some population pressures in the Ontario and Prairie regions and reception centres. CSC will address any population pressures through comprehensive population management strategies. For example, CSC can and does make use of interregional transfers, double-bunking, and streamlining of the assessment process.

s.69(1)(g) re (a)

Next Steps:

s.69(1)(g) re (c)

CSC continues to monitor changes in the offender population

Talking Points (if required):

- As a more agile, efficient, and effective correctional system, CSC will meet the ongoing challenge of a diverse and complex offender population. CSC will be better

positioned to provide a correctional environment which is safe, secure, and more conducive to both offender rehabilitation and, ultimately, the public safety of all Canadians.

- CSC is well positioned to meet the challenge and build on its effective corrections expertise. The Government is providing the necessary funds to address the growth in the offender population and ensure CSC can continue to deliver on its public safety mandate.
- CSC will continue to monitor its activities and associated resources to ensure public safety results for all Canadians.

* *Due to overlap in subject-matter, the issue of Population Management has been combined with Infrastructure & Accommodation Enhancement*

HIGH PROFILE ISSUE
MENTAL HEALTH, including the case of Ashley Smith
CORRECTIONAL SERVICE OF CANADA

Issue:

The Correctional Service of Canada (CSC) faces several challenges regarding the provision of mental health services to a significant number of offenders with mental health needs.

Background:

CSC currently delivers a continuum of mental health services to meet the needs of offenders from intake to warrant expiry. Five accredited Regional Treatment Centres across five regions provide care for men offenders with the most serious mental health conditions who require in-patient treatment beds.

CSC spends approximately \$90 million annually on mental health services. This has included implementing an updated, comprehensive Mental Health Strategy; training approximately 8,900 staff on the fundamentals of mental health care; and creating new policies and management committees to address incidents of inmate attempted suicide and self-injury.

CSC's Mental Health Strategy

CSC has a comprehensive Mental Health Strategy that includes five key components:

1. mental health screening at intake;
2. primary mental health care in institutions;
3. intermediate mental health care to address the needs of offenders who are unable to cope in regular institutional settings, but whose mental health problems are not so severe as to require care in a Regional Treatment Centre (currently being piloted in one men's facility; provided in women's facilities in the Structured Living Environments);
4. intensive care at the Regional Treatment Centres; and
5. transitional care for release to the community.

These key components are supported by management practices, including:

- professional development for correctional and mental health staff;
- development of tools to support staff in their daily interactions with offenders with mental disorders;
- research and performance measurement activities to identify best practices and areas for improvement; and

- monitoring, fostering and sustaining partnerships both internal and external to CSC.

Ashley Smith

Ashley Smith was a 19-year old offender who died in custody at Grand Valley Institution for Women on October 19, 2007. The circumstances of her death are currently subject to an Inquest by the Ontario Coroner's office.

Following Ms. Smith's death, CSC has undertaken a number of actions to improve its capacity to address the mental health needs of offenders in the federal correctional system. Indeed, CSC has strengthened its efforts to prevent deaths in custody and has introduced a broad number of initiatives and programs specifically aimed at the preservation of life. CSC will continue to pursue initiatives that will help position itself to avoid such a tragic situation in the future.

Next Steps:

Improving capacity to address the mental health needs of offenders is a key priority for CSC and improvements to the mental health continuum of care are being implemented.

Talking Points (if required):

- CSC has a legislative mandate to provide essential health care to inmates and reasonable access to non-essential mental health care that can contribute to the rehabilitation and reintegration of offenders, in keeping with professionally accepted standards.
- CSC has a comprehensive Mental Health Strategy to improve the continuum of mental health care provided to offenders.
- Increased community capacity to address the mental health needs of Canadians is key to ensuring CSC does not become the default mental health system for Canada.

HIGH PROFILE ISSUE
DEFICIT REDUCTION ACTION PLAN (DRAP) INITIATIVES
CORRECTIONAL SERVICE OF CANADA

Issue:

The Correctional Service of Canada (CSC) is doing its part to support the federal government's return to a balanced budget, reduce the deficit, and deliver on its commitments to Canadians.

Background:

As announced in Budget 2012, the Government has met its target of finding at least \$4 billion in ongoing savings. Budget 2012 also outlined the Government's commitment to return to a balanced budget, by implementing cost-saving measures to help modernize government, making it easier for Canadians and businesses to deal with their Government, and refocusing the cost of operations and program delivery.

As stated in the Budget, the planned savings for CSC is outlined as follows:

- \$85.5M in 2012-2013 (\$78.5 M in operating and \$7M Employee Benefit Plan);
- \$170.2M in 2013-2014 (\$154.3 M in operating and \$15.9 M Employee Benefit Plan); and
- \$295.4M in 2014-2015 (and ongoing; \$265.7 in operating and \$29.7 M Employee Benefit Plan).

The organization will achieve these cost savings by implementing measures to increase offender accountability, achieve administrative efficiencies, streamline operations and program delivery, and close three institutions by 2014-15 (Kingston Penitentiary and the Regional Treatment Centre in Ontario and Leclerc Institution in Quebec).

Closure of Institutions:

CSC has taken the first step to dealing with aging infrastructure by closing two institutions. The institutions in question are aging facilities with infrastructure that does not lend itself well to the challenges of managing the institutional routines of today's complex and growing offender population. CSC is building new units at existing sites in these regions. While closing institutions will create limitations with respect to population management, good management practices will mitigate any perceived increase in risk. The organization is well-placed to meet any future challenges, having laid a solid foundation with its ongoing Transformation Agenda.

This initiative will result in savings of \$120 million per year once the facilities are decommissioned in 2014-15.

Current Status:

CSC has fully achieved its target for 2012-2013. For the next two fiscal years, all initiatives are on track for completion within identified timelines. CSC is actively managing the roll-out of all initiatives through regular and sustained monitoring at the local, regional and national levels, in order to ensure that implementation is proceeding on time, on plan, and on budget.

Talking Points (if required):

- In support of the federal government's return to a balanced budget, reduce the deficit, and deliver on its commitments to Canadians, CSC identified cost-saving measures.
- These measures will increase offender accountability and realize operational efficiencies at national, and regional, headquarters, as well as at operational sites across the country.
- CSC's target for 2012-2013 has been fully achieved and all initiatives for the next two fiscal years are on track for completion within identified timelines.
- The initiatives arising from Budget 2012 will further enable CSC to focus resources on the organization's key priorities and core mandate, while at the same time ensuring the organization will continue delivering strong public safety results for Canadians.

PAROLE BOARD OF CANADA

**Briefing Book
June 2013**

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MISSION AND VALUES

MISSION

- *“The Parole Board of Canada, as part of the criminal justice system, makes independent, quality conditional release and pardon decisions and clemency recommendations. The Board contributes to the protection of society by facilitating, as appropriate, the timely integration of offenders as law-abiding citizens”. (copy enclosed)*

CORE VALUES

- The Mission establishes four core values to guide the Board's work:
 - contribution to the attainment of a just, peaceful and safe society;
 - respect for the dignity of all individuals and the equal rights of all members of society;
 - belief that qualified and motivated individuals are essential to achieving the Mission; and
 - commitment to openness, integrity and accountability in the execution of the mandate.

KEY MESSAGE

- The PBC's Mission and core values provide a valuable and practical framework for pursuit of public safety and excellence in all aspects of program delivery.



MANDATE AND LEGISLATIVE FRAMEWORK

MANDATE

- The Parole Board of Canada (PBC) is an independent decision-making body responsible for:
 - decisions on the timing and conditions of release of offenders to the community on various forms of conditional release. The Board makes decisions for offenders sentenced to a federal penitentiary (a sentence of two years or more) or to a provincial/territorial correctional facility (sentence of less than two years) in provinces/territories that do not have parole boards. Provincial boards exist in Quebec and Ontario;
 - decisions to order, refuse, or revoke record suspensions (formerly known as pardons) for convictions under federal acts or regulations; and
 - recommendations regarding the exercise of the Royal Prerogative of Mercy for those convicted of a federal offence in all jurisdictions.

LEGISLATIVE FRAMEWORK

- The Board derives its decision-making authority from:
 - the *Corrections and Conditional Release Act (CCRA)*;
 - the *Criminal Records Act (CRA)*;
 - the *Criminal Code of Canada*; and
 - The Letters Patent constituting the Office of the Governor General (1947).

KEY MESSAGE

- The Board's legislative framework is prescriptive, shaping PBC policy, training and operations, and clearly establishing public safety as the Board's top priority.



STRUCTURE

BACKGROUND

- The Parole Board of Canada (PBC) is an independent administrative tribunal within the Public Safety portfolio. The Chairperson of the Board is accountable to Parliament through the Minister of Public Safety.
- The Board carries out its work through its national office located in the National Capital, and regional offices located in Moncton (Atlantic Region), Montreal (Quebec Region), Kingston (Ontario/Nunavut Region), Saskatoon/Edmonton (Prairies Region) and Abbotsford (Pacific Region).
- Generally, conditional release decision-making takes place in the regional offices, while appeal decisions and record suspension/clemency decisions/recommendations are made at the National Office.
- In June, 2013, there were 86 Board members and approximately 400 indeterminate public service employees working at the Board.

DESCRIPTION OF DUTIES

- The PBC's organization chart is attached.

Chairperson

- The Chairperson is a full-time member of the Board and is chief executive officer. The Chair directs the Board's activities in keeping with government plans and priorities as well as the Board's mission, vision and values.
- The Chairperson reports to Parliament through the Minister of Public Safety on the fulfilment of the Board's mandate, and is accountable for the effectiveness and efficiency of PBC policy and operations.
- The Chairperson also works actively with the heads of portfolio agencies and the Public Safety Deputy Minister to support and promote portfolio coordination and effectiveness.
- The Chairperson has responsibility for all Governor-in-Council (GIC) appointed Board members.

Executive Vice-Chairperson

- The Executive Vice-Chair is a full-time Board member and replaces the Chairperson in his absence. She is also responsible for the Board Member Secretariat Division that oversees the qualification process for Board members, Board members'

professional conduct, Board member training, as well as quality decision-making and evaluation processes for Board members and Vice-Chairpersons.

Vice-Chairperson (Appeal Division)

- The Vice-Chair of the Appeal Division is a full-time Board member and is responsible for the professional conduct, training and quality of decision-making of Appeal Division Board members, as well as ensuring the integrity, quality and consistency of the Board's appeal decisions.

Regional Vice-Chairperson (RVC)

- Each RVC is a full-time Board member and ensures the professional conduct, training and quality decision-making of Board members assigned to their region.

Board Member

- A Board member is responsible for analyzing relevant information, conducting hearings and rendering independent, quality conditional release and pardon decisions and clemency recommendations.
- Board members may be nominated as full-time or part-time decision makers, typically for a three-year term. Terms are renewable. The *CCRA* sets a limit of 60 full-time members and no limits on the number of part-time members.

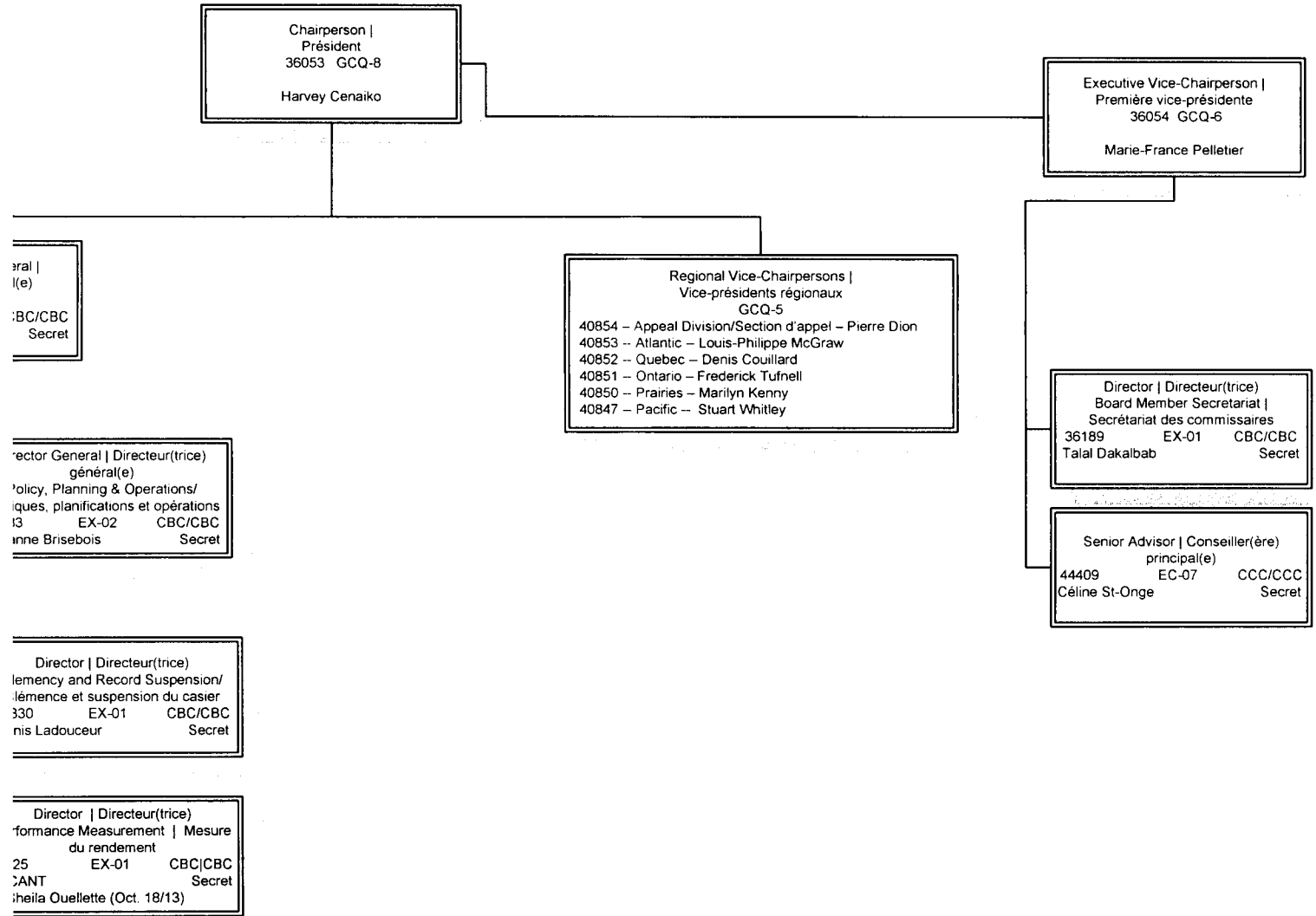
Executive Director General

- The Executive Director General is the chief operating officer of the Board and is responsible for providing corporate leadership of the five regional offices as well policy and operations, strategic planning, performance measurement, program monitoring, corporate services, appeals and the clemency and record suspension program at National Office.

KEY MESSAGES

- The PBC is a small agency, comprised of public servants and GIC-appointed Board members.
- As the chief executive officer of the Board, the Chairperson directs the Board's management and operations. Board members are, however, independent in their decision-making responsibilities, consistent with PBC's legislative framework and decision policies.

Organizational Chart | Organigram de la CLCC



Positions Legend / Légende des postes

Indeterminate / Indéterminé	Term / Terme	
Subordinates / subordonnés	Unfunded / non- financé	Vacant



PROGRAM ENVIRONMENT

BACKGROUND

- The PBC works in a challenging environment that demands effective alignment to the Government of Canada's **outcome of a safe and secure Canada**, and careful assessment of criminal justice issues and community concerns. The Board is expected to rigorously pursue innovation and improvements to meet heavy workload pressures, with limited resources. Public safety remains the Board's **primary** concern in all aspects of decision-making policy, training, and operations.
- The Board delivers on two statutory responsibilities: conditional release; as well as record suspensions (formerly pardons) and clemency. The PBC also manages a range of internal services that provide critical support for program delivery. The conditional release area is the most complex and accounts for 87% of annual program expenditures (including conditional release and openness and accountability). Program delivery is labour-intensive, with salary costs accounting for approximately 90% of yearly program expenditures. Most of the remaining expenditures cover essential operating costs, such as travel to parole hearings. In 2012, the passage of the *Safe Streets and Communities Act* resulted in amendments to both the *Criminal Records Act (CRA)* as well as the *Corrections and Conditional Release Act (CCRA)*. Further changes to the *CCRA* and regulations came into force in December of 2012 as a result of efficiencies measures approved in Budget 2012.

CONDITIONAL RELEASE

- The PBC workloads are shaped by factors beyond its control. Legislation governing the Board (the *Corrections and Conditional Release Act - CCRA*) is prescriptive, specifying when and how the Board conducts its business (e.g., when a review is required by law, and when to use hearings). In addition, workloads are driven by the actions of offenders, victims and the community. In concrete terms, this means that the PBC must deal with high workload volumes, involving critical issues of public safety, in tight timeframes, amid intense public scrutiny. For example, in 2012-13 the PBC completed 18,941 conditional release reviews for federal and provincial offenders.
- The Board must also continue to seek to strengthen its capacity for quality conditional release decision-making to ensure that it responds to recent legislative changes, and the increasingly challenging program environment in which the Board operates – one characterized by a higher percentage of offenders with shorter sentences (i.e., sentences between 2-3 years in length), an increasingly difficult federal offender population (e.g., characterized by longer criminal histories, greater prevalence of violence, more gang affiliations, more serious substance abuse problems and more serious mental health issues), and its growing diversity.

- The growing diversity in the offender population, as reflected in the continued over-representation of Aboriginal people and the growing numbers of offenders from diverse ethno-racial communities, demand that the Board continue to ensure policies, training and decision processes are reflective of present and future realities. Thus, enabling the PBC to collect and assess relevant information related to risk and safe community reintegration for groups of offenders with unique needs and circumstances. Decision processes such as Elder-assisted hearings for Aboriginal offenders exemplify the PBC's efforts in this area.
- The openness and accountability provisions of the CCRA continue to present important challenges for the Board with respect to:
 - Sharing information with victims of crime;
 - Provision of information and assistance for those who wish to observe PBC hearings or gain access to the Board's registry of decisions; and,
 - Delivery of a program of public information.
- Workloads in these areas have grown exponentially since the introduction of the CCRA in 1992. In 2012-13 for example, the Board had over 22,000 contacts with victims, over 3,500 observers at hearings and processed over 6,600 requests for access to the decision registry. As with conditional release decision-making, the need for quality program delivery in this area is critical, given its implications for public safety and public confidence in corrections and conditional release. Ongoing public scrutiny and media interest in this area make program effectiveness crucial.

RECORD SUSPENSION/PARDONS AND CLEMENCY

- The Board implemented a series of legislative and regulatory amendments to the Criminal Records Act (CRA) that have led to a number of changes within the record suspension program formerly known as pardons.
- In June of 2010, the *Limiting Pardons for Serious Crimes Act* received Royal Assent. The CRA was amended to:
 - Increase the ineligibility period for a pardon for certain offences;
 - Ensure that the Board has the authority to make inquiries with regard to pardon applications for all types of offences;
 - Ensure that the Board has the discretion to consider additional factors in the decision-making process for pardons;
 - Establish factors the Board may consider in determining whether the granting of the pardon would bring the administration of justice into disrepute; and,
 - Implement the assessment of good conduct in all cases.
- On March 13th, 2012, the *Safe Streets and Community Act* further amended the CRA. The amendments included replacing the term 'pardon' with the term 'record suspension'. Extending the waiting period for applicants from three to five years for all summary offences, and from five to ten years for all indictable offences.

In addition, certain persons became ineligible to apply for a record suspension. Specifically, persons convicted of schedule I offences or those convicted of three offences where a custodial sentence of two years or more is attached to each conviction.

- The program area has changed significantly over the last two years. Board staff are now required to obtain additional information from applicants, research and investigate cases including more in-depth inquiries with criminal justice partners, build files, and provide the information to Board members. In addition, Board members require additional time to review cases and to make decisions based on the merits of each case.
- Additionally, the lengthening of eligibility period and ineligibility for persons to apply for a record suspension has had implications for the Board's Clemency unit. In past years the Clemency Unit typically handled approximately 20 applications a year. Currently, the Unit is managing in over 75 active files and dealing with an increase in inquiries as a consequence of the new legislation, causing delays in processing applications for the Royal Prerogative of Mercy (RPM).
- On February 23, 2012, the Board increased the fee to apply for a record suspension to \$631 in order. This increase followed through on the Government's plan to implement a fee system that would require users to assume the cost of processing a record suspension application.

STRATEGIC RESOURCES

- The Board must continue to address the need for strategic management of human, financial, information and technology resources to support quality program delivery. The PBC is committed to ensuring a strong, diverse and dynamic workforce that excels in delivering the Board's mandate to Canadians, today and in the years to come.
- The Board's human resource challenge has two dimensions:
 - Maintaining sufficient numbers of experienced Board members is an ongoing challenge because of their specified periods of appointment; and,
 - Over the next five years, a number of senior and experienced staff at the Board will be able to retire without penalty to their pension.
- The first challenge involves Board members who are Governor-in-Council appointments. The CCRA specifies that the Board will comprise no more than 60 full-time members. The Act also provides for the appointment of part-time members to help manage conditional release decision-making workloads. Board members are usually appointed for three year terms. Maintaining sufficient numbers of experienced Board members is a challenge because of the specified terms of appointment. The PBC must also deal with the reality that, following an initial orientation period of five weeks, newly appointed Board members still require three to six months of additional training and mentoring before they can manage the full

scope of their decision-making responsibilities. In this context, the Board must ensure that it recruits sufficient numbers of qualified candidates for consideration for appointment as Board members, and provides effective ongoing training to ensure that Board members have the knowledge they need to apply PBC policies and assess risk in decision-making.

- The Board faces another challenge with respect to succession planning with regard to its public service staff. Departures of experienced staff erode corporate memory and diminish critical knowledge of the law, policy, and training. The impact of this is especially acute in a small organization. Board staff provide the continuity of knowledge and information essential for quality program delivery. For this reason, development of an effective human resource plan for dealing with staff turnover is essential.
- Timely access to relevant information provides the foundation for quality conditional release and record suspension decision-making and ultimately for the Board's continuing contribution to public safety. In addition, the Board must deal with legislated responsibilities for sharing appropriate information with victims of crime, offenders, other criminal justice agencies, and the public. In this environment, strategic information management is crucial, requiring the Board to have the automated systems necessary to support effective collection, storage and sharing of information. Additionally the Board must have in place the policies and procedures necessary to ensure effective information management. Progress in these areas will require the assistance of the Correctional Service of Canada (CSC) as the CSC is the Board's information technology service provider.
- In April 2007, the Commissioner of the Correctional Service of Canada (CSC) and the Chairperson of the Parole Board of Canada (PBC) entered into a Master Service Agreement (MSA) for the provision of IT services at the PBC. CSC agreed to provide future IT services to the PBC in exchange for the transfer of all PBC IT resources (human, financial and physical) to CSC. Therefore, no investment in IT is required by the PBC. CSC is responsible for maintaining PBC's IT systems, infrastructure, business applications and corporate applications. For information on PBC IT requirements please refer to CSC's investment plan.
- Strategic management of financial resources will also present important challenges. For the foreseeable future, the Board will face complex and growing workload pressures in areas of legislated responsibility. There is also a growing need for resources to address Treasury Board and Public Service Commission monitoring and accountability mechanisms.

KEY MESSAGES

- The PBC works in a very challenging environment. The public remains very concerned about violent re-offending. Media reporting of corrections and conditional release issues continues. Victims' are also more prominently engaged in criminal justice system.
- The PBC workloads, driven by factors beyond PBC control, remain heavy and are becoming more complex.
- In addressing these challenges, the Board is guided by its Mission and Values and its continuing commitment to public safety.



VISION AND STRATEGIC DIRECTION

BACKGROUND

- Since 2000, the PBC's Vision has been shaping and stimulating continuous improvement in PBC policy, training and operations and links planning and performance reporting to the concepts of public safety and public service.
- The Board's Vision is for continuous improvement in policy, risk assessment and decision-making. Striving for this ideal will continue to be a priority for the Board, requiring the dedication and commitment of Board members and staff to address the challenges ahead.
- The Board's strategic outcome and program activities are clearly linked to its Vision and are the cornerstones of its public accountability. The Parole Board of Canada has a single strategic outcome:
 - Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.
- The PBC's top priority is to contribute to public safety through quality decisions related to conditional release and record suspensions.
- The Board's long-term vision is for continuous improvement in policy, risk assessment and decision-making. In this vision, the ideal state would be where:
 - The Board is a world leader in quality decision-making, working constantly to contribute to public safety by improving the ability to identify those offenders who will succeed in the community;
 - The Board works within a modern and well-crafted legislative framework;
 - The Board is perceived to be open and fair, respecting the duty to act fairly and the unique needs and circumstances of diverse groups in its decision policies and processes;
 - The Board identifies highly qualified candidates for appointment as Board members and staff, and sustains excellence through continuous learning and effective succession planning;
 - The Board is seen as a community Board, representing and being representative of diverse communities, and where public understanding of the Board and parole is high and there is confidence in parole as an effective strategy for community safety;
 - The Board works in partnership with Aboriginal groups to develop innovative models for parole decision making that address the unique needs and circumstances of Aboriginal offenders and the role of Aboriginal communities in the safe reintegration of these offenders;

- The Board forges community partnerships, and ensures information sharing and public consultation;
 - The Board develops innovative decision processes that meet the needs of victims of crime in an effective manner;
 - The Board works effectively with its key partners, including the CSC, the voluntary sector, community groups, and other levels of government to promote an effective criminal justice system;
 - The Board has a self-sustaining record suspension program, and there is public recognition that a record suspension is a sound public safety strategy and long-term indicator of rehabilitation; and,
 - The Board has a resource strategy which supports effective operations and continuous improvement.
- The Board is pursuing the following to fulfil its vision:
 - commitment to quality in all aspects of work;
 - continuous learning as a foundation for quality;
 - openness and accountability to all segments of the Canadian public;
 - outreach to build understanding and support for conditional release;
 - sustainability of the record suspension program; and,
 - effective and efficient program delivery.

KEY MESSAGES

- The Parole Board of Canada is committed to public safety.
- Through its vision, the Board has developed a solid foundation for enhancing its contribution to public safety, quality program delivery and effective resource management.
- Progress is being made in important areas of the vision (e.g., better risk assessment and decision-making, training, addressing the needs of victims, partnerships). However, the Board continues to strive for improvement, drawing information from the results of research and Canadian experience.



PROGRAM ACTIVITY ALIGNMENT

BACKGROUND

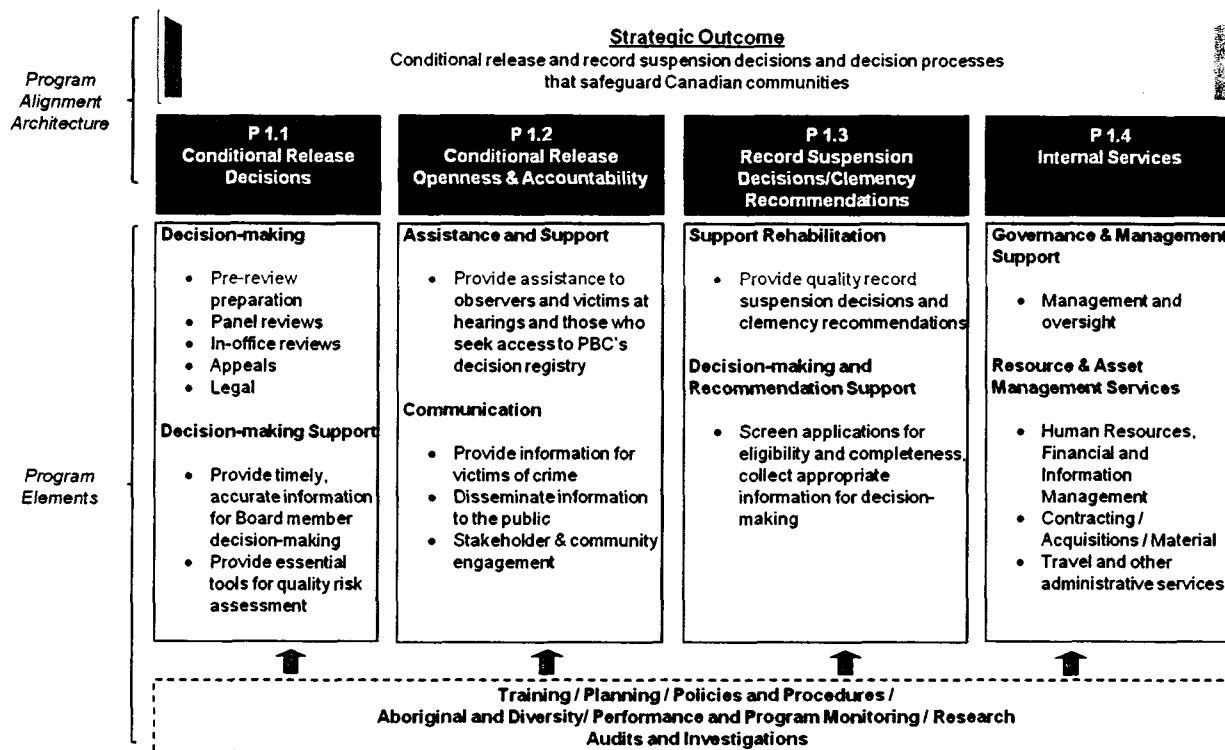
- Federal departments and agencies are required by Treasury Board policy to plan, set priorities, allocate resources and report performance within a Management Results and Resources Structure (MRRS) that reflects organization responsibilities and the benefits provided for Canadians.
- The key elements of a MRRS are strategic outcomes and a Program Activity Alignment (PAA) that are meaningful for the organization and for public assessment of results.
- The PBC has developed a MRRS that meets its needs and has been approved by the Treasury Board.

RESOURCES/RESULTS FRAMEWORK

- The PBC is an independent administrative tribunal with legislated responsibilities for conditional release and record suspension decisions and clemency recommendations. The Board is also required by law, to operate in an open and accountable manner, as reflected in provisions for sharing information with victims of crime, for observers at PBC hearings and for providing public access to a registry of decisions.
- The Board's primary objective is public safety as specified in law, and reinforced in its Mission, decision policies and training for Board members and staff. The Board's strategic outcome flows directly from its enduring commitment to public safety:

"Conditional release and record suspension decisions and decision processes that safeguard Canadian communities"
- The PBC's program activities, as approved by the Treasury Board, are aligned with the Board's strategic outcome.
- PBC program activities and priorities are designed to support continuous progress in achieving the strategic outcome. To support this outcome, the PBC has four program activities:
 - Conditional release decisions;
 - Conditional release openness and accountability;
 - Record suspension decisions/clemency recommendations; and,
 - Internal services.

- The Parole Board of Canada's Strategic Outcome and Program Activity Alignment (PAA), reflect the key aspects of the PBC's legislated responsibilities for conditional release and record suspension/clemency, and represent the areas of accountability and performance in which the public and Parliamentarians most frequently express interest. In this context, the Board's strategic outcome is the cornerstone of its public accountability.
- The following chart illustrates the PBC's complete framework of program activities and program elements, which roll up and contribute to the PBC's single strategic outcome:



Program Activity	Expected Result	Overview of Results (2011-12)
Conditional release decisions	Quality conditional release decisions that contribute to public safety.	<ul style="list-style-type: none"> • Over the last ten years, 94% of parole supervision periods were completed without the offender being convicted of a new offence. • Over a ten year period, 99% of releases on parole did not result in a conviction for a new violent offence prior to warrant expiry. • Over the long-term (10 to 15 years after sentence completion), 91% of offenders who completed their sentences on full parole have not re-offended and returned to a federal penitentiary.

<p>Conditional release openness and accountability</p>	<p>Conditional release processes that ensure that the PBC operates in an open and accountable manner, consistent with the CCRA.</p>	<ul style="list-style-type: none"> ▪ More than 21,000 contacts with victims. ▪ Over 2,700 observers at its hearings. ▪ Released in excess of 5,400 decisions from its decision registry. ▪ The PBC responds to the majority of requests within an average of less than 15 days. ▪ In a survey of victims conducted in 2009-10, 89% of respondents stated they were satisfied with the services they received from the Board. Results of surveys conducted with those who observe hearings and who request access to the decision registry indicated that PBC response times are within acceptable ranges.
<p>Pardon¹ decisions, clemency recommendations</p>	<p>Quality pardon decisions and clemency recommendations that support rehabilitation and community reintegration.</p>	<ul style="list-style-type: none"> ▪ Since the inception of the Pardon program, 96% of all pardons awarded remain in force.
<p>Internal services</p>	<p>Efficient and effective internal services that support quality program delivery.</p>	<ul style="list-style-type: none"> ▪ The Board continued to adhere to MAF expectations. Mechanisms are in place and work continued to integrate and enhance MAF elements.

KEY MESSAGES

- PBC's strategic outcome and program activities provide the foundation for measuring performance and reporting results that are of critical concern to Canadians. They emphasize public safety, openness and accountability.
- PBC performance information indicates that it has been successful in achieving results.

¹ On March 13, 2012, Bill C-10, *The Safe Streets and Communities Act*, received Royal Assent, substituting the term "record suspension" for the term "pardon". As this change occurred two weeks before the end of the reporting period, the nomenclature throughout the 2011-12 Departmental Performance Report (DPR) refers to "pardon" to be consistent with the 2011-12 Report on Plans and Priorities (RPP).



DEPARTMENTAL PERFORMANCE REPORT 2012-13

BACKGROUND

- The Departmental Performance Report (DPR) presents results by strategic outcome, that is, the long-term benefits for Canadians that federal organizations aim to achieve and the areas of accountability that reflect the Board's legislative responsibilities for conditional release and pardons.
- Tabling of DPRs in the House of Commons and the Senate is typically scheduled for October each year.
- Though the President of the Treasury Board tables DPRs on behalf of ministers, DPRs are ministerial accountability documents and must be signed off by the Minister.

2011-12 DPR

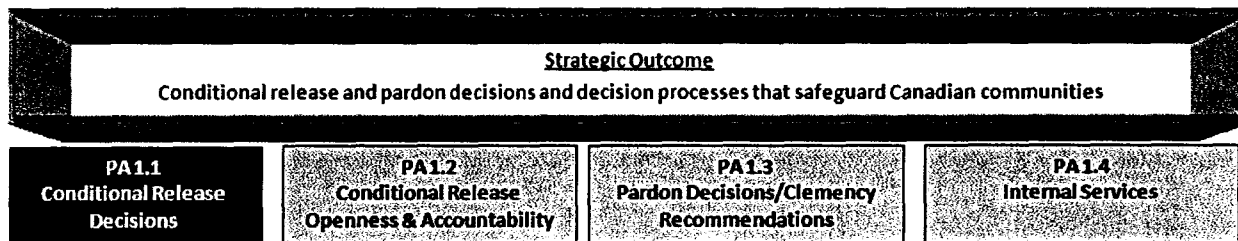
- The PBC has one strategic outcome:

Conditional release and pardon¹ decisions and decision processes that safeguard Canadian communities.

- PBC program activities and priorities are designed to support continuous progress in achieving the strategic outcome. The following discusses plans surrounding the following Program Activities:
 - Program Activity 1.1: Conditional Release Decisions
 - Program Activity 1.2: Conditional Release Openness and Accountability
 - Program Activity 1.3: Pardon Decisions/Clemency Recommendations
 - Program Activity 1.4: Internal Services
- The following describes the PBC's program activities and identifies the expected results, performance indicators and targets for each of them. In addition, the sections below also explains how the PBC plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each activity.

¹ On March 13, 2012, Bill C-10, *The Safe Streets and Communities Act*, received Royal Assent, substituting the term "record suspension" for the term "pardon". As this change occurred two weeks before the end of the reporting period, the nomenclature throughout the 2011-2012 Departmental Performance Report (DPR) refers to "pardon" to be consistent with the 2011-12 Report on Plans and Priorities (RPP). In the 2012-13 Departmental Performance Report (DPR) the term "record suspension" will be used, as it was with the 2012-13 RPP.

Program Activity 1.1: Conditional Release Decisions



2011-12 Financial Resources (\$ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
36,401	41,886	38,244	352	310	42

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Quality conditional release decisions that contribute to public safety	Multi-year information on the number and % of releases on parole that result in a new offence or a new violent offence	Zero (0) re-offending by parolees prior to warrant expiry	Over the last ten years, 94% of parole supervision periods were completed without the offender being convicted of a new offence. Over a ten year period, 99% of releases on parole did not result in a conviction for a new violent offence prior to warrant expiry.
	Multi-year information on the number and % of offenders who complete their sentence on full parole and do not re-offend and return to a federal penitentiary	Zero (0) re-offending after warrant expiry by offenders who reach the end of their sentence on full parole	Over the long-term (10 to 15 years after sentence completion), 91% of offenders who completed their sentences on full parole have not re-offended and returned to a federal penitentiary.

Program Activity Description and Benefits to Canadians: Conditional release is based on the principle that, where appropriate and consistent with the paramount principle of public safety, gradual release to the community in conjunction with effective programming, thorough supervision and quality risk assessments can contribute to positive outcomes. This program activity supports public safety by providing quality decisions on the timing and conditions of release of offenders into the community. Through this program activity, PBC staff provide timely and accurate information for Board member decision-making, and develop effective training and policies that are essential tools for quality risk assessment and decision-making. Effectiveness is assessed through monitoring of the outcomes of release on parole.

This program activity is directly supported by the following priorities identified for 2011-12:

- Effectively fulfilling legislative responsibilities related to quality conditional release decision-making;
- Strengthening stakeholder and community partnerships;
- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

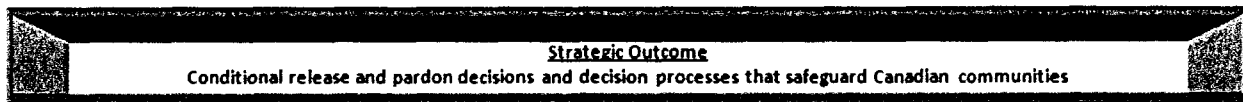
Performance Analysis

Information on performance demonstrates that the Board achieved the priorities and commitments identified in its Report on Plans and Priorities for 2011-12. In 2011-12, the Board completed 15,595 conditional release reviews for federal and provincial offenders.

Multi-year data continues to confirm that parole contributes to public safety. Ninety-four percent (94%) of all parole releases do not result in a new offence, and ninety-nine percent (99%) do not result in a new violent offence.

Information on re-offending after completion of sentence illustrates that 9 out of 10 offenders who reach the end of their sentences on full parole do not return to a federal penitentiary.

Program Activity 1.2: Conditional Release Openness and Accountability



2011-12 Financial Resources (\$ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
6,418	8,051	7,087	66	60	6

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Conditional release processes that ensure the PBC operates in an open and accountable manner, consistent with the <u>CCRA</u>	Average time required to respond to: requests for information and assistance from victims, requests to observe hearings; and requests for access to PBC's decision registry	Response to requests for information and assistance within 15 working days, on average	The PBC responds to the majority of requests within an average of less than 15 days.
	Levels of satisfaction of victims, observers, and those who seek access to the decision registry with quality and timeliness of information and assistance provided by PBC	90% rate of client satisfaction	In a survey of victims conducted in 2009-10, 89% of respondents stated they were satisfied with the services they received from the Board. Results of surveys conducted with those who observe hearings and who request access to the decision registry indicated that PBC response times are within acceptable ranges.

Program Activity Description and Benefits to Canadians: This program activity ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the CCRA. This program activity consists of the following: provision of information to victims of crime; assistance to observers at hearings and those who seek access to the Board's registry of decisions; and, performance monitoring and reporting on the release process. Results for this program activity are assessed by monitoring the timeliness of information shared and by selected surveys of those who receive information and assistance from the PBC. Work in this area recognizes that the PBC operates in a difficult environment in which timely sharing of accurate information is fundamental for effective partnerships and public trust.

This program activity is supported directly by PBC's priorities for:

- Effectively fulfilling legislative responsibilities related to open and accountable conditional release processes;
- Strengthening stakeholder and community partnerships;
- Improving information services for victims;
- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

Performance Analysis

The openness and accountability provisions of the CCRA continue to present important challenges for the Board with respect to: sharing information with victims of crime; provision of information and assistance for those who wish to observe PBC hearings or gain access to the Board's registry of decisions; and delivery of a program of public information. Workloads in these areas continue to be significant.

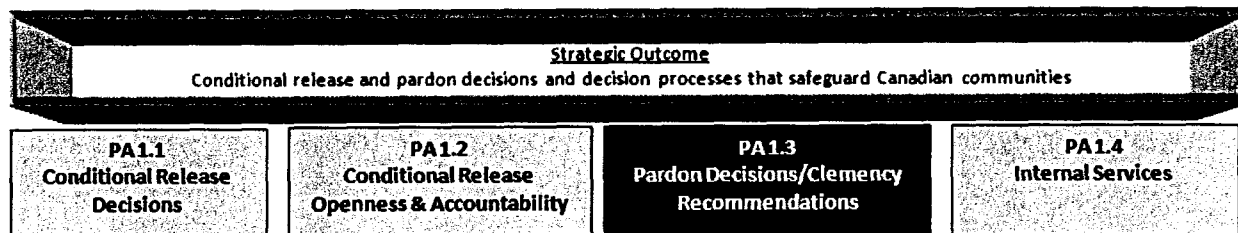
In 2011-12, the Board had more than 21,000 contacts with victims, reflecting a 5% increase in the last five years. As with conditional release decision-making, the need for quality program delivery in this area is critical, given its implications for public confidence in corrections and conditional release. Intense public scrutiny and extensive media interest in this area make program effectiveness crucial. Most of more than 21,000 contacts were with victims of violence, such as sexual assault or with the families of murder victims.

More than 2,700 people observed a Board hearing in 2011-12, reflecting a 4% increase over the last five years. Victims made 223 presentations at 140 hearings. Most of the presentations were made in person (87%), while the rest were on either by audio or video tape, or video conference.

The *CCRA* permits access to specific decisions and to decisions for research purposes through the Board's registry of decisions. For more information, please visit the PBC website at: <http://pbc-clcc.gc.ca/media/dec-eng.shtml>.

In 2011-12, the Board released over 5,400 decisions from its registry of decisions. Victims were the most frequent requestors of decisions (approximately 56%), followed by the media (approximately 31%).

Program Activity 1.3: Pardon Decisions/Clemency Recommendations



2011-12 Financial Resources (\$ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
1,218	1,154	1,154	24	37	(13)

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Quality pardon decisions that support rehabilitation and community reintegration	The numbers and rates of revocation/cessation of pardons	96% of all pardons awarded remain in force	Since the inception of the Pardon program, 96% of all pardons awarded remain in force.
	The average time required to process pardon applications for cases involving summary convictions and convictions for indictable offences	Adherence to established service standards for processing pardon applications	<p>As a result of the amendments brought to the <u>CRA</u> in June 2010, the service standards in place prior to the amendments were no longer valid.</p> <p>New mandatory service standards, as required under the <u>UFA</u>, came into force in February 2012, when a full cost-recovery fee was implemented.</p> <p>During 2011-12, the Board remained under-resourced to fully deliver the Pardons and Clemency programs. As a result, the Board developed a backlog of 22,501 pardon applications under the former user fee.</p>
Quality clemency assessments and recommendations	The number of recommendations overall making their way to the Executive Branch from the number of requests received	Adherence to detailed collection and analysis of all relevant data	As a result of the amendments brought to the <u>CRA</u> , the increase in eligibility periods has caused some to petition for Clemency. At the end of 2011, there were 58 active clemency files.
		Presentation of sound and reasoned recommendations to the Executive Branch	

Program Activity Description and Benefits to Canadians: A pardon is a formal attempt to remove the stigma of a criminal record for people found guilty of an offence and who, after satisfying their sentence and a specified waiting period, have shown themselves to be responsible law abiding citizens. Pardons are a privilege; applicants must show that they can be law-abiding members of society before their criminal record can be kept separate and apart. Through this program activity, the PBC screens applications for eligibility and completeness, collects information for decision-making and develops policy to guide decision processes. The results of this program are assessed through ongoing review of the average time required to process pardon applications, and the rates of revocation of pardons granted. This program activity is supported by the following priorities:

- Effectively fulfilling legislative responsibilities related to the processing of pardon applications and clemency requests;

- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

This program activity is designed to support rehabilitation and community reintegration by providing quality pardon decisions. The benefits of the program include:

- Ensuring careful consideration is given to issues of public safety;
- Providing an opportunity for pardon recipients to contribute to their communities as law-abiding citizens;
- Increasing the opportunity of pardon recipients to find employment, housing, insurance, and travel, allowing them to generate revenue, capital and contribute to economic growth; and,
- Demonstrating the value of a pardon as a long-term measure of community reintegration, as most individuals (96%) who receive a pardon remain crime free.

The Royal Prerogative of Mercy (RPM) or Clemency is a largely unfettered, discretionary power vested in the Office of the Governor General by virtue of the *Letters Patent* and the Governor in Council, under sections 748 and 748.1 of the *Criminal Code of Canada*, who may apply exceptional remedies under exceptional circumstances to deserving cases.

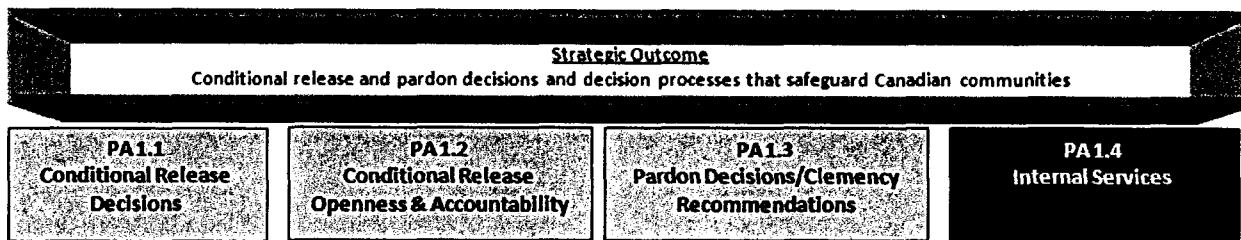
The benefit of the program addresses instances of substantial injustice and instances of undue hardship.

Performance Analysis

During the reporting period, the Pardons Division received a total of 29,829 pardon applications and accepted 19,506 for processing.

During 2011-12, the Clemency program received 32 requests under the RPM and now has 58 active files. Most requests are discontinued either because the applicant does not provide sufficient information or proof of excessive hardship to proceed with the request, or the Minister of Public Safety determines that the clemency request does not warrant investigation as the criteria have not been met. Nonetheless, unlike the CRA, the RPM is not based on timelines set in statute but rather on various remedies sought for very exceptional cases. Consequently, an exhaustive assessment of each request is essential in order to provide the Minister with a recommendation. The Clemency program has seen its volumes increase, resulting in a corresponding increase in resource demands.

Program Activity 1.4: Internal Services



2011-12 Financial Resources (\$ thousands)			2011-12 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
5,198	6,029	5,703	39	54	(15)

Program Activity Expected Results	Performance Indicators	Targets	Performance Summary
Efficient and effective internal services that support quality program delivery	Services provided meet standards set under Government-wide policies as well as Management Accountability Framework (MAF) expectations	To meet or surpass government standards related to management capacity and practices as outlined and assessed through the MAF	The Board continued to adhere to MAF expectations. Mechanisms are in place and work continued to integrate and enhance MAF elements.

Program Activity Description and Benefits to Canadians: This program activity includes the provision of financial, human resource, administration, security and modern management services and provides the basic operational services that enable the Board to function while ensuring compliance to new and existing central agency policies. Internal Services include only those activities and resources that apply across and organization and not to those provided specifically to a program. This program activity is supported by the following priorities:

- Pursuing strategic excellence in PBC governance; and,
- Investing in our people.

Internal Services benefits Canadians by enabling the Board to deliver its program activities. Internal Services strives to:

- Ensure that the Board's governance structure facilitates the most effective and flexible decision making possible;
- Communicate information about the PBC to target audiences in an effective manner;
- Provide the right human and financial resources to advance the Board's key and ongoing priorities;
- Generate the most effective, results-based planning to ensure logic and cohesion in all PBC activities;
- Conduct reviews, monitoring and investigations to ensure that operations are transparent and accountable;
- Ensure that the technological tools that are essential to the Board's operations are in place; and,
- Maintain a culture of continuous innovation and improvement.

Reporting internal services through a common government-wide approach to planning, designing, budgeting, and reporting allows Canadians to see the full cost and proportion of resources spent at the Board and across the federal government for support activities.

Performance Analysis

Highlights of performance during the year include the following:

- Considerable effort is dedicated to the budget management process to ensure that the PBC's funds are used to maximum advantage. A rigorous internal review and forecasting exercise began in August and continued for the remainder of the fiscal year to facilitate this. Discretionary travel was eliminated, training costs were curtailed, and many contracts and planned expenditures were put on hold; and,
- The national office finance branch monitors, on a cyclical basis, regional Finance and Procurement operations, which are decentralized, to ensure consistency of procedures and compliance with the *Financial Administration Act (FAA)* and applicable Treasury Board policies. A monitoring exercise was conducted in 2011-12, and considerable improvement has been noted since the monitoring exercise began. Lessons learned from each year's monitoring exercise also lead to refinement of the monitoring procedures to make the exercise itself more effective and efficient.

KEY MESSAGES

- In 2011-12, the Board balanced the requirement of administering quality programs with implementing new legislation, which has had significant impacts on its operations.
- The Board supported the government's objectives to better meet the needs of victims by improving its information services, and by working closely with

stakeholders and partners to ensure effective and cohesive service delivery to victims.

- Notable accomplishments during 2011-12 included:
 - Identification and implementation of key priority activities;
 -
 - Continued to make progress in key areas including implementing measures to improve national consistency and standards across its programs.
 - Implemented a Risk Assessment Framework as a structured tool for Board members to use when reviewing materials for conditional release hearings.
 - The Board Member Secretariat was also formally established during the reporting period to further focus efforts on training and professional standards.
 - Resources were allocated to strengthen community partnerships with stakeholders and pursue excellence in the Board's governance.
 - Increased the user fee for a pardon application to \$631, which will enable the program to be sustainable and address operational requirements resulting from changes to the *Criminal Records Act (CRA)*.
- The results outlined in the Board's Performance Report illustrate the value of parole and pardons in contributing to public safety and the extent to which the Board operates in an open and accountable manner.



REPORT ON PLANS AND PRIORITIES 2013-14

BACKGROUND

- Reports on Plans and Priorities (RPPs) are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome(s), program activities and planned/expected results, including links to related resource requirements.
- RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the appropriation-dependent departments and agencies.
- These documents are usually tabled on or before March 31st and referred to committees, which may then report to the House of Commons.

2013-14 RPP

- The PBC has one strategic outcome:

Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.

- PBC program activities and priorities are designed to support continuous progress in achieving the strategic outcome. The following discusses plans surrounding the following Program Activities:
 - Program Activity 1.1: Conditional Release Decisions
 - Program Activity 1.2: Conditional Release Openness and Accountability
 - Program Activity 1.3: Record suspension Decisions/Clemency Recommendations
 - Program Activity 1.4: Internal Services
- The following describes the PBC's program activities and identifies the expected results, performance indicators and targets for each of them. In addition, the sections below also explain how the PBC plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each activity.

Program 1.1: Conditional Release Decisions

Strategic Outcome

Conditional release and record suspension decisions and decision processes that safeguard Canadian communities

P 1.1
Conditional Release
Decisions

P 1.2
Conditional Release
Openness &
Accountability

P 1.3
Record Suspension
Decisions/Clemency
Recommendations

P 1.4
Internal Services

Financial Resources (\$ thousands)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
36,490	38,902	35,154	33,768

Human Resources (FTEs)

2013-14	2014-15	2015-16
333	333	333

Program Expected Results	Performance Indicators	Targets ¹
Conditional release decisions contribute to public safety.	The percentage of offenders on parole that do not incur a new violent offence prior to the end of the supervision period.	≥98%
	The percentage of offenders who completed their sentence on full parole and who are not re-admitted after release because of a new violent conviction (five years post-warrant expiry).	≥98%
	The percentage of decisions that are not modified by the Appeal Division.	≥95%

Program Description: Conditional release is based on the principle that community safety is enhanced by gradual release to the community where appropriate. The quality of decisions on the risk of re-offending, in conjunction with effective programs and treatment, and effective community supervision all contribute to the process. This program supports public safety by providing quality decisions on the timing and conditions of release of offenders into the community. Through this program, PBC employees provide timely and accurate information for Board member decision-making, and develop effective training and policies that are essential tools for quality risk assessment and decision-making. Effectiveness is assessed by monitoring the outcomes of release on parole.

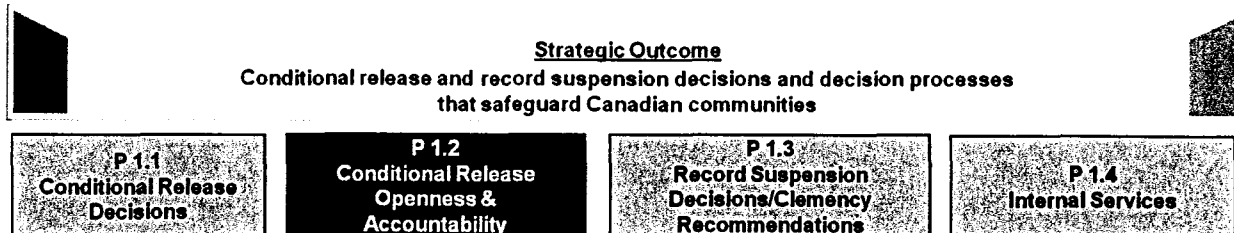
This program is directly supported by the following priorities identified for 2013-14:

- Effectively fulfilling legislative responsibilities related to quality conditional release decision-making;

¹ The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.

- Strengthening PBC governance, decision-making practices and supports, ensuring the Board remains a flexible organization; and,
- Ensuring fair and transparent people management.

Program Activity 1.2: Conditional Release Openness and Accountability



Financial Resources (\$ thousands)			
Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
6,504	7,020	6,668	6,668

Human Resources (FTEs)		
2013-14	2014-15	2015-16
60	60	60

Program Expected Results	Performance Indicators	Targets ²
PBC operates in an open and accountable manner, consistent with the <u>CCRA</u> .	The percentage of victims who are satisfied with the quality and timeliness of information provided by PBC.	≥80%
	The percentage of those who access PBC services who are satisfied with the quality and timeliness of information provided by PBC.	≥80%

Program Description: This program ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the CCRA. This program consists of the provision of information for victims of crime; as well as assistance for victims and other observers at hearings and those who seek access to the Board's registry of decisions. Results for this program are assessed by monitoring the quality and timeliness of information shared. Work in this area recognizes that the PBC operates in a difficult environment in which timely sharing of accurate information is fundamental for effective partnership and public trust.

This program is supported directly by PBC's priorities for:

- Effectively fulfilling legislative responsibilities related to open and accountable conditional release processes;
- Ensuring fair and transparent people management;
- Effectively providing services to victims and the public; and,
- Efficiently managing partnerships with stakeholders.

² Findings from the 2009 victims' questionnaire will be used to report against performance.

Program Activity 1.3: Record Suspension Decisions/Clemency Recommendations

Strategic Outcome

Conditional release and record suspension decisions and decision processes that safeguard Canadian communities

P 1.1
Conditional Release
Decisions

P 1.2
Conditional Release
Openness &
Accountability

P 1.3
Record Suspension
Decisions/Clemency
Recommendations

P 1.4
Internal Services

Financial Resources (\$ thousands)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
6,203	6,262	6,203	6,203
(5,645)	(5,645)	(5,645)	(5,645)
558	617	558	558

Human Resources (FTEs)

2013-14	2014-15	2015-16
50	50	50

Program Expected Results	Performance Indicators	Targets ³
Record suspension decisions support rehabilitation and community reintegration.	The percentage of record suspension recipients whose record suspensions remain in effect.	≥95%

Program Description: A record suspension is designed to support the successful reintegration of an individual into society where appropriate. It is a formal attempt to remove the stigma of a criminal record for people found guilty of a federal offence and who, after satisfying their sentence and a specified waiting period, have shown themselves to be responsible law-abiding citizens. Through this program, the PBC screens applications for completeness and eligibility of the applicant, collects information for decision-making and develops policy to guide decision processes. The results of this program are assessed through ongoing review of the average time required to process record suspension applications, and the rates of revocation of record suspensions ordered. This program is supported by the following priorities:

- Effectively fulfilling legislative responsibilities related to the processing of record suspension applications and clemency requests;
- Strengthening PBC governance, decision-making practices and supports, ensuring the Board remains a flexible organization;
- Ensuring fair and transparent people management; and,
- Efficiently managing partnerships with stakeholders.

³ The PBC contributes to this target by ensuring quality record suspension decisions. External factors may come into play that are beyond the Board's control.

The benefits of the program include:

- Ensuring careful consideration is given to issues of public safety;
- Providing an opportunity for record suspension recipients to contribute to their communities as law-abiding citizens;
- Those who receive a record suspension have increased opportunities for employment, housing, insurance, and travel, allowing them to generate revenue, capital and contribute to economic growth; and,
- Most individuals (over 96%) remain crime-free, demonstrating the value of the program as a long-term measure for community reintegration.

The RPM or Clemency is a discretionary power vested in the Office of the Governor General by virtue of the *Letters Patent* and the Governor in Council, under sections 748, 748.1 of the Criminal Code of Canada, who may apply exceptional remedies under exceptional circumstances to deserving cases.

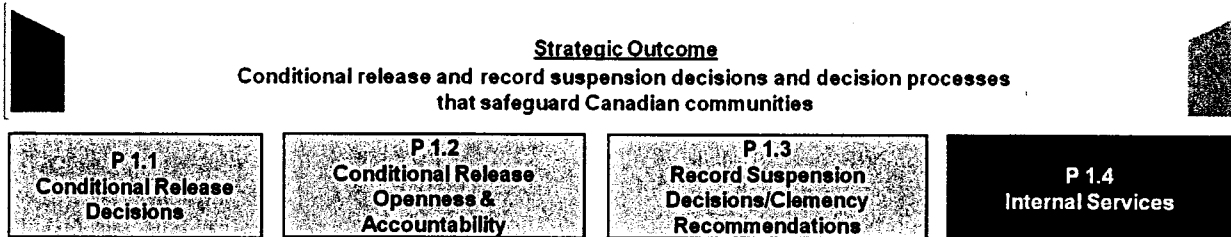
The Board is mandated under section 110 of the CCRA to conduct investigations, when directed by the Minister, in connection with any request made to the Minister for the exercise of the RPM.

In addition, section 109 of the CCRA gives the Board the authority to cancel or vary the unexpired portion of a prohibition order made under section 259 of the Criminal Code. These requests are investigated by the Clemency Unit.

The benefits of the program include:

- Addresses instances of substantial injustice; and,
- Addresses instances of undue hardship.

Program Activity 1.4: Internal Services



Financial Resources (\$ thousands)			
Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013-14	Planned Spending 2014-15	Planned Spending 2015-16
5,128	5,488	5,143	5,143

Human Resources (FTEs)		
2013-14	2014-15	2015-16
54	54	54

Program Expected Results	Performance Indicators	Targets
Efficient and effective internal services that support quality program delivery.	Services provided meet standards set under Government-wide policies as well as Management Accountability Framework (MAF) expectations.	To meet or surpass government standards related to management capacity and practices as outlined and assessed through the MAF.

Program Description: This program includes the provision of financial, human resource, administration, security and management services and provides services that enable the Board to function while ensuring compliance to new and existing central agency policies. This program is supported by the following priorities:

- Strengthening PBC governance, decision-making practices and supports, ensuring the Board remains a flexible organization; and,
- Ensuring fair and transparent people management.

Internal Services strives to:

- Ensure that the Board's governance structure facilitates the most effective and flexible decision-making possible;
- Ensure that the appropriate human and financial resources are in place to advance the Board's key and ongoing priorities;
- Generate the most effective, results-based planning to ensure logic and cohesion in all PBC programs;
- Conduct program monitoring, reviews and evaluations to ensure that operations are transparent and accountable;
- Ensure that the technological tools that are essential to the Board's operations are in place; and,

- Maintain a culture of continuous innovation and improvement.

Reporting internal services through a common government-wide approach to planning, designing, budgeting, reporting and communicating internal services allows Canadians to see the full cost and proportion of resources spent in the Board, and across the federal government for support activities.

KEY MESSAGES

- Above all else, the PBC constantly strives to contribute to the Government of Canada's outcome of a safe and secure Canada. The Board achieves this through quality conditional release and record suspension decisions, clemency recommendations, and through its decision processes.
- The Board's efforts are guided by an enduring commitment to public safety and public service. In the coming fiscal year, the PBC will focus its efforts on priorities designed to meet the challenges and opportunities ahead. These priorities include:
 - Effectively fulfilling legislative responsibilities;
 - Strengthening PBC governance, decision-making practices and supports, ensuring the Board remains a flexible organization;
 - Ensuring fair and transparent people management;
 - Effectively providing services to victims and the public; and,
 - Efficiently managing partnerships with stakeholders.
- The conditional release system is a public safety tool and an integral part of Canada's criminal justice system.
- The Parole Board of Canada's planned spending in 2013-14 (\$52.0 million) will enable the Board to continue to carry out its important public safety mandate on behalf of Canadians.
- The conditional release area is the largest and accounts for 88% of annual program expenditures.
- The record suspension program is funded through the revenues generated by Record Suspension user fees.



MAIN ESTIMATES 2012-13 and 2013-14

BACKGROUND

The following provides information on PBC's Main Estimates for 2012-13 and 2013-14 by program activity and type of expenditure.

MAIN ESTIMATES

Program Activities <i>(in thousands of dollars)</i>	2012-13	%	2013-14	%
Conditional Release Decisions	39,356	76	36,489	75
Conditional Release Openness and Accountability	6,852	13	6,505	13
Internal Services	5,280	11	5,128	11
Record Suspension Decisions/Clemency Recommendations	-		558 ⁽¹⁾	1
Total	51,489		48,680	

Type of Expenditure <i>(in thousands of dollars)</i>	2012-13	%	2013-14	%
Salaries	33,740	65	32,658	67
Employee Benefit Plan	5,938	12	6,241	13
Sub-total Salaries	39,678	77	38,899	80
Non-Salaries	11,811	23	9,781	20
Total	51,489		48,680	

(1) The Record Suspension Decisions/Clemency Recommendations Program Activity operates on a cost recovery basis. Planned spendable revenues for 2013-14 are \$5.6M. The expenditure shown is for Employee Benefit Plan payment that are not spendable under the Board's revenue Authority. This is a component of the \$0.5M increase in Employee Benefit Plan shown below.

The decrease of \$2.8 million or 5.4% from 2012-13 to 2013-14 reflects the net impact of:

- A decrease of \$2.7M due to savings identified as part the Budget 2012 Spending Review;
- A decrease of \$1.4M due to net results of reprofiling funds between various fiscal years for the department's Medium to Long Term Accommodation Plan for Program Delivery;
- A decrease of \$0.1M related to the transfer to Public Works and Government Services to consolidate all federal government pay administration services into one centre of expertise in Miramichi, New Brunswick;
- An increase of \$0.5M related to the Employee Benefit Plan;
- An increase of \$0.5M which is the fifth of six annual increases related to the Government's *Truth in Sentencing Act*. (Bill C-25);
- An increase of \$0.4M due to the compensation for collective agreements.

The planned use of human resources is counted in full-time equivalents. Full-time equivalents by program activity and by type of employee as presented in Plans and Priorities 2013-14 are as follows:

Program Activities	2013-14	%
Conditional Release Decisions	333	67
Conditional Release Openness and Accountability	60	12
Internal Services	54	11
Record Suspension Decisions / Clemency Recommendations	50	10

Total	497	
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Type of Employee	2013-14	%
Full time Board member	47	10
Part time Board member (in full-time equivalent)	22	4
Staff	428	86

Total	497	
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KEY MESSAGES

- Conditional release is the most resource intensive program area for the PBC, accounting for almost 88% of annual expenditures.
- PBC resource use each year reflects its commitment to quality decision-making in support of public safety and openness and accountability as exemplified by activities related to the provision of information for victims of crime, observers of hearings, etc.



PBC AS AN INDEPENDENT ADMINISTRATIVE TRIBUNAL

INDEPENDENT ADMINISTRATIVE TRIBUNAL

- The Board is a tribunal as it renders decisions affecting offenders' liberty. It does so by way of hearings, reviews and investigations, based on existing facts to which pre-established legal principles apply, while considering only relevant matters.
- The Board is an administrative tribunal because: it is a decentralized body of the federal public administration (departments, agencies, boards...), **specialized in a distinct field of jurisdiction** (i.e., conditional release), which is defined by the application of its enabling legislation, the *Corrections and Conditional Release Act* and its Regulations; and because its process is inquisitorial in nature as opposed to one which is adversarial. An adversarial process would result in the Board being categorized as a quasi-judicial body.
- The Board is an independent administrative tribunal because it exercises its jurisdiction without having anything or anyone interfere in the decision making process in individual cases. Its decisions in individual cases are free of any bias whatsoever. Its members are appointed to hold office during good behaviour and are entitled to remuneration.

KEY MESSAGE

- The Board's categorization as an independent administrative tribunal is a fundamental feature of its work. It provides the foundation for its policies, processes and accountability, including its relationship with the Minister of Public Safety.



BOARD MEMBER QUALIFICATION PROCESS AND CRITERIA

BACKGROUND:

- The qualification process for Board members is a rigorous one driven by two key working assumptions:
 - i) the Board's top priority is public safety based on quality decisions for conditional release and record suspension; and
 - ii) quality decisions require quality decision makers.

PROCESS:

- The current process involves:
 - review of applications by committee chaired by the Chairperson to identify candidates who meet the set criteria;
 - a written exam, with a strict passing mark, for those candidates screened-in during the first review;
 - in-person interviews with candidates who successfully complete the written exam. The interview panel consists of the Chairperson or Executive Vice-Chairperson, the relevant divisional Vice-Chairperson, a senior PBC staff person and a representative from the community (identified by the Minister);
 - reference, criminal record, and credit checks on candidates who successfully pass the interview stage;
 - submission of regional alphabetical lists of qualified candidates to the Minister's Office for appointment consideration; and
 - recommendation of candidates on the list by the Minister to the Governor-in-Council for appointment.

SELECTION CRITERIA FOR BOARD MEMBERS (full-time and part-time)

Education:

- A degree from a recognized university in one of the disciplines comprising the human sciences (law, criminology, social work, psychology, sociology, etc.) or an acceptable combination of relevant education, job-related training and/or experience.

Experience:

- A minimum of 5 years experience in a decision-making environment and/or in the interpretation or application of legislation, government policies or directives.

Knowledge:

- of the criminal justice system;
- of the societal issues impacting on the criminal justice system environment, including gender, Aboriginal and visible minority issues; and
- of the *Corrections and Conditional Release Act* and the *Criminal Records Act* and their interpretation and application related to conditional release and record suspensions is considered an asset.

Abilities / Skills:

- excellent analytical skills;
- ability to understand and apply Court decisions;
- ability to quickly and effectively synthesize relevant case information;
- clear, concise and comprehensive writing and spoken communications skills;
- effective interviewing and decision-making skills;
- efficiency in managing time and setting priorities;
- ability to perform in a stressful environment with a heavy workload and tight time constraints; and
- computer skills, specifically in the use of word processing software are essential.

Personal Suitability:

- sound judgement;
- adaptability and flexibility;
- ability to work effectively both independently and as part of a team;
- discretion in managing highly sensitive information; and
- sensitivity to Aboriginal, multiculturalism and gender issues.

Language Requirements:

- Proficiency in both official languages is considered an asset.

KEY MESSAGES

- Quality conditional release decisions demand quality decision makers, that is, decision makers who are professional, knowledgeable and committed to public safety through the safe reintegration of offenders into the community.
- The PBC conducts an ongoing qualification process for Board members in each of the five regions.
- The qualification process is fair, transparent and independent and ensures that a list of qualified, experienced and knowledgeable candidates is provided to the Minister for appointment recommendations.
- The PBC is currently reviewing the qualification process to enhance efficiencies of the overall process, and to continually ensure that qualified candidates are put forward for appointment consideration.



BOARD MEMBER LEARNING AND DEVELOPMENT

BACKGROUND

- Section 101(d) of the *Corrections and Conditional Release Act* requires the Board to provide an effective program for learning and development in support of quality decision making by Board members.
- The Board works constantly to enhance its learning and development program by integrating the latest information and knowledge into training curricula. The program promotes evidence-based risk assessment approaches that provide the foundation for consistent quality decision making.
- The Board member learning and development program includes intensive orientation training for newly appointed Board members, continuous learning and development opportunities for Board members throughout their mandate, and supplemental tools and reference materials for Board members in areas of identified need that support quality decision making.
- Orientation training for conditional release decision making is given to all new Board members and consists of an intensive five week session of modules delivered in Regional Divisions and at National Office, followed by mentoring and coaching by experienced Board members. The training modules are focussed on developing the Board members' knowledge and essential skills such as knowledge of the legal framework, risk assessment theory and practice, and interviewing and decision-writing skills. Other orientation sessions are developed and delivered on specific roles, such as record suspension decision making, Appeal Section decision making, as well as Vice-Chairperson orientation. Continuous development of Board members includes the PBC's **Annual Training on Risk Assessment (ATRA)**, as well as other targeted learning and training opportunities in the form of workshops, forums and conferences. Training tools and reference materials, such as the Board Member Handbook and the Legislative Binder, are also provided to Board members to support their decision making.
- Board members come from varied backgrounds to collectively represent community values and views. As such the initial orientation period for Board members is intensive, and is conducted over a period of approximately five weeks. In addition, Board members receive up to 20 days annually for further development and continued learning opportunities.

KEY MESSAGES

- Effective training is fundamental to quality conditional release and record suspension decision making.
- With the assistance of its partners in the criminal justice system, the private sector, academia and subject-matter experts, learning and development activities are developed to ensure the relevance, currency and value of Board member training.
- The learning and development curriculum is constantly updated to reflect changes in evidence-based research on conditional release as well as changes to the legal and policy framework on conditional release and record suspension decision making.



BOARD MEMBER CODE OF CONDUCT

BACKGROUND

- The *Corrections and Conditional Release Act* and the *Conflict of Interest Act* address the professional standards expectations of Board members with respect to the apprehension of bias and conflicts of interest. Board members must also adhere to the Privy Council Office's "Ethical and Political Guidelines for Public Office Holders".
- Board members must also adhere to the principles of the *Board Members' Code of Professional Conduct* and the *Professional Standards Guide*. Both documents elaborate the standards of practice appropriate of officials who are responsible for decisions that directly affect the interests and safety of communities, including individual offenders, victims and their respective families, and Canadians.
- The PBC delivers training on professional standards to all Board members, including topics regarding ethics, bias and professional conduct.
- The PBC is also revising and updating its Professional Standards Guide to enhance its professional conduct framework and to provide additional information to Board members with respect to their accountabilities to the PBC and to Canadians.

KEY MESSAGES

- Professional standards are the PBC's foundation for enhancing professionalism, fairness, equity, and quality in conditional release and record suspension decision making.
- One of the principles of fundamental justice is the right to a fair and impartial hearing. Perception of bias is an issue that is increasingly receiving attention. A Board member's duty goes beyond ensuring there is no actual bias: members must conduct themselves in a manner that will not give rise to an appearance of unfairness, partiality or bias.

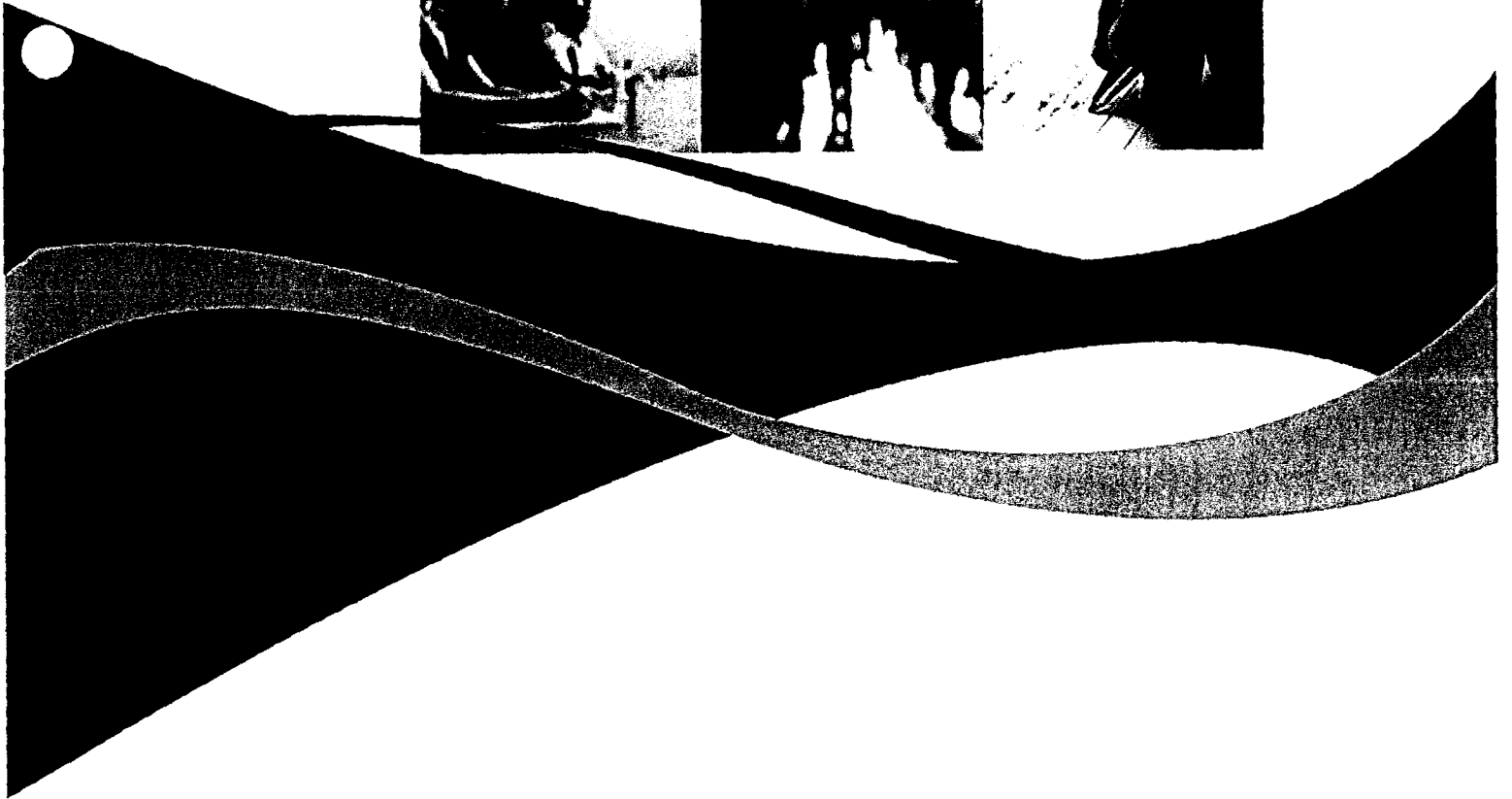


Parole Board
of Canada

Commission des libérations
conditionnelles du Canada

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Code of Professional Conduct



Code of Professional Conduct

Preamble

The Parole Board of Canada is an independent administrative tribunal whose members are appointed under the *Corrections and Conditional Release Act (1992)* to make conditional release decisions that "...contribute to the maintenance of a just, peaceful and safe society by means of decisions on the timing and conditions of release that will best facilitate the rehabilitation of offenders and their reintegration into the community as law-abiding citizens." The Board is directed in this task by the principles and criteria contained in the legislation and by decision-making policies. In addition, the Board has adopted and articulated, a statement of mission and values, and principles of professionalism, openness and accountability.

Consistent with this framework, the PBC *Code of Professional Conduct* was developed. It reflects the standards of conduct appropriate to officials who have responsibility for decisions that directly affect the interests and safety of the entire community, including individual offenders, victims and their respective families. In turn, when the Board implemented the process for the appraisal of the Board members' performance, it established the norms for the Board members' performance based on its *Code of Professional Conduct*.

The members must strive at all times to make their decisions independently, fairly, objectively, impartially and without bias. However, a member's duty goes beyond ensuring there is no actual bias. When dealing with any person with an interest before the Board, members must conduct themselves in a manner that will not give rise to an appearance of unfairness, partiality or bias.

This is the general principle behind the PBC *Code of Professional Conduct*. What follows are the specific provisions that shall govern all members of the Parole Board of Canada:

Promotion of Integrity and Independence

Members will participate in establishing, maintaining, and enforcing high standards of conduct and act to promote and preserve the integrity and responsible independence of the Parole Board of Canada.

Code of Professional Conduct

General Conduct

In the discharge of their official duties and at all other times, members shall conduct themselves in a manner that promotes respect for the law and public confidence in the fairness, impartiality and professionalism of the Parole Board of Canada, and that reflects the high standards of character and demeanour required of those charged with the administration of justice. They shall perform their official duties impartially and diligently, and with patience, courtesy and sensitivity.

Conflict of Interest

Members shall avoid involvement in activities that are, or would appear to be incompatible with their responsibilities and duties or that could call into question their independent exercise of judgment, integrity and impartiality.

Without limiting the generality of the foregoing for the purposes of subsection 155(2) of the CCRA, and in addition to the specific requirements of the Conflict of Interest and Post-Employment Code for Public Office Holders, members shall not:

- a. participate in, or promote any organization that provides goods or services to correctional agencies or institutions;
- b. participate in, or promote any organization whose goals, objectives, by-laws or activities would reflect adversely on the member's impartiality, or that would create a perception of conflict of interest or bias in decision-making;
- c. participate in any partisan political process, or seek or hold elected office in any position in which one is elected by formal public vote whether federal or provincial legislatures or a municipal government or a community board;
- d. accept any position or employment that would be inconsistent with their responsibilities as members of the Board, or that could reasonably be seen to give rise to a perception of conflict of interest or bias in decision-making; or,
- e. participate in any other activity that could reasonably be seen to give rise to a perception of conflict of interest or bias in decision-making.

Code of Professional Conduct

Decision-Making

Members shall render decisions, in a timely and appropriately documented manner, in compliance with the *Corrections and Conditional Release Act*, the policies of the Board, other applicable statutes, and the Canadian Charter of Rights and Freedoms; and consistent with principles of natural justice and the duty to act fairly. Decisions shall be based on thorough preparation and examination of the relevant information. Decisions shall be independent, impartial and objective, and made without regard to partisan or special interests, or fear of criticism.

Conduct during Proceedings

In all proceedings, members shall conduct themselves in a manner that is courteous, patient, fair and respectful to all participants and observers, their language, customs, rights, opinion, and beliefs, while ensuring that the proceedings are orderly and efficient. Members shall require similar conduct of others present.

Bias

While recognizing that there will be circumstances where information or statements must be tested or challenged, members shall always avoid:

- a. words, phrases and actions that could be understood to manifest bias or prejudice based on race, national origin, gender, religion, sexual orientation, or other personal abilities, characteristics or beliefs; and,
- b. statements or questions that would be demeaning to any person, or that would manifest bias or prejudice for or against an individual or group.

Discussion of Cases

To preserve the integrity of the decision-making process, and out of respect for the duty to act fairly and the privacy interests of those involved in any case, members shall not disclose information about a case or discuss any matter that may be or has been decided by them, except as required in the performance of, and in circumstances appropriate to, the formal conduct of their duties.

Code of Professional Conduct

Further, members shall not receive or consider information about a case that they must decide, except through persons and agencies recognized in legislation and Board policy, and in a manner that is consistent with the Board's information-sharing requirements.

Continuing Professional Development

Members shall actively participate in training provided by, or at the request of the Board, and otherwise pursue the enhancement of their professional competence and knowledge individually and collegially, recognizing that knowledge about risk assessment for conditional release decision-making is constantly evolving.

Collegiality

Members will encourage and support the collegial operation of the Parole Board of Canada and foster a work environment that promotes equity and freedom from discrimination and harassment.

Improvement of the Law and Corrections

Members may participate in activities and organizations dedicated to the improvement of the law and the administration of justice and corrections, if doing so does not cast doubt on their impartiality or their capacity to conduct reviews fairly and without bias. Members will avoid public commentary, or expression of personal opinion about the policies of the Parole Board of Canada, or the legislation under which the Board operates, except to the extent that it is part of the member's responsibilities to explain the Board policies and practices, and is consistent with the specific provisions of this code.

Administration of the Board

Members will seek to contribute to the overall effective and efficient administration of the Board as an agency of the federal government and an active partner in the administration of corrections and criminal justice. Members shall respect and support the administrative and management authority and responsibilities of the Chairperson, the Executive Vice-Chairperson, the divisional vice-chairpersons, and staff.

Code of Professional Conduct

Disqualification and Reporting

Members shall disqualify themselves from any review in which the member's participation may result in a reasonable apprehension of bias or conflict of interest based on the circumstances of the case or with reference to any parties involved in the proceeding. In such a case, the member shall not communicate about the case directly with any other member or other person who will participate in or contribute to the review, but shall document any information in his or her possession that is relevant to the case so that it may be considered by the Board, consistent with the legislation and the duty to act fairly. The member shall immediately inform the vice-chairperson of the division of the Board to which the member is assigned of the self-disqualification and the reasons for that action.

At any time that a member becomes aware that he or she is actually or potentially in conflict with the code of conduct, the member shall immediately inform the vice-chairperson of the division of the Board to which the member is assigned of the circumstances.



NAME AND REGION OF FULL-TIME AND PART-TIME BOARD MEMBERS

NAME	FIRST APPOINTMENT	CURRENT APPOINTMENT	TERM OF	EXPIRY DATE
<u>NATIONAL OFFICE - FULL-TIME</u>				
Pierre R. Dion (Vice-Chairperson, Appeal Division)	1996-05-17 (ptm)	2008-07-28	5 years	2013-07-27
Catherine A. Kennedy	1996-04-15 (ptm)	2008-07-06	5 years	2013-07-05
Goldie Shae-Green (seconded in from Ontario Region)		2011-03-14-	3 years	2014-03-13
Harvey Cenaiko (Chairperson)	2008-07-07	2009-07-31	5 years	2014-07-30
Marie-France Pelletier (Executive Vice-Chairperson)	2008-05-28	2009-07-31	5 years	2014-07-30
Howard Bruce	2010-09-30 (ptm)	2012-03-26	3 years	2015-03-25
Edward Murray (seconded in from Pacific Region)	2007-05-30	2012-06-21	3 years	2015-06-20
Denis Jolette	2008-02-18	2013-02-18	5 years	2018-02-17
<u>ATLANTIC - FULL-TIME</u>				
Jean Dubé		2009-02-23	5 years	2014-02-22
Wilfred (Hal) Davidson	2007-05-14	2012-05-14	3 years	2015-05-13
Louis-Philippe McGraw (Vice-Chairperson)	2008-02-11	2013-02-11	5 years	2018-02-10
Maurice Bastarache		2013-07-02	5 years	2018-07-01
Stephen Johnson	2010-10-11	2013-10-11	5 years	2018-10-10

ATLANTIC - PART-TIME

William D. Aust		2011-02-03	3 years	2014-02-02
Barbara-Ann Bourque		2011-02-03	3 years	2014-02-02
Mary Crane		2013-04-02	3 years	2016-04-01
Doreen Dinn	2007-05-11	2013-06-06	3 years	2016-06-05

QUEBEC - FULL-TIME

Marie-Claude Frenette	2007-05-11(ptm)	2008-10-06	5 years	2013-10-05
Denis Couillard (Vice-président)	1991-07-24 (ptm)	2009-03-09	5 years	2014-03-08
Renaud Dutil	1986-1999 (ptm)	2009-09-01	5 years	2014-08-31
Jacques Bouchard		2010-06-28	5 years	2015-06-27
Jean Claude Boyer	2012-03-01 (ptm)	2012-07-03	3 years	2015-07-02
Michel Lalonde		2012-07-03	3 years	2015-07-02
Suzanne Chartrand		2010-07-05	5 years	2015-07-04
Richard Bélisle	2011-12-15 (ptm)	2013-07-02	5 years	2018-07-01
Michel Lafrenière	1986-1996 (ptm&ftm)	2013-08-11	5 years	2018-08-10

QUEBEC - PART-TIME

Anne-Marie Asselin	1987-12-11(ftm)	2011-03-03	3 years	2014-03-02
Gilles Roussel	1999-01-21	2011-06-23	3 years	2014-06-22
Hélène Lacroix	2008-06-18	2011-06-23	3 years	2014-06-22
Louis Renault	1992-12-22(ptm)	2011-12-01	3 years	2014-11-30
François Barron		2012-07-03	3 years	2015-07-02
Pierre Cadieux	1993-01-04 (ptm)	2012-12-13	3 years	2015-12-12
Steven Dubreuil	2010-06-18	2013-06-18	3 years	2016-06-17
Paul Turmel		2013-07-02	3 years	2016-07-01

ONTARIO - FULL-TIME

Derek McElveny		2010-10-18	3 years	2013-10-17
Franco Fragomeni		2008-11-17	5 years	2013-11-16
Goldie Shae-Green (seconded out to National Office)		2011-03-14-	3 years	2014-03-13
Thomas Kaye		2011-03-28	3 years	2014-03-27
Michael F. Crowley	1996-05-17 (ptm)	2009-04-23	5 years	2014-04-22
John Muise		2009-05-19	5 years	2014-05-18
Frederick Tufnell (Vice-Chairperson)		2009-09-01	5 years	2014-08-31
Pauline Hodgkiss	2007-09-20	2012-11-22	3 years	2015-11-21
Linda Lennon	1993-01-04 (ftm)	2012-11-22	3 years	2015-11-21
Louise Harris	2010-10-18	2013-10-18	5 years	2018-10-17

ONTARIO - PART-TIME

Carol Fletcher-Dagenais	2007-09-20	2010-09-30	3 years	2013-09-29
Michael Beauchesne		2010-09-30	3 years	2013-09-29
Damian J. Parrent		2011-02-03	3 years	2014-02-02
Douglas Hummell		2011-03-03	3 years	2014-03-02
John Kenyon		2011-03-03	3 years	2014-03-02
Theodore Nemetz		2011-03-03	3 years	2014-03-02
Chris Trowbridge	2005-03-18	2011-03-18	3 years	2014-03-17
Lubomy Luciuk		2013-04-02	3 years	2016-04-01
Simon Chapelle		2013-07-02	3 years	2016-07-01
Brian Mullan	2010-09-30	2013-09-30	3 years	2016-09-29
Paul Sweet		2013-11-04	3 years	2016-11-03

PRAIRIES - FULL-TIME

Gerald Gunn		2011-02-14	3 years	2014-02-13
Craig Michael Allan		2009-02-23	5 years	2014-02-22
Lorrie Vacing		2009-02-23	5 years	2014-02-22
Harvey Silbernagel		2009-05-14	5 years	2014-05-13
Gerald Hawranik		2011-10-24	3 years	2014-10-23
Marilyn Kenny (Vice-Chairperson)	2007-05-11 (ptm)	2010-01-14	5 years	2015-01-13
Guy LeBlanc		2010-01-14	5 years	2015-01-13
Natasha Crooks		2013-04-02	3 years	2016-04-01
Walter Tielman		2013-07-02	3 years	2016-07-01
Patricia Haasbeek	2007-02-19	2012-02-19	5 years	2017-02-18
Vincent Caleffi		2012-07-03	5 years	2017-07-02

PRAIRIES - PART-TIME

Keith Heming	2010-06-28 (ftm)	2010-12-09	3 years	2013-12-08
Frederick N. Wesolowski		2011-02-03	3 years	2014-02-02
Lanny Der	2004-04-17	2011-03-03	3 years	2014-03-02
Jacob Hiebert		2011-10-20	3 years	2014-10-19
Ron Kuban		2011-10-20	3 years	2014-10-19
Murray Allan Dodds	2006-12-18	2013-01-14	3 years	2016-01-13
Ian S. Fowler	2006-12-18	2013-01-14	3 years	2016-01-13
Robert Marshall		2013-04-02	3 years	2016-04-01
Mitchell McCormick		2013-07-02	3 years	2016-07-01

PACIFIC - FULL-TIME

Ulf Konrad Ottho	2007-04-30 (ptm)	2010-06-28	3 years	2013-06-27
Edward Murray (seconded out to National Office)	2007-05-30	2012-06-21	3 years	2015-06-20
Wayne Oster		2013-07-02	3 years	2016-07-01
Stuart James Whitley (Vice-Chairperson)		2012-11-01	5 years	2017-10-31
James Hart		2013-07-02	5 years	2018-07-01
Patricia Lynn Pitsula	2009-02-23	2014-02-23	5 years	2019-02-22

PACIFIC - PART-TIME

Gordon McRae	2008-02-07	2011-03-03	3 years	2014-03-02
Linda Karen Cross	2009-02-23	2012-02-23	3 years	2015-02-22
Alex Dantzer	2009-02-23	2012-02-23	3 years	2015-02-22
Ian F.A. Mackenzie	2009-02-23	2012-02-23	3 years	2015-02-22
Sam Reimer	2009-02-23	2012-02-23	3 years	2015-02-22
Bent Andersen	2007-04-30	2013-06-18	3 years	2016-06-17
Laura Hall	2010-09-30	2013-09-30	3 years	2016-09-29



APPEALS

BACKGROUND

- The Appeal Division of the Parole Board of Canada (PBC) is created under section 146 of the *Corrections and Conditional Release Act (CCRA)*. Sections 146 and 147 provide for an internal statutory appeal process.
- An offender has the right to appeal all final decisions of the PBC, except PBC decisions regarding a Long-Term Supervision Order.
- The Appeal Division is situated in Ottawa at the PBC National Office. Legislation allows for up to six full-time members and a number of part-time members designated by the Governor in Council on the recommendation of the Minister. The Division currently consists of four full-time Board members, including the Vice-Chairperson of the Appeal Division, who is the head of the Appeal Division. The Vice Chairperson reports to the Chairperson of the PBC.

THE APPEAL PROCESS

- An offender must first appeal a PBC decision to the Appeal Division before pursuing a judicial review application before the Federal Court.
- An offender or his/her assistant must submit the appeal in writing to the Appeal Division within two months of the PBC's decision.
- The role of the Appeal Division is to ensure that the law and PBC policies are respected, that the rules of fundamental justice are adhered to and that the Board's decisions are based upon relevant, reliable and persuasive information. The Appeal Division does not reassess risk and substitute its discretion for that of the original PBC decision-makers unless the Appeal Division finds that the PBC decision cannot reasonably be supported in law, or under the applicable PBC policies or on the basis of the information available to the Board. The Appeal Division's **standard of review** is reasonableness.
- Pursuant to subsection 147(1) of the *CCRA*, an offender may appeal a PBC decision on the following grounds:
 - a) the Board failed to observe a principle of fundamental justice;
 - b) the Board made an error of law;
 - c) the Board breached or failed to apply a PBC policy;
 - d) the Board based its decision on erroneous or incomplete information; or
 - e) the Board acted without jurisdiction or beyond its jurisdiction, or failed to exercise its jurisdiction.

- The appeal is conducted by way of an in-office review by two Appeal Division Board members. There is no hearing. The Appeal Division Board members review the written appeal submissions and the regional PBC decision being appealed, listen to the audio-recording of the hearing (if there is one), review the offender's file information and render a decision. If the two Appeal Division Board members are unable to agree, resulting in a split vote, two new Board members must review the case and render a new decision.
- The Appeal Division decision options are set out in subsection 147(4) and (5) of the *CCRA*. The Appeal Division may a) affirm the decision; b) affirm the decision but order a new review of the case by the PBC on a date earlier than that provided for in the law; c) order a new review by way of a hearing or by way of an in-office review and order the continuation of the decision pending the new review; d) reverse, cancel or vary the decision; or e) order the immediate release of the offender from imprisonment (in the rare case where the PBC decision cannot reasonably be supported in law or fact).
- On average, the Appeal Division receives about 500 appeals per year. In 2012-13, the Appeal Division affirmed 87% of the PBC decisions that were appealed.

KEY MESSAGES

- The Appeal Division contributes to the quality of the decision-making process, and to the openness, professionalism and accountability of conditional release decisions. The Appeal Division decisions are circulated to the Vice-Chairpersons of the region where the original PBC decision was made and are effective learning and training tools for PBC Board members.
- In the last year, the Appeal Division has been very active in providing training to regional Board members and staff thereby contributing to quality decision-making. Furthermore, the Appeal Division has a proactive relationship with the regions as it discusses issues and concerns identified through their file reviews as they arise.



CCRA - A PRESCRIPTIVE LEGISLATIVE FRAMEWORK

BACKGROUND

- The *Corrections and Conditional Release Act* (CCRA) provides a detailed framework for the composition, policies, training and operations of the Board.

KEY ELEMENTS OF THE LEGISLATION

- The CCRA guides the Board's work, most notably in the following areas:
 - composition – the Board is comprised of no more than 60 full-time members, as well as a number of part-time members to help manage workloads.
 - representation – the Board must be representative of the community it serves.
 - decision-making authority – the Board makes decisions on the timing and conditions of release of offenders on various forms of release, including: temporary absence for specific groups (e.g., lifers), day parole and full parole.

The PBC also has the authority to impose additional conditions on offenders released on statutory release (SR). Statutory release is an entitlement, by law, whereby offenders who are serving a determinate sentence are released at two-thirds of their sentence under the supervision of the Correctional Service of Canada. The Board also has the authority to revoke an offender's conditional release and for imposing conditions on the release of offenders identified as long-term supervision offenders.

In certain circumstances, the PBC has the authority to detain offenders who are referred by the Correctional Service of Canada past their Statutory Release to their warrant expiry, if the offender is considered likely to commit an offence involving death or serious harm, a sexual offence against a child, or a serious drug offence before the end of the sentence.

- scope of decision-making – the Board makes decisions for federal offenders (sentences of two years or more) and for provincial offenders (sentences less than two years) in the provinces/territories without parole boards (currently Ontario and Quebec are the only provinces with their own parole boards).
- information for decision-making – in making its decisions, the Board is required to take into account all available information including the reasons and recommendations of the sentencing judge, the nature and gravity of the offence, the degree of responsibility of the offender, information from the trial, and information from CSC, victims and offender.

- eligibility dates – mandated minimum eligibility dates for temporary absences, day parole, full parole, and statutory release.
- use of hearings – when a hearing (i.e., a face-to-face meeting involving Board members, the offender, the offender's assistant, CSC staff and victims) is required. Where a hearing is not held, the Board conducts file reviews to make decisions.
- duty to act fairly – the law requires that offenders be provided with relevant information used in decision making in advance as well as the reasons for PBC decisions to ensure a fair and understandable conditional release process.
- victims of crime – Through the *CCRA*, victims are entitled upon request, to receive information from the PBC such as the offender's name, offences, court of conviction, sentence commencement, length of sentence, and eligibility dates for conditional release. More information may be disclosed when the Chairperson or his/her delegate considers that the victim's interest outweighs the potential invasion of the offender's privacy. Included are the offender's age, location of the penitentiary, date of hearing, reason for release, date of release, destination, conditions of release, reasons for any unescorted temporary absences and reasons for waivers of the right to a hearing. In addition, recent legislative changes through the *Safe Streets and Communities Act* enshrined in law the ability for a victim to make a presentation at a PBC hearing.
- observers at hearings – on application, any individual such as members of the public or media, may request to attend a PBC hearing as an observer.
- decision registry – the PBC is required to maintain a registry of decisions and allow public access to its decisions. Any person who demonstrates an interest in a case may, on written application to the PBC, receive a copy of a PBC decision relating to a specific case. People may also apply for access to the registry for research purposes.
- public information – the Board must maintain an effective program of public information.
- boards of investigation – the PBC carries out joint investigations with CSC for parole releases involving tragic incidents in the community.
- policies – the PBC is required to develop policies to guide conditional release decision-making and to provide Board members with training to ensure effective application of these policies.

KEY MESSAGES

- The *CCRA* is a prescriptive legislative framework that guides PBC policies, training, operations and decision-making.
- The Act identifies public safety as the paramount consideration in PBC decision-making, drives PBC workloads and influences resource needs.



PURPOSE AND PRINCIPLES OF CONDITIONAL RELEASE

BACKGROUND

- The *Corrections and Conditional Release Act* (CCRA) provides the purpose and principles for conditional release which guide the PBC and provincial boards of parole. The Act provides guidance for today and for the challenges of tomorrow. It explains to offenders, to our criminal justice partners, to victims, to Parliament and to the public, who we are, what we stand for, and what we do.

PURPOSE OF CONDITIONAL RELEASE – To contribute to the maintenance of a just, peaceful and safe society by means of decisions on the timing and conditions of release that will best facilitate the rehabilitation of offenders and their reintegration into the community as law-abiding citizens (section 100). In addition, the protection of society is the paramount consideration for the PBC and provincial parole boards in their determination of all cases (section 100.1).

- As per section 101 of the *CCRA*, the principles that guide the Board and provincial parole boards in achieving the purpose of conditional release are:
 - that parole boards take into consideration all available information that is relevant to the case, including the stated reasons and recommendations of the sentencing judge, the nature and gravity of the offence, the degree of responsibility of the offender, any other information from the trial or the sentencing hearing, information and assessments provided by correctional authorities, and information obtained from victims and the offender;
 - that parole boards enhance their effectiveness and openness through the timely exchange of relevant information with other components of the criminal justice system and through communication of their policies and programs to offenders, victims and the general public;
 - that parole boards make decisions that are consistent with the protection of society and that are limited to only what is necessary and proportionate to the purpose of conditional release;
 - that parole boards adopt and be guided by appropriate policies and that their members be provided with the training necessary to implement those policies; and
 - that offenders be provided with relevant information, reasons for decisions and access to the review of decisions in order to ensure a fair and understandable conditional release process.

KEY MESSAGE

The purpose and principles of conditional release provide a solid foundation for quality decisions to enhance the protection of society.



TYPES/ELIGIBILITIES FOR CONDITIONAL RELEASE

BACKGROUND

- Research and Canadian experience demonstrate that gradual and supervised release is the best way to protect the public and to help offenders successfully reintegrate into society.

TYPES OF RELEASE

- **Temporary Absences:** short-term releases (escorted or unescorted) for one of the following reasons: medical; administrative; community services; family contacts; personal development; or compassionate reasons (e.g., to attend a funeral).
 - **Escorted Temporary Absence (ETA):** The duration of an ETA varies from an unlimited period for medical reasons to not more than 15 days for any other specified reason. Wardens are the granting authority for almost all ETAs. For ETAs involving offenders serving life sentences (other than for medical reasons or to attend judicial proceedings or a coroner's inquest), PBC is the granting authority. During these absences, an offender is escorted by a CSC staff member or a trained citizen escort [eligibility at any time during the sentence].
 - **Unescorted Temporary Absence (UTA):** A UTA can be for an unlimited period for medical reasons, and for a maximum of 60 days for specific personal development programs. Typically, UTAs last two to three days per month. The Board, the Commissioner of Correctional Service of Canada and Wardens have authority to grant UTAs in specified circumstances, usually based on the type of offence [eligibility at 1/6 or 6 months into the sentence, whichever is greater].
- **Parole:** allows some offenders to serve part of their sentence in the community under the supervision of the Correctional Service of Canada, provided they abide by certain conditions. Parole is a privilege, not a right. It is only granted where the Board considers the offender will not present an undue risk to society and that the release of the offender will contribute to the protection of society by facilitating the reintegration of the offender into society as a law-abiding citizen. The PBC has discretion to grant or deny parole once an offender has served the portion of the sentence required to become eligible. In determining whether to grant parole, Board Members carefully review information provided from a wide range of sources including victims, the police, the courts, correctional authorities and the offender. In arriving at a decision, the Board considers a number of factors, the paramount consideration of which is the protection of society.
 - **Day Parole (DP):** allows an offender to participate in community-based activities to prepare for release on full parole or statutory release. An offender on day parole must reside at a community correctional centre, halfway house or other

facility approved by the PBC. Offenders released on day parole are under the supervision of the Correctional Service of Canada and are required to abide by certain conditions.

- **Full Parole (FP):** allows an offender to serve the remainder of a sentence in the community. An offender may live with his or her family and continue to work and contribute to society. The offender remains under supervision and must continue to abide by certain conditions.
- **Statutory Release (SR) (2/3 of the sentence):** By law, most offenders must be released after serving two thirds of their sentences. The Board may add conditions to the standard conditions imposed on all offenders to protect society and facilitate the offender's successful reintegration into society. These offenders, like all others on conditional release, are supervised in the community by Parole Officers. Offenders serving an indeterminate sentence (i.e. life sentence), including most Dangerous Offenders, are not entitled to statutory release and can only be released via parole.
- **Detention (2/3 to end of sentence):** Upon a referral by the CSC, the Board may order that an offender be detained in a penitentiary beyond his or her statutory release date. The Board must be satisfied that if the offender is released in the community, he or she is likely to commit, before end of sentence, an offence that causes death or serious harm, a sexual offence involving a child or a serious drug offence. Detention is subject to annual review.

CONDITIONS OF RELEASE

- When released, all offenders must adhere to a number of **standard conditions** set out in the *Correctional and Conditional Release Regulations (CCRR)* (Section 161). These include, for example, to remain at all times in Canada within the territorial boundaries fixed by the parole supervisor; report to the police if and as instructed by the parole supervisor; not own, possess or have the control of any weapon, as defined in section 2 of the *Criminal Code*, except as authorized by the parole supervisor. **Special conditions** may also be imposed by the Board in order to protect society and facilitate the safe reintegration of offenders as law-abiding citizens. These may include conditions to not consume alcohol or drugs, avoid certain persons, follow psychological counselling, reside at a specific place, etc.

SUSPENSION/REVOCAION OF RELEASE

- **CSC can suspend** any release if it believes the offender has breached a condition of release, to prevent a breach of any condition or to protect society. The offender is returned to custody until the risk is reassessed. If CSC refers the case to the Board, the offender's release may be revoked, or the offender's suspension may be cancelled and he or she will be released again, sometimes with amended or additional conditions.

LONG-TERM SUPERVISION

- Long-term supervision provisions of the *CCRA* and *Criminal Code* were developed in response to ongoing and persistent public concern about the risk posed by high-risk offenders who complete their sentence and are without additional supervision or controls. It is a sentencing provision by the court. The court may order persons found to be a "long-term offender" to be supervised in the community for a period not exceeding ten years following warrant expiry.

Provisions were introduced in 2008 (through the *Tackling Violent Crime Act*) whereby the breach of a long term supervision order (LTSO) or conviction for a new serious personal injury offence while on an LTSO could result in an offender being subject to consideration for a dangerous offender (DO) designation by the courts.

The long-term supervision order is subject to conditions fixed by the Parole Board of Canada. A breach of an LTSO condition is a criminal code offence.

SPECIAL ELIGIBILITIES

- **Life Imprisonment for Murder (Lifers):** Eligibility dates for offenders sentenced to life imprisonment as a minimum sentence before July 26, 1976, vary considerably. Since then, when the law was changed, the two categories of murder (first and second degree) carry with them specific periods of ineligibility for parole:
 - *First degree murder:* Persons convicted of first degree murder are not eligible for full parole for 25 years.
 - *Second degree murder:* The judge who sentences an offender convicted of second degree murder determines when they are eligible for consideration for parole. This time can be set anywhere between 10 and 25 years.
 - Lifers become eligible for UTA and day parole three years before their full parole eligibility date. After the period of ineligibility has elapsed, the Board may grant limited forms of conditional release if the Board considers that the offender will not pose an undue risk to the community. If limited forms of release are successful, full parole may eventually be granted. Offenders serving a life sentence will remain in federal custody as long as they pose an undue risk to society. Those granted conditional release will remain on parole for their lifetime unless their parole is revoked, and they are returned to custody.
- **Dangerous Offenders:** Part XXIV of the *Criminal Code* sets out an exceptional procedure to have an offender designated a dangerous offender. In 2008, new sentencing provisions came into effect whereby the offender will be sentenced to an indeterminate sentence unless the court is satisfied that the threat of the individual committing future violent offences could be managed with a less severe sentence. Further, when an individual has been convicted three or more times of specific violent/sexual crimes, it would be up to that person to convince the court why he or

she should not be designated a dangerous offender (presumption of dangerousness).

- Offenders serving an indeterminate sentence are subject to a parole review after they have served seven years of custody and every two years thereafter. The Board decides whether, and under what conditions, the offender will ever be released.

KEY MESSAGES

- Most offenders are serving a determinate sentence (with a fixed warrant expiry) and therefore eventually return back to the community.
- A gradual and controlled release of an offender to the community with structure and supervision is considered to be the most effective approach for the safe reintegration of offenders in the community.
- The types and eligibilities for conditional release are designed to promote the gradual and controlled release of offenders.
- PBC does not set eligibility dates for conditional release. Instead, the Board applies the legislative provisions set out in the CCRA.



CONDITIONAL RELEASE DECISION MAKING AND RISK ASSESSMENT

BACKGROUND

- The *CCRA* requires that all federal offenders be reviewed for parole unless they waive this right. The *Act* includes principles to guide the Board in parole decision making, including the principle that the protection of society is the paramount consideration in all cases.
- As required by the *Act*, the Board has adopted policies relating to reviews and risk assessment which guide Board members in their decision making.

THE RISK ASSESSMENT PROCESS

- Board members assess risk by reviewing all relevant aspects of the case and ensure that the information upon which they base their decision is reliable and persuasive. The Board members' **review and assessment** considers both aggravating factors that appear to impact or increase the risk of re-offending and mitigating factors that appear to impact or reduce the risk of re-offending.
- Information considered by Board members may include the following: actuarial measures of the risk to re-offend; criminal, social, and conditional release history; factors affecting self-control; the offender's **responsivity to programming and interventions**; institutional and community behaviour; offender change and; the release plan and community management strategies.
- In conducting a case review, Board members consider all of this information and make their decisions. A review may consist of an in-person hearing with the offender at the institution, or by videoconference, or by a file review in the Board office without the offender present.
- Depending on the type of review, panels may consist of either one or two Board members. Pre-release reviews are usually rendered by two Board members, whereas post-release reviews are conducted by one. Also, one Board member is required to impose conditions on statutory release and long-term supervision orders, and to consider a request to postpone a hearing. Decisions pertaining to provincial offenders are typically rendered by one Board member.
- In all cases, the written decision and reasons are the official record of the review process and reflect the analysis undertaken during the decision-making process.

SOURCES OF INFORMATION FOR RISK ASSESSMENT

- The Board is required to take into consideration all available information that is relevant to the case, including the stated reasons and recommendations of the sentencing judge, any other information from the trial or the sentencing hearing, information and assessments provided by correctional authorities, and information obtained from victims and the offender. All relevant information that the Board considers for decision making must, by law, be shared with the offender, in writing and in the official language of the offender's choice at least 15 days before the scheduled review date.

KEY MESSAGES

- As required by law, public safety is the paramount consideration in all PBC decisions regarding conditional release or detention.
- The Board's decision-making policies and risk assessment processes reinforce this principle, enhance the quality of decision making and increase the accountability and openness of the Board.
- The Board works constantly to ensure that its decision-making policies and risk assessment processes are informed by the latest information and knowledge about the risk of reoffending and community safety.



STATISTICAL OVERVIEW OF 2012-13

0.4% increase in the total federal offender population. The federal incarcerated population increased 2.3% (to 14,744), while the federal conditional release population decreased 2.7% (to 8,500) compared to 2011/12.

18,941 reviews conducted by the Board. The number of federal reviews increased 23% (to 18,205) and the number of provincial reviews decreased 13% (to 736) compared to 2011/12.

5,060 day parole release decisions. The number of federal day parole release decisions increased 9% (to 4,610), while the number of provincial day parole release decisions decreased 15% (to 450) compared to 2011/12.

68% grant rate for federal day parole, three percentage points higher than the previous year.

48% grant rate for provincial day parole, seven percentage points higher than the previous year.

3,838 full parole release decisions. The number of federal full parole release decisions increased 10% (to 3,491), while the number of provincial full parole release decisions decreased 21% (to 347) compared to 2011/12.

29% grant rate for federal full parole, six percentage points higher than the previous year.

98.4% of federal day parole supervision periods were completed without reoffending, a slight increase from the previous year.

96.5% of federal full parole supervision periods for offenders serving determinate sentences were completed without reoffending, a small increase from the previous year.

91.4% of statutory release supervision periods were completed without reoffending, a small increase from the previous year.

22,475 Board contacts with victims, an increase of 5% from the previous year.

3,524 observers at 1,441 PBC hearings, a projected increase of 26% from the previous year.

254 presentations made by victims at 140 hearings, a projected increase of 14% from the previous year.

6,646 the number of decisions sent from the decision registry, an increase of 22% from the previous year.

29% grant rate for provincial full parole, one percentage point lower than the previous year.

2,309 residency conditions imposed on statutory release, an increase of 11% from the previous year.

366 the number of offenders in the community with long-term supervision orders on April 14, 2013.

742 pardon decisions made; 82% pardons granted and 18% pardons denied.

6,238 record suspension decisions made; 97% record suspensions granted and 3% record suspensions denied.

79 clemency cases in process.



PAROLE GRANT RATES

BACKGROUND

- Grant rates for federal parole increased in 2012/13 compared to the previous year. The grant rate for provincial day parole increased in 2012/13 compared to the previous year, while the grant rate for provincial full parole decreased slightly.

	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
Federal										
• Day Parole	74%	75%	75%	71%	73%	71%	68%	63%	65%	68%
• Full Parole	24%	25%	22%	21%	20%	21%	18%	17%	23%	29%
Provincial										
• Day Parole	73%	76%	68%	66%	72%	54%	47%	43%	41%	48%
• Full Parole	65%	70%	65%	71%	64%	43%	37%	31%	30%	29%

Note: Federal grant rates exclude accelerated parole reviews.

KEY MESSAGES

- Grant rates for parole are not indicators of performance, but they do help to provide a context for PBC decision-making.
- While parole grant rates have increased, rates of re-offending, particularly violent re-offending, have declined, suggesting that there have been improvements in efforts by CSC and PBC in risk assessment and risk management.
- PBC continues to examine recent trends as a foundation for further improvement.



CONDITIONAL RELEASE – ASSESSING EFFECTIVENESS

BACKGROUND

- The *CCRA* identifies public safety as the paramount consideration in conditional release decision-making. The PBC's **Mission and Vision** commit the Board to public safety through conditional release decisions which support the safe reintegration of offenders in the community.
- Assessing rates of reoffending by parolees is an important aspect of gauging the PBC's contribution to public safety. The Board's **approach** to assessing reoffending is shaped by its statutory responsibilities and its public accountability.
- As a result, the Board examines the outcomes of parole releases each year. Over the last decade (between 2002/03 and 2011/12), 80% of releases on federal parole (day and full) have been completed successfully.
- Other approaches to recidivism examine how offenders do in the community under supervision and after the end of their sentence. These approaches suggest higher rates of reoffending (30% to 40%), with most offences coming after the end of the sentence. Both approaches are accurate, but they differ because they measure different things.
- Information on reoffending provides an important tool for assessing the effectiveness of corrections and conditional release. For this reason, the federal government continues to work with its partners to develop the best possible information on reoffending.

OUTCOMES OF CONDITIONAL RELEASE

- Over the last decade (2002/03-2011/12):
 - 94% of releases on federal parole (day and full) were completed with no re-offending;
 - 99% of releases on federal parole (day and full) were completed without violent re-offending;
 - 6% of releases on federal parole ended in a new offence (4% of those on day parole, 9% of those on full parole), 0.8% ended in a new violent offence; and
 - 87% of releases on statutory release (SR) were completed with no re-offending, 13% ended in a new offence and 3% ended in a new violent offence.

- Information on the outcomes of federal day and full parole over the last three years shows higher successful completion rates and lower rates of re-offending than the respective 10 year averages.

OUTCOME RATES of FEDERAL CONDITIONAL RELEASE

Release Type/Yr.	Successful Completion		Revocation for Breach of Condition		Total Without Re-Offending		Revocation with Offence				Total Revocation with Offence	
	#	%	#	%	#	%	Non-violent		Violent		#	%
							#	%	#	%		
Day Parole												
2010/11	2,621	88.0	286	9.6	2,907	97.6	62	2.1	10	0.3	72	2.4
2011/12	2,275	87.7	268	10.3	2,543	98.0	44	1.7	7	0.3	51	2.0
2012/13	2,749	89.3	282	9.2	3,031	98.4	45	1.5	4	0.1	49	1.6
10Yr .Avg	2,505	83.4	373	12.4	2,879	95.9	105	3.5	19	0.6	124	4.1
Full Parole*												
2010/11	1,024	76.4	223	16.6	1,247	93.1	80	6.0	13	1.0	93	6.9
2011/12	1,022	78.7	200	15.4	1,222	94.1	70	5.4	7	0.5	77	5.9
2012/13	1,014	85.2	134	11.3	1,148	96.5	39	3.3	3	0.3	42	3.5
10Yr .Avg	1,018	73.0	244	17.5	1,262	90.6	114	8.2	18	1.3	132	9.4
Statutory Release												
2010/11	3,456	61.9	1,481	26.5	4,937	88.4	527	9.4	120	2.1	647	11.6
2011/12	3,438	61.5	1,566	28.0	5,004	89.6	470	8.4	112	2.0	582	10.4
2012/13	3,736	60.6	1,894	30.7	5,630	91.4	439	7.1	92	1.5	531	8.6
10Yr .Avg	3,296	58.2	1,612	28.5	4,908	86.7	575	10.2	177	3.1	752	13.3

Note: The 10 year average is between 2002/03 and 2011/12. The year 2012/13 is shown but not included in the calculation because the number of convictions will often fluctuate higher during the 12 to 18 months after a fiscal year ends because charges for offences often take that long to proceed through the courts.

** Full parole includes only those offenders serving determinate sentences. Indeterminate sentences are considered 'successful completions' for statistical purposes when the offender dies.*

CONVICTIONS FOR VIOLENT OFFENCES

- Convictions for violent offences have dropped considerably in the past ten years (between 2002/03 and 2011/12)-day parole by 70%, full parole by 73% and SR by 50%. Offenders on SR accounted for 81% of all convictions during this period.
- Rates of conviction for violent offences per 1,000 supervised offenders have also declined, with the rates falling by 72% for day parole, 63% for full parole, and 58% for SR. These rates also indicate that offenders on SR are almost four times more likely than day parolees, and ten times more likely than full parolees to be convicted for a violent offence.

CONVICTIONS for VIOLENT OFFENCES by SUPERVISION TYPE and the RATES of CONVICTION for VIOLENT OFFENCES per 1,000 SUPERVISED OFFENDERS							
Year	Day Parole	Rate	Full Parole	Rate	Statutory release	Rate	Total Convictions
1996/97	34	33	64	15	229	96	327
1997/98	45	36	54	13	214	86	313
1998/99	37	24	42	10	201	80	280
1999/00	55	35	50	11	215	77	320
2000/01	30	21	40	9	227	82	297
2001/02	36	28	36	8	200	70	272
2002/03	23	18	33	8	222	76	278
2003/04	19	15	25	6	213	72	257
2004/05	32	26	36	9	200	67	268
2005/06	16	12	28	7	178	58	222
2006/07	25	19	21	6	213	67	259
2007/08	18	14	22	6	211	67	251
2008/09	22	18	17	4	150	45	189
2009/10	17	13	15	4	148	46	180
2010/11	10	8	18	5	120	37	148
2011/12	7	5	9	3	112	32	128
2012/13	4	3	6	2	92	26	102

* Violent convictions may fluctuate during the 12 to 18 months following fiscal year end as offenders proceed through the courts. As a result, the year 2012/13 is not included in calculations.

POST WARRANT EXPIRY REOFFENDING

- Information on post-warrant expiry reoffending is important because it considers public safety in the long-term. Currently, post-warrant expiry reoffending information is based on readmissions to a federal institution by March 31, 2013, for federal offenders who completed their sentences between 1997/98 and 2001/02.
- Long-term follow-up indicates that about 25% of offenders in this group have returned to a federal penitentiary. There are, however, significant differences in reoffending for offenders within this group:
 - about 8% of offenders who reach warrant expiry on full parole reoffend and are returned to a federal institution;
 - for offenders who reach warrant expiry on SR, about 32% reoffend and return to a federal institution; and
 - for offenders who remain incarcerated to warrant expiry (e.g., detained) the rate of post-warrant expiry reoffending is about 35%.
- In Canada, conditional release is founded on the principle that gradual release to the community, based on effective programs and treatment, quality assessments of the risk of re-offending, and effective community supervision enhances community safety. Information on post-warrant expiry reoffending reinforces this theory, suggesting that the detailed process of case preparation and assessment used by the PBC and CSC for parole decision-making is effective in identifying those offenders most likely to remain free from crime in the community.

- Post-warrant expiry reoffending, as reported, deals only with federal reoffending (i.e., a sentence of two years or more). If all new sentences (e.g., sentences of less than two years, fines, etc.) were considered, the rate of reoffending would increase. The PBC does not have access to this information.

KEY MESSAGES

- Conditional release is an effective strategy for public safety.
- Over the last ten years, 94% of releases on parole (federal and provincial) were completed without any re-offending and fewer than one in 100 results in a new violent offence.
- Over the past ten years, violent offences by parolees (federal and provincial) have declined by 67% (from 55 in 2002/03 to 18 in 2011/12).



ABORIGINAL AND DIVERSITY ISSUES

BACKGROUND

ABORIGINAL

- Aboriginal people represent about 4% of the general population and 19% of the federal offender population. Aboriginal offenders serve more time prior to day parole release than other offenders and are the least likely of all the offender groups to be granted full parole. This longstanding disproportionate representation continues to create serious challenges for corrections and conditional release.
- The *CCRA* emphasizes the need to address long-standing challenges related to overrepresentation of Aboriginal offenders. The Act recognizes the unique circumstances and special needs of Aboriginal offenders and requires the PBC to develop policies and processes which are sensitive to these circumstances and needs.
- The PBC works in partnership with CSC to develop effective approaches for meeting the needs of Aboriginal offenders and the communities to which they return.
- The Supreme Court of Canada decision in the *Gladue* case dealing with the sentencing of Aboriginal offenders raised principles and considerations which impact on every aspect of the criminal justice system. The decision helped to clarify the need for the PBC to consider the unique circumstances of Aboriginal offenders in assessments for pre-release decisions.

DIVERSITY ISSUES

- Canada's growing diversity presents important challenges. Increasing ethnicity, mental health illnesses, and the women offender population, demands that the Board carefully assess its policies, training and operations to ensure that they respect the needs of a more diverse offender population and more diverse communities to which these offenders will return.
- Ethnicity and cultural diversity also demand that the Board review its recruitment strategy to ensure that it attracts and retains staff and Board members who are representative of diverse communities across the country, consistent with section 105 of the *CCRA*.
- The 2007 Report of the Correctional Service of Canada Review Panel identified the need to work with ethnocultural communities to ensure every means and resource is used to respond better to the needs of an increasingly diversified offender population.

- The 2010 Statistics Canada Report *Projections of the Diversity of the Canadian Population* identifies that by 2031, Canada's overall visible minority population could rise to a proportion of 29% to 32% from 16% in 2006.

PLANS AND ACTION

ABORIGINAL

- In 2008, an internal review led to the revision of the mandate of the Aboriginal Circle Advisory Committee. This committee provides strategic advice to the Parole Board of Canada's (PBC's) Executive Committee (ExCom) on any matter related to policy, training or operations arising from the Board's mandate for conditional release, pardons, or clemency that will improve the efficiency and effectiveness of the Board in meeting the needs of Aboriginal offenders, victims and communities.
- The Board continues to conduct Elder-Assisted Hearings (EAH) for parole decision-making which provide a culturally appropriate and relevant hearing environment. EAHs are available to Aboriginal offenders and also to non-Aboriginal offenders who have demonstrated a commitment to an Aboriginal way of life. The risk assessment process at an EAH has same level of rigour as a standard conditional release hearing.
- Since 1992, the Board has conducted over 7600 EAHs. The Elder provides Board members with information about Aboriginal cultures, experiences and traditions. The Board has adapted the EAH process to ensure cultural relevance for offenders from the North (e.g., Nunavut), such as the Inuit Elder-Assisted Hearing process.
- Community-Assisted Hearings are held in the community where the offender will be returning and include the participation of Elders and community members in the hearing process. Community-Assisted Hearings are tied to section 84 of the *CCRA*, and demonstrate the Board's commitment to the safe reintegration of offenders back to their communities by involving those communities.
- The Board has developed numerous information products geared at a variety of audiences, including victims, offenders, staff, Board members, and the general public. These products assist the Board to awareness of these audiences about the Elder Assisted Hearing and Community Assisted Hearing processes.
- An Aboriginal Training Strategy Framework was developed to expand Board members' and staff knowledge about Aboriginal history, justice, and culture. Training is delivered at the new Board member Orientation training at National office, at the Annual Training on Risk Assessment and is also provided by the regions. Currently, a half day Aboriginal training curriculum for new Board members is being developed to be delivered at National Office.

- The PBC will continue with measures to enhance outreach to Aboriginal communities both in terms of explaining victims' rights under the *CCRA* and engaging communities in discussion of conditional release and public safety.

DIVERSITY

- The Board has also worked jointly with CSC to provide outreach to Ethnocultural victims, in order to provide information on the available services of both organizations.
- Information about the PBC and the parole process has been translated into several other languages in order to provide information to ethnocultural populations who speak neither English nor French.
- A review of the interpretation services provided at hearings for offenders who speak neither official language led to the creation of guides for Board members and Interpreters. The guides focus on improving the interpreter-assisted hearing process. We are working collaboratively with CSC to ensure these guides are provided to all interpreters working at hearings. This ongoing initiative will standardize and improve these services.
- Consultations will continue with women's groups and our corrections partners, to develop effective approaches for federally sentenced women. Parole Board of Canada Commitments to Federally Sentenced Women were adopted by the Board in September 2003. The Board is also a member of the Heads of Corrections (HOC) Subcommittee for Women Offenders
- The Board is currently developing self directed training for key staff in the area of gender-based and diversity analysis in support of the development of various policies, procedures and initiatives.
- The Board works closely with CSC in the area of Mental Health and provides a half-day training session for new Board members in the area of mental health and risk assessment. The Board is also a member of the HOC FPT Working Group on Mental Health.

KEY MESSAGES

- The PBC continually strives to ensure the needs and considerations of Aboriginal and diverse communities are assessed and appropriately integrated into the Board's policies and procedures in support of quality decision making.
- The PBC has built a solid foundation for progress in relation to Aboriginal and Diversity issues but ongoing work is required for progress to be sustained and reflect the evolving needs of these communities.



RECORD SUSPENSION PROCESS

BACKGROUND

- The *Criminal Records Act (CRA)* gives the Board exclusive jurisdiction and absolute discretion to order, refuse to order and to deny a record suspension for offences under a Federal Act or Regulation.
- The *CRA* was last amended in March 2012. It establishes new eligibility periods: renders some individuals inadmissible for a record suspension; and, requires the Board to present a report to the Minister three months after the end of each fiscal year which is to be tabled in Parliament no later than December of that same year.
- Persons applying for a record suspension must now wait 5 years for a conviction of a summary offence and 10 years for a conviction of an indictable offence.
- Individuals convicted of more than three offences tried by indictment and for which a sentence of imprisonment of two years or more was imposed are not admissible to apply for a record suspension.
- Individuals convicted of an offence listed in Schedule 1 of the *CRA* are also inadmissible to apply for a record suspension. However, an individual can apply if he or she can satisfy the Board that he or she was not in a position of trust towards the victim of the offence and the victim was not in a relationship of dependency with him or her; that he or she did not use, threaten to use or attempt to use violence, intimidation or coercion in relation to the victim; and that he or she was less than five years older than the victim.
- As well, the Board shall, within three months after the end of each fiscal year, submit to the Minister a report for that year containing the number of applications made; the number of decisions made by the Board; the number of record suspensions ordered, categorized by the offence to which they relate and, if applicable, the province of residence of the applicant; and any other information required by the Minister.

RECORD SUSPENSION PROCESS

- In assessing a record suspension request for a summary or indictable conviction, the Board confirms that the application is eligible as per criteria set out in the *CRA*. This includes ensuring that the compulsory waiting period has been completed and that the sentence has been satisfied. Satisfaction of sentence includes imprisonment, parole, statutory release, and periods of probation orders. It also includes payments

of all fines including surcharges and victim surcharges as well as restitution and compensation orders.

- The Board conducts inquiries and investigations through a multitude of open and secure databases to corroborate facts and obtain any other relevant information about the applicant. An interview of the applicant is often conducted. Partnerships with the different criminal justice participants enables the Board to conduct verifications and investigations on the applicants' criminal activities, history and other behaviours to ensure that the applicant has been, and is still, of good conduct and consequently meritorious of the record suspension. This also includes assessing information, documents and sources from abroad when applicable.
- For the purpose of the *CRA*, good conduct is defined in policy as behaviour that is consistent with, and demonstrates, a law-abiding life-style. The PBC may order or refuse to order a record suspension based on the information received from law enforcement agencies and all other criminal justice participants regarding suspected or alleged criminal behaviour by the applicant. This information is used by the Board when rendering a decision.
- In the case of a conviction for an indictable offence, the Board must take into consideration additional information. The Board must be satisfied that the applicant has demonstrated that obtaining a record suspension would provide a measurable benefit and sustain their rehabilitation in society. When considering ordering a record suspension for these offences, the Board may take into account specific factors ensuring that the decision does not bring the administration of justice into disrepute.
- In fiscal 2012-2013 the Board has received in excess of 19,500 applications and has accepted more than 11,500. Generally, these applicants would have received non-custodial and provincial sentences (fines, probation). To date, of the applications accepted 49% are for offences tried by indictment and 51% are for those tried summarily. The former are investigated for conduct and are assessed for measurable benefit, sustained rehabilitation, and the administration of justice and its possible disrepute. All files are voted on by at least one Board member, however, files relating to a conviction for a sexual offence must receive consensus by two Board members in order for a pardon to be granted (these files account for less than 1% of the overall volume). Additional inquiries with local police detachments are also conducted for these cases.
- If the Board proposes to refuse to order a record suspension, it will notify the applicant in writing as required by statute and advise him/her of the right to make representations that they believe are relevant, either in writing or verbally at a hearing if authorized by the Board. Before making its final decision to order or refuse to order a record suspension, the Board will consider any representation made by the applicant within a reasonable time (60 days).

June 2013

- When a record suspension is ordered, the Board will notify RCMP Criminal Real Time Identification Services. They will sequester all suspended convictions from the Canadian Police Information Centre (CPIC) and in turn, will notify the arresting police force of the record suspension as well as all RCMP detachments. In addition, the Board will notify the applicant, the court where the case was heard and all other justice partners who were involved in the process, that a record suspension has been ordered and request that the file be kept separate and apart.
- Federal agencies/departments that have records of convictions must keep those records separate once the record suspension has been ordered. They may not disclose the information without the permission of the Minister of Public Safety. Although this applies only to federal records, most provincial and municipal agencies restrict access to their records once notified by the Board.
- The Minister of Public Safety, before granting disclosure, shall be satisfied that the disclosure is in the interests of the administration of justice or the safety/security of Canada or any state allied or associated with Canada. Request for disclosure are made to the RCMP who then submits the request to the Department. Most requests are tabled by Crown Counsel for sentencing purposes.
- The *Criminal Records Regulations (CRR)* and the *CRA* require that a notation be made in CPIC to indicate that a sequestered record exists for a sexual offence listed in Schedule 2 of the Act. This information is only made accessible upon request to police or other authorized body where an individual's criminal record may be disclosed only if that person seeks employment to work or volunteer with vulnerable persons and has given written consent prior to the existence of a record being verified or disclosed.

REVOCAATION/CESSATION OF A RECORD SUSPENSION

- A record suspension may be revoked by the Board if the person to whom it relates is subsequently convicted of an offence punishable on summary conviction under an Act of Parliament or a regulation made under an Act of Parliament; on evidence to the satisfaction of the Board that the person is no longer of good conduct; or if the person knowingly made a false or deceptive statement or concealed information in relation to the application for the record suspension. These decisions require a vote by a Board member. When proposing to revoke a pardon, the Board will notify the person and advise that person of his or her right to make representations.
- A record suspension automatically ceases to have effect if the person is subsequently convicted of an offence prosecuted by indictment or an offence punishable either by way of indictment or summary conviction (hybrid offence). All military indictable offences under the *National Defence Act* will also result in the

cessation of a record suspension. The criminal record is then reactivated in CPIC and there is no process or possibility for the person to make representations.

The Board may also cease a record suspension if it is convinced by new information that the applicant was not eligible at the time the record suspension was initially ordered.

- Exceptions include section 255 (1) of the *Criminal Code* (impaired driving) or hybrid offences under the *Controlled Drugs and Substances Act*, the *Firearms Act*, Part III or IV of the *Food and Drugs Act* or the *Narcotic Control Act*, chapter N-1 of the Revised Statutes of Canada, 1985, that are punishable either on conviction on indictment or on summary conviction. These offences may be considered by the Board for a possible revocation, which entails the possibility to make representations and require a Board Member vote.

KEY MESSAGES

- The record suspension program takes into consideration the criminal history and the person's conduct in every case. More exhaustive assessments are conducted for the more complex and severe cases, as additional requirements are placed on the applicant and the Board, to establish the meritorious nature of the request and ensure the highest regard for the administration of justice.
- The record suspension workload is always significant, unpredictable and fluctuates as many external factors can impact both the number of applications received on any given day and the volume of data received from partners. Diligence is required at all times to ensure that the process works efficiently, with all of the challenges that it entails as far as resources and service delivery.
- As part of the criminal justice system, the Board relies on its relationship with other justice partners in order to render just, independent and quality decisions.



USER FEES – RECORD SUSPENSION

BACKGROUND

- In 1994-95, the Treasury Board approved the introduction of a user fee for processing of a record suspension (at that time the *Criminal Records Act* referred to a pardon) applications. A user fee of \$50 was introduced to reduce the overall costs to government by having citizens who use government services pay a portion of these services. The fee represented a marginal portion of the costs incurred by the Parole Board of Canada (PBC) and the Royal Canadian Mounted Police (RCMP) for this work. The PBC received \$35 and the RCMP received \$15.
- In the 16 years since the introduction of the user fee, the cost to process a record suspension application rose substantially, however, the \$50 fee remained unchanged. During fiscal years 2008/09 and 2009/10 the PBC had been working towards increasing the user fee to make the program sustainable.
- With the coming into force of Bill C-23A (*Limiting Pardons of Serious Crimes Act*) on June 29, 2010, the bench marks used to establish the fee were no longer valid and consequently the fee became even further out of alignment with the costs to process an application.
- In the fall of 2010, the Minister of Public Safety tabled in both Houses of Parliament an interim, partial cost recovery fee proposal to increase the user fee to \$150. The Ministerial Order, which is the authority to fix the fee of \$150, came into effect on December 29, 2010.
- The interim user fee of \$150, of which the Board receives \$135, covers the Board's direct operational costs of processing a pardon under the *Criminal Records Act* (CRA) prior to amendments made in June 2010.
- In April 2010, the Government announced its intention to implement a new cost recovery model which would recover the cost of processing a pardon application (rather than just the direct costs). The revised cost recovery model will increase the pardon user fee to \$631 (\$616 to the Board, \$15 to the RCMP) and was derived from a detailed assessment of the costs of delivering the pardon system under the new requirements of the CRA enacted by C23-A.
- These costs did not include one-time start-up costs.
- Consistent with the requirements of the *User Fee Act* (UFA), the PBC conducted on-line public consultation and consulted with other government departments (OGDs) and external stakeholders from February 10 to 27, 2011 as part of the

proposed increase to \$631. As a result of this consultation, 1,086 submissions were received with comments on the proposed increase to the user fee.

- In accordance with the *UFA*, 16 of the 1,086 consulted elected to submit their complaint to an Independent Advisory Panel. The panel reviewed the complaints and submitted a report of its findings to the PBC and complainants.
- The panel's report and a package prepared by the PBC reflecting the results were submitted for the Minister's review. The proposed increase to the user fee was tabled in both Houses of Parliament in February 2012 and the fee was in force on February 23, 2012.

STATUS

- The fee has now been in place for more than one financial cycle. The consequence has been a reduction in the volume of applications in comparison to previous years, however on track based on forecast.

KEY MESSAGES

- The current user fee of \$631 will allow the Board to meet its legislated mandate and have the record suspension program remain sustainable in the medium term.
- Any future amendments to the *Criminal Records Act* and increases in both salaries and operating costs will require the costing estimates to be re-examined and the fee to be revised.



ADDRESSING THE PARDON BACKLOG

BACKGROUND

s.69(1)(g) re (a)

s.69(1)(g) re (e)

- [Redacted]
- [Redacted]

- It was decided that the savings incurred by the Board as a result of legislative amendments to the *CCRA* and within *DRAP* could be used to cover the costs of the backlog but only for an 18 month period. Those monies amount to \$1.75M

s.21(1)(a)
s.21(1)(b)

- [Redacted]

- The Board now has a total of 20 Board members trained on Pardons and Record Suspensions. Of those 6 are part-time Board members, 5 are Regional Vice-chairs and the Executive Vice-chair, leaving 8 full-time Board members two of which are mostly dedicated to pardons and record suspensions. The 6 full-time Board members remaining are regularly removed from pardons/record suspension decision-making for conditional release.

s.21(1)(a)
s.21(1)(b)

- [Redacted]

- As of May 2013, 19,739 pardon applications were being investigated and 997 were awaiting a decision by a Board member.
- Training of additional Board members in July 2013 in the pardon decision making will assist in a quicker reduction in the pardon backlog. A dashboard outlining the progress in reducing the pardon backlog is prepared and sent on a monthly basis to the Minister's Office.

KEY MESSAGES

- The PBC is working to eliminate the existing backlog of pardon applications. It is looking to train additional Board members in order to increase its decision making capacity.



CLEMENCY PROCESS (Royal Prerogative of Mercy)

BACKGROUND

- The Royal Prerogative of Mercy is a largely discretionary power to apply exceptional remedies under exceptional circumstances to deserving cases.
- The power to exercise the Royal Prerogative of Mercy for federal offences is vested in the Governor General of Canada by virtue of the *Letters Patent* constituting the Office of the Governor General (1947). In addition, the *Criminal Code*, section 748, authorizes the Governor in Council to grant free or conditional pardons and 748.1 provides authority to order remission of fines, pecuniary penalties and forfeitures imposed under an act of Parliament.
- Clemency requests are, as a rule, forwarded to the Federal Cabinet for a decision rather than to the Governor General who exercises power only when the remedy sought cannot be granted by recourse to the relevant sections on the *Criminal Code*.
- In addition to granting free and conditional pardons, remission of fine, forfeiture and pecuniary penalty, the Governor General can also grant remission of sentence, respite and relief from prohibition.
- The Governor General or the Governor in Council may grant clemency upon recommendation from any Minister, but normally it comes from the Minister of Public Safety.

CLEMENCY PROCESS

- The Parole Board of Canada reviews the applications, conducts investigations, at the request of the Minister, and subsequently makes recommendations to the Minister. In reviewing clemency applications, the PBC uses ministerial direction as guiding principles which are meant to provide for a fair and equitable process, while ensuring that clemency is granted only in very exceptional and truly deserving cases. The principles are:
 - there must be evidence of substantial injustice or undue hardship;
 - each application is strictly examined on its own merits;
 - the applicant must have exhausted all other avenues available under the *Criminal Code*, or other pertinent legislation (e.g., *CCRA*);
 - the independence of the judiciary shall be respected in that there must be stronger and more specific grounds to recommend action that would interfere with a court's **decision**;
 - it is intended only for rare cases in which consideration of justice, humanity and compassion override the normal administration of justice; and,
 - the decision should not, in any way, increase the penalty for the applicant.

- In the past the PBC generally received less than 25 clemency requests per year; however, in 2012 alone it received 52 requests. In the last five years (2008-2012), 15 requests have been granted*, 5 have been denied, and 107 have been discontinued. The majority of requests were discontinued either because the client did not provide sufficient information or proof of excessive hardship to proceed with the request, or because the Minister determined that the clemency request did not warrant investigation, as the criteria were not met. Currently, there are 86 active files.
- Amendments to the *Criminal Records Act (CRA)*, increasing eligibility periods for certain offences, has increased the number of those affected by the changes to apply for Clemency. Some have and will argue that the legislative change establishes evidence of substantial injustice and/or undue hardship.
- The amendments to the CRA contained in the *Eliminating Pardons for Serious Crimes Act*, which came into force on March 13, 2012, have also increased the number of clemency requests. By making former sexual offenders ineligible (approximately 2% of applicants) and those with more than three indictable offences ineligible (approximately 4% of applicants) for a "record suspension" it will be argued that not only does it cause undue hardship but that these are cases in which consideration of justice, humanity and compassion override the normal administration of justice. The cases currently under review include 3 applicants ineligible due to a Schedule 1 offence and 2 applicants who have been convicted of more than 3 indictable offenses. Moreover, inquiries into the Clemency and Record Suspension Division have increased due to the legislative change.
- The consequence to the PBC is significant and is an unfunded increase in workload. Further, it will also increase the volume of reviews being sent to the Minister for decision.

KEY MESSAGE

- Clemency under the Royal Prerogative of Mercy is granted by the Governor General or the Governor in Council only in exceptional circumstances.



s.24(1)



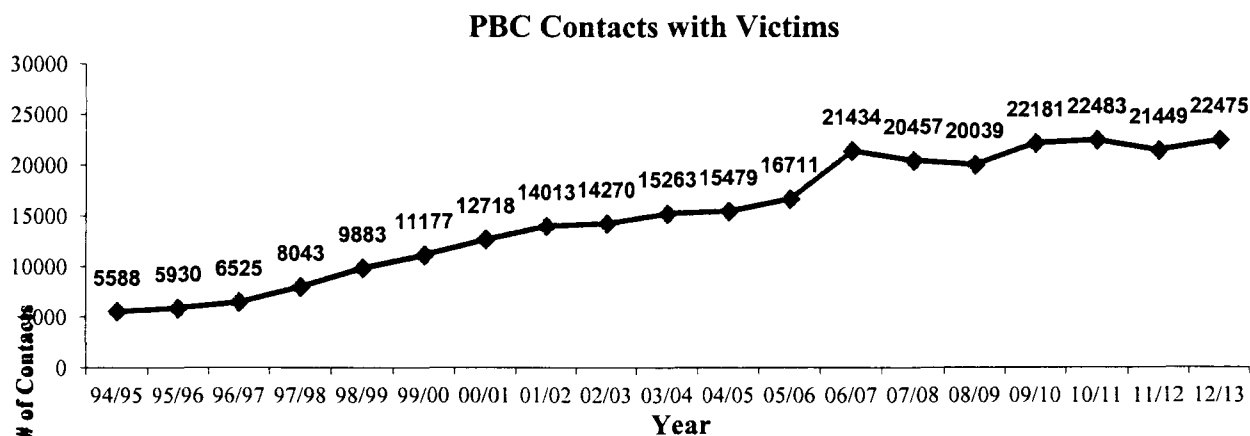
VICTIMS OF CRIME

BACKGROUND

- The *CCRA* recognizes the right of victims of crime to have access to information about the offender who harmed them.
- Through the *CCRA*, victims are entitled upon request, to receive information from the Parole Board of Canada such as the offender's name, offences, court of conviction, sentence commencement, length of sentence, and eligibility dates for conditional release.
- More information may be disclosed when the Chairperson or his/her delegate considers that the victim's interest outweighs the potential invasion of the offender's privacy. Included are the offender's age, location of the penitentiary, date of hearing, reason for release, date of release, destination, conditions of release, reasons for any unescorted temporary absences and reasons for waivers of the right to a hearing. When federal offenders are transferred to provincial facilities, victims may be told of the provincial locale.

CURRENT STATUS

- Victims of crime are increasingly involved in the conditional release process. The Board had over 22,000 contacts with victims in 2012/13. Most were victims of violence, such as sexual assault, or the family of murder victims.



VICTIM PRESENTATIONS AT HEARINGS

- In July 2001, the PBC introduced measures in policy to allow victims to read prepared statements at its hearings. This action responded to longstanding requests

by victim organizations and the recommendation of the Standing Committee on Justice and Human Rights for the *CCRA* review.

- On June 13, 2012, the right of victims to present statements at the PBC hearings was enshrined in the *CCRA*.
- Since 2001, there have been over 2,300 presentations by victims at PBC hearings. Victims of sexual offences and the families of murder and manslaughter victims are the most frequent presenters at hearings.
- Since late 2005, the Victim's Fund (administered by the Department of Justice Policy Centre for Victim Issues) has been offering financial assistance to registered victims who wish to attend hearings for the offender who harmed them. Funding assistance allows victims to participate more fully in the criminal justice system.
- As of April 1, 2007, financial assistance is also available for a support person to accompany registered victims to attend a PBC hearing or to provide child or dependent care to enable victims to attend.

FEEDBACK FROM VICTIMS

- In 2009, PBC distributed a questionnaire to victims who had been in contact with the Board. 74% of victims surveyed reported that they were satisfied or very satisfied with their experience dealing with the Board. Analysis revealed that victims were satisfied with the professionalism, competence and sensitivity of the staff as well as with communication in general. These findings support those of a similar victims' questionnaire in 2003.

FEDERAL VICTIMS' STRATEGY

- As part of the Federal Victims' Strategy (FVS), PBC received funding over a four year period (2007-2010) to continue to enhance information and assistance for victims, such as improved audio equipment in hearings, providing interpretation at hearings, enhancing outreach to victims, and providing training for PBC staff who work with victims.
- The Department of Justice's Victim's travel fund also receives funding through the FVS.
- As part of its Economic Action Plan, Budget 2011 extended the FVS by announcing funding of \$26 million over two years.

EFFECTIVE VICTIM SERVICE DELIVERY

- The PBC and Correctional Service of Canada (CSC) have separate legislative mandates relating to the provision of information to victims. There is an identified

need for the two agencies to work in collaboration to provide a coordinated, seamless service to victims.

- The PBC and CSC meet regularly to discuss effective victim service delivery at both the national and regional levels. These meetings take several forms including: a Victim Steering Committee and annual meetings with the PBC and CSC regional managers, etc.

RECORD SUSPENSIONS

- In its decision-making, the Board takes all credible, verifiable and reliable data into consideration. This is also true for record suspension decisions. The Clemency and Record Suspension Division occasionally receives written statements from victims. While the victim's offender may never apply for a record suspension, their statement is kept on file. Each record suspension application is verified against the Board's records holdings. Should a victim statement be confirmed (or matched) against an active record suspension application, that statement will be included in the file along with all other relevant data for the Board member to consider.
- During its investigation the Clemency and Record Suspension Division will also provide the Board with available victim statements made either during court proceedings or during conditional release decisions.

KEY MESSAGES

- Provision of information for victims of crime is a legislated priority and an important aspect of PBC openness and accountability.
- Feedback from victims has been generally positive regarding provision of information by the PBC, and the quality of assistance provided by PBC staff. Surveys of victims have reinforced these findings.
- The PBC works continually to ensure that improvements are made in the information and assistance provided to the victims.
- The creation of the DOJ fund to pay for travel costs for victims to attend hearings has facilitated victims' attendance at PBC hearings.



OBSERVERS AT HEARINGS

BACKGROUND

- The *CCRA* includes provisions for observers to attend PBC hearings as a means for enhancing PBC's openness and accountability.
- The legislation calls for Board approval of applications to be an observer. Approval relates primarily to institutional security concerns and potential for disruption of the hearing. In practice, it is very unusual for approval to be denied.
- When approval is not given, the reasons usually relate to the application being received too late for the required security check to be completed or to space limitations in high profile cases.

CURRENT INFORMATION

- The number of observers at PBC hearings increased significantly in 2012/13. In 2012/13, there were 3,524 observers at PBC hearings.

OBSERVERS AT PBC HEARINGS											
	Atlantic		Quebec		Ontario		Prairies		Pacific		Canada
	#	%	#	%	#	%	#	%	#	%	#
1994/95	91	17	28	5	236	43	118	23	50	10	523
1995/96	243	22	72	7	640	59	113	10	26	2	1,094
1996/97	81	9	91	13	357	52	140	20	56	6	705
1997/98	157	17	138	15	341	38	166	18	107	12	909
1998/99	135	14	145	15	416	42	133	13	157	16	986
1999/00	430	33	129	10	429	33	169	13	143	11	1,300
2000/01	378	33	254	22	204	18	214	18	113	10	1,163
2001/02	262	24	290	27	239	22	250	23	48	4	1,089
2002/03	303	27	282	25	263	23	193	17	99	9	1,140
2003/04	156	14	191	18	184	17	325	30	224	21	1,080
2004/05	264	23	321	27	159	14	167	14	262	22	1,173
2005/06	264	16	413	26	513	32	199	12	229	14	1,618
2006/07	282	14	519	25	655	32	324	16	275	13	2,055
2007/08	181	9	255	13	951	48	175	9	412	21	1,974
2008/09	101	5	305	16	941	49	297	16	260	14	1,904
2009/10	107	5	365	16	1,142	51	376	17	244	11	2,234
2010/11	198	9	333	14	1,303	56	232	10	245	11	2,311
2011/12	248	9	640	23	1,112	40	480	17	311	11	2,791
2012/13	442	13	897	25	1,240	35	658	19	287	8	3,524

- The public and the media are increasingly aware of the possibility of attending hearings. There also appears to be more informed media coverage of Board decisions. This may reflect media access to the registry of decisions, as well as media use of the observer provisions.
- The accountability of the Board has been enhanced by greater public scrutiny. Board members report appreciating the opportunity for the public to observe the professionalism with which they approach decision-making.
- In 2012/13, victims and victim's supports and agents accounted for about 20% of observers at hearings.
- Measures (Department of Justice Travel Fund) to pay for the travel costs for victims to attend PBC hearings could account for some of the increase in the number of observers at hearings since 2005/06.

KEY MESSAGES

- The observer provisions of the *CCRA* have contributed significantly to the openness and accountability of PBC.
- Media reporting of PBC decision-making appears to be more accurate due in part perhaps to the media observation of hearings.



THE DECISION REGISTRY

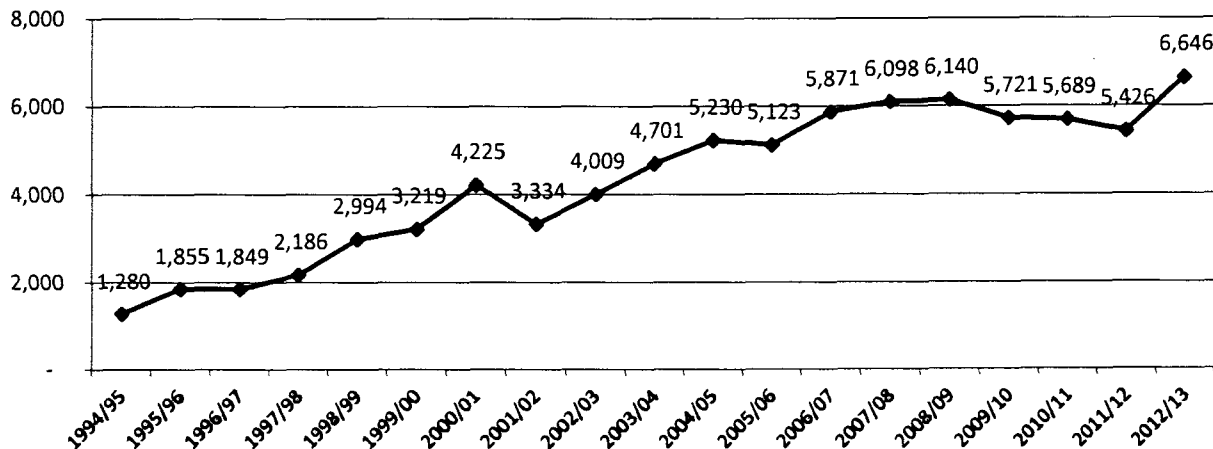
BACKGROUND

- The *CCRA* requires the PBC to maintain a registry of decisions and allow access to specific decisions by the public.
- Any person who demonstrates an interest in a case may, on written application to the Board, have access to the contents of the registry relating to the specific case.
- People may also apply for access to PBC decisions for research purposes. In these cases, the decisions are screened to remove all personal identifiers.
- The *CCRA* does not define the contents of the registry; however, in keeping with the concepts of openness and accountability, the Board makes available the complete case assessment and decision-making documentation of Board members.
- Since 1994/95, the Board has distributed over 80,000 decisions from the registry.

CURRENT STATUS

- In 2012/13, the PBC released 6,646 decisions from the registry. Victims and victim's agents are the most frequent users (about 54%), followed by the media (about 32%).

Decisions Sent from the Decision Registry



The decision registry, consistent with the intent of the *CCRA* provides necessary information for victims, the community and the media.

KEY MESSAGES

- Access to the decision registry has provided greater openness and accountability for conditional release, helped to address some of the information needs of victims, and contributed to greater accuracy in media reporting on parole issues.
- The Board continues to apply the decision registry provisions consistent with the intent of the *CCRA* with respect to community safety, openness and accountability.

**Pages 1180 to / à 1185
are withheld pursuant to sections
sont retenues en vertu des articles**

15(1) - Subv, 16(1)(b), 16(1)(c)(i), 21(1)(a)

**of the Access to Information
de la Loi sur l'accès à l'information**

Page 1186

**is withheld pursuant to sections
est retenue en vertu des articles**

15(1) - Subv, 16(1)(b), 16(1)(c)(i), 21(1)(a), 69(1)(g) re (a), 69(1)(g) re (c)

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de la Loi sur l'accès à l'information**

Page 1187

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**15(1) - Subv, 16(1)(b), 16(1)(c)(i), 21(1)(a), 69(1)(g) re (a), 69(1)(g) re (c), 69(1)(g)
re (e)**

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de la Loi sur l'accès à l'information**

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15(1) - Subv, 16(1)(b), 16(1)(c)(i), 21(1)(a), 69(1)(g) re (a), 69(1)(g) re (c)

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